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Board of Trustees Minutes, April 6, 2001

Eastern Washington University

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EASTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
April 6, 2001—10:00 a.m.
Riverpoint, Room 118

MINUTES

Trustees Participating:

Ms. Kelly Behne
Mr. Gordon Budke
Mr. Neil McReynolds
Dr. Mark Mays, Vice Chair
Ms. Kris Mikkelsen
Mr. Michael Ormsby, Chair
Ms. Cynthia Shiota
Ms. Ines Zozaya-Geist

Faculty Participating:

Dr. Phil Castille, Dean of the College of Arts and Letters
Dr. Jeffers Chertok, Dean of the College of Social and Behavioral Sciences
Dr. Sandra Christensen, Chair of the Department of Management
Dr. Peter Dual, Provost and Vice President for Academic Affairs
Dr. Fritz Erickson, Dean of the College of Education and Human Development
Dr. Michael Frumkin, Dean of the School of Social Work
Dr. Neville Hosking, Vice Provost for Academic Resources, Planning and Administration
Dr. Patricia Kelley, Dean of Information Resources
Dr. Dee Martin, Dean of the College of Business and Public Administration
Dr. Ted Otto, President of the United Faculty of Eastern
Dr. Wendy Repovich, President of the Faculty Organization
Dr. Leo Simpson, Professor of Management
Dr. Ray Soltero, Dean of the College of Science, Mathematics and Technology
Dr. Jeff Stafford, Interim Vice Provost, Division of Educational Outreach

Staff Participating:

Mr. Phil Akers, Associate Vice President for Development
and Executive Director of the EWU Foundation
Ms. Roxann Dempsey, Assistant to the Vice President for Business and Finance
Ms. Connie Gross, Secretary to the Board of Trustees
Ms. Toni Habegger, Chief Financial Officer
Mr. Michael Irish, Associate Vice President for Facilities
Dr. Stephen M. Jordan, President
Dr. Brian Levin-Stankevich, Vice President for Student Affairs
Mr. Rod Nicholls, President of Local 931
Ms. Stefanie Pettit, Public Information Officer
Mr. Wm. Ponder, Associate Vice President for Student Affairs
Ms. Jolynn Rogers, Director of Human Resources
Ms. Judith Penrod Siminoe, Associate to the President
Ms. Julie Thayer, Assistant to the Vice President for Student Affairs
Ms. Mary Voves, Vice President for Business and Finance
Ms. Lesli Younger, Computer Services Consultant II

Students Participating:

Ms. Bree Holsing, President, ASEWU
Ms. Kathy Oglesbee
Mr. Ray Schmidt

Others Participating:

Ms. Deborah Danner, Assistant Attorney General
Mr. Phil Hale, Xn Technologies
Mr. David Rey, Cheney Free Press

Call to Order and Quorum, I. and II.

Chair Ormsby called the meeting to order at 10:10 a.m. He noted that a quorum was present. Mr. Ormsby welcomed the two new trustees, both of whom are graduates of Eastern and are pleased to serve on our board. Ines Geist is from the Tri-Cities, and met her husband while attending Eastern. Kris Mikkelsen is from Spokane, and both she and her husband are Eastern graduates. Mr. Ormsby commended the service provided by Joe Jackson and Jean Beschel, who together served more than 33 years on the Board. He then reminded everyone about the implementation of a consent agenda, which should shorten the length of the meeting and allow more time for discussion items. In this particular meeting we will begin a budget discussion promptly at 11:00 a.m.

Reports, III.

Trustees' Reports, III.A.

Neil McReynolds reported from the Student Affairs committee, which will bring forward the student health clinic services fee as an action item later this meeting. Other committee work involves the Student Task Force, Financial Aid and tuition waivers, the Residence Hall fee, and the allocation of student fees to campus organizations. Concerns about recent court decisions on student fees were discussed. It was believed these decisions won't impact Eastern as long as we continue to have trustee oversight.

Gordon Budke reported from the Business and Finance committee. The committee is making some final adjustments to its work plan. The State Auditor presented the audit for 1999-2000 with one finding on procedural matters. Toni Habegger, the internal auditor and their team are commended for their work this year. The committee discussed the Report on Charges and Fees, and it was noted that there were no increases over last year. The committee also received an update on utilities from Mike Irish. The university community can be complemented on its efforts to save energy. Usage can be controlled, but not the price, and the university community has responded by cutting down the usage of both gas and electricity. A revised policy regarding the naming of university facilities is coming forward as a consent item on today's agenda. This is a change of the previous policy in an effort to involve the Foundation. Waste management on campus was also discussed.

Cindi Shiota thanked the staff for using the briefing format on lengthy items, noting that she finds it very useful.

Chair Ormsby noted that the Trustees are working on the schedules for future committee meetings, and may also change the time of the Board meeting.

Mark Mays reported from the Academic Affairs Committee. They received a review of the Division of Educational Outreach, which includes programs such as summer session, distance delivery, and cohort programs. Focus groups were used as part of the review, and the committee heard a presentation of the review's findings. They also heard a presentation about Children's Studies as a potential interdisciplinary program, which no one else is offering.

It was noted that Trustees Behne, McReynolds and Shiota and had their Senate confirmation hearings.

Presidents' Reports, III.B.

Faculty Organization Report, III.B.1.

Dr. Wendy Repovich reported that the Faculty Organization has been busy with committee work. The Integrated Studies Task Force report passed at the Senate, so now the administration needs to implement it. The Undergraduate Affairs Council (UAC) is currently reviewing policies and procedures around program discontinuance in light of the contract. The Faculty Planning Advisory Council (FPAC) is also looking at the policies and procedures in an attempt to update the manual. They are working with Judith Siminoe on this project. Descriptions of the Faculty Organization duties that are now covered by the United Faculty of Eastern (UFE) need to come out of the manual. Ms. Repovich noted that elections of new officers is approaching.

Associated Students' Report, III.B.2.

Ms. Bree Holsing reported that she traveled to Washington, D.C. to meet with congressmen and women and senators to discuss federal aid programs. She learned that the Pell grant will continue to increase in funding, and she presented the idea of having tuition become a tax credit rather than a deduction. Ms. Holsing noted that 65% of Eastern's students are on some kind of aid. She is also looking at the possibility of implementing accountability items into some of the federal aid programs. Next year's newly elected President of the ASEWU, Ms. Christian Shook, will be at the next meeting. The new ASEWU Web site is online. State issues being addressed include eliminating the use of Social Security numbers as student identification numbers, and tuition issues

University Report, III.B.3.

- Dr. Jordan welcomed the two new trustees.
- President Jordan predicted this would be a busy month with our attention focused on the budget and the legislature. The Doctor of Physical Therapy bill made it through the Senate completely, and through the House committee structure twice. It was received favorably, passed through Rules, but is currently caught up in a political move due to budget issues. Our delegation and sponsors believe they can free it up soon. We hope and anticipate that it will be passed by the middle of next week.
- Oracle Corporation has donated a \$900,000 gift of software to Eastern that will have a value of \$1.5 eventually. Dr. Jordan and five other presidents went to Washington, D.C. last month and met with the President of Oracle. They discussed a partnership between Oracle and mid-size schools such as EWU, that might lead to a further relationship with Oracle, and we are following up on the possibilities.
- While in Washington Dr. Jordan also visited with Congressman Nethercutt and gave him a proposal for a congressional appropriation of \$5 million over three years. \$4 million for equipment and \$1 million for curriculum changes.
- Dr. Jordan encouraged all the Trustees to attend the Foundation Benefactors' Dinner on May 3.

- He then made one correction on his written report, noting that the African American Commencement celebration will be held on May 5 at 1:00 p.m. (not April 5).

- President Jordan will be traveling to Asia Friday April 20 through Wednesday May 2. Ed Yarwood and Dr. Phil Grub will accompany him on visits to Thailand, Taipei, China, and Seoul, Korea. Dr. Jordan also noted an article in the paper yesterday that pointed out that the U.S. defense attaché in China was an EWU graduate in 1974, and an ROTC participant. We wish him luck.
- President Jordan noted that the Small Business Institute has become well-known for its outstanding business analysis, and noted that our team of students placed first this year in Orlando, Florida. He and Dee Martin, Dean of the College of Business and Public Administration, recognized two of the students from the team, Kathy Oglesbee and Ray Schmidt. The students were presented with plaques to honor their achievement. Ms. Oglesbee recognized Alan Hale for giving them the opportunity to work with his company, Xn Technologies, Phil Hale who served as the consultant on the project, and Dr. Leo Simpson. Mr. Schmidt thanked the university for bringing in the businesses. Dr. Jordan noted that Eastern's Students in Free Enterprise (SIFE) team won their division last week, and will go to the national competition. They will give their presentation to the Board at the May meeting.
- President Jordan said that two graduate planning students have been recognized by participation in national leadership training
- The Urban Planning Program has received a \$90,000 grant from HUD. This is the ninth year they have received this grant..
- EWU freshman Kelly Gardner, of the women's golf team, participated in the Inland Empire Women's Intercollegiate Golf Tournament, where she had the day's best round and won medallist honors. She was also selected the Big Sky Women's Golfer of the Week.
- Former student athlete Ryan Hansen won a trip for two to Tokyo by sinking a half-court shot at last week's Seattle Supersonics game. He's planning to return to EWU for graduate work.

Foundation Report, III.C.

Mr. Phil Akers reported that fundraising continues at a brisk pace. Not including gifts in kind, the Foundation has surpassed all totals from last year-end, and they still have 3 months to go. Ten million dollars' worth of "gifts in kind" have been received so far, and he expects \$600,000-800,000 more. He noted that the Foundation has also had success with broadening their base of support, and they are experiencing their best spring yet in terms of total numbers of donors. There are 7 new members of the EWU Founder's Society—reserved for those whose cumulative support is in excess of \$100,000—for a total of 42 members. There are 9 new members of the Legacy Society—people who have Eastern in their wills and/or trusts--which brings to 78 the total number of donors in that category. The Benefactor's Dinner will be a special evening, and a lot of fun. He also noted that the Foundation is spending a great deal of time with their technology upgrade. They are converting to a new millenium data base system. They are running parallel systems now, with a complete cutover scheduled for July 1. The new system will be much more agile, efficient and productive. Mr. Akers also noted that Ryan Hansen has volunteered to assist with the Eagle Athletic Association fund drive kickoff on April 11, which has a goal to raise \$150,000 additional dollars.

Action Items, IV.

Consent Action Items, IV.A.

Minutes of the March 2, 2001 Board of Trustees' Meeting, IV.A.1.

Approval of Charges and Fees, IV.A.2.

Policy Revision, 180-060-020 Naming University Facilities, IV.A.3.

Motion 4-01-01: "I move that the Board of Trustees accept the three consent items as brought forward by their respective committees."

Motion by Trustee McReynolds; seconded by Trustee Budke. Motion carried.

Discussion Action Items, IV.B.

President's Cabinet Recommendations on Enrollment Strategies and Budget Development, IV.B.1.

Vice President Voves presented the Annual Impact of the Senate's Budget 2001-2003 Proposal on EWU Operating Budget (handout attached to the official minutes). She noted that these numbers can and will change, but many feel this is the best case budget proposal because of the way the budget is being balanced. The House budget should be out by the end of next week. We expect to receive budget authority to set tuition, but there will be a differential in tuition based on whether the university is a research institution or not. We anticipate a possible 5.2% maximum increase possible. The numbers presented in the estimates presented use a tuition increase of 4%. The Senate budget gives us more money than the Governor's budget, but also more restrictions on how the money can be used.

Ms. Voves pointed out that our unfunded expenditure commitments next year include salary increases, utility expenses, and the summer Research and development pool of \$600,000. The difference is a \$352,000 shortfall. We could take a more significant hit, and if so we will need to make deeper cuts in the second year of the biennium. In addition to covering this deficit, we also need to free up funds for new initiatives to keep the university moving forward.

The President's Cabinet has formed two task forces: a Resource Allocation Task Force and an Enrollment Task Force. She explained their charges. The two task forces will meet biweekly with a process change consultant (Jeff Stafford). An interim institutional research director (Theresa Martin) will provide the institutional data for the committee work.

President Jordan said we can't spend more than we have resources for; and we're not being funded for the enrollment we anticipate. One option is to hunker down, not accept the new enrollments, and take the cuts necessary to balance the budget—but we would have to do this within 2 months. He believes this sends a poor message out to the community colleges and high schools. Our other option is to look at this in the context of the biennium and address the larger issues of the institution—mission, enrollment growth, and maintaining relationships, and to rethink our whole budget distribution model. He noted that past cuts have created a credibility problem within the institution. We need to make better and more informed decisions over time. The President's Cabinet spent two meetings on this issue, resulting in the

task force model. The leadership of the university believes these Task Force efforts will provide for genuine thoughtful restructuring.

Chair Ormsby asked if we will raise a faculty workload issue if go ahead and continue to admit students without legislative funding for those students. On the other hand, there is also the danger of losing students and not being able to regain them later, ala Central Washington University. We need to plan and schedule classes and numbers more appropriately, implementing enrollment management ideas for optimum outcomes.

Bree Holsing noted that the Student and Activity fee revenue increases along with tuition. She agrees with the idea of benchmarking and holding people accountable, noting that we need to define what areas we want to focus on, even though reductions are always hard. Dr. Repovich noted that management and marketing need our focus—full classes, classes throughout the day, and classes on Friday.

Trustee Mays said Eastern must grow or die. We are implementing a cultural change in how we decide things here. We are being more deliberate rather than reactive, more policy driven than political. Dean Chertok recalled the 3R's that Dr. Jordan began his tenure at Eastern with 2.5 years ago: Restructure, Rebudget, and Review programs. This is a challenge, but also an opportunity for managed and controlled growth.

Ted Otto said that the section on faculty workload is not complete in the contract yet; they are beginning a study on it now.

Chair Ormsby said the Board of Trustees is taking a leap of faith in agreeing to let the administration take two years of the biennium to balance our budget. We have made errors in the past, but can learn from these mistakes. This won't be easy, but we need to commit to the process, to do it in good faith, and be willing to let the chips fall where they may.

Mike Frumkin agreed, saying that it's a blood oath—the leadership is committed to this process regardless of the outcome.

President Jordan said this is an important milestone for us. He distributed a questionnaire when he arrived and noted that at that time Eastern was a separate collection of colleges. We are now moving toward becoming one university, and accepting that all components of the university contribute in some way. Previous cuts were made disproportionately, which brought about our decline. He is encouraged by the transition we are making.

Trustee McReynolds said any reallocation process is not fun, but is the best thing to do for the institution over time. Dean Chertok commented that implementing this strategy will result in our continually re-asserting the vision of the university and will lead toward a concrete outcome. It is important to constantly talk about the process and show the evidence.

Rod Nicholls said that, based on President Jordan's information and that of the vice president's, the staff is looking at this as an opportunity this time--as a challenge to move ahead. The union is looking at never going back to the reputation we had. If we take in more students with less money, and have to do more with less, we're ready to do that. We want to move forward and we're buying in with all we have.

Motion 4-02-01: *“I move that the Board of Trustees support the adoption of the principles to guide development of the 2001-2003 Biennial budget and align the institution’s budget with both the fiscal situation of the state and the strategic plan of the university; and support the establishment of two Task Forces, the Resource Allocation Task Force and the Enrollment Task Force. Each will conclude its work by making recommendations by the end of fiscal year 2002, to be fully implemented by the end of fiscal year 2003. Inherent in the motion is a progress report to the Trustees each month.”*

Motion by Trustee Budke; seconded by Trustee McReynolds. The motion carried unanimously.

At 12:00 p.m. Chair Ormsby announced a five-minute break.

The meeting reconvened at 12:05 p.m.

Student Health Clinic Services Fee, IV.B.2.

Vice President Levin-Stankevich reported that the Student Health Clinic Services Fee comes before the Board from the Student Affairs committee, with the expectation that the Board will act on the recommendations in the briefing paper. These recommendations follow a year of study on the health fee and services. The process was created last fall, and was student driven. Student surveys were distributed, of which 40% were returned. The majority of the respondents wanted to keep the services the same or improved, and keep the fee the same. The Student Health Advisory committee recommended that:

- we continue the mandatory fee for all students registered for 6 credit hours or more,
- services be available in Cheney and Spokane,
- services remain equal to or exceed those currently provided,
- the university seek greater competition for the provision of the services, and
- that the fee remain in the same range (\$30-\$39).

The committee has also discussed long-term student health issues, and plan to submit a Request For Questions and Quotation (RFQQ) to think outside the box and better serve our student population. Ms. Holsing had to leave the meeting, but conveyed the students’ support of these recommendations.

Motion 4-03-01: *The Student Affairs committee brings this item forward as a motion. Motion carried.*

Old Business/New Business, V.

Vice President Levin-Stankevich gave the Trustees an enrollment update, noting that this was the 5th day so drops and adds will continue one more week. He reported that enrollment is currently at 7973 students, which is 337 more than last spring. FTE enrollment is at 7755, which is 448 FTE more than last spring. This discrepancy is largely due to the fact that we’re up another .3 of credit hours per student—right at 14.0 credits per student. Enrollment is growing in terms student headcount and FTE achieved by increasing the credits carried by students. This contributes to our efficiency and to student graduation efficiency as well. We have 7839 funded annually, with an anticipated 8060 FTE, and right now we’re at 8063. Last year from this date until the 10th day we went up another 100 FTE. We should end up between 8060 and 8080 FTE. Applications for next year are up 12-12.5% in both freshmen and transfers over last year. The yield rate for freshmen is 40%, and for transfers it is 65-70%.

Executive Session, VI.

At 12:30 p.m. Chair Ormsby announced that the Board of Trustees would adjourn to executive session for purposes authorized in RCW 42.30.110, to evaluate the qualifications of an applicant for public employment and to discuss the review of the performance of a public employee. They would also discuss with legal counsel representing the agency matters relating to Eastern, litigation and potential litigation, and finally to review the personnel items presented in the agenda. He anticipated their return to open session in one hour, at 1:30 p.m., to take action on the personnel items.

Reconvene

Chair Ormsby called the meeting back to order at 1:40 p.m.

Personnel Actions, VII.

Motion 4-04-01: "I move that the Board of Trustees approve the personnel actions as presented."

Motion by Trustee Mays; seconded by Trustee Shiota. Motion carried.

Adjournment, VIII.

The meeting adjourned at 1:45 p.m.

Michael C. Ormsby
Chair of the Board

Stephen M. Jordan
Secretary of the Board