

8-24-2001

Board of Trustees Minutes, August 24, 2001

Eastern Washington University

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EASTERN WASHINGTON UNIVERSITY
BOARD OF TRUSTEES
August 24, 2001
Executive Session at 12:00 p.m.
Open Public Meeting at 1:15 p.m.
Pence Union Building Room 263-7
Cheney Campus

MINUTES

Board Members Present:

Mr. Gordon Budke
Mr. Neil McReynolds
Dr. Mark Mays, Vice Chair
Ms. Kris Mikkelsen
Mr. Michael Ormsby, Chair
Ms. Cynthia Shiota (by telephone)
Ms. Jenna Williams

Call to Order and Quorum, I. and II.

Chair Ormsby called the August 24, 2001 meeting of the Board of Trustees of Eastern Washington University to order at 12:13 p.m. and noted that a quorum was present. (Trustee Shiota will participate via telephone.) He also noted that the order and times of the Board and its committee meetings has changed effective this meeting.

Executive Session, III.

Chair Ormsby announced that the Board of Trustees would recess to executive session for purposes authorized in RCW 42.30.110: to consider the selection and purchase of a site of real estate, to evaluate the qualifications of an applicant for public employment and to review the performance of a public employee, and to discuss with legal counsel university matters relative to litigation. Two additional action items will be added to the agenda when the Board reconvenes. The Board of Trustees then recessed until approximately 1:25 p.m.

Reconvene

Chair Ormsby reconvened the meeting of the Board of Trustees at 1:35 p.m. A quorum was still present. He announced that the Board would continue its executive session following the open session.

Reports, IV.

Trustees' Reports, IV.A.

Trustee Budke reported that the Business and Finance committee met last night, with 16 items on the agenda. They discussed 14 of them, several of which will be discussed or acted upon later this meeting. He then introduced Barb Richey as the new Director of University Relations, and welcomed her to this new position.

Dr. Mays reported on the Academic Affairs committee meeting. They heard a report from Pat Kelley regarding the Information Technology (IT) Master Plan, consisting of the strategic and master plans and their timelines. Larry Kiser talked about the Teaching and Learning Center, faculty evaluations and a model that enhances skills. They heard another presentation from the Pathways to Progress group, which is involved in the development of Cheney.

Trustee McReynolds reported from the Student Affairs committee. They have had two committee meetings since the last Board meeting. They had an orientation meeting on July 9 to explore in-depth the programs that come under the purview of the committee. Participants actually toured the functional areas and met staff members. At today's meeting they addressed the role of the Student Affairs Committee and making the Board's committee system work. They also discussed the Athletics strategic plan, fundraising and facilities. Christian Shook spoke regarding where the Associated Students hope to go this year. The committee also heard an enrollment update and discussed the task force's work. A Student Health Services/Clinic Update was given. The consultant's report analyzed the services and what we need to do as a university to provide quality health service at an affordable cost. The committee also previewed the Student Affairs initiatives that Brian Levin-Stankevich will be discussing at the Cabinet Retreat this year. It was also noted that Cindi Shiota and Neil McReynolds are putting together a legislative reception in early October to thank the legislators on the West Side for their help during the past legislative session.

Chair Ormsby reported that Kris Mikkelsen has accepted an appointment to the Investment Committee, along with himself, Mary Voves, Toni Habegger and two outside bankers (Ed Kosten and Kurt Orton). This committee has been very active over the last couple of years with discussions around the investment of proceeds the university has realized, and has set a fairly active agenda for future meetings. The committee provides advice to the administrative staff regarding university investments.

Jenna Williams thanked the Board members for making her feel comfortable, and for making her feel that her voice truly does make a difference.

Chair Ormsby then added an item to the agenda: Discussion Action Item, 2., Request for Indemnification of a State/University Employee in Litigation Context.

Presidents' Reports, IV.B.

Faculty Organization, IV.B.1.

Dr. Nick Jackson reported that he and Marvin Smith are collaborating on a letter, to also be signed by the President or Provost, regarding the failure of the broader academic community at Eastern to have met the deadlines for faculty activity plans and department plans as outlined in the current Collective Bargaining Agreement. He, Marvin and Christian Shook, and members of the administration and staff, will be meeting at the President's Cabinet retreat this weekend. The theme question for the retreat is: What is needed to achieve excellence in a student-centered environment of 9,000 FTE students at Eastern Washington University? His response: the completion of the faculty activity plans and the department plans. Excellence at this university must be operationalized, and the plans are the methods by which excellence will be operationalized. All of us have been frustrated by the legislature's inability to reward our accomplishment of dramatic enrollment growth. How can faculty be expected to achieve excellence with the added demand of larger classes, and ongoing requirements of scholarship and service. He suggests building into the faculty activity plans and department plans greater rewards for teaching and service among faculty. Tenure track faculty in 2001 are required not only to teach well, and to teach many students, but are required to meet the demands of scholarship that their departments impose and service that a dramatically growing university necessitates. The requirements for tenure of 2001 junior faculty may exceed the requirements of junior faculty at EWU in the 1960's and 70's. These junior faculty must be recognized for their efforts to achieve excellence in teaching and for the many ways they serve the broader university and the broader communities of Cheney and Spokane. Individual departments need to write these provisions into their department plans. There are already mechanisms in the CBA to reward service and teaching, and the departments must now take advantage of those mechanisms. It is their own integrity, and their own future, which they are securing by doing so.

Associated Students, IV.B.2.

Ms. Christian Shook said she was excited to be here this year to represent the ASEWU. This is the 86th year of the Associated Students, and she is very proud of this. Since taking office she has noticed many goals and plans considered in the past that weren't accomplished, so will bring back some of those past initiatives this year. The Cybercafe idea started three years ago and they hope to open it this fall. The students feel a strong sense of community indebtedness, so have planned to help build a Habitat For Humanity house in Spokane this October and November, and will look for ways to raise funds to build a house here in Cheney. The ASEWU is also working on bringing back a legal advising service for students, contracted out by Gonzaga Law School, to be housed in the Center for Student Rights and Responsibilities. They are also considering an 'Empowerment Center'—with growth comes diversity, so we want to recognize and celebrate that diversity. A center for ethnic and minority groups provides a location where people can meet to share ideas and thoughts. The concept of a Student Credit Union (usually a 4-5 year process) is being studied. Is Eastern ready? Ms. Shook has collected information from other universities, and is receiving guidance from Mary Voves and Toni Habegger. She is excited for the school year to begin.

University, IV.B.3.

- President Stephen Jordan noted that we have completed Summer Session and are almost ready to start the new year.
- This has been another great year for the Seahawks on campus, with over 18,000 visitors to our campus, which presents a great opportunity for people to see what Eastern has to offer.
- He has distributed a picture of the signing of the DPT bill to each trustee.
- Eastern's Master of Social Work (MSW) part-time commencement ceremonies were recently held in Everett and Cheney, with over 40 graduates in each program.
- The groundbreaking ceremony for the Pathways To Progress construction was held this week. Work has begun on the construction of the path from the front doors of Showalter to the gates. President Jordan and Mayor Sooy recently spoke to the Chamber about these activities.
- We will be holding our third Cabinet Retreat this weekend. Dr. Jordan appreciates everyone's participation. He intends to provide to the Cabinet and then to the University community a written document of his vision of the university in 2010. In it there appear to be contradictions which actually provide us with the opportunity to create a unique regional university.
- On September 5 he will be traveling to New York with people from the Foundation and Alumni offices, and some Deans, to seek donations from alumnus, as well as to attend the EWU Connecticut game.
- The first of our President's Speaker Series will be Lech Walesa, who will speak on campus Thursday, October 18. He will give a press conference at 10:00 a.m., will meet with a class at 11:00 a.m., and will participate in a luncheon for about 200 people at noon. His open public lecture, at Reese Court, is scheduled at 2:00 p.m.
- Fall quarter enrollments as of Monday indicate that we are 794 headcount ahead of last year, and we expect to be 400 FTES (annualized) ahead of last year. There is a significant increase (600 headcount) in continuing undergraduates, which is a reflection of the building of our freshman base. The freshmen class will exceed 1200 students this fall (it was 600 four years ago). We are creating a residential campus: our credit hours per headcount is running at 14.2 credits for every student—which is a dramatic change from where we were only 4 years ago. We should reach 9,000 headcount students this fall—a marvelous accomplishment by this university community. Many of the people who helped this happen are members of the Admissions Office and are here today. Brian Levin-Stankevich introduced Debbie Akin, Ben Morgan, Billie Jean Hall, Karen Brodin, Shannin Dineen-Setzer, Heather Bowles, and Pat Terrell. President Jordan commended them for doing a great job, and Chair Ormsby pointed out that a message needed to be communicated and the outreach established—the Admissions and Student Affairs

offices have accomplished that. The Board thanked all of them for what they have done, and also noted that the current challenge is to serve all of these students that have been recruited.

- The Kaplan Newsweek College publication lists schools with the best value of quality education versus cost. EWU was included in the 63 schools listed. The information was obtained from a survey of high school guidance counselors. Several recent news clips were played.

Foundation Report, IV.B.4.

Mr. Phil Akers, President of the Foundation, reported that the Foundation finished the last fiscal year with their third consecutive record setting performance in terms of fund raising. They set a new standard in funds raised and number of donors. In 1997 they raised just over \$1.2 million, and this year they raised just over \$2.6 million. In 1997 they had about 4700 donors, versus 7400 donors this year. In 1997 the Foundation provided \$1.2 million to the university: \$327,000 in scholarship support, another \$181,000 in equipment and gifts in kind, and program and departmental support totaling \$731,000. They are looking at \$650,000 in scholarship support this year, \$1.87 million in support to programs, departments and faculty, and over \$14 million of software support received this past year. All told, this past year they provided \$2.5 million in support plus the \$14 million in software.

This summer the Foundation has been working on several significant gifts: a Washington Dental Service Foundation gift to the Dental Hygiene program in the amount of \$60,000; a graduate fellowship in Biology was established; and the College of Business and Public Administration has received \$20,000 in unrestricted support.

Coming up this fall is a trip to New York and Connecticut where we hope to establish relationships and reestablish friendships with our alumni. The scholarship reception will be held in late October or early November. Fall Athletic events will provide opportunities to share the good news of Eastern with our alumnus. The Foundation also continues to work with the ongoing technology initiative and the Centers of Excellence, and will work closely with the deans, faculty and staff to help identify and prioritize their key initiatives for which private support should be pursued. The Foundation's new database system is almost up and running; they are days away from turning off the old system.

Special Reports, IV.C.

Access, Cost and Quality Discussion, IV.C.1.

President Jordan noted that while we celebrate the success that we've had with our enrollments, we need to continue discussions of Access and Quality and look to the Board for their guidance in how Eastern can move into the future with the increased enrollment. Vice President Levin-Stankevich reported that his presentation consisted of a continuation and update of our enrollments: past, present and future. The slide depicting the difference between FTE and Funded Level shows the challenge to keep in tune with the funding level. We anticipate that in 2002-2003 we will be nearly as far above our funded level as we were below it in 1996-97. Our enrollment structure is changing from an almost diamond shape to a house shape due to growth at the lower-division, freshman class. The slide depicting where students live, 1996 vs. 2000, indicates that while serving the Spokane market is a primary function of the institution, we have moved to being a residential campus as charged by the legislature. (A handout of the slides is attached to the official minutes).

What is the impact of this growth on quality, and on the cost of doing business? How can we address that? Public high school graduates are projected to decline from 2001 to 2005, then have a slight increase to 2008, followed by another trough.

President Jordan suggested that there are two ways to fund extra students. We need legislative support of these additional FTES, we need to consider building a new residence hall, and we need to evaluate the future of our programs. We need to decide between continuing growth versus constraining where we've been going, and decide how to go about doing that without creating damage to the university and its relationships. These issues have a finite time consideration.

Chair Ormsby pointed out that while we have celebrated increased enrollments, we need to decide how to deal with the strains that are coming along with the extra students. Part of the solution is going to have to start with the legislature. We need to make sure we are providing a quality education, and unfunded enrollment makes that difficult. We need to come forward with a plan, by the October meeting, for a supplemental budget request.

Trustee Budke said a process is necessary. Student housing is the careful balance of sustained enrollment and the timing of planning, financing and paying for the facility—along with the student services and academic sides of the question. At the October Board meeting we need to consider the effort that will be made to request supplemental funding from the next legislative session. It is very expensive to continue to bring students onto the campus without funding. We need to convince the legislature that we're doing what we were asked to do, and now we'd like them to do what they ought to (and should) do.

Dr. Mays noted that we have to make some very important decisions here—we cannot continue to admit this number of students and provide access at this cost and still maintain the quality that we want to provide. We have to be deliberate in our responsibility as trustees. We need assistance and guidance from the legislature. It is incumbent upon us to have a supplemental request to the legislature, well thought out in as timely a way as can prudently be done.

Christian Shook noted that Eastern has kept our end of the deal, so if the legislature does not help us, have we looked at ways to fund without state funds? President Jordan responded that there are a few select universities that have begun conversations of operating like a private. They have a well-established history of philanthropy, and have already pushed the envelope on tuition so that they're operating under a high tuition, high financial aid model. We do not have those conditions here. We're still highly dependent on state funding.

Trustee Budke said that the next step is also to consider what creative things need to be done as far as managing a problem we're going to have if the legislature doesn't help out. Dr. Mays agreed, saying that we need to explore the access question/enrollment management.

Chair Ormsby asked the administration to prepare a report for the October meeting, with an interim report in September, to cover: 1) the supplemental budget process and how to approach it; 2) an identification of things to look at for more creatively meeting service needs with inadequate funding; 3) enrollment management if we don't receive appropriate funding for the expected number of students (and the ramifications); and 4) take a specific look at diversity on campus.

Ms. Shiota suggested that we examine data on the percentage of diversity at EWU—those not international (American born)—and how we compare with other institutions. She has some ideas about a strategy with the legislature, and accessibility and quality are key pieces of information.

Trustee McReynolds asked what the ideal size of the university is, and Dr. Jordan replied "It's in the eye of the beholder!" We have the capacity for 11,000 students, but then the issue of size plays into the ability to offer a quality education. Mr. McReynolds asked if we look at market share as we work toward that 11,000 goal. Dr. Jordan said there is no question we have far exceeded the legislature's

expectations—which raises the dilemma that fundamentally they have operated under a free market system, unconstrained. We haven't capped any institutions in the state, so have to wonder if the legislature is prepared to consider the notion that it would cap a single institution to redistribute students to the other institutions. In Colorado the legislature capped the resident enrollment, but most of the students went out of state rather than to a different state institution. That's the issue this state will have to address. Eastern was questioned at the last legislative session; nonetheless in practice it has been a free market system. Mr. McReynolds noted that it is an issue of quality—not just cheap, but a good value. Quality takes money and resources. Chair Ormsby has heard concerns that Eastern's enrollment has gone up but not its quality—but that's not true. We have quality and, in fact, better students than in the past. President Jordan said we need to make decisions not just around the total number of students, but which students should be admitted. Program quality needs to be addressed so that we can redistribute enrollment within the university.

Ms. Shook, who works with children and has brought 50 students a week out to Eastern, said we haven't just grown to grow, we've grown with a purpose. We're not trying to be a major university—we're trying to educate in specific ways--really catering to the type of teenagers and young adults that are in our area.

Dean Soltero voiced a concern that as the institution continues to grow the lab sciences lab space will become a limiting factor. Most lab offerings are in the afternoon. As the institution grows he would like to see a little more in-depth analysis of what our real capacity is, particularly in the lab sciences. If we move to some morning offerings in the labs, somehow we need to make sure (enrollment management) the SCH can sustain it. He feels this fall quarter, particularly in Biology, they're hitting the wall and can't squeeze out much more efficiency. They have 24-30 students per classroom.

President Jordan said the first item is easily doable. He has some preliminary thoughts on the third item, and we will need to identify some areas to examine, in concert with others—i.e. the community college leadership, high school counselors and others—because if we're not careful our actions could lead to some spiraling results. We need to take a specific look at diversity on campus, and the HECB is supporting growth and diversity.

Chair Ormsby suggested that a longer-term item on the list would be to further assess our real capacity.

IT Master Plan Update, IV.C.2.

Dean Kelley reported that there are two processes going on side by side—the strategic plan and the tactical plan. The committee has sought input from as many people as possible on the master plan, and will hold two more open sessions on September 21 and October 9. A couple of meetings are being held by specific groups of staff. The proposed timeline for completion is to have the final draft to the President's Cabinet and the Rules committee of the Senate on October 1. Pending Rules approval, the plan will go to the Senate on Oct. 8, with the possibility of their endorsement on the 22nd. The Cabinet will continue to discuss the plan on October 1st and 15th, with targeted approval on the 29th. A special meeting of the IT Policy Committee will be held to look at any changes. The plan should be ready for the Board of Trustees by the end of October, or at the latest by their December 7 meeting. Ms. Kelley noted that she has received encouraging feedback so far. (Handouts are attached to the official minutes.)

Dean Kelley reported that they are also moving forward on the tactical plan. This plan lays out what we're going to do in the next 3-4 years. The Information Technology Planning Committee (ITPC) is working to adopt some sense of a funding scenario, with ballpark costs for the initiatives. Then the list will be prioritized. Then the plan goes to Cabinet and the Resource Allocation Task Force. The commitment is to bring the IT strategic plan to the December meeting, and the expectation is that they

will also bringing the tactical plan. Chair Ormsby requested that copies of the notes taken at all of the meetings be distributed to the trustees for their information.

Resource Allocation Task Force Update, IV.C.3.

Vice President Voves reported that the task forces have been meeting weekly and are now increasing those meetings to get on track. Her task force is moving into their tactical phase. They are looking at budget models and assessing them within the framework of the budget principles they're developing. These will be taken to the campus community next month when the faculty returns. Ms. Voves has worked with Brian Levin-Stankevich and Jeffers Chertok to develop a timeline and a series of public meetings to take this information to campus. She noted that enrollment and resource allocation are two sides of the coin and can't be taken separately.

Enrollment Management Task Force Update, IV.C.4.

Vice President Levin-Stankevich agreed with Ms. Voves' comments, noting that the two task forces can only be separate in some very specific areas, e.g. the scheduling module and space issues. His task force is looking at how to manage the enrollments. They are looking at areas of interest of high school juniors taking the PSAT. We have to control the shape of the institution in conjunction with what disciplines are desired.

President Jordan noted that the Cabinet Retreat timing will feed into the work the task forces have begun. The participants at the retreat will take a university-level look at infrastructure, broadly defined, and determine a list of priorities to be aligned with the work of the task forces.

Action Items, V.

Consent Action Items, V.A.

Minutes of the June 22, 2002 Board of Trustees' Meeting, V.A.1.

Completion of Contract #AE-98-02G—Elevators Repair and Upgrades, Phase II, V.A.2.

Completion of Contract #AE-99-02G—Chilled Water Extensions '99, V.A.3.

Completion of Contract #AE-99-18G—Pearce and Dressler Hall Fire Alarm Systems Replacement, V.A.4.

Completion of Contract #AE-97-04G—Electrical Substations Replacement, V.A.5.

Motion 08-01-01: The Business and Finance Committee recommends that the Board of Trustees approve the consent items.

Motion carried.

Discussion Action Items, V.B.

Approval of the Amendment to the President's Contract, the President's Deferred Compensation Agreement, and the President's Incentive Payment, V.B.1.

The President's incentive payment for this past year was addressed first.

Motion 08-02-01: "I move by previous Board action of the March 2, 2001 meeting, the Board increased the performance incentive payment to \$50,000 with the provision that the payment of up to \$25,000 could be deferred at the election of the President. Pursuant to the terms of President Jordan's contract, the Board of Trustees has provided him with a list of priority items in addition to his regular work duties. If Dr. Jordan performed even one of these priority items, the Board of Trustees was able to grant him a performance incentive payment. President Jordan did meet and exceed the identified priority items to enhance the university's mission and effectiveness. Dr. Jordan has successfully achieved several of these items, and has made substantial progress on the remaining items. As a result I move that the Board of Trustees approve the payment of a performance incentive to President Jordan in the amount of \$25,000 for his performance from 7/1/00 to 3/1/01, and \$25,000 for his performance after 3/2/01. The incentive payment is due and payable by the university as of this date, but at the President's request the payment of up to \$25,000 may be deferred to a time designated by him but no later than July 1, 2004."

Motion by Trustee Mays; seconded by Trustee McReynolds. Chair Ormsby noted that this action was based on a lengthy evaluation process that took place over the last three months, including both written and oral discussions among the Board and with Dr. Jordan. Motion carried.

The ratification of the President's contract for this coming year was addressed second.

It was noted that the written document (contract in Board book) has been amended, with a substitute page 3. The two fundamental changes are that the incentive payment was reduced to \$25,000, and the listed items of performance were taken out, as the Board will set them annually.

Motion 08-03-01: "I move that the Board of Trustees ratify the amended contract for President Jordan."

Motion by Trustee Mays; seconded by Trustee McReynolds. Dr. Mays noted that the priority items are negotiated between the President and the Board annually. Motion carried.

The deferred compensation agreement was addressed last.

Motion 08-04-01: "I move that the Board of Trustees approve the deferred compensation agreement."

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

Dr. Mays noted that this is less money than most university presidents make. President Jordan's agreement is respectful of the university's financial circumstances, and he commended the President's commitment to the university and his flexibility. He also pointed out that Mr. Ormsby has spent 25-40 hours on these documents and the evaluation. This work helps us both now and in the future.

Approval of Two Indemnification Agreements, V. B. 2.

Chair Ormsby noted that two employees, Dr. Alex Cameron and Dr. Sandra Christensen, are being sued and have requested indemnification agreements from the university.

Motion 08-05-01: "I move that the university indemnify Alex Cameron and Sandra Christensen for the lawsuits that have been brought against them."

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

Approval of a Property Acquisition, V.B.3.

Rick Romero presented the property acquisition, explaining that this is the second property, adjacent to Sutton Hall. The administration is asking for the Board's approval to move forward with the purchase at \$125,000.

Motion 08-06-01: "I move that the Board of Trustees approve of the purchase of the second property adjacent to Sutton Hall for the purchase price of \$125,000."

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

Old Business/New Business, VI.

Annual Operating/Capital Budget FY2002, VI.A.

Vice President Voves gave a brief presentation of the budget approved by the Board at the June meeting. She explained that the final budget book has been prepared now that the Governor has signed the budget. (Handouts illustrating the presentation are attached to the official minutes.) Ms. Voves also noted that the Business and Finance Committee reviewed the year-end financial status last night, and will be presented to the Board at the September meeting.

Personnel Actions, VII.

Motion 08-07-01: "I move that the personnel actions be approved as presented in the Board packet."

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

Chair Ormsby announced that the Board would move back into executive session to continue their discussion of the evaluation of a public employee and the process for one-half hour, then they will adjourn.

Adjournment, VIII.

The Board of Trustees returned from executive session and adjourned at 4:45 p.m.