

6-13-1997

1997 - Board of Trustee Meeting Minutes

Board of Trustees, Central Washington University

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Approved October 10, 1997

**MINUTES
REGULAR MEETING
BOARD OF TRUSTEES
CENTRAL WASHINGTON UNIVERSITY
June 13,1997**

The Board of Trustees of Central Washington University met in regular session on Friday, June 13, 1997 at 1:00 p.m. in Room 412, Barge Hall on the campus of Central Washington University.

Roll Call

Trustees

Mrs. Gwen Chaplin, Chair
Mr. Frederic L. "Fritz" Glover
Mr. Frank Sanchez
Mr. Mike Sells
Dr. R. Y. Woodhouse
Mr. Wilfred Woods, Vice Chair

A quorum was present

Others

Mr. Joe Antonich, Director, Financial Services
Dr. David P. Dauwalder, Interim Provost/Vice President for Academic Affairs
Mr. Adam Eldridge, President, Board of Directors, Associated Students of Central Washington University
Dr. Gary Frederick, Director, Athletics
Ms. Amy Gillespie, President-elect, Board of Directors, Associated Students of Central Washington University
Mr. Mike Hardiman, Director, Business Services and Contracts
Dr. Beverly A. Heckart, Professor, History
Ms. Teresa C. Kulik, Senior Assistant Attorney General
Mr. Keith Lewis, Assistant Professor, Art
Ms. Judy B. Miller, Secretary to the Board
Mr. Abdul Nasser, Vice President for Business and Financial Affairs
Dr. Ivory V. Nelson, President
Dr. Charles Rubin, Associate Professor, Geology
Dr. Sarah B. Shumate, Vice President for Student Affairs
Ms. Deanna Thompson, President, Association of Exempt Administrative and Professional Staff
Mr. Bill Vertrees, Director, Facilities Management
Mr. Rick Vogler, Vice President, Board of Directors Associated Students of Central Washington University
Mr. Mark A. Young Vice President for University Advancement

Changes to the Agenda

The following changes to the agenda were accepted: Item 1, minutes of the special meeting of the Board of Trustees May 29, 1997; Item 7, report of exempt administrative and professional staff resignation—Karl-Erik Andreasson, Counselor, Student Health and Counseling Center, effective June 13, 1997 and Shawna E. Emison, Area Coordinator, Residential Services, effective June 20, 1997; Item 13, faculty tenure-track appointment—James N. Bradley, Assistant Professor, Business Administration, effective September 16, 1997; Item 33, back-up information for 1997-98 exempt salary adjustment; Item 40f, proposed changes to the Central Washington University Retirement Plan for Faculty and Exempt Administrators; Item 42, Holmes Dining Hall snow damage repairs and improvements; Item 45, Faculty Senate report information.

Approval of Minutes

Motion 97-14 Trustee Sells moved, seconded by Trustee Clover, that minutes of the meetings of April 4, 1997 and May 29, 1997 be approved. Motion carried.

Consent Agenda

Motion 97-15: Mr. Woods moved, seconded by Mr. Sells, that report items 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 be received collectively and action items 13, 14, 15, 16, 18, 19, 20, 21, 22, 23, 24, 25, and 26 be approved. Motion carried.

Consent Reports

Report of Faculty Resignations

Myers, Robert C., Assistant *Professor/Reference* Librarian, Library and Media Services, effective June 4, 1997

Report of Department Chair Appointments

Yu, Roger H., Physics, September 16, 1997 through September 15, 2001

Report of Visiting/Exchange Faculty

Darinskii, Yuri A., Herzen State Pedagogical University, Russia, April 1, 1997 through October 31, 1997

Report of Exempt Administrative and Professional Staff Appointments

Dauwalder, David P., Provost/Vice President for Academic Affairs, effective July 1, 1997
Whiting, Brian M., Systems Administrator for GIS/Geology Computing, effective May 27, 1997

Report of Exempt Administrative and Professional Staff Resignations

Andreasson, Karl-Erik, Counselor, Student Health and Counseling Center, effective June 13, 1997
Black, Kimberly J., Administrative Assistant/Secretary to the Provost, effective June 20, 1997
Emison, Shawna E., Area Coordinator, Residential Services, effective June 20, 1997
Morrison, Marie, Area Coordinator, Residence Living, effective June 30, 1997
Sell, Kimberlee, Area Coordinator, Residence Living, effective June 20, 1997
Wright, R. Norman, Area Coordinator, Residence Living, effective June 20, 1997

Report of Exempt Administrative and Professional Staff Title Change

Lindley, Martha B., Director of Government Relations, effective May 8, 1997

Business and Financial Consent Reports

Black Hall, Renovation and Addition

Budget Changes and Reserves, Status of

Campus ADA Modifications

Completed Projects under \$100,000 - Roofing Repair and Replacement - Samuelson Union Building

Major and Minor Capital

Personnel Consent Action Items

Faculty Tenure-Track Appointments

Bradley, James N., Assistant Professor, Business Administration, effective September 16, 1997
Brady, Scott A., Assistant Professor, Geography, effective September 16, 1997
Carlson, Karyl, Assistant Professor, Music, effective September 16, 1997
Collins, Fuji, Assistant Professor, Psychology, effective September 16, 1997
Creech, John, Assistant Professor, Library and Media Services, effective June 1, 1997
Curran, Christina, Assistant Professor, Teacher Education Programs, effective September 16, 1997
Davis, Bruce E., Associate Professor, Geography, effective September 16, 1997
Fallshore, Marte, Assistant Professor, Psychology, effective September 16, 1997
Gazis, Carey A., Assistant Professor, Geology, effective September 16, 1997
Huckabay, James L., Associate Professor, Geography, effective September 16, 1997
Penick, Jeffrey M., Assistant Professor, Psychology, effective September 16, 1997
Polishook, Mark, Assistant Professor, Music, effective September 16, 1997
Smith, Michael, Assistant Professor, Theatre Arts, effective September 16, 1997
Wellock, Thomas, Assistant Professor, History, effective September 16, 1997

Faculty Tenured Appointments

Hogan, Gerard, Associate Professor, Library and Media Services, effective July 1, 1997
Johnson, Kirk A., Associate Professor and Chair, Sociology, effective September 16, 1997

Faculty Military Appointments

Anthony, Keith M., Captain, Assistant Professor, Military Science, effective September 1997

Reappointment of Faculty in Their First Year of Service

for the 1997-98 Academic Year with no assurance of tenure

Atkinson, MaryAnne, Assistant Professor, Accounting
Booth, Carolyn, Assistant Professor, Physical Education, Health Education, and Leisure Services
Yang, Taiqian, Assistant Professor, Industrial and Engineering Technology

Faculty Leave Without Pay

Richards, Kent D., Professor, History, Fall Quarter, 1997

Distinguished Civil Service Status

Comstock, Mary Jo, College of Arts and Humanities, effective May 16, 1997
Hyde, Catherine, Institutional Studies, Assessment and Evaluation, effective May 30, 1997
Morey, Mae, Library and Media Services, effective May 30, 1997
Vamum, Sue, Library and Media Services, effective June 30, 1997

Business and Financial Consent Action Items

ADA Restroom Modifications

The Board of Trustees of Central Washington University hereby accepts as complete the ADA Restroom Modification Project (Contract #4004C) as performed by Ebenal General, Inc., Bellingham, Washington, for the amount of \$178,026.20 not including Washington State Sales Tax.

Banking Services Contract, Resolution

The Board of Trustees of Central Washington University approves the Resolution for Banking Services Contract with U.S. Bank of Washington.

Capital Roof Modifications

The Board of Trustees of Central Washington University hereby accepts as complete Capital Roof Modifications (Contract #3935C) performed by Belsaas and Smith Construction, Inc., Ellensburg, Washington, for the amount of \$352,801.79 not including Washington State Sales Tax.

Cash Management Services, Resolution

The Board of Trustees of Central Washington University approves the Resolution for Cash Management Services with U.S. Bank of Washington.

Geology-Lind Hall Renovation

The Board of Trustees of Central Washington University hereby accepts as complete the Lind Hall Remodel (Contract #3739C) as performed by Ebanal General, Inc., Bellingham, Washington, for the amount of \$900,847.00 not including Washington State Sales Tax.

Munson Roof Modifications

The Board of Trustees of Central Washington University hereby accepts as complete the Munson Roof Modification (Contract #4047C) as performed by Ebanal General, Inc., Bellingham, Washington, for the amount of \$105,836.96 not including Washington State Sales Tax.

Select Capital Projects for 1997-99 Biennium

The Board of Trustees of Central Washington University, predicated upon the receipt of funding, hereby delegates authority to select and contract with consultants and to bid, award, and execute construction contracts for identified projects.

Academic Affairs Action Items

Faculty Promotions, effective Fall Quarter, 1997

The faculty listed below are hereby promoted to the rank indicated, effective Fall Quarter 1997:

Promotion to Professor

Abel, Jean	Teacher Education Programs
Alsoszatai-Petheo, J.	Anthropology
Alwin, John	Geography and Land Studies
Bowman, Andrea	Curriculum and Supervision
Choudary, A.D.R.	Mathematics
Darda, David	Biological Sciences
Hultquist, Nancy	Geography and Land Studies
Olson, Steven	English
Pappas, James	Teacher Education Programs
Purser, Dorothy	Physical Education, Health Education and Leisure Services
Spencer, Andrew	Music
Stahelski, Anthony	Psychology
Stein, Stephanie	Psychology
Sutphin, Christine	English
Uebelacker, Morris	Geography and Land Studies
Yu, Roger	Physics

Promotion to Associate Professor:

Boyle, Peter	Business Administration
Donahoe, Susan	Teacher Education Programs
Fordan, Robert	Communications
Hubbard, Brenda	Theatre Arts
Jaques, Jennifer	Library and Media Services
Reynolds, Douglas N.	Biological Sciences
Silvers, Robert	Business Administration
Thyfault, Alberta	Teacher Education Programs

Motion 97-16: Mr. Glover moved, seconded by Mr. Sells, that promotion of the faculty listed above to the positions indicated be approved, effective Fall Quarter, 1997. Motion carried.

Faculty Tenure, effective Fall 1997

The faculty listed below are hereby awarded tenure, effective Fall Quarter, 1997:

Alwin, John	Geography and Land Studies
Emmans, Cindy	Curriculum and Supervision
Fordan, Robert	Communications
Hubbard, Brenda	Theatre Arts
Pappas, James	Teacher Education Programs
Prigge, Debra	Teacher Education Programs
Silvers, Robert	Business Administration

Motion 97-17: Mr. Sells moved, seconded by Mr. Woods, that tenure for the faculty listed above be approved, effective Fall Quarter, 1997. Motion carried.

Business and Financial Action Items

Academic Fee Requests

Dr. David Dauwalder, Interim Provost/Vice President for Academic Affairs, explained that the program-specific academic fee requests submitted for approval were carefully considered. Academic Affairs will review guidelines for establishing fees.

Motion 97-18: Mr. Woods moved, seconded by Mr. Sells, that the recommended Academic Fee Requests be approved as submitted, effective Fall Quarter, 1997. Motion carried.

Authority to Purchase

The Sno-King Building, which houses Central Washington University's Lynnwood Center and the surrounding parking lot, have become available for purchase. Dr. Nelson urged continued legislative support as the purchase is only partially funded.

Motion 97-19: Trustee Glover moved, seconded by Trustee Woods, that the Vice President for Business and Financial Affairs be delegated the authority to obtain a certificate of participation from the Office of the State Treasurer in order to purchase the property known as the Sno-King Building in Lynnwood, Washington. Further, that the Vice President for Business and Financial Affairs is delegated the authority to negotiate the purchase of the parking lot surrounding the Sno-King Building. Motion carried.

Capital Budget Request, 1997-98

Motion 97-20: Trustee Glover moved, seconded by Trustee Sells, that the fiscal year 1997-99 Capital Budget, which includes \$14,696,500 for new capital funds, \$72,030,218 for reappropriations, and \$7,640,500 for Auxiliary Services capital expenditures be approved. Motion carried.

Operating Budget Request, 1997-98

Joe Antonich, Director of Financial Services, explained that the amount listed for tuition and fee waivers equals 8%, the amount the university is authorized to waive.

Motion 97-21: Trustee Woods moved, seconded by Trustee Sanchez, that the fiscal year 1997-98 Operating Budget Request of \$53,141,000, including tuition and fee waivers of \$1,450,000, self-support estimated allocations of \$36,567,000, and one-time funding of \$975,000, for a total of \$92,133,000, be approved. Motion carried.

Distribution of Salary Increases to Faculty and Administrative Exempt Staff

Included in the 1997-98 Operating Budget is authorization for an average 3% salary adjustment funded from the state and an average of 1% funded by administrative efficiencies (not to be included in the base) effective July 1, 1997 for the 1997-98 year. The Faculty Senate and Association of Exempt Administrative and Professional Staff submitted recommendations for distribution of the salary increases. By December 1, 1997, department chairs, deans, and provost will determine distribution of the 1% merit funding for faculty.

Motion 97-22: Trustee Woods moved, seconded by Trustee Sanchez, that the administrative exempt salary adjustment be approved as recommended, effective July 1, 1997, and the Faculty Senate recommendation to distribute a 3% across-the-board salary increase to faculty be approved, effective July 1, 1997, with a 1% merit allocation to be completed by December 31, 1997. Motion carried.

Quarterly Tuition and Fees for Regular Session, 1997-98

The following legislatively authorized, full-time, undergraduate and graduate tuition increases for the regular session, fiscal year 1997-98, were proposed:

	Fall 1996	Fall 1997
Undergraduate		
Resident	810.00	842.00
Nonresident	2,872.00	2,987.00
Graduate		
Resident	1,295.00	1,347.00
Nonresident	3,939.00	4,097.00

Motion 97-23: Trustee Woods moved, seconded by Trustee Glover, that the legislatively-authorized quarterly tuition and fees for regular session, fiscal year 1997-98 be approved. Motion carried.

CWU Philosophy of Intercollegiate Athletics and Code of Ethics

The National Collegiate Athletics Association (NCAA) requires that a philosophy of intercollegiate athletics and code of ethics be reviewed and approved by the institutional governing board. The institutional president must publicly reaffirm commitment to the NCAA's principles of fair play and amateur athletics competition and to the institution's written statement of athletics program philosophy. Dr. Gary Frederick, Athletic Director, clarified that the proposed philosophy statement contains elements of statements previously accepted with some expanded sections reflecting our dual membership with NCAA and the National Association of Intercollegiate Athletics (NAIA).

Motion 97-24: Trustee Sanchez moved, seconded by Trustee Woods, that the CWU Philosophy of Intercollegiate Athletics and Code of Ethics be approved. Motion carried.

Services and Activities Fees Budget Allocations

Mr. Rick Vogler, Vice President ASCWU, and member of the Services and Activities (S&A) Committee, reviewed the committee's recommendation for funding allocation. The S&A Committee guidelines specify that funding must be allocated to Athletics, however, the fund request for Athletics was withdrawn. Increased S&A funding will support efforts to secure an FCC license for the student radio station, KCAT.

The ASCWU Board of Directors selects members of the S&A Committee from on-campus students. Activities programming for CWU center students occurs on the Ellensburg campus. It was suggested that placebound students have a voice in the distribution of funds they contribute to the S&A funding pool.

Motion 97-25: Trustee Sanchez moved, seconded by Trustee Woods, that the proposed Services and Activities Fees Allocations for the 1997-99 biennium be approved as submitted. Motion carried.

Student Athletic Fee

In order to ensure the future of a quality Athletics Program, the Associated Students of Central Washington University proposed a \$35.00 per quarter fee for each campus-based student. By a two-thirds majority, the student body voted to implement the fee. Board support for that action is requested.

Motion 97-26: Trustee Woods moved, seconded by Trustee Sanchez, that the proposed Student Athletic Fee be approved. Motion carried.

Student Health and Counseling Center User Fees

Student Health and Counseling Center fees have remained unchanged for the past several years. Current user fees have failed to keep up with inflation and student demand for services has also increased. In consultation with the ASCWU Board of Directors, an increase in user fees was proposed. Implementation of these increases will ensure continuation of high quality service to students.

Motion 97-27: Trustee Sells moved, seconded by Trustee Glover, that the proposed increase in the Student Health and Counseling Services user fees be approved, effective Fall Quarter, 1997.

Board of Trustees Reports and Action Items

Mrs. Chaplin requested the Faculty Senate report.

Faculty Senate

Dr. Rob Perkins, Faculty Senate Chair, briefed the Board on a recent faculty collective bargaining vote. Prior to the election, faculty had the opportunity to review information on an electronic bulletin board and to attend informational seminars. Seventy-six percent of eligible voters voted for faculty collective bargaining, establishing a three-to-one affirmative margin.

Assistant Professor Keith Lewis, a faculty union representative, thanked the Faculty Senate for their efforts to inform faculty concerning the collective bargaining issue. He stated that faculty union goals are compatible with the university's strategic plan and will help the university deliver quality education. Faculty want to strengthen common purpose. A draft constitution and set of bargaining proposals will be presented to the Board this fall.

Assistant Professor Charles Rubin shared his view that faculty were only presented prounion information. Opposing views were not presented.

ASCWU President Adam Eldridge indicated that students do not have a position on faculty unionization as long as the quality of instruction is preserved.

Mrs. Chaplin thanked the faculty for their report and indicated that the Board will examine the union issue in the context of setting the future direction of the university.

University Mission Statement

The Board will continue its review of the university's mission statement and consider the desirability of a broad mission statement or one in which a focused niche is established. Continued examination will require more data. The mission statement is one of several issues to be discussed at a scheduled Board retreat September 5-6. Trustees Glover and Sells will assist in the development of the retreat agenda.

Election of Officers for 1997-98

Motion 97-28: Mr. Woods nominated Mrs. Chaplin for the position of Board chair. Mr. Glover seconded the motion. Mr. Sells moved that the Board cast a unanimous ballot, which failed by one vote. The original motion to elect carried with one abstention from Mr. Sanchez.

Motion 97-29 Mr. Sells nominated Mr. Woods for the position of Board vice chair. Mr. Glover seconded the motion, which carried with one abstention from Mr. Sanchez.

Mr. Sanchez stated that the process for Board officer selection is nebulous and suggested that the nomination process be reviewed.

Proposed Calendar of Meetings for 1997-98

The following meeting calendar for 1997-98 was discussed and approved as amended. Unless otherwise specified, the meetings will be held on the Ellensburg campus.

September 5-6, 1997 (Board Retreat – Leavenworth)
October 9, 1997 (Board Retreat)
October 10, 1997
December 12, 1997
February 13, 1998
April 10, 1998 (CWU Yakima Center)
June 12, 1998

Motion 97-30: Mr. Woods moved, seconded by Mr. Sells, that the proposed schedule of Board of Trustees' meeting dates be approved. A retreat date was added in October and the dates were changed to October 9 and 10. Motion carried.

Mrs. Chaplin reported that the joint meeting of the Alumni and Foundation Boards demonstrated the commitment and hard work of the individuals serving on those boards. A panel of students from the CWU Lynnwood and SeaTac Centers participated on the agenda and illustrated the excellent opportunities available to students at our centers.

President's Report

Proposed Changes to the Faculty Code

Mr. Sanchez expressed concern that Section 9.72 of the proposed Faculty Code changes may not comply with the Family Leave Act. Dr. Beverly Heckart, representing the Faculty Senate Faculty Code Committee, indicated that the code is consistent. Following additional discussion, Mr. Sanchez requested clarity on the issue. Ms. Teresa Kulik, Senior Assistant Attorney General, responded that exceptions may apply for nonpermanent employees, but that proposed Faculty Code language appears consistent with exceptions for Family Leave Act. Ms. Kulik will review the law and advise the Board.

Also discussed were family catastrophe provisions in Section 9.73. The Provost determines whether an employee qualifies for catastrophic leave. Historically, very few cases arise. Costs for such leave are generally borne by the academic unit.

Motion 97-31: Mr. Clover moved, seconded by Mr. Sells, that amendments to the Faculty Code of Personnel Policy and Procedure approved by the Faculty Senate May 14, 1997 be approved. Motion carried.

Proposed Changes to the Exempt Employees Code

Motion 97-32: Mr. Woods moved, seconded by Mr. Clover, that proposed amendments to the Exempt Employees' Code of Personnel Policy and Procedure approved by the Association of Exempt Administrative and Professional Staff May 12, 1997 be approved. Motion carried.

Educational Benefits for State Employees/Guard

In accordance with recent legislation (SHE 1047), Central Washington University's policy governing educational benefits for our staff, other state classified employees, and members of the Washington National Guard has been amended to include employees/guard members Working half time or more.

Motion 97-33: Mr. Sells moved, seconded by Mr. Sanchez, that a proposed policy to allow half-time or more permanent employees of Central Washington University, other state classified employees, and members of the Washington National Guard to take advantage of the education offerings of the university under specified conditions be approved. Motion carried.

Proposed Changes to the Central Washington University Retirement Plan for Faculty and Exempt Administrators

Proposed changes to the Central Washington University Retirement Plan for faculty and exempt administrators include provisions to add alternate investment companies for tax-deferred annuities, discontinue eligibility for supplementation for newly hired employees and current employees who elect to use alternate vendors, and allow greater employee contributions on a tax-deferred basis.

The six regional universities are unitedly pursuing supplemental vendors to cut costs and manage the complex task of selecting the vendors. The Faculty Senate has indicated its support for these options.

Motion 97-34: Mr. Woods moved, seconded by Mr. Sanchez, that the Vice President for Business and Financial Affairs be granted authority to select and contract with up to three providers of tax-deferred annuity programs, in addition to TIAA-CREF, for the Central Washington University Retirement Plan; that supplementation no longer be available for employees who enter the plan after the multiple vendor implementation date or for those current employees who elect to leave the single vendor system (exclusively TIAA-CREF) and use alternate vendors; that employee contribution to the plan be made on a pretax basis; and that the increase in contribution rate from 7.5% to 10% at age .50 be mandatory. Motion carried.

Dr. Nelson reviewed the Faculty Salary Inequity Recommendation and Accountability Measures for Washington Higher Education. Faculty salary issues are being addressed. A faculty salary study will be conducted fall quarter by the Faculty Senate and the Provost is addressing part-time faculty issues. Exempt salary issues are also being addressed.

Dr. Dauwalder reviewed the university's efforts to develop a plan to meet legislatively established performance measures for four-year institutions. Some of our budget for this year (\$269,000) is held in reserve until we develop an approved plan, which is due August 15, 1997. Next year an increased amount (\$403,000) will be withheld until partial target achievements are realized. Retention and graduation rates will be measured as well as faculty productivity.

Reports

Academic Affairs

Provost Dauwalder distributed a report detailing current activities in each academic unit. Highlights include a grant from the Murdock Charitable Trust in support of undergraduate research initiatives in Chemistry; renewal of support from the Bureau of Land Management for Native American student participation in the Resource Management Masters Program; Honors Banquet for the School of Business and Economics in Lynnwood; three of Central's Accounting graduates who completed their degrees at the CWU Lynnwood Center achieved the top three scores in the latest Washington State Uniform Certified Public Accountant (CPA) exam, which was administered last November; grant activity in Continuing Education; International Studies and Programs update; CWU Dietetics Program is fully accredited; grand awards in Administrative Management and Business Education; CWU's first Internet course in Personal Finance; an update on Central's Chemical Dependency Program at Steilacoom; efforts to build faculty connections across disciplines; faculty exchanges; efforts to improve student retention; development of degree audit information via the Internet; electronic catalog availability; revised admission application process; and upgrades to the Academic Advising Resources Center.

Business and Financial Affairs

Vice President Nasser presented information concerning repairs and improvements to Holmes Dining Hall. The project is to correct interior/exterior damages to the dining hall roof and ceiling systems resulting from abnormally heavy snowfall last winter exacerbated by subsequent rainfall, which saturated the accumulated snow. In addition to the repairs, some improvements are proposed. Our insurance carrier will pay for snow damages.

Motion 97-35: Mr. Sells moved, seconded by Dr. Woodhouse that the Vice President of Business and Financial Affairs or designee be delegated authority to advertise for bids and award and execute a construction contract for the Holmes Dining Hall Snow Damage Repairs and Improvements. Motion carried.

Mr. Nasser praised Shelly Johnson for her budget efforts. Good progress is being made on the Biology/Chemistry Building, as well as the Black Hall project. A draft statement on the Master Plan is due in sixty days; the full plan by December. The old hospital building is inefficient and needs repair. The university is exploring the possibility of selling the structure and building a storage facility on campus with proceeds from the sale.

Mike Hardiman, Director of Business Services and Contracts, briefed the Board on the status of current contract activity and the university's efforts to involve women and minority businesses. Mr. Sanchez requested a copy of the Office of Minority and Women's Business Enterprises (OMWBE) report for the university.

Student Affairs

The Financial Aid Office has adopted an annual, rather than quarterly, satisfactory progress policy. Students must meet credit minimums to receive further financial aid. A recognition program for student leaders has been implemented to honor student contributions for out-of-class activities. This fall a campus-wide prevention program for alcohol and drug abuse will be implemented.

University Advancement

Vice President Young reviewed plans for an all-university fall special event September 17. He thanked Mrs. Chaplin for her service as liaison to the Foundation Board. The Foundation and Alumni Boards and the Board of Trustees will be involved in planning for a future capital campaign.

Board of Directors, Associated Students of Central Washington University

Mr. Adam Eldridge, President of the ASCWU Board of Directors, mentioned that the faculty and administrators who have a positive influence on students were recently recognized for their efforts. Student participation in the recent election was high. Mr. Eldridge praised Tim Weech and Rick Vogler for their exemplary efforts on the Services and Activities Committee.

Ms. Amy Gillespie was introduced as the new ASCWU Board of Directors President. Representing the SUB Predisign Committee, Ms. Gillespie briefed the Board on various considerations for possible remodeling of the aging student union building. Funding options are being examined.

Dr. Nelson complimented Mr. Eldridge on his exceptional leadership during this past year.

Association of Exempt Administrative and Professional Staff

Association President, Deanna Thompson, thanked the association's code committee for their work in revising the Exempt Employees Code. Jen Gray will chair the group next year.

Communications

The Board of Trustees acknowledged receipt of a May 30, 1997 letter from the United Faculty of Central.

Adjournment

Meeting adjourned at 3:27 p.m.

Judy B. Miller, Secretary to the
Board of Trustees
Central Washington University

Gwen Chaplin, Chair
Board of Trustees
Central Washington University

**AN ASSESSMENT OF THE
BOARD OF TRUSTEES
AND
PRESIDENT**

CENTRAL WASHINGTON UNIVERSITY

ELLENSBURG, WASHINGTON

James A. (Dolph) Norton
Aims C. McGuinness, Jr.

Conducted under the Auspices of the
Association of Governing Boards of

May 29, 1997

Charge

The charge to the assessment team was to undertake an assessment of both the Board of Trustees and the President of Central Washington University (CWU). This assessment is being undertaken under the aegis of the Association of Governing Boards of Universities and Colleges (AGB), the principal national association of boards of trustees of public and independent colleges and universities. Simultaneous assessment of both the board and the president is a new process. It stems from an AGB finding that assessments that focus only on the board or president often fail to recognize the critical interdependence of these roles in ensuring effective leadership for the institution. The Board of Trustees and President should be complimented for their willingness for CWU to be one of the first institutions in the nation to embark on this new process.

Assessment Focus and Limitations

This assessment focused on Central Washington University's leadership – especially on the President and Board of Trustees. Because of this sharp focus and the practical limitations of time, this was not an assessment of CWU as a whole. Certainly as we gathered information about the Board and President, we inevitably obtained information about a wide range of institutional issues. While this information was useful to our understanding of the context, our focus remained on the question of institutional leadership.

Approach

Prior to the initial visit to Ellensburg, the team reviewed extensive background information on CWU. These materials included, among many items, the Strategic Plan, the Mission Statement, minutes of recent Board meetings, accreditation reports, the initial Board of Trustees' statement of presidential expectations of December 1991, the presidential appointment letter, and subsequent presidential evaluations.

The team met with the Assessment Committee on Thursday evening, April 3, 1997, prior to the regular meeting of the Board of Trustees in Wenatchee. The Assessment Committee meeting provided an opportunity for a discussion of both the objectives of the assessment and the methodology to be followed. It was agreed at that meeting that, while the assessment would necessarily consider issues of past board and presidential performance, the emphasis would be forward looking. The discussion at this preliminary meeting and in most of the subsequent meetings and interviews centered on these basic questions:

1. What is the most serious challenge facing Central Washington University?

2. Is the leadership of Central Washington University (the Board of Trustees and President) positioned to meet this challenge?
3. What are the most serious barriers to meeting this challenge?

The team requested that each Board member provide confidential answers to each of these questions as well as to the questions for Board self-study provided by the Association of Governing Boards. Notices to the campus community invited written comments to be submitted to the team.

The visit to Wenatchee afforded the team an opportunity to observe the Board of Trustees in a regular meeting – a meeting conducted with an interactive video link between Wenatchee and the CWU main campus in Ellensburg. It also provided an opportunity for the team to learn about the CWU center in Wenatchee and to meet informally with both representatives of the Wenatchee community and CWU board members, administrators, faculty, staff, and students.

The team returned to Washington State for a full site visit beginning with a dinner meeting with President Nelson and his wife, Patricia, followed by three days of extensive interviews and meetings with community leaders and campus representatives in Ellensburg on April 21 through April 23. On the afternoon of April 23, the team traveled to the CWU SeaTac Center. The following day, we met with key legislative leaders and leaders from the Higher Education Coordinating Board and the Council of Presidents. During this visit, the team met with the Assessment Committee and had an opportunity to meet individually – either in person or by telephone – with each current Board member and two former Board members who had also served as Board chairs.

The team wishes to express its deep appreciation to the Board of Trustees and President Nelson for an open and warm welcome to CWU. We especially appreciated the outstanding staff assistance provided by Judy Miller and the staff of the Office of the President; and Martha Lindley who organized our visits in Olympia.

Overall Assessment

From the perspective of having worked with and visited many public universities across the United States, the team was especially impressed by Central Washington University (CWU) -- the range and quality of its programs, its traditions, the dedication of the faculty and administrators, the strength of the student leadership, the vitality of the centers, and the attractiveness of the Ellensburg campus. There is much to be proud of at this university. Its recent recognition as "one of the best college buys in the U.S." is well deserved.

To a significant degree, the current status and potential of CWU can be attributed to the leadership of President Ivory Nelson with the support of the Board of Trustees over the past six years. While we did not dwell on the conditions at CWU at the time that President Nelson assumed the presidency, the evidence is clear that the university faced serious problems of declining academic quality and mismanagement. In light of the controversy surrounding his appointment and the severe resource limitations, the achievements of the Board of Trustees and President Nelson are remarkable.

The clarity of the Board of Trustees' expectations for the new president, the "Statement of Issues – December 1991," no doubt contributed to Dr. Nelson's ability to set a course toward improvement. As documented in his annual reports to the Board of Trustees, Dr. Nelson has made consistent progress toward the goals set forth by the Board. Among the accomplishments most frequently mentioned by those with whom the team consulted are the following:

- ?? Developing a Strategic Plan which is increasingly being linked to the university's budget process.
- ?? Sustaining the university through effective management and internal efficiencies despite severe budget constraints and an increasingly negative external political and economic environment.
- ?? Addressing longstanding academic issues including achieving a positive interim fifth year accreditation review by the Northwest Association of Schools and Colleges, and reaccreditation by the National Council for Accreditation of Teacher Education (NCATE).
- ?? Developing an openness and integrity in formal university communication regarding the budget and academic and administrative processes.
- ?? Greatly strengthening the integrity and efficiency of the university's internal management and organization.
- ?? Improving campus diversity as reflected in both people of color and women in the composition of the faculty, administration, and student body, and in increased sensitivity to diversity in the campus climate.
- ?? Substantially improved access to technology throughout the campus.
- ?? Recognizing and strengthening the role of the university's off-campus centers at Lynnwood, SeaTac, Wenatchee, and Yakima, and gaining recognition of these centers in the Higher Education Coordination Board (HECB) Master Plan.
- ?? Increasing the visibility and respect for CWU in the state capitol, the legislature, the Higher Education Coordinating Board, the Office of Financial Management, and the Council of Presidents.

The team was especially encouraged by the enthusiasm and optimism of deans and department chairs during our campus visits, and the evidence that 40 percent of the faculty has been at CWU for fewer than five years. While there are legitimate issues regarding the instability of leadership,

especially in the position of provost, CWU has an extraordinary opportunity afforded by its ability to attract a whole new generation of faculty and staff. The challenge, of course, will be to create and sustain an environment that will support these new people.

These and other improvements have made CWU a stronger institution than it was in 1991. Yet change inevitably stimulates strong resistance within an academic community. As one could reasonably expect, the breadth and speed of change at CWU over the past six years have had a negative impact on the campus climate and perceptions of the institutional leadership. It is especially important in situations such as this to attempt to distinguish between those conditions that are the result of largely uncontrollable external and internal tensions, and those that result from deliberate action or inaction by university leaders. In a brief visit, it was impossible for the team to understand fully the origins of current concerns. It appears, however, that many of these are resulting from the sharp contrast between the pace of change on campus and the rapid economic, political, and technological changes in the state of Washington and beyond. The Board of Trustees and President are at the intersection between these contrasting forces. Bridging the gap between internal and external worlds and continuing to prepare CWU to thrive in the new environment will be major challenges facing the university leadership over the next decade.

The team's positive assessment of the progress of the past six years does not mean problems do not remain. The principal concern is the capacity of the university to confront the challenges of the next decade. The demand for baccalaureate and graduate education in the state of Washington will continue to outstrip available public resources. The policy and economic environment in which the board and president will have to lead will be increasingly difficult. Public officials, the general public, and employers are demanding a more responsive, accountable system. Competition from other institutions is intensifying, especially related to distance learning and technology-intensive education delivery. The increasing diversity of the state's population and other demographic changes will continue to challenge institutions such as CWU.

Our assessment is that CWU now has a good foundation from which it can move forward. Progress in the future, however, will require that together the Board of Trustees and the President make fundamental changes in the ways they lead the university. What worked in the past six years will not be adequate for the future.

The Board of Trustees must become a more visible, cohesive policy leadership body for the university. It must become more engaged in the critical roles of strategic planning, advocacy, and oversight. It must be more visible and accessible as a team within the university community and the state.

The President must play a more active role in developing a consensus in the university community on the university's goals and the challenges of the next decade. This will require both

increased support for the Board of Trustees in its more visible and active role as well as greater engagement with the university community. Despite the progress of the past six years, lasting change will require a broad consensus on the fundamental goals to be achieved and culture of openness, trust, and respect among the key university constituencies.

Having led CWU through difficult times, the challenge for the President now is to step back and focus on building a consensus on what the university must achieve, while delegating to and supporting the strong team he now has in place to assume responsibility for how these goals are to be achieved.

Developing leadership for the future will require the concerted efforts of both the Board of Trustees and the President. The Board will not be able to function as a cohesive policy leadership body without the support of the President. And the President must have clear direction and support from the Board for him to continue to make progress.

The university is at a critical turning point. It could lurch backward, reject change, resort to rigid protections against perceived threats, and seek to return to a more idyllic age that never existed. To do so at this stage could threaten its capacity to thrive in the next decade and beyond. Or, the university could acknowledge the progress it has made in the past six years, take bold steps to increase its responsiveness and competitiveness, and seize the opportunity to accelerate its progress toward becoming the preeminent institution within its carefully defined mission in the state of Washington and the West. Which course the university pursues depends directly on the capacity and willingness of the Board of Trustees and President to change and adapt in order to be able to lead in this new environment.