



# BOARD OF TRUSTEES

**Board of Trustees Minutes  
February 20-21, 2020**

*Approved March 31, 2020*

## **FEBRUARY 20, 2020**

### **Executive Session Lunch**

CWU Des Moines, Building 29, Room 208

#### **Present:**

Ron Erickson, Chair

Robert Nellams, Vice Chair

Erin Black

Ray Conner

Gladys Gillis

Jeff Hensler

Zabrina Jenkins

James Gaudino, President

Linda Schactler, Board Secretary & Chief of Staff

Joel Klucking, Board Treasurer & Vice President for Business & Financial Affairs

Alan Smith, Assistant Attorney General

The board convened in executive session at 12:00 p.m. for one hour and fifteen minutes for the purpose of discussing issues related to personnel, per RCW 42.30.110 (g). Executive session ended at 1:15p.m.

### **Board Work Session**

CWU Des Moines, Building 2, Room 101

The work session was called to order at 1:32 PM

#### **Present:**

Ron Erickson, Chair

Robert Nellams, Vice Chair

Erin Black

Ray Conner

Gladys Gillis

Alex Harrington

Jeff Hensler

Zabrina Jenkins

#### **Staff to the Board:**

James Gaudino, President

Linda Schactler, Secretary to the Board

Joel Klucking, Treasurer to the Board

Kim Dawson, Executive Assistant to the President & Board of Trustees

Alan Smith, Assistant Attorney General

### **Executive Faculty & Staff**

Andreas Bohman, Vice President for Operations  
Delores (Kandee) Cleary, Vice President for Diversity & Inclusivity  
Lynn Franken, Interim Provost/Vice President for Academic & Student Life  
Josh Hibbard, Vice President for Enrollment Management  
Kremiere Jackson, Vice President for Public Affairs  
Rick Paradis, Interim Vice President for University Advancement

### **Approval of Amending the Agenda**

**Motion 20-01:** Mr. Nellams moved to amend the agenda of February 20, 2020 in order to add as the last two items of this afternoon a proposed amendment to the president's contract and a related board motion. Ms. Black seconded the motion. The motion was approved

### **Approval of the Agenda**

**Motion 20-02:** Mr. Nellams moved that the Board of Trustees of Central Washington University approve the amended agenda of the meeting of February 20, 2020. Ms. Black seconded the motion, which the board unanimously approved.

### **Approval of Minutes**

**Motion 20-03:** Ms. Gillis moved that the Board of Trustees of Central Washington University approve the minutes from the regular meetings of October 17 and 18, 2019. Ms. Black seconded the motion. The motion was approved.

### **Public Comment**

Chair Erickson announced that no one signed up for public comment.

### **Introduction of Highline College President & CWU Des Moines students**

During their visit to the Des Moines campus, the CWU Board of Trustees had the opportunity to meet the president of Highline College. **Dr. John Mosby**, who became the seventh president of Highline Community College in July 2018. He has more than 23 years of higher education experience and holds a doctorate in leadership/higher education administration from the University of San Diego. Highline has enjoyed remarkable leadership stability, with only six permanent presidents during its history, which began in 1961 as the first community college in King County.

Trustees also met three CWU University Center Des Moines students to learn about their academic experiences. The students were:

- Jenny Castro: CWU-Des Moines, Online Student, Criminal Justice
- Rebecca Smith: CWU-Des Moines, Elementary Education
- Lewis Nguyen: CWU Lynnwood, Supply Chain Management

### **UNIVERSITY PRIORITIES**

The board discussed the three, university-wide, five-year priorities President Gaudino set during the State of the University Address last fall.

## **GOAL 1: RETENTION**

Retention is a campus-wide, ethical and economic imperative, supporting both student completion goals and institutional sustainability. A successful retention initiative is a critical component of the value proposition of Central Washington University. Over the past two quarters, Academic and Student Life has partnered with Enrollment Management and consulted across divisions to meet retention objectives presented to the Board of Trustees in the fall of 2019. These include:

- Establishment of the Center for Teaching Excellence (CTE)
- Establishment of the Transfer Center
- Learning Within the Standard, Credit-bearing curriculum for all students
- Year-long New Faculty Orientation
- CWU 184, First Year Experience
- Belonging and growth mindsets
- Re-envisioning the residential experience

Other initiatives that are on the agenda but have progressed more slowly include:

- Advising
- High Expectations/High Effort/High Support

New and emerging initiatives include:

- Open Educational Resources
- Two-quarter Registration

## **GOAL 2: WORKFORCE DIVERSITY**

Diversity is a core value and critical to the sustainability of the university. Our strength lies in the diversity of our staff and faculty, which we believe positively impacts productivity, innovation, academic excellence and ultimately student success.

The goal clearly stated by President Gaudino in the October 2019 State of the University, is to increase workforce diversity by 5 percent over the next five years. This can be done by cultivating a diverse workforce pipeline and ensuring that campus policies, departmental procedures, and funding models align to make progress quickly. Every division, college, school, and department must participate in and have a responsibility to bring diversity and inclusion excellence into recruitment, hiring, and retention practices.

Achieving our goals has required us to be intentional in the way we do business and make a conscious effort to build learning environments that take advantage of the abilities and talents of a diverse group of people. In doing so we can prepare students to engage and contribute in a global society that is increasingly complex, pluralistic, and that requires teamwork, collaboration and innovation.

Identified in the Workforce Diversity Plan were several tactics to enhance the diversity of recruitment pools in faculty searches. The new approaches have resulted in these national searches all having exceeded availability of a diverse pool at each step of the process.

As the data shows there are some challenges with staff that we have not addressed. Staff searches are not tracked by the breadth of the search—local, regional and national. Until we know this, it is not possible to gauge availability. However, the data that we do have indicates that diversity declines at

each step of the process in staff searches. There is a need to gather disaggregated data to have a better indication of the opportunity to hire diverse candidates in staff searches.

### **GOAL 3: SUSTAINABILITY**

President Gaudino has challenged the university to reduce CWU's carbon footprint as one of three top university goals through 2025. In December, CWU hired a sustainability coordinator to define and unify carbon-reduction efforts, and to lead the development a long-term strategic vision for the university. Funding for the position came from existing budgets within the Office of the Provost and the Office of the Chief Financial Officer.

Kathleen Klaniecki joined CWU on January 2, 2020 as Sustainability Program Coordinator. Dr. Klaniecki will lead efforts to infuse sustainability principles into operational activities primarily, but also curricular and co-curricular functions of the university. Dr. Klaniecki holds a PhD in Sustainability Science and previously worked at Lehigh University (Bethlehem, PA) as Sustainability Program Coordinator.

#### **Where we are now—*sustainability successes***

The work of CWU over the past two decades to reduce energy consumption and enhance resource efficiency earned CWU “bronze” certification by the Association for the Advancement of Sustainability in Higher Education Sustainability Tracking, Assessment & Rating System (AASHE STARS). The president's new carbon reduction initiative starts from a strong foundation.

#### **Where we want to go—*vision and goals***

CWU has a strong foundation of sustainability initiatives and leadership. Developing a coordinating approach to carbon reduction will mean connecting isolated initiatives with a broader, comprehensive program. University-wide sustainability will build upon and enrich existing initiatives, drive down CWU's carbon footprint, and achieve the AASHE STARS Gold certification within five years. This vision will require cross-division collaboration and commitment, buy-in from employees and students, and a shared prioritization of initiatives.

#### **How we get there—*intentions for the coming months***

In order to achieve this ambitious vision, we intend to use the coming months to:

1. Create a definition of sustainability to guide and direct CWU's sustainability work, beyond carbon reduction.
2. Develop a comprehensive outreach and communication plan to elevate campus carbon-reduction initiatives, reach prospective students, and engage the university communities.
3. Launch a strategic planning process to develop comprehensive goals, metrics, and benchmarks for measuring progress.

The aim is to create bold goals and a comprehensive vision that will unite the university and local communities as we create a cleaner, safer and more healthful campus. The primary focus is the reduction of our overall carbon footprint and also to equip students with the skills and knowledge to address today's complex global challenges. Doing so will position CWU as a leader in integrating sustainability into operations, administration, and teaching.

#### **President's Contract**

President Gaudino informed the board and the university community of his intent to step down from active service as president on July 31, 2021.

## **Approval of Amendment to Contract Addendum No. 2**

The amendment modifies the first paragraph of Article 14 of the President's Contract, "Appointment as President Emeritus," to authorize the Board to extend the term of the President Emeritus beyond twelve months if needed.

*[XIV. Appointment as President Emeritus: "At the time of voluntarily stepping down from active service as President, the President shall be eligible for appointment by the Board of Trustees as President Emeritus of the University. The President at that time may either elect to retire or to continue serving the University as President Emeritus for a period not to exceed twelve months in accordance with the provisions of this Article XIV, unless further extended by action of the Board of Trustees."]*

**Motion 20-04:** Mr. Conner moved that the Board of Trustees of Central Washington University approve the contract amendment as presented. Ms. Gillis seconded the motion. The motion was approved.

## **Approval of Board Motion Accepting the President's Resignation**

The Board of Trustees of Central Washington hereby accepts the resignation of President James L. Gaudino, effective July 31, 2021, and confirms Dr. Gaudino's appointment as President Emeritus of the University, effective August 1, 2021, in accordance with Article 14 of the Presidential Contract and in accordance with the following terms.

Should a successor president begin service before July 31, 2021, Dr. Gaudino's resignation date shall be accelerated to the effective start date of his successor, and Dr. Gaudino's term as President Emeritus shall commence the following day, extending through July 31, 2022. In the event of such accelerated effective date of resignation, Dr. Gaudino shall receive, through July 31, 2021, the monthly automobile allowance provided under Article VIII.5 of the Presidential Contract, and as additional compensation, an amount equivalent to the annual deferred compensation he would have received under Article VI.B of the Presidential Contract had he continued serving as president through July 31, 2021.

Should the successor president begin service after July 31, 2021, Dr. Gaudino shall have the option to continue serving as president for such period of time as Dr. Gaudino and the Board of Trustees may mutually agree. In that event, Dr. Gaudino's twelve-month term as President Emeritus shall commence immediately after the actual end date of his service as president.

Article XIV of the Presidential Contract provides that the president's election to continue serving as President Emeritus shall be without prejudice to Dr. Gaudino's faculty appointment rights under Article III of the Contract, and further provides that the duties of the President Emeritus shall include such other duties as the President Emeritus and the Board of Trustees may mutually agree.

The Board of Trustees hereby approves Dr. Gaudino's request that his duties as President Emeritus include his preparing to assume active service in his tenured faculty position in the Department of Communication. In accordance with Article III of the Presidential Contract, Dr. Gaudino's faculty salary shall be equivalent to that of the then-highest paid Full Professor at the University, which shall mean the

highest nine-month base faculty salary, exclusive of grants, overloads, and summer stipends, but without prejudice to Dr. Gaudino's rights to faculty overload or summer assignments under the then-applicable provisions of the Faculty Collective Bargaining Agreement.

The Board of Trustees further approves Dr. Gaudino's request to work remotely and to maintain a home office during his term as President Emeritus, and the Board Secretary is hereby directed to work with Dr. Gaudino at the time of transitioning to his President Emeritus role in order to facilitate his use of a university computer and electronic access to his university accounts.

**Motion 20-05:** Mr. Conner moved that the Board of Trustees of Central Washington University approve the president's resignation and terms as presented. Ms. Black seconded the motion. The motion was approved.

Meeting adjourned at 3:47 PM.

Trustees, President Gaudino and board staff attended a social dinner at Cedarbrook Lodge in Seattle, WA. No business was conducted.

## **FEBRUARY 21, 2020**

### **Cedarbrook Lodge, Brightwood Boardroom**

#### **Executive Session**

##### **Present:**

Ron Erickson, Chair

Alex Harrington

Erin Black

Ray Conner

Gladys Gillis

Jeff Hensler

Zabrina Jenkins

James Gaudino, President

Linda Schactler, Board Secretary & Chief of Staff

Joel Klucking, Board Treasurer & Vice President for Business & Financial Affairs

Lynn Franken, Interim Provost/Vice President for Academic & Student Life

Alan Smith, Assistant Attorney General

The board convened in executive session at 8:30 a.m. for one hour for the purpose of discussing issues related to litigation per RCW 42.30.110 (i). At 9:30 a.m., the executive session was extended for 15 minutes. Executive session ended at 9:45 a.m.

#### **Regular Business Meeting**

The regularly scheduled business meeting was called to order at 9:51 AM.

**Present:**

Ron Erickson, Chair  
Erin Black  
Ray Conner  
Gladys Gillis  
Alex Harrington  
Jeff Hensler  
Zabrina Jenkins

**Staff to the Board:**

James Gaudino, President  
Linda Schactler, Secretary to the Board  
Joel Klucking, Treasurer to the Board  
Kim Dawson, Executive Assistant to the President & Board of Trustees  
Alan Smith, Assistant Attorney General

**Executive Faculty & Staff**

Andreas Bohman, Vice President for Operations  
Delores (Kandee) Cleary, Vice President for Diversity & Inclusivity  
Lynn Franken, Interim Provost/Vice President for Academic & Student Life  
Josh Hibbard, Vice President for Enrollment Management  
Kremiere Jackson, Vice President for Public Affairs  
Rick Paradis, Interim Vice President for University Advancement

**Housing Finance Sustainability**

Staff briefed the board on the strategic budget plan that assumes that housing and dining rates will increase at a rate above inflation every year.

**NWCCU Strategic Planning**

CWU's accrediting agency, The Northwest Commission on Colleges and Universities (NWCCU) recommended that CWU integrate department strategic plans within their divisions, and the divisional plans into a comprehensive university strategic plan tied to institutional core themes and assessment data. Accordingly, this project established four primary goals:

1. Engage the university community in the review of mission and core themes (goals);
2. Align divisional and cross-divisional plans with University Strategic Plan core themes and objectives;
3. Establish key performance indicators (KPIs) to track intermediate and end-state achievements; and
4. Implement a system and processes to track and document progress toward core theme achievement and mission fulfillment.

Each division has created a strategic plan that supports the overall Strategic Plan. Project progress is updated on the [Project Management Office SharePoint site](#) and the [CWU Strategic Planning website](#).

A detailed university strategic plan will be presented to trustees in May, with a request for endorsement of the final plan in July. Between now and July, the project team will continue to solicit feedback from the Cabinet, the Faculty Senate, the Academic Department Chairs Organization (ADCO), the Graduate Council, the Exempt Employee Association, the Classified Staff Employee Council, the Associated Students of CWU (ASCWU), faculty and staff, alumni, and other stakeholders.

## **Board Organization**

Chair Erickson appointed trustees Jeff Hensler and Zabrina Jenkins to the Enrollment Management committee.

He also reported that a March board meeting in Ellensburg has been added to the schedule. The meeting will focus on Presidential Succession Planning.

## **Action – Approval of Board Bylaws Revisions**

**Motion 20-06:** Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approves revisions to the bylaws contained in CWUP section 1-70-010 through 1-70-040, which was seconded by Mr. Conner. The motion was approved.

## **Action – Approval of Consent Agenda**

The formal recognition of faculty and staff is contained in the consent agenda. The consent action items are submitted by the divisions of Academic and Student Life, Business and Financial Affairs, Enrollment Management, Operations, and the President.

**Motion 20-07:** Ms. Gillis moved that the Board of Trustees of Central Washington University approves the consent action items submitted February 21, 2020, which was seconded by Mr. Conner. The motion was approved.

## **Action – Approval of BA Deaf and Sign Language Studies**

**Motion 20-08:** Ms. Gillis moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate (Motion No. 19-12) and hereby approves the Bachelor of Arts Deaf and Sign Language Studies degree program, which was seconded by Ms. Black. The motion was approved.

## **Action – Approval of BS Entrepreneurship**

**Motion 20-09:** Ms. Gillis moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate (Motion No. 19-32) and hereby approves the Bachelor of Science Entrepreneurship degree program, which was seconded by Mr. Hensler. The motion was approved.

## **Action – Approval of Samuelson Commons Naming**

**Motion 20-10:** Mr. Harrington moved that the Board of Trustees of Central Washington University hereby approve the naming of the eastern foyer of Samuelson Hall as the “Dale and Mary Jo Comstock Commons,” which was seconded by Mr. Hensler. The motion was approved.

## **Action – Approval of Realignment of Parking and Police Funding**

**Motion 20-11:** Ms. Gillis moved that the Board of Trustees of Central Washington University hereby approve appropriately realigning police compensation and dedicating parking revenue to parking-related activities as recommended, which was seconded by Ms. Black. The motion was approved.

The regular business meeting adjourned at 11:44 a.m.

Following the business meeting, AAG Alan Smith conducted Open Public Meetings Act (OPMA) training for Jeff Hensler.

The next meeting of the Board of Trustees is March 31, 2020 in Ellensburg, WA.



Linda Schactler, Secretary to the  
CWU Board of Trustees



Ron Erickson, Chair  
CWU Board of Trustees