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Board of Trustees Minutes, December 3, 2004

Eastern Washington University

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**EASTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES**

**December 3, 2004
Executive Session at 12:00 p.m.
Open Public Session at 1:00 p.m.
TAW 215**

MINUTES

Trustees Present:

Gordon Budke, chair
Jo Ann Kauffman
Neil McReynolds
Katie Moffitt
Bertha Ortega
Paul Tanaka
Ines Zozaya-Geist

Call to Order and Quorum, I. and II.

Chair Budke called the meeting to order at 12:10 p.m., and noted that a quorum was present.

Executive Session, III.

Chair Budke announced that the Board would adjourn into executive session for purposes authorized in RCW 42.30.110, to evaluate the qualifications of personnel and to consult with legal counsel regarding collective bargaining/grievances.

Reconvene

The Board reconvened into open session at 1:15. Chair Budke noted that the Board took no action at executive session.

Reports, IV.

University President's Report, IV.A.

- Dr. Jordan said the headline in the paper says it all—congratulations to the football team! It was fun to be at the SIU game, and he offered his congratulations to coach Wulff. He also acknowledged the great seasons of the women's volleyball and soccer teams. The men's basketball team will be in Seattle this weekend, playing the Huskies at 1pm.
- The faculty vote on collective bargaining saw an extremely high turnout, with the vote strongly in favor of collective bargaining. Dr. Jordan offered his congratulations to the faculty leadership in their efforts in that process. He has emailed Dr. Tony Flynn with congratulations. We will begin the collective bargaining process Winter quarter.
- Dr. Jordan also offered congratulations to Michael Nelson, who was elected to serve on the executive board of the WFSE for a two-year appointment. This gives EWU classified staff representation at the highest level of the WFSE.

- The President's Report published in the Board Agenda books includes a long list of faculty achievement which is a wonderful indication of the terrific things that are going on in our university. Congratulations to all of them.
- We have completed our Goodwill Tours; the last one was a dinner meeting in Seattle with 11 area legislators which was very different than other Goodwill Tour dinners. It consisted of three hours of intensive discussion of higher education. The Speaker attended and participated, which shows that he has a very high interest in wanting to be part of the conversation. Dr. Jordan thanked Trustee McReynolds for attending that dinner.
- A hearing of the House Higher Education committee this week focused around the question of income-based tuition. President Jordan, Trustee McReynolds and Jeff Gombosky attended. Trustee McReynolds commented that the roundtable discussion had a good turnout of legislators plus the Speaker. He didn't detect a lot of support, but there was some. Tuition is only one piece of the cost of higher education—financial aid, access to education and performance contracts are other pieces. Mr. McReynolds said President Jordan was a good spokesman for EWU and all the four-year schools. Attendees included education associations, unions, community colleges, the Higher Education Coordinating Board, and the Washington Roundtable (made up of major corporations of the state). Eastern was the only school with a board member and president present.
- Dr. Jordan acknowledged that, over the course of the last several years, Eastern has experienced the unfortunate illnesses and deaths of students or visiting students, both here and away. The administration thinks it is an appropriate time to bring in an external team to look at those programs and see what procedures we have in place or should have in place. We have identified 3 people who have agreed to serve: Mike Kinziger (University of Idaho), Corrinne Henke (Boise State University) and Matt Chase. They will try to get started in January. This is an attempt to assure that we have in place appropriate protection for our students, faculty and staff, as well as support systems for them.

Trustees' Reports, IV.B.

Academic Affairs Committee, IV.B.1.

Ms. Ortega reported the committee approved the School of Computing and Engineering Sciences program name that will come forward to the full board. Also, the summer session 2005 tuition was discussed and approved and will come forward. The committee discussed the program discontinuation begun in 2002-03 with an audit of all graduate programs with low enrollments, low graduation rates and high cost. The recommendations from the audit committee to approve a discontinuation process were made to the President and Provost. The Provost gave an update on the Strategic Plan, dealing with the review of general education and faculty development. He also introduced three new faculty fellows, Sue Wright, Galina Sinekopova and Susan Stearns, and gave an update on Phase 3 of Strategic Planning—Growth, Capacity and Resources. They held three open forums and a half-day retreat in November, and identified six work groups: enrollment growth, recruitment and retention, program policy, human resources, budgeting and performance indicators for draft 3. The final plan will come to the Board in June 2005. The committee also had a lively discussion about the college in the high school program, which currently involves twelve high

schools in Spokane and Richland where we have language programs in Spanish, German, Japanese and French that have about 750 students enrolled.

Advancement Committee, IV.B.2.

Ms. Mikkelsen had to leave early, so Chair Budke gave an overview of the meeting. David Wu attended, so the committee reviewed and consolidated an Advancement Plan. New systems are being put in place to track fundraising. They discussed policies, many of which will come forward to the Board in the future. Jeff Gombosky gave a report on Government Relations. Trustee McReynolds reinforced the point that he was very pleased in the progress on the comprehensive campaign; the pieces are coming into place that will be the elements of a successful campaign.

Business and Finance Committee, IV.B.3.

Mr. Tanaka said the committee began with a joint meeting with Student Affairs to hear Rick Romero talk about the Student Recreation Center proposal. The Board will discuss this further in the future. It appears to be well thought out, but there is a long way to go before final approval. He thanked Mr. Romero and his staff for all the work on it. He introduced Rebecca Greene, the new director of internal audit. Toni Habegger presented the 2004 financial review, which will be presented to the full Board later in the meeting. Summer session tuition was discussed, and a debt policy was discussed, which will come forward as a first reading to the Board. The Tawanka contract will be added to the full agenda.

Student Affairs Committee, IV.B.4.

Ms. Zozaya-Geist reported that they had an excellent presentation from Theresa Martin on the campus climate assessment report. Bill Ponder updated them on the advancement parents' campaign—in support of the advancement campaign. A subcommittee is working to create communication and awareness (via a newsletter) and some type of a parent fund. The committee heard an update on the international student recruitment strategy. Everyone saw a loss of international students after 9/11 (5.9% across the state), but Eastern's numbers are slowly increasing. They discussed the strategies here at Eastern—filling a new position, the Bellevue Community College collaboration, 2+2 programs, looking at other countries, collaboration with other areas (ELI, Marketing & Publications, web advertising, etc.), and establishing or re-establishing affiliations with organizations. It appears we are headed down the right track.

The committee heard a brief presentation about our students involved in community engagement—community-based learning opportunities—civic engagement via Americorps, interdepartmental programs, environmental programs. Many students come to EWU with service experience from high school. They also had a quick review on updates and reports, and discussed an athletics email from SIU regarding Eastern's good student spirit and behavior at the game. The Diversity Grant Showcase and reception was held on Nov. 9. Trustee Kauffman reported that it was a wonderful event showcasing the grants and events from last year and soliciting submissions for this year's proposals. She said there were many creative ideas about expanding and enhancing diversity at EWU—special events, exchanges, speakers, collaborative work between professors at EWU and other schools, posters, videos, CDs, data bases, annotated bibliographies, etc. It was quite impressive. On behalf of the Board Ms. Kauffman conveyed how deeply we take this commitment

to diversity at Eastern, and encouraged others to participate in the submission of proposals (due Jan 31, 2005). Trustee Zozaya-Geist encouraged more applicants, especially students, to apply. She noted that some mentoring is available for the application process. She also encouraged faculty and staff to become involved in this project.

Joint Governing Board, IV.B.5.

Neil McReynolds reported that the working group met once since our last meeting. They are meeting with outside resource people to obtain their concerns about higher education. Jim Sulton met with them already, and they will be meeting again on February 15 in Olympia with the new governor. They will be meeting next Tuesday in Seattle, and the Chair of the Board and President of the Washington Roundtable will be the outside resource person. Also Bob Drewel, Executive Director of the Puget Sound Regional Council and the leader of the new effort in the Puget Sound area called "Prosperity Partnership"

Presidents' Reports, IV.C.

Faculty Organization, IV.C.1.

Dr. Patricia Chantrill distributed a packet to the trustees that included a Senate guide on CD, branding items, a laminated faculty values statement, and a calendar of meetings as an ongoing open invitation to join and participate in Faculty Organization events. She said the Senate has been busy: approving department name changes, eligibility for summer grant awards, approved additions to the graduate policy manual, and recommendations on program discontinuations. Other items are still in the works with subcommittees and task forces (e.g. the transfer policy and general education review board). She noted the Faculty Organization is not at crisis level yet, but is concerned that several councils and committees need more faculty participation. The Faculty Organization has developed a new web site, and executive members are active in Olympia with the legislative committee, the Council of Faculty Representatives, and with HECB exchanges. They are updating their Policy and Procedures Manual contributions to reflect previous changes that were made in previous years. They plan to spend more time interacting and collaborating with ASEWU. They have some upcoming conferences they are looking forward to attending.

Classified Staff Union, IV.C.2.

President Jordan again acknowledged Mr. Nelson's election to the executive board of the WFSE. Mr. Nelson wished the football team a great game. He will attend the E-board meeting tomorrow at SeaTac. The top four officers are all new to their positions, as are 50+percent of the other board members, so we should see a positive change. Things on campus have been getting back to the routine following the collective bargaining negotiations and approval of the contract. He said a couple of bargaining units at WSU have approved their contracts, however the trades have not. Both the supervisory and non-supervisory units at Green River Community College have approved their contracts. On behalf of the classified staff he wished everyone a Happy Holiday.

Associated Students, IV.C.3.

Mr. Travis Nichols reported that the offices and council chambers have been completed, so they are just awaiting completion of the student lounge. The ASEWU has done a lot of work this quarter getting people ready via planning and training. Ashley Allen is the new legislative liaison, and Andrew Guy replaced Tiffany Manhart as Executive Vice President. Mr. Nichols attended training at NACA in Reno with Eagle Entertainment. The WSL is finalizing their agenda for Olympia, and he feels prepared. Officers are meeting with mentors on campus—this is a successful program that is going well. They are now planning for Eagle Day in Olympia. Chair Budke asked about the student agenda, and Travis said he would provide a copy to the trustees. He noted that the students are driving in the same direction as the administration—President Jordan has spoken with Ashley, and we're probably 97% in sync (which is better than in past years), especially regarding the proposed performance contract that is being drafted which holds tuition to the CFI. The two groups diverge in what happens if the state doesn't fund at the CFI level.

Special Reports, IV.D.

Campus Climate Assessment Report, IV.D.1.

Trustee Zozaya-Geist thanked Dr. Theresa Martin for preparing this morning's presentation on the summary or initial observations of the campus climate survey that went out to students, faculty and staff in Spring 2003. They reviewed the survey administration and did some analysis, and they talked about some quantitative results that were summarized in specific areas. She noted they had a small sample size response—the initial student response rate was low, so they conducted a second survey. They had a nine percent return rate, so don't want to generalize the results too much. Many of the responses were value judgments; very specific to individual experiences. Theresa and Patty will continue to review the data coming in and will have a consolidated report later in the year. The Academic and Student Affairs committees will review that report and will talk about what was learned and where we are on the baseline. Vice President Bill Ponder said we will provide a more detailed final report at a later time, but we have picked up a number of areas where we can start focusing. This is the first time we have undertaken this extensive of a climate survey, so it provides a starting point to look at more specific things that the university can do. More focus groups around specific areas can be done, with higher response rates. Trustee Zozaya-Geist noted that this was an extensive survey with a large amount of data to be reviewed. Trustee Kauffman echoed Ines' remarks—the response rate could have been higher, but there was a lot of analysis. We need to force ourselves to ask fewer questions in order to get better response rate next year. The survey is one tool, and we're looking at other tools also. Trustee McReynolds asked how often we plan to survey the students, but this hasn't been decided. A briefing paper is available. The survey gives us very good baseline data. The faculty/staff responses were higher at 25-26%, and conclusions can be drawn from their responses.

Strategic Plan Update, IV.D.2.

Provost Levin-Stankevich and Patty Chantrill gave an update on two areas: the Academic Strategic Plan and Phase 3 planning. There are three focal points in the academic strategic plan, student success, faculty success, and community engagement, and they are making progress in all of those. They have appointed the faculty fellow in service learning: Galina Sinekopova, who will be taking some beginning steps tomorrow at Gonzaga University at the American Democracy Project (incorporating service learning, equality and inclusion, as well as civic life and involvement). Dr. Jordan noted that at a recent Washington Campus Compact meeting he reconnected with an old friend Barbara Holland, who is the executive director of the National Service-Learning Clearinghouse. We sent her a copy of the proposal we put together for the Kellogg Foundation, and she will visit campus in January or February to help us look at where else we might look for other sources to help us with that proposal. Her advice could be very helpful.

Brian Levin-Stankevich reported on faculty success—they are initiating a faculty development advisory committee to offer advice on the Teaching and Learning Center, whose grant funding expires at the end of this year. They are focusing on recognizing faculty excellence and their accomplishments. He distributed bookmarks that have been printed denoting the Provost's new 'Recognizing Faculty Excellence' web page. They have expanded the Provost's website, as well as 'Good Morning Eastern', to include faculty accomplishments as well as student accomplishments. Another area is the R-2-R project. We have been selected as one of 20 schools nationally to participate in cutting edge curriculum redesign called the "Roadmap to Redesign". Professor Bill Williams from our Psychology Department is taking the lead in this project which concluded that 25 courses in higher education account for 30% of all FTE enrollments. The same courses at the community colleges account for 50% of all enrollments. We need to deliver instruction more effectively in order to create funding within our existing budgets; this is one model for doing this. The American Association of Higher Education will hold a conference in January. Ron Dalla, Patty Chantrill, Sally Winkle, MJ Brukardt and the two faculty fellows will attend. The conference addresses general education review, implementing academic strategic plan, service learning, etc. Patty Chantrill noted that the Washington Campus Compact meeting will be hosted by our campus next year.

Regarding the Strategic Planning process, phase 3 carries parts of 1 and 2 with it, and they are juggling the implementation of them with the current work. The interaction between faculty, staff, students and administrators has been very interesting and enjoyable. They had 75 people at the retreat, work groups were formed, and they had a discussion/information session for those work groups last week. They have had lively discussions, and that openness is essential to get to the issues. It was noted that a number of classified staff are also involved and engaged. Trustee McReynolds said it looks like we're making good progress, and that this is very important. He asked if, as we look ahead, we are building into the plan ways to measure our success. The Provost responded that the steering committee on accreditation is creating templates to measure progress on accreditation which are linked to specific elements in the strategic plan (goal or objective), the same as what was given to OFM as part of our state report. Some still need work, but a standing assessment committee will also look at the alignment of these issues. Dr. Jordan said that is why we feel comfortable moving into it—it is defining where we want to take our institution. Patty Chantrill

said it is very integrated—one thing generated was the faculty fellows' hub. They are very excited to be able to work together across boundaries, and as that piece is implemented they are charged with monitoring, measuring and assessing as they go. Brian handed out bookmarks with the AA web page information for faculty achievements, etc.

2004 Financial Review, IV.D.3.

CFO Toni Habegger gave a PowerPoint presentation of the 2004 financial review. (Handout attached to the official minutes.) Dr. Jordan said this report indicates that we are increasing the financial state of the university consistently every year. He gave credit for this to the chairs, deans, vice presidents, Toni and her staff. We have accomplished this in the same period in which our enrollment has increased and our state budget has decreased. All indicators are going in the right direction, so he offered his thanks to all who have been involved in this. Trustee McReynolds asked about the invested funds and whether we are looking at our policies and strategies. Ms. Habegger said we are using the policy approved by the Board in 1999, the major change of which was to not allow the institution to invest in significantly more risky instruments such as derivatives. We constantly look at that, but are limited by state statute to fixed-income securities where we own the entire security. Three years ago we were finally able to invest in the local government investment pool managed by the State Treasurer's Office, and we now invest our excess cash balances on a daily basis. We've also adopted the perspective of principal first, earnings second; however at the same time it has been very difficult, with the economic and investing environment, to get those better returns when we've had a lot of money in short term that has matured from the long term that might have had a 5 or 6% coupon. We have to reinvest at a much lower level. We've done all of this over time, but we're always looking at it. The Investment Advisory subcommittee of the Business and Finance committee of the Board, which hasn't met for about 6 months, will meet again soon. Chair Budke said he appreciated the progress that has been made since President Jordan arrived.

Action Items, V.

Consent Action Items, V.A.

Minutes of the September 17, 2004 Board of Trustees' Meeting, V.A.1.

Minutes of the September 30, 2004 Special Board of Trustees' Meeting, V.A.2.

Trustee McReynolds expanded on his comments from the September 17 minutes regarding Board scheduling, noting that the bar has been raised for all boards and we need to pay attention to some of the basic principles of the Sarbanes-Oxley act, and we need to ask if we are operating in the spirit of that. He suggested that our board meetings as a whole are doing well, but believes we need to look at our committee meetings. The Board needs to be on record that we are paying attention to the Sarbanes-Oxley Act.

Motion 09-01-04: The minutes of the September 17 and 30, 2004, Board meetings were approved as presented.

Discussion Action Items, V.B.

Completion of the Tawanka Contract, V.B.4.

Trustee Tanaka said this item was discussed at the Business and Finance Committee meeting this morning, where it was recommended to the full Board for approval.

***Motion 09-02-04:** The Business and Finance Committee moves that the completion of the Tawanka contract be approved.*

The motion carried.

Trustee Kauffman asked about the name Tawanka. She suggested if it is a contrived name we might want to make it more authentic. It was noted that the Board approved the name sometime in the past. Vice President Voves will contact the university archivist for more information.

Creation of the School of Computing and Engineering Sciences, V.B.1.

Provost Levin-Stankevich said we have the building and the interim dean, but haven't officially named the school. The Senate and the President's Cabinet have approved the name, and it was discussed at the Academic Affairs committee meeting this morning.

***Motion 09-03-04:** "I move that the Board of Trustees officially approve the formation of 'The School of Computing and Engineering Sciences'.*

Motion by Trustee Zozaya-Geist; seconded by Trustee Budke.

The motion carried.

Proposal for Summer Session 2005 Tuition, V.B.2.

Earl Gibbons explained the proposal to harmonize the tuition at a single rate rather than continuing the discounted rate used the past few years. He said we saw a modest increase of freshmen and sophomores in summer session, but that could be attributed to the increase in students in those categories. He recommended discontinuing the experiment and returning to a single undergraduate tuition level of \$119.40. He also suggested this proposal be considered in conjunction with proposal #2, which eliminates the \$50 enrollment fee that was originally implemented to defray the overhead of summer session. It no longer comes close to covering the cost and causes difficulty in tuition and financial aid implementation and unfairly penalizes students taking a low number of credits. They will lose that revenue, but the proposal #1 increase will offset that loss (revenue neutral to the university). Proposal #3 revolves around setting tuition for summer session 2005 and also contains a recommendation that, if adopted, we use this same convention going forward in the future. In the past summer session tuition was separately formulated and separately approved from the regular year academic tuition. It also somewhat lagged the academic year tuition so was somewhat less expensive. He is proposing new tuition rates for undergraduate credits at \$119.40 and graduate credits at \$192.40, which matches the regular academic tuition of this past year (2004-05). So he is

proposing that the coming summer tuition be tied to the current academic year rate. This allows earlier publication and planning by students.

Motion 09-04-04: "I move that the Board of Trustees approve the proposals a) to return to a single undergraduate tuition rate for summer session, b) that the \$50 enrollment fee be discontinued, and c) beginning with summer 2005 the summer tuition mirror the prior academic year rates."

Motion by Trustee Tanaka; seconded by Trustee McReynolds.

The motion carried.

Motion 09-05-04: "I move that the Board of Trustees approve the Summer Session 2005 rates of \$119.40 per undergraduate credit and \$192.40 per graduate credit, mirroring the current academic year."

Motion by Trustee Tanaka; seconded by Trustee Moffitt.

The motion carried.

Performance Contract, V.B.3.

President Jordan gave some background information, noting that this topic began in the legislature last year with a bill focused around WSU and UW. But as time went on and we followed their progress, we began to be concerned that we didn't want Eastern's performance to be defined by what they were doing. The Governor called and asked if we were interested in drafting our own contract, so we contacted the executive board of the faculty senate and Tony Flinn of the UFE to explain the issue. The faculty had been thinking about this, but felt a contract really needed to reflect our strategic plan. We developed the process of creating a document which was submitted within two weeks. We kept working on it and submitted a revised draft. He said we do believe it reflects EWU and the direction we want to go. It includes a quid pro quo with respect to the level of funding from the state and our willingness to hold tuition to the CPI for the period of the contract should the state agree to the contract. We are looking for Board input into the document and, ultimately, a decision as to whether or not you think this is the right direction for us to be pursuing in this next legislative session.

Jeff Gombosky gave an overview of the document. He said in the next session we want to focus on what the state wants to buy from our universities via the performance contracts. Page 3 shows a matrix of quality indicators. He has gone over this with the Governor's office, and their major question was how many students we would take and educate. The question we face in the short term is how we want to approach this in the upcoming legislative session. We need to try to get some legislative buy-in with the new leadership in the state senate this year (there is no separate higher ed committee; it is being consolidated with K-12).

Patty Chantrill asked about the implications of the combined committee. Mr. Gombosky said this should be a move toward a more seamless transition in education; they can focus on the big picture

questions. It should be to our advantage to be linked more closely to K-12, however there are some concerns about losing the exclusive focus committee, so we will have to watch that.

Brian Levin-Stankevich noted the quality indicators in the performance contract are much more of an action agenda than the previous indicators.

Trustee Tanaka asked who the contract is with. Jeff responded that the contract is with the Governor's Office. We have sent copies to Representatives Jarrett and Priest, and have received comments from Representatives Cox and Fromhold. Dr. Jordan said the performance contracts are for inclusion in the Governor's recommendations. This will be a long process that the legislature will have to agree to in the long run. With Board concurrence, we will continue to propose this to the committee for higher education. The Governor is just forwarding the UW and WSU contracts at this time. Trustee Tanaka's second question was whether there was consistency between the contract and the strategic plan. Brian responded that the Strategic Plan focuses on who we serve, and this contract reinforces and builds on that by focusing on who our students are and how we service them.

Patty Chantrill said it has been fascinating going through this process—we presented what we are planning to do and what makes us unique. Trustee Zozaya-Geist noted there would be a two-year review as to the effectiveness of this process, and asked who conducts the review. Dr. Jordan said it would probably be the Legislature, the HECB and OFM. He said the other major piece that hasn't been resolved is what level of performance will be required—how many of these need to be achieved before the state is obligated to fulfill their side of the bargain? Trustee Moffitt said we're at an excellent starting point, and likes the idea of a four-year agreement rather than an eight year as it gives us more flexibility. Eastern's proposal remembers who their audience is and focuses on the students. She didn't feel that when reading the contracts from UW and WSU. Provost Levin-Stankevich said it took a lot of work (in 2 weeks), and thanked Neville Hosking and others for all their work. Trustee Tanaka asked about the potential funding and how our approach would change if in fact this happens. Dr. Jordan said there would clearly be more money, no matter what peer group is selected. The contract is based upon the notion they will get us to the average of the peers within four years and fund us for all our students. Ultimately for us that is the quid pro quo that we're looking for. If they don't guarantee the money side, we're not interested. Our out is that after two years, if the state has not made reasonable progress toward the funding goal, the administration is free to increase tuition to make up the difference. (This is where the students disagree with the out). Trustee Moffitt said she'd rather the university raise tuition than kick out students who are part-way through a degree program. Jeff Gombosky said he has been asked why we didn't include a disenrollment clause.

Dr. Jordan concluded by saying the administration is asking for Board agreement that we pursue this proposal, in its current or similar form, as part of our legislative agenda.

Motion 09-06-04: *"I move that the Board of Trustees approve the administrations pursuit of a performance contract, in its current or similar form, as part of Eastern's legislative agenda."*

Motion by Trustee McReynolds; seconded by Trustee Kauffman.

Trustee McReynolds noted he hears constantly from the business community about the issues of accountability and assessment, so this steps up to that concept.

The motion carried.

Old Business/New Business, VI.

Chair Budke said in light of the football game tomorrow the Board would like to propose an appropriate resolution to congratulate the team from the Board "Go Eags!".

Motion 09-07-04: *"I move that the Board of Trustees approve a resolution to the 2004 EWU Football team, congratulating them on a great season and for making it into the playoffs."*

Motion by Trustee Moffitt; seconded by Trustee Kauffman.

The motion carried.

Personnel Actions, VII.

Motion 09-08-04: *"I move that the personnel actions be approved as presented."*

Motion by Trustee Kauffman; seconded by Trustee Zozaya-Geist.

Motion carried.

Adjournment, VIII.

Chair Budke adjourned the meeting at 3:50 pm.

Gordon Budke, Chair

Stephen M. Jordan, Secretary