

7-25-1985

Board of Trustees Minutes, July 25, 1985

Eastern Washington University

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Agenda

Board of Trustees Eastern Washington University

July 25, 1985

9:00 a.m., Higher Education Center, Spokane

- I. Trustees' Report
 - A. Eleanor E. Chase, Chairwoman, Board of Trustees
- II. Presidents' Reports
 - A. Dr. H. George Frederickson, President, EWU
 - B. Dr. Jerry Blanche, President, Faculty Organization
 - C. Mr. Patrick Davidson, President, Associated Students
 - D. Dr. Gordon Martinen, Foundation/Alumni Association
- ✓ III. Approval of Minutes (Attachment III.)
- IV. Action Items
 - ✓ A. Financial Plan, Fiscal Year 1985-86 (Attachment IV.A.)
 - ✓ B. Contract Acceptance, Dorm Fire Safety Project (Attachment IV.B.)
 - ✓ C. Hearing Officer Report (Attachment IV.C.)
 - D. Joint Center Board Appointment
- V. Information Items
 - A. Dean's Report - Dr. John O'Neill, School of Social Work and Human Services
- VI. Old Business
- VII. New Business
- VIII. Executive Session

An executive session will be called for the purpose of discussing personnel matters
- ✓ IX. Personnel Actions (Attachment IX.)

Minutes

Eastern Washington University

Board of Trustees
July 25, 1985

The Board of Trustees of Eastern Washington University held its regular meeting on July 25, 1985, at 9:00 a.m., in the Higher Education Center in Spokane.

BOARD MEMBERS PRESENT

Mrs. Eleanor E. Chase, Chairwoman
Mrs. Jean L. Beschel, Vice Chairwoman
Mr. Joe Jackson
Mr. Bert Shaber
Mr. Michael Ormsby

STAFF PRESENT

Dr. H. George Frederickson, President, EWU
Mr. Kenneth R. Dolan, Secretary, Board of Trustees
Mr. Russell Hartman, Vice President, Business & Finance
Dr. Duane Thompson, Vice President, Academic Affairs
Dr. Gordon Martinen, Vice President, Extended Programs
Mr. Skip Amsden, Acting Vice President, Student Services
Ms. Judy Samples, Director, Administrative Services
Mr. Mark Cassidy, Director, Governmental Relations
Dr. Jerry Blanche, President, Faculty Organization
Dr. Robert Gibbs, Vice President, Faculty Organization
Mr. Don Manson, Business Manager, Physical Plant
Ms. Beth Ann Carr, Interim Director, Foundation
Dr. Steven Christopher, Vice Provost, Undergraduate Studies
Mr. William Shaw, Director, Financial Services
Mr. Gene Spooner, Chairman, WFSE
Mr. Ron Raver, Director, Men's Athletics
Mr. Al Whiteside, Budget Director, Budget Services
Ms. Gail Leonard, Budget Analyst, Budget Services
Dr. Wayne Hall, Professor, Education & Mathematics
Dr. John O'Neill, Dean, School of Social Work & Human Services
Dr. William Katz, Dean, School of Human Learning & Development
Mr. Terry Mauer, Director, News Services
Mr. Owen Clarke, Senior Assistant Attorney General
Dr. Gail Hicks, Associated Professor, Psychology
Dr. William Slater, Dean, School of Fine Arts
Dr. Barbara S. Miller, Chairman, Art Department
Dr. William Shreeve, Chairman, Education Department
Dr. John Douglas, Vice Provost, Graduate Studies & Research

Mr. Robert Hille, Director, Higher Education Center
Dr. Frank Borelli, Vice President, Student Services
Dr. Elroy McDermott, Professor, Marketing
Dr. Jackson Martin, Director, Robert Reid Lab School
Dr. William Hoekendorf, Dean, College of Letters & Sciences
Ms. Sally Brucker, Assistant Professor, Education
Mr. John Johnson, Assistant Athletic Director
Dr. Jack Swan, Associate Professor, Mathematics
Dr. Thomas Bonsor, Director, Center for Economic Education
Dr. William Kidd, Associate Provost, Faculty Development
Dr. Henry-York Steiner, Professor, English
Ms. Norma Smith, Assistant Professor, Education
Dr. George Durrie, Assistant Professor, Government
Ms. Karen Michaelson, Grants Administrator
Dr. Helen Westrum, Professor, Home Economics

GUESTS PRESENT

Mr. James Chase, Mayor of Spokane
Senator Sam Guess, 6th District, Washington State Senate
Ms. Neva Taylor, President, Robert Reid Lab School PTA
Mr. Richard Ehlers, Student, Education Program
Ms. Guyla Taylor, EWU Graduate

STUDENTS PRESENT

Mr. Patrick Davidson, President, Associated Students
Mr. Ram Gopal
Ms. Joyce Zenner
Ms. Patricia Bor de Ville

MEDIA PRESENT

Mr. Bob Siler, Cheney Free Press
Mr. Jim Sparks, Spokesman Review-Chronicle
Ms. Susan Howard, KREM TV
Ms. Holly Houston, KHQ TV
Mr. Ed Springer, KHQ TV
Ms. Carol Jansen, KXLY TV

BUSINESS MEETING

Chairwoman Chase called the business meeting to order at 9:10 a.m.

TRUSTEES' REPORT

EWU's Science Center in Spokane has a new program, "Your Amazing Heart". Mrs. Beschel encouraged everyone to visit the Center.

There is a need for a major new long-range planning effort at EWU according to Mrs. Beschel. She recommended that this fall the Board of Trustees, faculty, students, and administration form a group to develop a long-range plan and that it be known as "EWU, The Blueprint for the Year 2000."

Mr. Ormsby agreed that there is a need to have goals beyond next year and that the planning project is a good idea. He stated that the students, faculty and staff should be involved in the process.

Trustees Jackson and Shaber also expressed their support for the planning project.

Dr. Jerry Blanche, President, Faculty Organization, stated that because of the recent controversy over athletics he should not become enthused about a planning project because the faculty's ideas are not treated with respect.

Mr. Pat Davidson, President, Associated Students, agreed that planning is necessary, but questions whether student's ideas would be taken seriously.

PRESIDENTS' REPORTS

1. Dr. H. George Frederickson, President, EWU

Dr. Frederickson reported that he had a meeting with Sam Smith, President of Washington State University and was pleased to announce that the "turf wars" are over. EWU and WSU will cooperate on education programs which will help meet the educational needs of the people of Spokane.

The faculty/staff breakfast will be held September 20, at 7:30 a.m. this fall. Senator James McDermott, Chairman of the Ways and Means Committee, will be the speaker.

The Seahawks rookies have been on campus for 1 week and the veterans are arriving tomorrow. The Seahawks are building a facility in the Seattle area, but will complete their camp here this summer and next summer as well.

A national and now international workshop for stutterers is being conducted by Dr. Breitenfeldt, Director of the Department of Communication Disorders.

2. Dr. Jerry Blanche, President, Faculty Organization

Dr. Blanche stated that the \$54 million operating budget proposed by the administration was rejected by the Faculty Organization, that the faculty does not support the closure

of the Robert Reid School and that the budget plan is in violation of the shared governance agreement. (See appendix I for full report.)

Dr. Blanche stated that this was his last Board of Trustees meeting as President of the Faculty Organization. Dr. Robert Gibbs will be the new President beginning September 1 of this academic year.

3. Mr. Patrick Davidson, President, Associated Students

Mr. Davidson reported that the Associated Students have a petition with 136 student signatures requesting that the Reid Laboratory School remain open.

Mr. Davidson urged the Board of Trustees to strongly consider all points of Dr. Blanche's report. He stated that it had been an honor to work with Dr. Blanche and appreciated his support of the students. (See appendix II for full report.)

4. Dr. Gordon Martinen, Foundation/Alumni Association

Dr. Martinen introduced Ms. Beth Ann Carr, Interim Director of the EWU Foundation.

Ms. Carr reported that the last month has been a quiet time for both the Foundation and the Alumni Association. The Foundation Executive Committee met on July 23 and adopted a modest operating budget. One of the Foundation's goals is to seek additional funding for the Roland B. Lewis Chair.

The Alumni Board meeting will be held on September 7.

MINUTES OF THE REGULAR BOARD OF TRUSTEES MEETING OF JUNE 27, 1985, Agenda Item III.

Motion #07-01-85: "I move that the minutes of the June 27, 1985 Board of Trustees meeting be approved with a correction under New Business, Agenda Item VII, which reflects that a motion was approved that the EWU Board of Trustees will join the Washington Association of University Boards."

Motion by Mrs. Beschel, seconded by Mr. Ormsby, approved with one abstention.

FINANCIAL PLAN, FISCAL YEAR 1985-86, Agenda Item IV.A.

Mr. Russell Hartman, Vice President, Business & Finance, recommended that the Board of Trustees approve the proposed \$53,940,409 financial plan (operating budget) for the fiscal year July 1, 1985 through June 30, 1986.

Dr. Duane Thompson, Vice President of Academic Affairs, observed that for the last 10 years there has been growth and improvement at EWU. Eastern has worked toward improving service to a larger area and to adding appropriate programs especially in technology. The University has made every effort to keep the student-faculty ratio as low as possible. Reductions in faculty because of budget cuts have been avoided. Other areas of the University have been greatly affected by the budget cuts, but Academic Affairs has been protected. In recent years, personnel costs have absorbed funds that should have been used for support such as professional travel, clerical needs, etc. The Council of Academic Deans met to discuss the budget and devise a plan to make some personnel cuts yet keep the programs going.

Dr. Thompson distributed a summary of the 1985-86 Budget for Academic Affairs to the Board of Trustees. This budget was developed in consultation with the CADs, and reflects the input of reduced enrollments. (See appendix III). He recommended that the Board of Trustees approve the budget that has been presented.

RECESS

Chairwoman Chase called a recess at 12:20 p.m.

The meeting was called back into session at 12:30 p.m.

Chairwoman Chase called for an open discussion of the Robert Reid Lab School closure. (See appendix IV.)

Vice Presidents Hartman, Martinen and Amsden presented the budgets for their respective areas (See appendices V, VI, and VII.)

Mr. Ormsby requested the administration to develop a new budgeting system that would assure full involvement of all appropriate members of the University constituency. The process should be developed by the end of winter quarter.

Motion #07-02-85: "I move that Mr. Russ Hartman, Vice President for Business and Finance develop a revised budgeting process for allocating funds available to EWU.

Motion by Mr. Ormsby, seconded by Mrs. Beschel, approved unanimously.

Mrs. Beschel offered a motion that the Board approve the Financial plan for fiscal year 1985-86 as submitted. Mr. Shaber amended the motion to accept the financial plan with the exception of the proposal to eliminate the Robert Reid Lab School.

Motion #07-03-85: "I move that the Financial Plan for fiscal year 1985-86 be approved with the exception of the proposal to eliminate Robert Reid Lab School and that the Reid School be given one year to find alternative funding sources."

Amended motion by Mr. Shaber, seconded by Mrs. Beschel, approved unanimously.

CONTRACT ACCEPTANCE, DORM FIRE SAFETY PROJECT, Agenda Item IV.B.

Mr. Russ Hartman, Vice President for Business and Finance, requested that this item be deleted from the agenda and be considered at the next Board meeting.

HEARING OFFICER REPORT, Agenda Item IV.C.

Mr. Owen Clarke, Senior Assistant Attorney General, stated that a faculty grievance is a personnel matter and this agenda item should be discussed in Executive Session.

JOINT CENTER BOARD APPOINTMENT, Agenda Item IV.D.

Mr. Ken Dolan, Secretary to the Board of Trustees explained that Mrs. Holly Sonneland was appointed to the Joint Center Board at the last month's Board of Trustees meeting. The Board had also asked Mr. James D. Ray to serve, but he had to clear the appointment with his company. His company has given him permission and Mr. Ray has agreed to serve.

Motion #07-04-85: "I move that Mr. James D. Ray be appointed to the Joint Center Coordinating Board."

Motion by Mrs. Beschel, seconded by Mr. Shaber, approved unanimously.

INFORMATION ITEMS, Agenda Item V.

DEAN'S REPORT DR. JOHN O'NEILL, SCHOOL OF SOCIAL WORK AND HUMAN SERVICES, Agenda Item V.A.

See appendix VIII for full report.

OLD BUSINESS, Agenda Item VI.

Dr. Jerry Blanche, President of the Faculty Organization stated that he had been directed by the Academic Senate to request the Board to rescind the commitment made at last month's meeting to continue as a NCAA Division I level school in Athletics. The Academic Senate feels that this commitment is in direct violation of the shared governance agreement. The decision has

caused distress and dissension among faculty. The Academic Senate had met before last month's Board of Trustees meeting and approved the formation of a new Intercollegiate Athletic Policy Board. Dr. Blanche requested that the Board rescind the action taken at last month's meeting and allow the new Intercollegiate Athletic Policy Board to review EWU's athletic programs in the Fall.

Mr. Patrick Davidson, President of the Associated Students, stated that he feels that the Board is ignoring concerns of students and faculty on athletics. He stated that student funding of athletics would limit other student activities.

Dr. H. George Frederickson, President, EWU, told the Board that he had been asked by Dr. Blanche and the Chairman of the AHE to ask the Board to rescind the decision of last month's meeting. Dr. Frederickson questioned the usefulness of such controversy to the University. He suggested that the Board further discuss intercollegiate athletics under the new university plan, EWU 2000 if they choose not to rescind their action.

Mr. Gene Spooner stated that the classified staff was never included in any decision regarding athletic policy. He said that the Board had promised to include classified staff, but the motion last month, again cut out that possibility.

Mrs. Beschel stated that one reason the Academic Senate was asking the Board to reverse their decision to continue athletics at a NCAA Division I level was because they had no representative present during the discussion. However, this matter was discussed during open session, the representatives had chosen to leave. She feels to give athletics a chance to succeed it must be a stable program. Academics is and always will be the most important part of the University, but athletics is important too. The University has been building athletics for seven years. Stabilizing the program at Division I gives athletics the best chance for success. Shared Governance relates to the governance process between the faculty and the administration, but the Board, by statute, has the final authority for the governance of the University.

Mr. Ormsby stated that he believes that better support for the athletic program will come with further dissemination of information. Mr. Ormsby made a motion that the Board change the decision made at last month's meeting to continue athletics at a NCAA Division I level and reconsider the matter this fall after more study has been made. The motion was not seconded.

NEW BUSINESS, Agenda Item VII.

Mr. Mark Cassidy, Director of Governmental Relations, explained the Interlocal Cooperative Agreement for Central Dispatch Services with EWU and the City of Cheney. On June 23, 1983 the Board of Trustees and the City of Cheney executed an Interlocal Cooperative Agreement which established a central dispatch center for emergency services. During the past several months, questions have been raised to whether or not there is any value in EWU continuing to participate in the central dispatch center in light of its limited benefit to EWU. An audit by a management team recommends that EWU withdraw from the agreement. Mr. Cassidy recommended that a written notice of intent to terminate participation in the agreement be sent to the City of Cheney. (See appendix IX).

Motion #07-05-85: "I move that the Board of Trustees delegate the authority to President H. George Frederickson to issue a notice of intent to terminate the Interlocal Cooperative Agreement for Central Dispatch Services (EWU No. C001476)."

Motion by Mrs. Beschel, seconded by Mr. Ormsby, approved unanimously.

EXECUTIVE SESSION, Agenda Item VIII.

Chairwoman Chase called an executive session at 6:20 p.m. for the purpose of discussing personnel matters. Chairwoman Chase called the meeting back into regular session at 7:55 p.m.

PERSONNEL ACTIONS, Agenda Item IX.

Motion #07-06-85: "I move that the Hearing Officer's Report on Grievance Case No. 85-1, brought by Dr. Robert Morrow be accepted."

Motion by Mr. Ormsby, seconded by Mr. Shaber, approved unanimously.

Motion #07-07-85: "I move that the personnel items be approved and that limited hiring authority be granted to complete the hiring of faculty and staff for fall quarter 1985."

Motion by Mr. Ormsby, seconded by Mrs. Beschel, approved unanimously.

ADJOURNMENT

The meeting was adjourned at 8:20 p.m.

NEXT MEETING DATE

The next regular meeting date of the Board of Trustees will be September 26, 1985.

Eleanor E. Chase
ELEANOR E. CHASE, Chairwoman
Board of Trustees

Kenneth R. Dolan
KENNETH R. DOLAN, Secretary
Board of Trustees

EWU

Memorandum

To: Dr. H. George Frederickson, President

From: Russell A. Hartman, Vice President, Business and Finance

Date: July 15, 1985

Subject: Acceptance of Completed Capital Project



It is recommended that the Board of Trustees accept as completed Contract No. PP-82-03-G, Campus Dormitories Fire Safety Improvements, Phase II described on the attachment.

ACCEPTANCE OF PUBLIC WORKS CONTRACT

PROJECT: Campus Dormitories Fire Safety
Improvements, Phase II

CONTRACT NO.: PP-82-03 G

DESCRIPTION: The contract for this project provided
for the installation of fire detection
and alarm systems in each of the Univer-
sity's five dormitories and Louise
Anderson Hall. The contracted work also
included the installation of smoke de-
tectors at the Married Student Court,
Holter House Apartments and Anna Maria
Apartments

CONSULTANT: Tan, Brookie, Kundig Architects
d.b.a Northwest Architectural Company
Spokane, Washington

CONTRACTOR: A-Alarm Service, Incorporated
Greenacres, Washington

CONTRACT HISTORY: Contract Award: May 24, 1984
Notice to Proceed: June 26, 1984
Substantial Completion: June 13, 1985

CONTRACT AMOUNT: Original Contract Amount: \$201,854.00
Contract Adjustments: 9,191.10

Final Contract Amount: \$211,045.10

THORNER, KENNEDY, GANO & ROWLEY P. S.
ATTORNEYS AT LAW
A PROFESSIONAL SERVICE CORPORATION

DAVID A. THORNER
W. JAMES KENNEDY
WADE E. GANO
ROBERT C. ROWLEY
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DONALD E. TEMPLETON

THE CHESTNUT LEGAL BUILDING
101 SOUTH TWELFTH AVENUE
MAILING ADDRESS: P. O. BOX 1410
YAKIMA, WASHINGTON 98907-1410

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OUR FILE NUMBER

July 3, 1985

4-8253

William Katz, Ph.D.
School of Human Learning & Development
Eastern Washington University
Hargraves Hall, Room 128
Cheney, WA 99004

Professor Robert Morrow, Ph.D.
Eastern Washington University
209 Oakland
Cheney, WA 99004

Re: Eastern Washington University
Grievance Case No. 85-1

Gentlemen:

Enclosed please find my proposed Findings of Fact, Conclusions of Law and Decision regarding the matter of the Grievance of Dr. Morrow.

In my view of the matter, it does not involve any disputed facts. Rather the matter revolves around the interpretation of the University's By-laws, specifically, Section 300.33.20. In my reading of that provision as a whole, I am left with the abiding conviction that what is meant by the last full sentence is clear and unambiguous. In order for an academic administrative appointee to receive salary based upon the Faculty Salary Plan, that appointee must fit in to one of two areas in order for the salary to be evaluated by either the regular faculty procedures or the procedures for full-time administrators.

In reviewing the facts, Dr. Morrow is employed for more than 11 months and he does teach less than 1/2 time as long as the 1/2 time refers to the 11 months. I have concluded that it does. The reasoning is that if the drafters of this regulation had intended to limit the phrase "teach less than 1/2 time" to the academic year, they would have said so as they did in the first clause of that sentence. The fact that they did not do so leads me to the conclusion that they intended to mean exactly what they said, that is that the time contemplated in making the determination as to whether an individual teaches less than 1/2 time is the entire period of his employment and not limited to the academic year.

William Katz, Ph.D.
Professor Robert Morrow, Ph.D.
July 3, 1985
Page 2

Similarly, the juxtaposition of the phrase "less than 1/2 time" in relationship to the phrase 11 months or more, cannot be ignored.

Although it is unfortunate that Dr. Morrow was not advised of his academic based salary during his tenure as a full-time administrator, nevertheless, there is no evidence which would convince me or that has convinced me, that the failure of the University to reveal that information, caused Dr. Morrow to alter his position. The legal theory of estoppel upon the University has not been proven by the preponderance of the evidence.

Therefore, my decision is that Dr. Morrow has been evaluated properly throughout the years that he has been employed for 11 months or more and has been teaching less than 1/2 time during that period of employment.

It is clear that the Faculty Grievance Panel was without authority to provide damages to Dr. Morrow. There certainly is no By-law which would have justified this award and it is clear that the Faculty Grievance Panel must operate within the confines of the established By-laws. Therefore, the award of \$5,000.00 must be dishonored and set aside.

Finally, I enjoyed meeting both of you and discussing the matter in which it was conducted, I have submitted the original Proposed Findings of Fact, Conclusions of Law and Decision, together with a copy of this letter to the Board of Trustees.

Very truly yours,

THORNER, KENNEDY, GANO & ROWLEY, P.S.

Wade E. Gano

WEG/wls

Enclosure

GRIEVANCE PANEL REPORT ON CASE 85-1

I. INTRODUCTORY REMARKS.

A Level II Grievance Request was filed by Dr. Robert Morrow of the Department of Education with the Faculty Grievance Committee on October 16, 1984. The chairman of the Faculty Grievance Committee, Dr. Jay Rea, appointed this panel on October 25, 1984 to hear the case. This Faculty Grievance Panel consisted of three members, Dr. Edmund Yarwood, Dr. Wes Stone, and Dr. Barbara Miller, who served as Chairman. The case was designated No. 85-1.

Dr. Morrow grieved the actions of Dr. William Katz, Dean of the School of Human Learning and Development for alleged violation of Eastern Washington University By-Law 300.33.20. He requested a readjustment of his base salary, reimbursement for back salary, retirement, and interest on both salary and retirement owed. The panel held a formal hearing on November 5, 1984.

Preliminary to the formal hearing, agreement was reached regarding the nature of the hearing, namely that it would be formal, it would be open, it would be taped for possible review or transcription later, no witnesses would be called, and no attorneys would be present. The provisions of RCW 29B.19.120 were reviewed with all parties present. It was agreed as an uncontested fact that the salary figure listed in Attachment 3 of the Grievance Request (labelled by the panel as Exhibit D), \$32,696., represents the base academic salary of Dr. Morrow for the academic year 1984-85, were he a full-time faculty member. During this hearing documents were introduced into evidence and these were labelled Exhibits A - I. The principal parties agreed that the file of grievance documents was complete.

Testimony was presented by both the grievant, Dr. Robert Morrow, and by the respondent, Dr. William Katz. Questions were addressed to both principals by members of the panel. The entire hearing was recorded on tape.

II. FINDINGS OF FACT.

1. Prior to 1976, Dr. Morrow taught in the Department of Education as a full-time faculty member, holding the rank of Professor of Education since 1971.

2. In September of 1976 Dr. Morrow accepted appointment as Executive Coordinator of Teacher Education Programs, a full-time administrative post which he held until September of 1981. During these five years he did not teach and was not considered a faculty member.

3. In September of 1981 Dr. Morrow returned to his position in the Department of Education, teaching one-half time during the 9-month academic year. He simultaneously held the position of Director of Certification, which constituted one-half of his employment during the 9-month academic year and all of his employment during the 3 months of the summer.

4. While serving as an administrator, the grievant was not supplied with information as to what his base academic salary would have been.

III. STATEMENT OF BY-LAWS, POLICIES, PROCEDURES, AND PRINCIPLES.

Both grievant and respondent agree that University By-Law 300.33.2 titled "Academic Administrative Salaries," is central to the issues raised in this grievance. Here is the text of the By-Law:

300.33.20 Academic Administrative Salaries. Salaries for academic administrative assignments will be generally related to the individual's academic-year salary, and shall not be less than that base salary when the appointment is for the academic year only. When appointment is for a period longer than the academic year because of an administrative assignment, the nature and extent of the individual's total responsibilities will be taken into account in setting the total salary, which may be greater or less than a straight "pro-rata" extension of the person's base academic-year salary rate. When an individual has established a base salary in the faculty salary schedule, the normal continuation of that base shall be noted in the annual contract, and if the individual returns to full-time teaching duties, base academic year salary shall be no less than that continuation figure. If the appointees teach approximately half-time or more during the academic year, their evaluation for salary purposes will be initiated by the regular faculty procedures; if they are employed for 11 months or more and teach less than half-time their evaluation will be by the same procedures as for other full-time administrators.

IV. CONCLUSIONS OF LAW, POLICY, PROCEDURE, AND PRINCIPLE.

It appears that Dr. Morrow's base salary eroded during the time he served as an administrator -- that is, from September, 1976, through August, 1981. During these five years the faculty at Eastern Washington University did receive salary increases. (See Exhibit C; Memorandum to Dr. Morrow from Vice President Thompson, dated August 14, 1984.) It is not known whether Dr. Morrow received commensurate salary increases during these years. But because he was not a faculty member, his actual salary was calculated according

to different procedures.

The largest increase in faculty salaries was awarded in October of 1981 -- with an average percentage rate of 10.3. It is assumed by this panel that because this increase was authorized during the preceding spring or summer months, at least part of the increment was to reward academic performance during the previous academic year. Because Dr. Morrow had not been a faculty member during the academic year 1980-81, he was not eligible for this salary increase, even though it was made effective on October 1, 1981.

The size of these faculty salary increases may explain the discrepancy in salary between Dr. Morrow and his colleagues in the Department of Education with whom he compared figures, when he returned to teaching in 1981.

The panel feels that it is unfortunate that Dr. Morrow was not informed of his base academic salary during the years he served as an administrator. This is in direct violation to the University By-Law, "When an individual has established a base salary in the faculty schedule, the normal continuation of that base shall be noted in the annual contract... ." Had he been so informed, Dr. Morrow could have monitored the erosion of his base salary, when, as an administrator, he was not receiving the salary increments accruing to the faculty. However, Dr. Morrow did not ask for this figure; neither did his dean provide it.

This committee does not find the question of whether Dr. Morrow is currently considered to be primarily a faculty member who also holds an administrative appointment or primarily an administrator who also teaches a relevant issue in determining the grievance. It is

our conjecture that the reason Dr. Morrow's base salary appears to be lower than that of his colleagues in that he did not receive faculty raises while he was an administrator. Or, more correctly, his academic base salary was not adjusted upward between 1976 and 1981 because he was not a faculty member during these years.

The committee finds no evidence that Dr. Morrow's rights according to By-Law 300.33.20 were violated with regard to how his academic base salary was determined when he returned to teaching in September of 1981. We do feel, however, that his rights were violated, with respect to his knowledge of how this base salary was calculated. That is, he was not informed of what his base salary was between 1976 and 1981.

This appears to be the root of the problem and is the basis for the current grievance.

V. RECOMMENDATIONS.

1. It is the recommendation of this panel that Dr. Morrow not be awarded the \$16,134.25 which he has asked for. This figure was derived by Dr. Morrow by calculating what he thought his academic base salary should have been when he returned to teaching in September of 1981 and by projecting subsequent payments. (See his calculations in Exhibits G-3, G-4, G-5, and G-6.) Dr. Morrow states that because the academic base salary which he was given in 1981 was too low, he was denied money he ought to have received. (See Dr. Morrow's letter to Jay Rea of October 16, 1984, labelled Exhibit A: "On September 1, 1981, I returned to teaching one-half time and my salary was once again determined by regular faculty procedures which is in

compliance with the By-Laws. However, the base figure I was given was substantially lower than it should have been." Emphasis mine.)

This panel has concluded that as far as we know, Dr. Morrow was not eligible for faculty salary increases during the years he served as an administrator, nor should his academic base salary reflect these changes. Therefore, he is in error in concluding that his academic base salary was too low. We do not feel that Dr. Morrow's rights were violated in this respect.

2. However, the panel does see a violation of Dr. Morrow's rights in another respect according to the same By-Law: Dr. Morrow was not informed annually of his academic base salary even though this is specifically called for in the By-Laws. Clearly, Dr. Morrow should have requested this information at that time -- i.e., between the years 1976 and 1981. The panel feels that even though both parties bear some responsibility here for the development of this grievance, the fault lies primarily with the administration. In light of this violation, we recommend that Dr. Morrow be recompensed by a payment of \$5,000.

3. During the course of these deliberations, the panel debated the meaning of the last sentence in By-Law 300.33.20:

If the appointees teach approximately half-time or more during the academic year, their evaluation for salary purposes will be initiated by the regular faculty procedures; if they are employed for 11 months or more and teach less than half-time their evaluation will be by the same procedures as for other full-time administrators.

Although its meaning does not appear to us to be crucial to a settlement of this grievance, we noted that it is difficult to interpret clearly. At best the statement is ambiguous, and at worst it is contradictory. We strongly recommend that it be reworded or rewritten in order to prevent confusion in the future which could lead to grievances.

Respectfully submitted,



Dr. Barbara S. Miller
Chairman, Grievance Panel

cc: Dr. H. George Frederickson, President
Dr. Jay Rea, Chairman, Faculty Grievance Committee
Dr. Robert Morrow, Professor of Education
Dr. William Katz, Dean, School of Human Learning & Development
Dr. Jerry Blanche, Chairman, Academic Senate
Office of Academic Affairs

GRIEVANCE PROCEDURE

--Supercedes WAC 172-129--

(Approved by Board of Trustees June 23, 1983)

406.00.00 PREAMBLE. The purpose of the following grievance procedure shall be to provide a means for the resolution of personnel and professional problems. The Policy and procedures are established to promote the interest of the University in its primary endeavors of teaching and learning with related and supporting activities of research, scholarship, and service and to protect and assure the due process interests of faculty members.

406.10.00 DEFINITIONS

1. "Grievant(s)" shall mean the faculty member or group of faculty members making the complaints.
2. "Appointing authority" shall include but not be limited to the Board of Trustees, the President of the University, and the Vice President for Academic Affairs.
3. "Board of Trustees" shall refer to the Board of Trustees of Eastern Washington University or an officially designated committee thereof.
4. "Costs" shall refer to the expenses incurred during a hearing for stenographic and/or video tape services, transcription of any stenographic notes taken during the course of a hearing, cost of service of any legal documents incurred as a result of any hearing, payment of any witness fees, and the costs of reproducing documents that may be copied for use in hearings, pursuant to these procedures. The term "costs" shall not include fees for retention of any attorney or professional representative utilized by a grievant or the University in the course of a grievance.
5. The term "days," when used in this procedure, shall, except where otherwise indicated, mean University academic working days.
6. "Faculty Grievance Committee" shall mean a standing committee chosen from the faculty at large which shall be established and function in the manner described at paragraph III herein below.
7. "Grievance" shall mean a complaint by a faculty member (defined in By-Law 400.11.00) or a group of faculty members that: (a) there has been as to the grievant a breach, misinterpretation, improper application, violation, or unfair application of any of the By-Laws, policies, procedures, or accepted academic practices of EWU which

shall include but not be limited to terminations, dismissals, and tenure decisions; or (b) the grievant has been treated unfairly by reason of any act or condition contrary to established EWU policies, By-Laws, accepted academic practices governing or affecting faculty members; or (c) the grievant has been treated unfairly with respect to any matter over which the Board of Trustees has authority and power to act.

8. "President" shall mean the University's chief administrative officer or his or her designee.
9. "Professional organization" shall mean organizations which include but are not limited to: Association for Higher Education, American Association of University Professors, American Federation of Teachers, and Faculty Organization.
10. "Professional organization representative" means any individual designated by the organization of the grievant's choice.
11. "University" shall mean Eastern Washington University.
12. A "formal hearing" occurs at Level II when it is specifically requested by the grievant and such a hearing follows the procedures established by RCW 28B.19.120 (herein incorporated by reference).
13. "Parties" shall mean the "grievant" and individual(s) responsible for the adverse action which precipitated the grievance.

406.20.00 FACULTY GRIEVANCE COMMITTEE

406.20.10 Purpose. In order to provide for professional peer judgment, careful consideration of institutional concerns, and to assure fair process for individual faculty members, an all-university committee which shall be known as the "Faculty Grievance Committee" is hereby established.

406.20.20 Composition. The Faculty Grievance Committee shall be composed of fifteen (15) faculty members: Nine (9) nominated by the Rules Committee, three (3) nominated by the Vice President for Academic Affairs, and three (3) nominated by the President of the University, all to be confirmed by majority vote of the Academic Senate; provided, however, that none of the nominees shall be deemed to represent the interests of the nominating authority that designates each of them, and that each such nominating authority shall make its best efforts to keep confidential its identity from the person whom it nominates. The initial appointees of each nominating authority shall serve for terms of twelve (12), twenty-four (24), and thirty-six (36) consecutive calendar months commencing on September 1 and terminating on August 31. The determination of which appointee shall hold a twelve (12) month term, twenty-four (24) month term, or thirty-six (36) month term shall be made

by the appointing authority of that appointee. All successors to initial appointees shall serve a term of thirty-six (36) consecutive calendar months commencing on September 1 of the first month of the first year and terminating on August 31 of the thirty-sixth month of the third year.

- 406.20.30 Filling Vacancies. No alternates or substitutes shall be allowed for any appointee to the Faculty Grievance Committee. Upon the resignation or death of any member of the Faculty Grievance Committee, a nomination for the remainder of that person's term shall be made by the original nominating authority.
- 406.20.40 Selection of Executive Committee. No later than the second week of Fall Quarter, the Faculty Grievance Committee, meeting in a body, shall select a chairperson, vice chairperson, and secretary who shall constitute the Executive Committee of the Faculty Grievance Committee; the Executive Committee members shall serve a term of twelve (12) consecutive calendar months.
- 406.20.50 Functions of the Faculty Grievance Committee. The Faculty Grievance Committee shall have the primary responsibility on behalf of the University to make findings and recommendations for the resolution of grievances brought to it by a grievant.
- 406.20.60 Resolution of Faculty Grievances. The Faculty Grievance Committee may serve in various ways to achieve resolution of faculty complaints and grievances by conducting:
1. Informal investigation of complaints by its executive committee, seeking resolution through consultation and findings.
 2. Hearings by a panel of three (3) to five (5) members (hereinafter "Faculty Grievance Panel"), selected by the committee's executive committee except that in cases of dismissal for adequate cause the hearing shall be conducted by no less than a quorum of the full committee.
 3. Fact-finding investigation of personnel matters of unit or divisional significance by a panel as determined by the committee's executive committee upon the request of the President of the University.
- 406.20.70 Conflict of Interest. A member of the committee who has a possible conflict of interest in any grievance by virtue of departmental, institutional, or personal relationships, or having served on a fact finding investigation of personnel matters related to the grievance at issue will be excused from service for that case; the grievant may request the executive committee to rule upon the possibility of such conflict of interest on the part of a panel or committee member.
- 406.21.00 PROCEDURES FOR LEVELS I AND II.
- 406.21.10 Submission of Written Grievance. A faculty member who wishes to present a grievance shall do so, in writing, to the appropriate persons

responsible for the adverse action; the faculty member shall also present written copies of his/her grievance to the chairperson of the Academic Senate and to the chairperson of the Faculty Grievance Committee and to the Office of Academic Affairs within twenty (20) days after receipt of formal notice of the adverse action or decision. The written grievance shall specifically identify by-laws, practices, procedures or other basis for the grievance. Furthermore, the grievant shall specify the remedy sought. Consideration may be given by the Faculty Grievance Committee to extenuating circumstances which may have delayed the filing beyond this time limit. At each level of the procedure, the grievant shall use the appropriate grievance request form and shall be entitled to make a separate record of the proceeding providing that it is at the grievant's expense.

- 406.21.20 General Provisions for Adjustment of Grievances. The adjustment of grievances shall be accomplished as rapidly as possible, and at the lowest level possible. Under unusual circumstances, the time limits prescribed in this statement may be extended by mutual consent of the grievant and person or persons by whom this grievance is being considered. At all levels, those documents necessary for resolution of the issue raised by the grievant shall be made available to all parties.
- 406.21.30 Authority to Adjust and Implement Remedies. The Vice President for Academic Affairs or his designee shall identify, and the informal discussions shall include, individuals with authority to adjust and implement remedies sought by the grievant.
- 406.21.40 Level I: Informal Discussions. The informal discussion(s) with the grievant shall be arranged by the party(s) responsible for the adverse action within five (5) days of receiving the grievance. At this stage, discussion(s) shall be conducted in private and a good faith effort shall be made to adjust the problem. A written response shall be furnished within five (5) days after the conclusion of the private discussions and shall be furnished directly to the grievant during working hours, or, if this is not possible because of the absence of the employee on his regularly scheduled working day, mailed by certified letter and regular mail to the grievant's last known address. This written response shall specify what actions, if any, will be taken to remedy the grievance and the reasons for adopting these actions. In the event the time limits herein described are not met, except in the case of extenuating circumstances, the grievant may immediately proceed to Level II.
- 406.21.50 Level II: Faculty Grievance Panel Hearing and Review. If the grievance is not adjusted nor implementation begun to the satisfaction of the parties involved as a result of the private discussions, within fifteen (15) days from the day the response is furnished or, if the response is mailed, within twenty (20) days from the mailing date, the dissatisfied party may refer the matter to the chairperson of the Faculty Grievance Committee by submitting a completed Hearing Request form. If a party seeks a "formal hearing," per RCW 28B.19.120, he/she shall so designate through a Hearing Request form, and the hearing shall be designated as formal. A hearing shall be conducted by the designated Faculty Grievance Panel within ten (10) days of the receipt of the Hearing Request form by the chairperson of the

Faculty Grievance Committee. Written findings and recommendations by the Faculty Grievance Panel shall be furnished within five (5) days of the conclusion of the hearings directly to the parties involved in the same manner as provided in Level I, to whom the findings and recommendations of the Faculty Grievance Panel are directed, to the Chairman of the Faculty Grievance Committee, and to the President.

406.21.51 Level II Hearing procedure. Upon the specific request of the dissatisfied party, this hearing shall be deemed formal. During the hearing, parties are given an opportunity to present supporting testimony on their behalf, question any parties or other witnesses, examine all documents, and request the appearance of other faculty members, colleagues, students, and administrators to represent them or to testify on their behalf. The grievant is entitled to be present during the entire hearing. The parties and/or the Faculty Grievance Panel may request (or subpoenae if a formal hearing) the attendance of any witnesses and the production of any documents deemed relevant to consideration of the grievance. The request or subpoena to appear and/or to produce documents must state a reasonable time and place and give notice of not less than five (5) days.

1. The Faculty Grievance Panel may prescribe and implement additional procedures consistent with Washington State law and University policy which may include but not be limited to procedures described in RCW 28B.19.120. Unless the dissatisfied party has requested otherwise, the adoption of any such procedures shall not alter the fact that the hearing is "informal" for the purposes of RCW 28B.19 et seq.
2. If the grievance is a tenure decision, a majority of the candidates on the Faculty Grievance Panel must be tenured. The Faculty Grievance Panel may not include anyone who is in the same department as the grievant, who has less than two (2) years service on the faculty, who has an obvious direct interest in the case, who has received notice of non-reappointment, layoff or termination, or who has a grievance or lawsuit pending against EWU.
3. Except for recognized rules of privilege, the Grievance Panel shall not be bound by strict rules of legal evidence but shall make every possible effort to obtain evidence that is of probative value in determining the issues involved.

406.21.52 Burden of Proof. In the case of dismissal of a faculty member, the University shall bear the burden of proving, by a preponderance of the evidence, that such a dismissal was made for adequate cause as defined by By-Law 401.43.40. A faculty member or group of faculty members who files a grievance for matters other than dismissal of a tenured faculty member shall bear the burden of proving:

1. by a preponderance of the evidence that there has been as to the grievant a breach, misinterpretation, improper application, violation, or unfair application of any of the by-laws, policies, procedures, or academic practices of EWU; or

2. by a preponderance of the evidence that the grievant has been treated unfairly by reason of any act or condition contrary to established EWU policies, by-laws, or practices governing or affecting faculty members; or
3. that the grievant has been treated unfairly with respect to any matter over which the Board of Trustees has authority and power to act.

406.21.60 Presidential Review. The President or his designee shall review the record of the Level II hearing proceedings within ten (10) days of receipt of the Faculty Grievance Panel's findings and recommendations. If the President or his designee accepts the findings and recommendations of the Faculty Grievance Panel, he or she shall implement them or, if appropriate, shall transmit a copy of the same to the Board of Trustees within fifteen (15) days after receipt of such recommendation. A written decision of the President or his designee shall then be delivered to all parties within twenty (20) days of receipt of the Panel's recommendations: such decision shall contain the President's findings and recommendations. The findings and recommendations of the Faculty Grievance Panel shall be overturned by the President only if such findings and recommendations are not supported by a preponderance of the evidence. If, however, the President elects to take no action in a particular case brought to him by the Grievance Panel, the Chairperson of the Academic Senate shall forward the findings and recommendations of the panel directly to the Board of Trustees within twenty-five (25) days of the President's receipt of same.

406.30.00 LEVEL III: HEARING EXAMINER.

406.30.10 Review. If the grievance is not adjusted nor implementation begun to the satisfaction of any of the concerned parties at Level II, the dissatisfied party may, within ten (10) days after receipt of notice of action taken, refer the grievance to the Board of Trustees for designation of a Hearing Examiner using a Review Request form. Within twenty (20) calendar days after receiving the Review Request form, the Board of Trustees shall notify the chairperson of the Academic Senate that the Hearing Examiner selection process is to be initiated. After selection of the hearing examiner, the Board of Trustees shall transmit the record of the previous proceedings, along with the President's and/or grieving party's stated reasons for differing with the recommendation of the Faculty Grievance Panel, to the hearing examiner.

406.30.20 Selection of Hearing Examiner. Within ten (10) days after receipt of the Board of Trustees' notification of the receipt of a Request for a hearing examiner, the chairperson of the Academic Senate shall provide a list of three (3) names, approved by the Senate Rules Committee, from which the Board of Trustees may select one (1). Such list shall also contain a brief statement describing the qualifications of the three (3) nominees. All such nominees shall be subject to the following standards:

1. They must be considered unbiased.

2. They must not be related to any of the parties involved.
3. They must agree to provide contract services as a hearing examiner in accordance with the fee schedule that may be promulgated from time to time by the Board of Trustees.

- 406.30.21 Procedure if Board Rejects Nominees. If the Board of Trustees does not find any of the nominees acceptable, the Board shall, within a reasonable time, but in no case after ten calendar (10) days, so notify such chairperson who must then within ten calendar (10) days after receipt of notice of rejection of the hearing examiner candidates, provide a list of three (3) more nominees who shall also be submitted in accordance with the standards provided for in this section. A final designation by the Board of Trustees of the hearing examiner shall occur within a reasonable time after it first receives notification of a Request for a hearing examiner, but not more than ninety (90) calendar days after it first receives notification of a request for a hearing examiner.
- 406.30.30 Evidence to be Considered by Hearing Examiner. The hearing examiner shall receive written briefs or oral arguments, or both, if tendered by the principals, or their representatives, and shall allow a reasonable time for the preparation of written briefs and presentation of oral arguments, relevant notices of time and place to be communicated to the principals and/or their representatives immediately after receipt of the notice of grievance. Upon motion by either party, the hearing examiner may consider new evidence or remand the matter to the Faculty Grievance Panel for consideration thereof. All new evidence to be considered by the hearing examiner shall be made known to all parties at least five (5) days prior to the hearing. The hearing examiner, taking into account the stated objections and receiving new evidence if necessary, shall submit a final report to the Board of Trustees. If evidence is taken, the faculty member shall have the right to due process afforded at earlier stages of the proceedings.
- 406.30.40 Hearing Examiner's Findings. The hearing examiner shall review the record of the previous proceedings and, within twenty (20) calendar days, shall prepare and mail his or her recommended findings of fact and conclusions to the Board of Trustees and the interested parties. The hearing examiner appointed by the Board of Trustees shall not only prepare the findings of fact and conclusions that shall be submitted to the Board, but such hearing examiner's findings as to credibility shall be deemed final. The hearing examiner's findings and conclusions shall be overturned by the Board only if such proposed findings and conclusions are not supported by substantial evidence.
- 406.30.50 Board of Trustees Final Decision. The Board of Trustees will make its final decision only after it considers the examiner's recommended findings and conclusions and in accordance with the principles implicit in these procedures. (The Board shall render its decision at its next regular meeting following the report of the hearing examiner.)
- 406.40.00 MISCELLANEOUS.

- 406.40.10 Allocation of Costs. Except for those cases in which the parties agree to make a formal record of transcript and share the costs thereof, all costs of grievance shall be borne by the University. Provided, however, that if a grievant loses at Level I and Level II (Faculty Grievance Panel), the cost of Level III shall be borne equally between the grievant and the University.
- 406.40.20 Immunity from Reprisal. All individuals involved and all others who might possibly contribute to the adjustment of a grievance are urged to testify, with full assurance that no reprisal will follow by reason of such participation.
- 406.40.30 Disposal of Documents. In a manner consistent with state and federal law, all documents, communications and records dealing with the processing of grievances shall be filed separately from the grievant's personnel file, and, upon the final adjustment of the grievance, such documents, communications and records, excepting a summary of the grievance and the final adjustment thereof, shall be destroyed. This summary and final adjustment shall be filed separately from the grievant's personnel file, and a separate copy shall be forwarded to the Secretary of the Academic Senate for placement in the files of the Academic Senate.
- 406.40.40 Rights of Representation. At each step of this grievance procedure, either party shall be entitled to be accompanied by others who might contribute to the acceptable adjustment of the grievance and/or a representative of one of the professional organizations on campus.
- 406.40.50 Level of Initiation. The concerned parties may, by written stipulation, agree to initiate this procedure at any level.

EWU

Memorandum

Attachment IV.A.

To: Dr. *J. Shaw* George Frederickson, President
From: Wm. J. Shaw, Director, Financial Services
Date: July 15, 1985
Subject: 1985-86 Financial Plan (Operating Budget)

RECOMMENDED ACTION

It is recommended that the Board of Trustees approve the financial plan (operating budget) of \$53,940,409 for the fiscal year July 1, 1985 through June 30, 1986, as summarized.

| | |
|-------------------------------------------|---------------------|
| Educational and General Operations | \$37,245,976 |
| Auxiliary Enterprises | 9,057,323 |
| Sponsored Programs - Grants and Contracts | 3,000,000 |
| Student Assistance Programs | 3,471,500 |
| Subtotal Expenditures | <u>52,774,799</u> |
| Transfers Among Funds | <u>1,165,610</u> |
| Total | <u>\$53,940,409</u> |
| Service Activities | <u>\$ 3,746,745</u> |

A summary report on revenues, expenditures, and transfers for the 1985-86 financial plan with comparative figures for the three previous years is presented on the following page. Additional summary reports and displays are included for reference after the narrative information.

OVERVIEW OF 1985-86 FINANCIAL PLAN

Educational and General Operations

The 1985-86 budget for educational and general operations is recommended at \$37,245,976, about 70.6% of the expenditures for the total financial plan. This budget is also known as the legislative budget and should be considered as the core budget -- the financial instrument that describes and supports the basic programs and characteristics of the University. An expanded discussion on the educational and general operations is included after the overview.

Auxiliary Enterprises

Auxiliary enterprises are separate budget entities which furnish services that are essential elements in the support of the University's program. Each enterprise has a source of income related directly to its

Eastern Washington University
Summary of Revenues, Expenditures and Transfers
1985-86 Financial Plan

July, 1985

| | -----1982-83 Actual----- | | -----1983-84 Actual----- | | Current Year Plan --1984-85 Fiscal Year-- | | Recommended Plan --1985-86 Fiscal Year-- | |
|------------------------------------------------|--------------------------|---------------------|--------------------------|---------------------|----------------------------------------------|---------------------|---------------------------------------------|---------------------|
| | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total |
| Revenues by Program Group: | | | | | | | | |
| Educational and General Operations | \$28,747,727 | 65.7% | \$34,840,666 | 69.3% | \$35,718,192 | 68.8% | \$37,185,634 | 69.1% |
| Auxiliary Enterprises | 8,765,639 | 20.0% | 9,464,556 | 18.8% | 10,115,466 | 19.5% | 10,226,788 | 19.0% |
| Sponsored Programs-Grants and Contracts | 3,744,860 | 8.6% | 3,132,998 | 6.2% | 2,945,000 | 5.7% | 2,945,000 | 5.5% |
| Student Assistance Programs | 2,465,912 | 5.6% | 2,848,652 | 5.7% | 3,165,200 | 6.1% | 3,471,500 | 6.4% |
| Total Revenues by Program Group | 43,724,138 | 100.0% | 50,286,872 | 100.0% | 51,943,858 | 100.0% | 53,828,922 | 100.0% |
| Percent Increase/Decrease(-) | N/A | | 15.0% | | 3.3% | | 3.6% | |
| Expenditures and Other Deductions: | | | | | | | | |
| Educational and General Operations | 29,031,531 | 67.8% | \$34,933,782 | 71.0% | \$36,008,599 | 70.5% | \$37,245,976 | 70.6% |
| Auxiliary Enterprises | 7,379,456 | 17.2% | 8,337,667 | 16.9% | 8,890,227 | 17.4% | 9,057,323 | 17.2% |
| Sponsored Programs-Grants and Contracts | 3,917,633 | 9.2% | 3,091,160 | 6.3% | 3,000,000 | 5.9% | 3,000,000 | 5.7% |
| Student Assistance Programs | 2,471,797 | 5.8% | 2,848,652 | 5.8% | 3,165,200 | 6.2% | 3,471,500 | 6.6% |
| Total Expend/Deductions by Program Group | 42,800,417 | 100.0% | 49,211,261 | 100.0% | 51,064,026 | 100.0% | 52,774,799 | 100.0% |
| Percent Increase/Decrease(-) | N/A | | 15.0% | | 3.8% | | 3.4% | |
| Transfers Among Funds, Additions/(Deductions): | | | | | | | | |
| Mandatory: | | | | | | | | |
| From Loan Fund (GSL) | 185,491 | | 205,806 | | 205,807 | | 0 | |
| To Debt Service-Bonds | (550,949) | | (575,383) | | (542,406) | | (240,200) | |
| To Debt Service-Bank Note | 0 | | | | (150,000) | | (246,000) | |
| To Mortgage and Contract Payment | (33,927) | | (25,407) | | (25,407) | | (25,400) | |
| To Prepayment of Bonds | 0 | | 0 | | (53,500) | | 0 | |
| To Debt Service-Federal Note | 0 | | 0 | | 0 | | (40,000) | |
| Nonmandatory: | | | | | | | | |
| Unexpended Plant-PUB Expansion | (193,953) | | (275,584) | | 147,288 | | (508,957) | |
| Unexpended Plant-Dorm/HVAC/Remodel | (655,247) | | (209,822) | | (803,900) | | (266,000) | |
| Unexpended Plant-Parking Lot | 0 | | 4,936 | | 0 | | 0 | |
| Unexpended Plant-PUB Remodeling | (8,367) | | (7,008) | | (1,700) | | 0 | |
| To Intercollegiate Athletics | 0 | | 0 | | 0 | | 160,947 | |
| Total Transfers Among Funds (Net) | (1,256,952) | | (882,462) | | (1,229,818) | | (1,165,610) | |
| Net Increase/(Decrease) for the Year | (\$333,231) | | \$193,149 | | (\$343,986) | | (\$111,487) | |
| Fund Balance at Beginning of Year | 1,949,655 | | 1,616,424 | | 1,809,573 | | 1,465,587 | |
| Fund Balance at End of Year | \$1,616,424 | | \$1,809,573 | | \$1,465,587 | | \$1,354,100 | |

Note: Does not include Service Activities.

function and conceptually should be regarded as self-contained. The auxiliary enterprises of the University are:

- ASEWU - Departmental Related
- ASEWU - Student Activities
- Intercollegiate Athletics
- University Bookstore
- Pence Union Building (PUB)
- University Conference Center
- Parking Services
- Housing and Dining Services
- Spokane Center for Higher Education

In fiscal year 1985-86, the expenditure budgets for these auxiliary enterprises will total \$9,057,323, or 17.2% of the expenditures for the total financial plan. Through the services provided and the fees charged, the auxiliary enterprises directly affect the day-to-day operations and other budgets of the University. The entities meet their objective of budgeting on a long-term, break-even basis. These enterprises may experience operating deficits in a given year, but will break even over the longer term.

Sponsored Programs - Grants and Contracts

The budgets in this category are primarily Federally supported grants and contracts. In fiscal year 1985-86, the cost of sponsored programs will total approximately \$3,000,000, or 5.7% of the total financial plan. These "restricted" programs or projects are performed in accordance with the conditions of agreements with the sponsoring governmental agencies and various State or private agencies.

Student Assistance Programs

This category includes funds received and disbursed by the University for student aid programs -- Federal and State programs, privately endowed scholarships, and State-funded grants. The total of these disbursements is expected to be approximately \$3,471,500 in fiscal year 1985-86, or 6.6% of the total financial plan.

Transfers Among Funds

During fiscal year 1985-86, approximately \$1,165,610 is expected to be transferred among funds and all of the transfers are associated with the operations of the auxiliary enterprises. Transfers among funds are classified as mandatory or nonmandatory transfers. The mandatory transfers are a result of a binding legal document, such as transfers for debt retirement. Nonmandatory transfers are mainly for capital construction projects of the auxiliary enterprises.

Service Activities

Service activities (or revolving funds) are divisions of the University which are established primarily to provide services within the University. The five service activities are:

Stores Operations
 Data Processing Services
 Printing and Duplicating
 Facilities Remodeling
 Motor Pool

These activities charge other University budgets for the provided services and will account for approximately \$3,746,745 in fiscal year 1985-86. This amount does not represent a percentage of the total financial plan because the income is, for the most part, already included in budgets where it is used to pay for the services provided by these activities. Service activities exist to provide services and to achieve economies in what is performed over the cost of securing the service externally. Thus, effective operations produce direct benefits to other units in the University.

RESPONSIBILITY CENTER BUDGETING

Internally, the University uses a responsibility center concept in allocating and managing its budget resources. The 1985-86 budget is recommended for distribution as follows:

| <u>Responsibility Center</u> | <u>Educational and General Operations</u> | <u>Total Financial Plan</u> |
|------------------------------|-----------------------------------------------|---------------------------------|
| Academic Affairs | \$22,821,565 | \$25,821,565 |
| Extended Programs | 1,459,615 | 1,598,620 |
| Student Services | 1,514,890 | 5,506,862 |
| Business and Finance | 11,124,565 | 19,522,411 |
| President | 325,341 | 325,341 |
| Subtotal Expenditures | <u>37,245,976</u> | <u>52,774,799</u> |
| Transfers Among Funds | <u>0</u> | <u>1,165,610</u> |
| Total | <u>\$37,245,976</u> | <u>\$53,940,409</u> |
| Service Activities | | <u>\$ 3,746,745</u> |

This process provides each major administrator with an allocation of funds to manage those departments or activities for which the manager is responsible. It also means each administrator is clearly accountable for the assigned budgets. With responsibility center budgeting, the manager devotes more attention to operations without taking undue concentration on the mechanics of the State accounting system. The distribution is revised to reflect the Student Services reorganization which was approved at the June Board of Trustees meeting.

Each Vice President will discuss at the Board meeting the various options and reasons to support these options for management of his responsible area during the 1985-86 fiscal year -- especially those changes to the departments in the educational and general operations budget.

Academic Affairs

Academic Affairs is responsible for the ongoing instructions cost of operating the University college and schools:

- College of Letters and Sciences
- School of Business
- School of Human Learning and Development
- School of Fine Arts
- School of Public Affairs
- School of Social Work and Human Services
- School of Health Sciences
- School of Mathematical Sciences and Technology

This responsibility center is also in charge of all instructional departments, including research, libraries, academic computing support, and activities directly related to instruction, such as speech clinic, certification, minorities' and womens' programs, instructional media center, grants administration, center for extended learning, and learning skills center. These departments are included in the educational and general operations budgets. The budget of sponsored programs for grants and contracts is assigned to the academic affairs responsibility center as indicated below.

| | |
|-------------------------------------------|---------------------|
| Educational and General Operations | \$22,821,565 |
| Sponsored Programs - Grants and Contracts | <u>3,000,000</u> |
| Total | <u>\$25,821,565</u> |

Extended Programs

This responsibility center serves as the linkage between the off-campus community and the academic resources of the University. Included in the educational and general operations budget are the activities of continuing education, alumni, EWU foundation, publications, news service, Spokane instructional support, and the Business and Technology Center. The auxiliary enterprise budget supports the Higher Education Center, and the printing and duplicating operations are included in the budget for services activities.

| | |
|-------------------------------------|--------------------|
| Educational and General Operations | \$1,459,615 |
| Auxiliary Enterprises: | |
| Spokane Center for Higher Education | <u>139,005</u> |
| Total Extended Programs | <u>\$1,598,620</u> |

| | |
|--------------------------|-------------------|
| Service Activities: | |
| Printing and Duplicating | <u>\$ 426,367</u> |

Student Services

Student Services' responsibilities are updated to include the reorganization changes which were approved at the June 1985 Board of Trustees

meeting. These changes are the result of the nearly two-year efforts of the Joint Select Committee on Student Services. This responsibility center in the educational and general operations budget is in charge of admissions, registration, academic advising, student discipline, financial aid and scholarships, student employment, liaison with the associated student organization, student social activities, day care, career planning and placement, psychological services, and disabled and handicapped services.

| | |
|------------------------------------|---------------------------|
| Educational and General Operations | \$1,514,890 |
| Auxiliary Enterprises: | |
| ASEWU - Departmental Related | 120,900 |
| ASEWU - Student Activities | 399,572 |
| Student Assistance Programs | 3,471,500 |
| Subtotal Expenditures | <u>5,506,862</u> |
| Transfers Among Funds | <u>110,000</u> |
| Total | <u><u>\$5,616,862</u></u> |

Business and Finance

This responsibility center is in charge of the business services of the University, and the educational and general operations budget includes lease and property management, contract administration, legal services, routine financial services, such as auditing, payroll, cashiering, etc., personnel and benefits administrations, administrative computer support, all components of the plant operations and maintenance program, telephone, postal, trucking, police and fire services, facilities planning, and intercollegiate athletics. Auxiliary enterprises and service activities are listed below.

| | |
|------------------------------------|----------------------------|
| Educational and General Operations | \$11,124,565 |
| Auxiliary Enterprises: | |
| Intercollegiate Athletics | 1,173,000 |
| University Bookstore | 1,930,677 |
| Pence Union Building (PUB) | 336,156 |
| University Conference Center | 876,410 |
| Parking Services | 115,137 |
| Housing and Dining Services | 3,966,466 |
| Subtotal Expenditures | <u>19,522,411</u> |
| Transfers Among Funds | <u>1,055,610</u> |
| Total | <u><u>\$20,578,021</u></u> |

| | |
|--------------------------|----------------------------|
| Service Activities: | |
| Stores Operations | \$ 1,083,437 |
| Data Processing Services | 1,706,758 |
| Facilities Remodeling | 367,964 |
| Motor Pool | <u>162,219</u> |
| Total | <u><u>\$ 3,320,378</u></u> |

President

This responsibility center in the educational and general operations budget includes the operations of the president's office, Board of Trustees, and the artist and lecture series.

| | |
|------------------------------------|------------------|
| Educational and General Operations | <u>\$325,341</u> |
|------------------------------------|------------------|

EDUCATIONAL AND GENERAL OPERATIONS (THE LEGISLATIVE BUDGET)

As previously indicated above, the educational and general operations budget (the legislative budget) is the University's core budget and it is broken down into a series of programs that are common to all of the institutions of higher education in the state of Washington. (The program structure is generally recognized at the national level for budgeting and accounting of colleges and universities.) The program distribution of this \$37,245,976 core budget for fiscal year 1985-86 is as follows:

Program

| | |
|----------------------------------|---------------------|
| Instruction | \$18,253,545 |
| Research | 282,073 |
| Primary Support Services | 2,065,580 |
| Libraries | 2,240,554 |
| Student Services | 2,590,003 |
| Institutional Support | 4,553,527 |
| Plant Operations and Maintenance | 6,801,694 |
| Special Equipment Appropriation | <u>459,000</u> |
| | <u>\$37,245,976</u> |

Instruction Program

The instructional program supports formal instructional activities which are available to students who are seeking to complete an academic or professional curriculum or desiring to continue their education through self-sustaining credit instructional/academic programs. It includes academic year instruction and departmental research for general activities, as well as for health sciences offerings, the summer session educational programs, and courses offered through extension education.

Research Program

The research program maintains activities which are specifically organized to encourage and promote research as a means of advancing knowledge and understanding. These activities are conducted with funds budgeted separately and are designed to develop knowledge that will be unique and of specific importance to the University, the community, and the state in areas of special competence of Eastern's faculty and students.

Primary Support Program

This program is used to maintain activities which directly support the instructional and research missions of the University. It includes the academic computing, ancillary, and practical experience for certain students, and academic administration.

Libraries Program

The libraries program supports the maintenance and balance of the University's library activities -- collection, storage cataloging, and distribution of published materials and audio-visual or media services which aid in the transmission of information -- with the need to provide a system of learning experiences and opportunities that will provide each enrolled student the means to achieve his/her potential intellectual development.

Student Services Program

This program provides and maintains activities which contribute to the emotional and the physical well-being of the students and to their intellectual, social, and cultural development, and to achieve effective and efficient services for financial aid administration, and student recruitment, and admissions and records.

Institutional Support Program

The institutional support program provides operational support for the ongoing administrative functions of the University. These activities are associated with institutional management, fiscal operations and general support services, logistical services, and community relations and development.

Plant Operations and Maintenance Program

This program supports services and maintenance to campus grounds and facilities -- including utilities, power plant operation, leases and rents, building and utilities maintenance, environmental health and safety, security, trucking, waste disposal services, custodial services, landscape and grounds maintenance, and operations and maintenance support (physical plant administration).

Special Equipment Appropriation

This special equipment appropriation provides funds for instructional and general support equipment which is greatly needed as the society becomes increasingly technological in nature.

Each program is assigned a numerical code. For example, instruction is 010, research is 020, etc. This categorization, theoretically, provides a standard set of cost categories and the Office of Financial Management is then able to "roll up" the total cost of the instruction program or libraries program over the total system of higher education in the

state. At least in theory, the total State budget is able to define needs and expenditures for each of these major programs across the State structure.

REVIEW OF RECENT BUDGET REDUCTIONS

During the 1981-83 biennium, the University undertook a series of budget reductions which were extremely frustrating and disruptive to the on-going educational and general operations -- the effects of which will be felt for many years. State revenue projections were not realistic and the mandatory funding of K-12 caused havoc for the institutions of higher education, as well as other State agencies. The University survived these budget cuts through very hard work on everyone's part.

Eastern's Approach

The University's approach early on was to protect, to the extent possible, the instructional budget. The priorities were very clear when the series of budget reductions took place, and these priorities were stated early in the Fall of 1981.

1. Protect teaching and direct support, including Spokane Center.
2. Provide for adequate maintenance of facilities.
3. Provide essential services.
4. Minimize staff layoffs.
5. Avoid major reductions in student employment.

Each succeeding budget reduction that came out of Olympia was treated in exactly the same priority manner. In each case, the instructional budget was protected and staff layoffs were avoided until there was no other alternative. Eastern approached the crisis as a temporary one and tried to make adjustments in 1981-83 operations that would not severely impact the University's ability to carry out its long-term mission of instruction.

The Result

The result of this approach on Eastern's operations was major reductions in services in most non-academic departments of the University and relative stability with the academic areas -- the average biennial FTE enrollment actually increased over the prior 1979-81 biennium by 112 students. The Legislature approved an early retirement program and this feature had a significant impact on the entire University. It was particularly influential in allowing the academic areas to survive without major staff upheavals. Routine services like custodial, grounds, delivery, cashiering, personnel, and others were reduced to minimal levels. The University probably survived the crisis without major long-range damage, but curiously enough, Eastern was severely criticized by some people in Olympia agencies for its approach. These individuals felt that the University should have reduced or eliminated academic programs in order to dramatize the effect of the budget reductions. The following reflects these reductions and the effects on academic and non-academic areas during the 1981-83 biennium.

1981-83 Biennium:

| | <u>Academic</u> | <u>Non-Academic</u> | <u>Total</u> |
|-------------------------------|---------------------|---------------------|---------------------|
| Original Budget | \$41,074,300 | \$23,859,500 | \$64,933,800 |
| Percentage Distribution | 63.3% | 36.7% | 100.0% |
| Reductions: | | | |
| November 1981 | \$ 1,395,000 | \$ 2,744,000 | \$ 4,139,000 |
| April 1982 | 100,000 | 295,000 | 395,000 |
| April 1982 | 145,000 | 423,000 | 568,000 |
| July 1982 | 827,000 | 250,000 | 1,077,000 |
| January 1983 | 0 | 300,000 | 300,000 |
| Total Reductions | <u>\$ 2,467,000</u> | <u>\$ 4,012,000</u> | <u>\$ 6,479,000</u> |
| Percentage Distribution | 38.1% | 61.9% | 100.0% |
| Percentage of Original Budget | 6.0% | 16.8% | 10.0% |

Reductions During the 1983-85 Biennium

The educational and general operations budget for the recently ended 1983-85 biennium was considered by most as a "restoration budget" and it did much to rebuild the budget base destroyed in the 1981-83 biennium. As indicated below, minor budget cuts were experienced during this biennium, but considerably less and more manageable. The inflation and supplemental retirement reduction came early in the biennium, but the shortages for the underfunded salary increase and for State revenues not matching projections came at a particularly difficult time. Coming late in the academic year the majority of the reduction did not affect the academic areas.

1983-85 Biennium:

| | <u>Academic</u> | <u>Non-Academic</u> | <u>Total</u> |
|---------------------------------------|------------------|---------------------|-------------------|
| Reductions: | | | |
| Inflation and Supplemental Retirement | \$ 124,319 | \$ 140,781 | \$ 265,100 |
| Salary Increase Shortage | (139,100) | 139,100 | 0 |
| State Revenue Shortage | 52,960 | 380,040 | 433,000 |
| Total Reductions | <u>\$ 38,179</u> | <u>\$ 659,921</u> | <u>\$ 698,100</u> |
| Percentage Distribution | 5.5% | 94.5% | 100.0% |

FUNDING PROBLEMS WITH THE EDUCATIONAL AND GENERAL OPERATIONS BUDGET

While the overall State budget increased by approximately 13%, the University educational and general operations budget (legislative budget) grew by a mere 3.4% -- not nearly enough to fund the necessary services required for the continuation of the current level of enroll-

ment. The legislative budget provides \$37,245,976 for the 1985-86 fiscal year while the necessary budget level is projected at \$38,632,427, or a 7.3% increase. This represents a shortage of nearly \$1.4 million.

The legislative budget calls for 7,000 FTE students, down from our present student count. Although there is no specific language regarding enrollments in the budget document, members of the Legislature repeatedly stressed the fact that State enrollment controls must be maintained. The Legislature reduced the instruction program of the University by \$549,560 because our current enrollment level of 7,220 exceeds the "State enrollment control" figures of 7,000 students. The chart on the next page reflects a comparison of actual versus budgeted enrollments for the last few years. Prior to this legislative session the difference in funding between actual and budgeted enrollments was generally provided in the next biennium budget. In this last budget session the needed funding for the increased enrollments of 220 FTE students was not provided, and funds were actually removed from the instruction program.

The University must reduce operations as a result of the enrollment reductions. In addition, other areas of the educational and general operations budget experienced funding shortages during the legislative session. The principal reductions or shortages from the original budget request for the 1985-86 fiscal year include:

| | | |
|-----------------------------------------------------|----------------|--------------------|
| 1. Underfunding of the January 1985 salary increase | \$ | 20,546 |
| 2. Underfunding of classified staff increments | | 108,776 |
| 3. Underfunding due to change in inflation rates | | |
| a. General 4.8% to 1.9% | 230,869 | |
| b. Library books 8.9% to 1.9% | 19,231 | |
| c. Utilities 9.4% to 1.9% | <u>110,282</u> | 360,382 |
| 4. Underfunding for postal rate change | | |
| 10% to 1.9% | | 12,231 |
| 5. Recharges for administrative services | | 113,590 |
| 6. Overestimate of local revenues | | 68,702 |
| 7. Drawdown of local fund balance | | 52,625 |
| 8. Underfunding of State allocated charges | | 99,073 |
| 9. Reduction of funding - intercollegiate athletics | | 477,000 |
| 10. Shortage for Industrial Insurance rate change | | 17,500 |
| 11. Understatement of budget base | | <u>56,026</u> |
| Total Reductions/Shortages | | <u>\$1,386,451</u> |

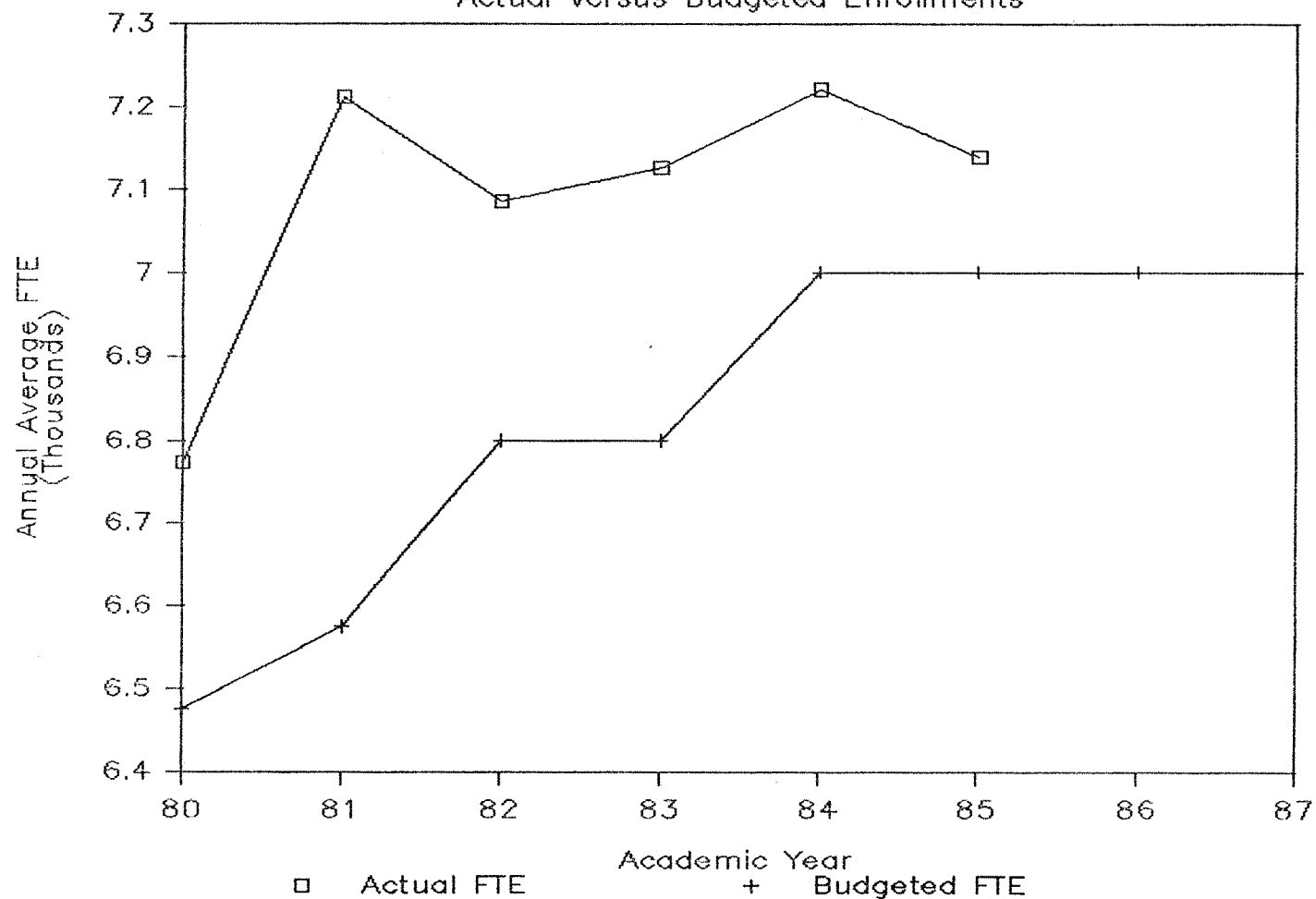
Since the submission of the original budget request to Olympia, inflation rates for utilities are anticipated to increase from 9.4% to 12.8%, which results in an additional underfunded condition of nearly \$75,000.

It is obvious that the educational and general operations budget for the 1985-86 fiscal year represents an extremely tight budget for the University.

Eastern Washington University

Academic Year Enrollments

Actual versus Budgeted Enrollments



| Academic Year | 1979-1980 | 1980-1981 | 1981-1982 | 1982-1983 | 1983-1984 | 1984-1985 | 1985-1986 | 1986-1987 |
|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actual FTE | 6773 | 7212 | 7085 | 7125 | 7220 | 7138 | | |
| Budgeted FTE | 6475 | 6575 | 6800 | 6800 | 7000 | 7000 | 7000 | 7000 |

COMPARISON OF EDUCATIONAL AND GENERAL OPERATIONS BUDGET:
LEGISLATURE VERSUS INTERNAL DISTRIBUTION

The University budgeting process is structured in such a way that budget dollars will shift from a department program to another department or program as changes are experienced in the services provided or reporting alignment. The following illustrates the changes in the distribution of the educational and general operations budget by program for the 1985-86 fiscal year.

| <u>Program</u> | <u>Legislative Budget</u> | <u>Eastern Budget</u> |
|----------------------------------|-------------------------------|---------------------------|
| Instruction | \$18,394,527 | \$18,253,545 |
| Research | 264,000 | 282,073 |
| Primary Support | 2,361,862 | 2,065,580 |
| Libraries | 2,271,000 | 2,240,554 |
| Student Services | 2,320,000 | 2,590,003 |
| Institutional Support | 4,431,247 | 4,553,527 |
| Plant Operations and Maintenance | 6,744,340 | 6,801,694 |
| Special Equipment | 459,000 | 459,000 |
| | <u>\$37,245,976</u> | <u>\$37,245,976</u> |

Eastern Washington University
Summary of Expenditures by Program Group
1985-86 Financial Plan

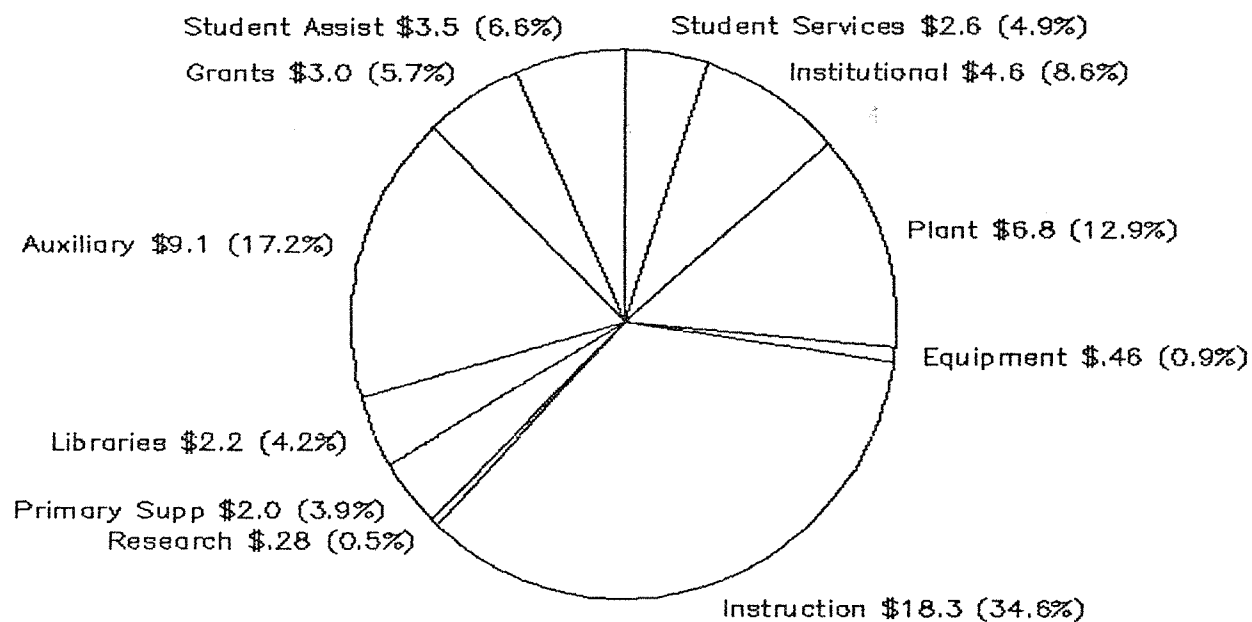
July, 1985

| | -----1982-83 Actual----- | | -----1983-84 Actual----- | | Current Year Plan --1984-85 Fiscal Year-- | | Recommended Plan --1985-86 Fiscal Year-- | |
|------------------------------------------|--------------------------|---------------------|--------------------------|---------------------|----------------------------------------------|---------------------|---------------------------------------------|---------------------|
| | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total |
| Educational and General Operations: | | | | | | | | |
| Instruction | \$15,313,100 | 52.7% | \$18,179,475 | 52.0% | \$18,398,035 | 51.1% | \$18,253,545 | 49.0% |
| Research | 48,476 | 0.2% | 57,875 | 0.2% | 58,347 | 0.2% | 282,073 | 0.8% |
| Public Service | 44,332 | 0.2% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Primary Support | 2,182,052 | 7.5% | 2,375,724 | 6.8% | 2,441,573 | 6.8% | 2,065,580 | 5.5% |
| Libraries | 1,770,294 | 6.1% | 2,007,667 | 5.7% | 2,119,211 | 5.9% | 2,240,554 | 6.0% |
| Student Services | 1,786,677 | 6.2% | 2,093,304 | 6.0% | 2,079,840 | 5.8% | 2,590,003 | 7.0% |
| Institutional Support | 3,330,710 | 11.5% | 3,829,448 | 11.0% | 4,112,994 | 11.4% | 4,553,527 | 12.2% |
| Plant Operations and Maintenance | 4,555,888 | 15.7% | 5,920,100 | 16.9% | 6,562,788 | 18.2% | 6,801,694 | 18.3% |
| Special Equipment Appropriation | 0 | 0.0% | 470,189 | 1.3% | 235,811 | 0.7% | 459,000 | 1.2% |
| Subtotal Educational and General | 29,031,531 | 100.0% | 34,933,782 | 100.0% | 36,008,599 | 100.0% | 37,245,976 | 100.0% |
| Percentage Increase/Decrease(-) | N/A | | 20.3% | | 3.1% | | 3.4% | |
| Auxiliary Enterprises: | | | | | | | | |
| ASEWU-Departmental Related | 125,189 | 1.7% | 117,645 | 1.4% | 134,300 | 1.5% | 120,900 | 1.3% |
| ASEWU-Student Activities | 275,750 | 3.7% | 367,450 | 4.4% | 414,100 | 4.7% | 399,572 | 4.4% |
| Intercollegiate Athletics | 610,201 | 8.3% | 893,444 | 10.7% | 1,043,529 | 11.7% | 1,173,000 | 13.0% |
| University Bookstore | 1,543,712 | 20.9% | 1,656,870 | 19.9% | 1,830,697 | 20.6% | 1,930,677 | 21.3% |
| Pence Union Building (PUB) | 323,352 | 4.4% | 303,738 | 3.6% | 319,202 | 3.6% | 336,156 | 3.7% |
| University Conference Center | 616,013 | 8.3% | 815,193 | 9.8% | 879,379 | 9.9% | 876,410 | 9.7% |
| Parking Services | 109,909 | 1.5% | 132,465 | 1.6% | 126,000 | 1.4% | 115,137 | 1.3% |
| Housing and Dining Services | 3,772,399 | 51.1% | 3,796,566 | 45.5% | 3,985,420 | 44.8% | 3,966,466 | 43.8% |
| Spokane Center for Higher Education | 2,929 | .0% | 254,296 | 3.0% | 157,600 | 1.8% | 139,005 | 1.5% |
| Subtotal Auxiliary Enterprises | 7,379,456 | 100.0% | 8,337,667 | 100.0% | 8,890,227 | 100.0% | 9,057,323 | 100.0% |
| Percentage Increase/Decrease(-) | N/A | | 13.0% | | 6.6% | | 1.9% | |
| Sponsored Programs-Grants and Contracts: | 3,917,633 | | 3,091,160 | | 3,000,000 | | 3,000,000 | |
| Percentage Increase/Decrease(-) | N/A | | -21.1% | | -2.9% | | 0.0% | |
| Student Assistance Programs: | 2,471,797 | | 2,848,652 | | 3,165,200 | | 3,471,500 | |
| Percentage Increase/Decrease(-) | N/A | | 15.2% | | 11.1% | | 9.7% | |
| Total Expenditures | \$42,800,417 | | \$49,211,261 | | \$51,064,026 | | \$52,774,799 | |
| Percentage Increase/Decrease(-) | N/A | | 15.0% | | 3.8% | | 3.4% | |
| Service Activities - Total | \$2,689,475 | | \$2,917,628 | | \$3,549,700 | | \$3,746,745 | |
| Percentage Increase/Decrease(-) | N/A | | 8.5% | | 21.7% | | 5.6% | |

Eastern Washington University
Fiscal Year 1985-86

Financial Plan

\$52,774,799



Eastern Washington University
Summary of Expenditures by Type
1985-86 Financial Plan

July, 1985

| | -----1982-83 Actual----- | | -----1983-84 Actual----- | | Current Year Plan --1984-85 Fiscal Year-- | | Recommended Plan --1985-86 Fiscal Year-- | |
|--------------------------------------------|--------------------------|---------------------|--------------------------|---------------------|----------------------------------------------|---------------------|---------------------------------------------|---------------------|
| | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total |
| Educational and General Operations: | | | | | | | | |
| Salaries | \$19,227,191 | 66.2% | \$21,705,242 | 62.1% | \$23,011,066 | 63.9% | \$24,121,513 | 64.8% |
| Employee Benefits | 4,362,746 | 15.0% | 5,201,652 | 14.9% | 5,034,709 | 14.0% | 5,900,327 | 15.8% |
| Hourly Wages and Overtime | 829,984 | 2.9% | 1,391,005 | 4.0% | 1,391,673 | 3.9% | 993,311 | 2.7% |
| Goods and Services (Net) | 3,959,030 | 13.6% | 5,263,655 | 15.1% | 5,478,539 | 15.2% | 5,156,524 | 13.8% |
| Travel | 358,970 | 1.2% | 557,987 | 1.6% | 453,532 | 1.3% | 402,765 | 1.1% |
| Equipment | 279,478 | 1.0% | 800,268 | 2.3% | 636,616 | 1.8% | 668,536 | 1.8% |
| Scholarships and Grants (Matching) | 14,132 | .0% | 13,973 | .0% | 2,464 | .0% | 3,000 | .0% |
| Subtotal Educational and General | 29,031,531 | 100.0% | 34,933,782 | 100.0% | 36,008,599 | 100.0% | 37,245,976 | 100.0% |
| Auxiliary Enterprises: | | | | | | | | |
| Cost of Goods Sold | 2,505,223 | 33.9% | 2,611,699 | 31.3% | 2,854,684 | 32.1% | 2,943,956 | 32.5% |
| Salaries | 1,030,871 | 14.0% | 1,166,780 | 14.0% | 1,108,390 | 12.5% | 1,160,423 | 12.8% |
| Employee Benefits | 309,202 | 4.2% | 360,074 | 4.3% | 358,364 | 4.0% | 383,009 | 4.2% |
| Hourly Wages and Overtime | 709,029 | 9.6% | 837,544 | 10.0% | 764,812 | 8.6% | 757,555 | 8.4% |
| Goods and Services (Net) | 2,250,089 | 30.5% | 2,617,964 | 31.4% | 2,921,623 | 32.9% | 2,875,609 | 31.7% |
| Travel | 222,670 | 3.0% | 263,711 | 3.2% | 280,890 | 3.2% | 310,046 | 3.4% |
| Equipment | 49,968 | 0.7% | 59,127 | 0.7% | 95,110 | 1.1% | 151,765 | 1.7% |
| Scholarships and Grants (Matching) | 302,404 | 4.1% | 420,768 | 5.0% | 506,354 | 5.7% | 474,960 | 5.2% |
| Subtotal Auxiliary Enterprises | 7,379,456 | 100.0% | 8,337,667 | 100.0% | 8,890,227 | 100.0% | 9,057,323 | 100.0% |
| Sponsored and Student Assistance Programs: | | | | | | | | |
| Salaries | 1,100,581 | 17.2% | 927,526 | 15.6% | 937,400 | 15.2% | 937,400 | 14.5% |
| Employee Benefits | 264,569 | 4.1% | 222,808 | 3.8% | 209,100 | 3.4% | 209,100 | 3.2% |
| Hourly Wages and Overtime | 1,004,044 | 15.7% | 853,974 | 14.4% | 640,000 | 10.4% | 640,000 | 9.9% |
| Goods and Services (Net) | 1,069,793 | 16.7% | 780,647 | 13.1% | 932,500 | 15.1% | 932,500 | 14.4% |
| Travel | 242,158 | 3.8% | 161,354 | 2.7% | 136,000 | 2.2% | 136,000 | 2.1% |
| Equipment | 103,904 | 1.6% | 60,643 | 1.0% | 60,000 | 1.0% | 60,000 | 0.9% |
| Scholarships and Grants (Matching) | 2,604,380 | 40.8% | 2,932,860 | 49.4% | 3,250,200 | 52.7% | 3,556,500 | 55.0% |
| Subtotal Sponsored and Student Assistance | 6,389,429 | 100.0% | 5,939,812 | 100.0% | 6,165,200 | 100.0% | 6,471,500 | 100.0% |
| Total Expenditures: | | | | | | | | |
| Cost of Goods Sold | 2,505,223 | 5.9% | 2,611,699 | 5.3% | 2,854,684 | 5.6% | 2,943,956 | 5.6% |
| Salaries | 21,358,643 | 49.9% | 23,799,548 | 48.4% | 25,056,856 | 49.1% | 26,219,336 | 49.7% |
| Employee Benefits | 4,936,517 | 11.5% | 5,784,534 | 11.8% | 5,602,173 | 11.0% | 6,492,436 | 12.3% |
| Hourly Wages and Overtime | 2,543,057 | 5.9% | 3,082,523 | 6.3% | 2,796,485 | 5.5% | 2,390,866 | 4.5% |
| Goods and Services (Net) | 7,278,912 | 17.0% | 8,662,266 | 17.6% | 9,332,662 | 18.3% | 8,964,633 | 17.0% |
| Travel | 823,798 | 1.9% | 983,052 | 2.0% | 870,422 | 1.7% | 848,811 | 1.6% |
| Equipment | 433,350 | 1.0% | 920,038 | 1.9% | 791,726 | 1.6% | 880,301 | 1.7% |
| Scholarships and Grants (Matching) | 2,920,916 | 6.8% | 3,367,601 | 6.8% | 3,759,018 | 7.4% | 4,034,460 | 7.6% |
| Total Expenditures | \$42,800,416 | 100.0% | \$49,211,261 | 100.0% | \$51,064,026 | 100.0% | \$52,774,799 | 100.0% |

Note: Does not include Service Activities.

25

Eastern Washington University
Summary of Expenditures by Responsibility Center
1985-86 Financial Plan

July, 1985

| | -----1982-83 Actual----- | | -----1983-84 Actual----- | | Current Year Plan --1984-85 Fiscal Year-- | | Recommended Plan --1985-86 Fiscal Year-- | |
|----------------------------------------------------|--------------------------|---------------------|--------------------------|---------------------|----------------------------------------------|---------------------|---------------------------------------------|---------------------|
| | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total |
| Educational and General Operations: | | | | | | | | |
| Academic Affairs | \$18,288,664 | 63.0% | \$21,557,291 | 61.7% | \$22,036,362 | 61.2% | \$22,821,565 | 61.3% |
| Extended Programs | 961,057 | 3.3% | 1,418,423 | 4.1% | 1,335,143 | 3.7% | 1,459,615 | 3.9% |
| Student Services | 1,245,732 | 4.3% | 1,457,544 | 4.2% | 1,529,243 | 4.2% | 1,514,890 | 4.1% |
| Business and Finance | 8,206,217 | 28.3% | 10,184,368 | 29.2% | 10,804,943 | 30.0% | 11,124,565 | 29.9% |
| President | 329,860 | 1.1% | 316,156 | 0.9% | 302,908 | 0.8% | 325,341 | 0.9% |
| Subtotal Educational and General | 29,031,531 | 100.0% | 34,933,782 | 100.0% | 36,008,599 | 100.0% | 37,245,976 | 100.0% |
| Auxiliary Enterprises: | | | | | | | | |
| Academic Affairs | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Extended Programs | 2,929 | .0% | 254,296 | 3.0% | 157,600 | 1.8% | 139,005 | 1.5% |
| Student Services | 400,939 | 5.4% | 485,095 | 5.8% | 548,400 | 6.2% | 520,472 | 5.7% |
| Business and Finance | 6,975,586 | 94.5% | 7,598,276 | 91.1% | 8,184,227 | 92.1% | 8,397,846 | 92.7% |
| President | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Subtotal Auxiliary Enterprises | 7,379,454 | 100.0% | 8,337,667 | 100.0% | 8,890,227 | 100.0% | 9,057,323 | 100.0% |
| Sponsored and Student Assistance Programs: | | | | | | | | |
| Academic Affairs | 3,917,633 | 61.3% | 3,091,160 | 52.0% | 3,000,000 | 48.7% | 3,000,000 | 46.4% |
| Extended Programs | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Student Services | 2,471,797 | 38.7% | 2,848,652 | 48.0% | 3,165,200 | 51.3% | 3,471,500 | 53.6% |
| Business and Finance | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| President | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Subtotal Sponsored & Student Assistance | 6,389,430 | 100.0% | 5,939,812 | 100.0% | 6,165,200 | 100.0% | 6,471,500 | 100.0% |
| Total Expenditures: | | | | | | | | |
| Academic Affairs | 22,206,298 | 51.9% | 24,648,451 | 50.1% | 25,036,362 | 49.0% | 25,821,565 | 48.9% |
| Extended Programs | 963,986 | 2.3% | 1,672,719 | 3.4% | 1,492,743 | 2.9% | 1,598,620 | 3.0% |
| Student Services | 4,118,468 | 9.6% | 4,791,291 | 9.7% | 5,242,843 | 10.3% | 5,506,862 | 10.4% |
| Business and Finance | 15,181,803 | 35.5% | 17,782,644 | 36.1% | 18,989,170 | 37.2% | 19,522,411 | 37.0% |
| President | 329,860 | 0.8% | 316,156 | 0.6% | 302,908 | 0.6% | 325,341 | 0.6% |
| Total Expenditures | \$42,800,415 | 100.0% | \$49,211,261 | 100.0% | \$51,064,026 | 100.0% | \$52,774,799 | 100.0% |

Note: Does not include Service Activities.

Eastern Washington University
Distribution of Legislative Budget by Responsibility Center
Educational and General Operations
1985-86 Financial Plan

July, 1985

| | Total All Funds | Dedicated Local and Equipment | State/Local General | Responsibility Centers | | | | |
|---------------------------------------------------------------|--------------------|-------------------------------------|------------------------|------------------------|----------------------|---------------------|-----------------------|-----------|
| | | | | Academic Affairs | Extended Programs | Student Services | Business & Finance | President |
| Original 1984-85 Budget | \$35,432,791 | \$865,998 | 34,566,793 | \$22,516,572 | \$1,304,004 | \$694,639 | \$9,721,468 | \$330,110 |
| 1984-85 Increases/Changes: | | | 0 | | | | | |
| 1/1/85 Salary Increase | 743,000 | | 743,000 | 519,170 | 23,284 | 15,363 | 180,233 | 4,950 |
| 7/1/84 Health Insurance Increase | 82,080 | | 82,080 | 53,680 | 3,037 | 2,380 | 22,654 | 329 |
| Comparable Worth Increase | 13,938 | | 13,938 | 7,270 | 690 | 1,135 | 4,778 | 65 |
| Transfer of Athletics | 0 | | 0 | (769,939) | 0 | 0 | 780,125 | (10,186) |
| Revised 1984-85 Budget | 36,271,809 | 865,998 | 35,405,811 | 22,326,753 | 1,331,015 | 713,517 | 10,709,258 | 325,268 |
| Gardner (OFM) Adjustments to Projected Current Service Level: | | | | | | | | |
| 1/1/85 Salary, Comp. Worth & Health Ins Increases | 921,700 | | 921,700 | 627,690 | 31,479 | 16,548 | 238,638 | 7,345 |
| OFM Base Adjustment | (38,659) | (471) | (38,188) | (24,081) | (1,436) | (770) | (11,550) | (351) |
| Revolving Fund Recharges to Local Dedicated | 49,622 | 49,622 | 0 | | | | | |
| Civil Svc Changes - Increments & Shift Differential | 7,533 | | 7,533 | (2,552) | (1,358) | (1,198) | 12,963 | (322) |
| Staff Benefit Changes-OASI, PERS, TRS & Supplementation | 36,825 | | 36,825 | 72,320 | (837) | (2,002) | (32,069) | (587) |
| Graduate Assistant Waivers | (61,374) | | (61,374) | (61,374) | 0 | 0 | 0 | 0 |
| Higher Education Center - Utilities/Maintenance | 167,246 | | 167,246 | 0 | 0 | 0 | 167,246 | 0 |
| Recharges to Auxiliary Funds for Program 080 Services | (111,059) | | (111,059) | (5,553) | (19,302) | (56) | (78,197) | (7,951) |
| Replenish Physical Plant's Oil Supply | 63,490 | | 63,490 | 0 | 0 | 0 | 63,490 | 0 |
| General Inflation Increases - 3.1% | 198,635 | | 198,635 | 91,945 | 10,305 | 6,087 | 87,407 | 2,891 |
| 220 FTE Student Reduction-Reverse Transfer to 010 | 0 | | 0 | (549,560) | 0 | 0 | 549,560 | 0 |
| Gardner's 1985-86 PCSL Budget | 37,505,768 | 915,149 | 36,590,619 | 22,475,588 | 1,349,866 | 732,126 | 11,706,746 | 326,293 |
| Legislative Budget Adjustments: | | | | | | | | |
| Research Fellowships | 201,000 | | 201,000 | 201,000 | 0 | 0 | 0 | 0 |
| Athletic Reduction | (477,000) | | (477,000) | 0 | 0 | 0 | (477,000) | 0 |
| Instructional Equipment | 99,000 | 99,000 | 0 | | | | | |
| General PCSL Reductions | (82,792) | | (82,792) | (42,773) | (3,671) | (2,305) | (33,091) | (952) |
| Total Legislative Adjustments | (259,792) | 99,000 | (358,792) | 158,227 | (3,671) | (2,305) | (510,091) | (952) |
| Legislative Budget Before Student Svc. Reorganization | 37,245,976 | 1,014,149 | 36,231,827 | 22,633,815 | 1,346,195 | 729,821 | 11,196,655 | 325,341 |
| Percent by Responsibility Center | | | 100.00% | 62.47% | 3.72% | 2.01% | 30.90% | 0.90% |
| Student Service Reorganization - Transfers | | | 0 | (374,798) | (352,367) | 770,165 | (43,000) | |
| Transfer to cover Higher Education Cntr custodial costs | | | | | 37,000 | | (37,000) | |
| The Legislative Budget | \$37,245,976 | \$1,014,149 | 36,231,827 | \$22,259,017 | \$1,030,828 | \$1,499,986 | \$11,116,655 | \$325,341 |
| | ===== | ===== | | | | | | |
| | | | 100.00% | 61.43% | 2.85% | 4.14% | 30.68% | 0.90% |
| Equipment Distribution: | | | | | | | | |
| 1985-86 Distribution of General Equipment | | | 360,000 | 221,148 | 10,260 | 14,904 | 113,688 | |
| 1985-86 Distribution of Instructional Equipment | | | 99,000 | 99,000 | | | | |
| One Year Transfer to Alleviate the Enrollment Reduction | | | | 180,000 | | | (180,000) | |
| To Cover the Additional % of Coach's Time | | | | | | | | |
| Assigned to Teaching | | | | 62,400 | | | (62,400) | |
| Distribution of Fund 148 - Dedicated General Local | | | 555,149 | 0 | 418,527 | | 136,622 | |
| Total Distribution to Responsibility Centers | | | \$37,245,977 | \$22,821,565 | \$1,459,615 | \$1,514,890 | \$11,124,565 | \$325,341 |
| | | | ===== | ===== | ===== | ===== | ===== | ===== |

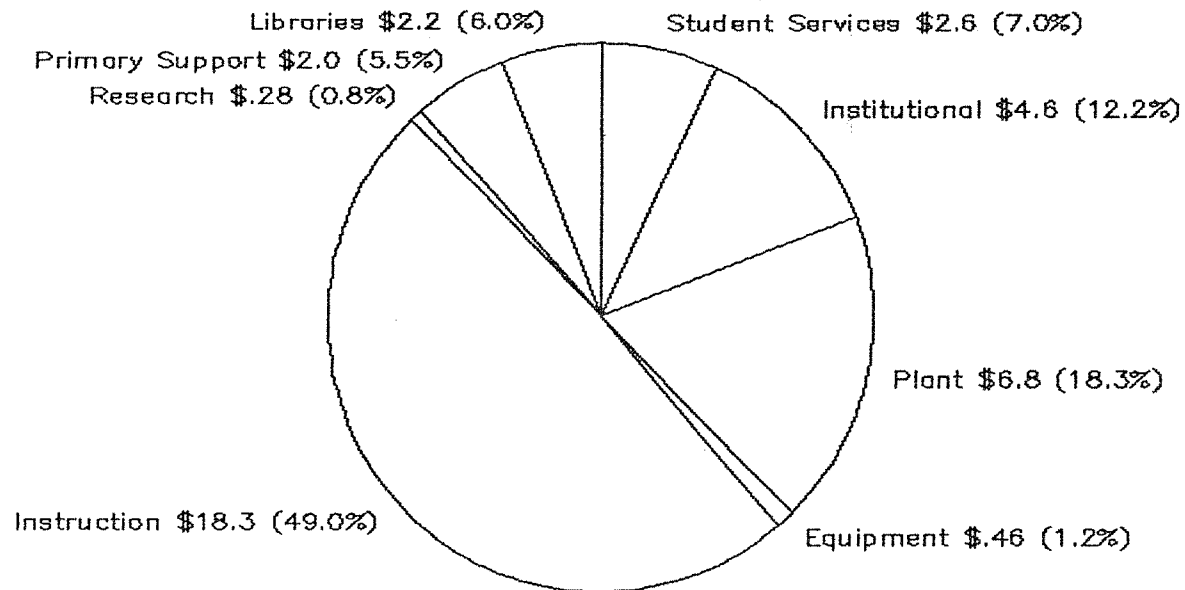
Eastern Washington University
Educational and General Operations
1985-86 Financial Plan

July, 1985

| | -----1982-83 Actual----- | | -----1983-84 Actual----- | | Current Year Plan -1984-85 Fiscal Year-- | | Recommended Plan --1985-86 Fiscal Year-- | |
|------------------------------------------------|--------------------------|---------------------|--------------------------|---------------------|---------------------------------------------|---------------------|---------------------------------------------|---------------------|
| | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total | Dollar Amount | Percent of Total |
| Revenues: | | | | | | | | |
| Tuition and Educational Fees | \$489,404 | 1.7% | \$447,098 | 1.3% | \$518,279 | 1.5% | \$484,629 | 1.3% |
| State Appropriations | 27,865,153 | 96.9% | 33,949,145 | 97.4% | 34,872,713 | 97.6% | 36,274,000 | 97.5% |
| Federal Grants and Contracts | 50,068 | 0.2% | 124,513 | 0.4% | 113,000 | 0.3% | 135,740 | 0.4% |
| State Grants and Contracts | 20,262 | 0.1% | 15,897 | .0% | 18,700 | 0.1% | 22,200 | 0.1% |
| Local Grants and Contracts | 13,340 | .0% | 6,835 | .0% | 1,900 | .0% | 2,300 | .0% |
| Private Gifts, Grants and Contracts | 0 | 0.0% | 0 | 0.0% | 3,800 | .0% | 0 | 0.0% |
| Sales & Services of Educational Activ. | 24,898 | 0.1% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Investment Income | 118,244 | 0.4% | 66,156 | 0.2% | 10,500 | .0% | 50,000 | 0.1% |
| Fine and Forfeiture Income | 141,767 | 0.5% | 224,847 | 0.6% | 175,900 | 0.5% | 160,131 | 0.4% |
| Sale of Supplies and Services | 637 | .0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Miscellaneous | 24,591 | 0.1% | 6,175 | .0% | 3,400 | .0% | 56,634 | 0.2% |
| Total Revenues | 28,748,364 | 100.0% | 34,840,666 | 100.0% | 35,718,192 | 100.0% | 37,185,634 | 100.0% |
| Percentage Increase/Decrease(-) | N/A | | 21.2% | | 2.5% | | 4.1% | |
| Expenditures by Program: | | | | | | | | |
| Instruction | 15,313,100 | 52.7% | 18,179,475 | 52.0% | 18,398,035 | 51.1% | 18,253,545 | 49.4% |
| Research | 48,476 | 0.2% | 57,875 | 0.2% | 58,347 | 0.2% | 282,073 | 0.7% |
| Public Service | 44,332 | 0.2% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% |
| Primary Support | 2,182,052 | 7.5% | 2,375,724 | 6.8% | 2,441,573 | 6.8% | 2,065,580 | 6.3% |
| Libraries | 1,770,294 | 6.1% | 2,007,667 | 5.7% | 2,119,211 | 5.9% | 2,240,554 | 6.1% |
| Student Services | 1,786,677 | 6.2% | 2,093,304 | 6.0% | 2,079,840 | 5.8% | 2,590,003 | 6.2% |
| Institutional Support | 3,330,710 | 11.5% | 3,829,448 | 11.0% | 4,112,994 | 11.4% | 4,553,527 | 11.9% |
| Plant Operations and Maintenance | 4,555,888 | 15.7% | 5,920,100 | 16.9% | 6,562,788 | 18.2% | 6,801,694 | 18.1% |
| Special Equipment Appropriation | 0 | 0.0% | 470,189 | 1.3% | 235,811 | 0.7% | 459,000 | 1.2% |
| Total Expenditures | 29,031,530 | 100.0% | 34,933,782 | 100.0% | 36,008,599 | 100.0% | 37,245,976 | 100.0% |
| Percentage Increase/Decrease(-) | N/A | | 20.3% | | 3.1% | | 3.4% | |
| Transfers Among Funds, Additions/(Deductions): | | | | | | | | |
| Mandatory: | | | | | | | | |
| From Loan Fund (GSL) | 185,491 | | 205,806 | | 205,807 | | 0 | |
| Net Increase/(Decrease) for the year | (\$97,675) | | \$112,690 | | (\$84,600) | | (\$60,342) | |
| Fund Balance at Beginning of Year | 174,961 | | 77,286 | | 189,976 | | 105,376 | |
| Fund Balance at End of Year | \$77,286 | | \$189,976 | | \$105,376 | | \$45,034 | |

Eastern Washington University
Fiscal Year 1985-86

Educational and General Budget
\$37,245,976



PERSONNEL ACTIONS

July 25, 1985

Administrative

1. Appointments

Allstott, Michael, Head Resident, August 19, 1985 through June 30, 1986; salary to be \$9810, plus meals and apartment.

Heckman, Dianne, Head Resident, August 19, 1985 through June 30, 1986; salary to be \$9810, plus meals and apartment.

Schultz, Lynda, Head Resident, August 19, 1985 through June 30, 1986; salary to be \$9810, plus meals and apartment.

Kelly, Leslie, University Features Coordinator, effective date July 26, 1985; 11 months, 3/4 time position, \$12,038.

2. Return from Interim Appointment

Amsden, Forrest, Interim Provost for Student Services; return to Director, Career Planning and Placement; \$37,820, 11 months, effective August 1, 1985.

3. Administrative Resignations

Caver, Patricia, Adviser/Portfolio Development Instructor, effective July 30, 1985.

Morrow, Robert T., Director of Certification, effective September 1, 1985.

Addendum to
PERSONNEL ACTIONS

July 25, 1985

Administrative

1. Appointments

Boreson, Keo, Acting Archaeologist II; August 1, 1985 through March 31, 1986 (or upon completion of project).

2. Change of Title

Swedberg, Gertrude L., change from Acting Director of Women's Programs to Director of Women's Programs, effective September 1, 1985.

Academic

1. Appointment with Tenure - 1985-86

Lightfoot, Haideh N., Associate Professor of Biology (1979)

2. Appointments - 1985-86 Academic Year

Breshears, Clay, Instructor of Computer Science, academic year, term appointment. Salary: \$18,157.

(B.S., Eastern Washington University; M.S., Washington State University)

DeWitt, Heather, Assistant Professor of Physical Therapy, academic year, term appointment. Salary: \$18,140.

(B.S., University of Southern California; M.S., University of Maryland)

Ellis, Mark, Visiting Assistant Professor of Computer Science, academic year, term appointment. Salary: \$20,248.

(B.A., University of Idaho; M.S., Eastern Washington University)

Estock, Mark, Instructor of Mathematics and Director of the Mathematics Laboratory, academic year, term appointment. Salary: \$18,000.

(B.A., King's College)

Faulkner, Maxwell, Instructor in Management Information Systems, academic year, term appointment. Salary: \$18,250.

(B.A., M.B.A., Eastern Washington University)

Howard, Nancy, Assistant Professor of Physical Therapy, commencing July 15, 1985, term appointment. Salary \$25,850 (four quarters).

(B.S., University of Washington; M.S., WOSC, Monmouth, Oregon)

Ray, JoAnn, Associate Professor of Social Work, academic year, term appointment. Salary: \$27,000.

(B.S., M.S.W., Portland State University; Ph.D., University of Washington)

3. Leave of Absence (without pay)

Vigfusson, Norman V., Professor of Biology, half-time leave of absence (without pay) for academic year 1985-86.

4. Resignation

Sirjani, Elizabeth A., Director, Mathematics Basic Skills Program/
Instructor, Learning Skills Center, effective June 14, 1985.

5. Retention of Non-Tenured Faculty - 1985-86 Academic Year

Alber, Robert, Assistant Professor of Journalism
- term contract

Bhuta, Prakash, Assistant Professor of Biology
- term contract

Bonds, L. Wayne, Instructor in Management Information Systems
- term contract

Buchanan, John P., Assistant Professor of Geology
- term contract

Byrne, Abby, Assistant Professor of Urban and Regional Planning
- term contract

Carlberg, Karen A., Assistant Professor of Biology
- term contract

Cornelius, David L., Assistant Professor of Communication Studies
- term contract

Eldridge, John, Assistant Professor of English
- term contract

Fowler, Leonard, Artist-in-Residence
- special faculty appointment

Gamble, Richard J., Assistant Professor of Theatre
- term contract

Hale, Hope, Assistant Professor of Nutrition and Dietetics
- probationary contract

Hardin, John A., Assistant Professor of Black Studies
- probationary contract

Hegi, Ursula, Assistant Professor of English
- term contract

Kazemek, Francis E., Assistant Professor of Education
- term contract

Lester, Mark, Associate Professor of English
- probationary contract

Lewis, Gavin R., Associate Professor of Music
- term contract

McClelland, Robert W., Associate Professor of Social Work
- term contract

McGinty, Susan L., Assistant Professor of English
- term contract

Megaard, Susan L., Assistant Professor of Accounting
- term contract

Montano, Luis, Assistant Professor of Chicano Studies
- term contract

Nellis, Lee, Assistant Professor of Urban and Regional Planning
- term contract

Nickerson, Ardean, Assistant Professor of Dental Hygiene
- term contract

Nimnicht, James L., Assistant Professor of Management
- term contract

Obregon, Richard, Assistant Professor of Music
- probationary contract

O'Daly, William A., Assistant Professor of English
- term contract

Orton, Gayle, Assistant Professor of Dental Hygiene
- term contract

Parr, Philip C., Professor of Finance
- term contract

Radebaugh, Muriel, Assistant Professor of Education
- probationary contract

Raymond, Kenneth W., Assistant Professor of Chemistry
- probationary contract

Schwab, Suzanne M., Assistant Professor of Biology
- term contract

Scott, Paulette, Assistant Professor of English
- term contract

Smith, Marvin E. (II), Associate Professor of Radio-TV
- term contract

Somday, James B., Assistant Professor of Indian Studies
- term contract

Terwische, David, Associate Professor of Radio-TV
- term contract

Turnquist, William H., Assistant Professor of Production/Operations
Management
- term contract

Winkle, Sally, Assistant Professor of German
- term contract

Academic

1. Appointment - 1985-86 Academic Year

Pierce, Berta, Instructor of Mathematics, academic year, term contract.
Salary: \$15,000.
(B.S., University of Providence-Taiwan; M.S., University of Hampton)

2. Change of Status/Continuation of Special Appointment

Luton, Lawrence S., Assistant Professor of Public Administration,
appointment as Director, Public Administration Program, for a three-
year term beginning September, 1985.

3. Leave of Absence (without pay)

Jones, Sharon L., Assistant Professor of Education, leave of absence
(without pay) for the 1985-86 academic year.

4. Retention of Non-Tenured Faculty

Connerley, Edwin F., Assistant Professor of Public Administration
- probationary contract

Hawkins, Jean, Reading Specialist in the Learning Skills Center
- term contract