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1999 - Board of Trustee Meeting Minutes

Board of Trustees, Central Washington University

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Approved October 15, 1999

**RETREAT SESSION
BOARD OF TRUSTEES
CENTRAL WASHINGTON UNIVERSITY
July 29-30, 1999**

A retreat session of the Board of Trustees of Central Washington University began at 9:40 a.m. July 29 1999, at Sleeping Lady Resort in Leavenworth, Washington.

Trustees Present

Ms. Gwen Chaplin, Chair
Mr. Nick French
Mr. Frederic L. "Fritz" Glover
Ms. Leslie Jones, Vice Chair
Mr. Ken Martin
Mr. Jay Reich
Mr. Mike Sells
Ms. Judy Yu

Others Present

Dr. Aims McGuinness, Consultant
Ms. Judy B. Miller, Secretary to the Board
Dr. James A. (Dolph) Norton, Interim President

The objective of the retreat was to discuss transition issues, refine the Board's role in strategic planning, and develop the ability to work together as a team. Initial discussion focused on the characteristics of a good trustee. Interdependent and collaborative roles of the Board and the president were also discussed.

Frank Rhodes, President Emeritus of Cornell University, addressed the Association of Governing Boards last spring on the role of the board of trustees in public universities. The trustees viewed a videotape of his remarks. Among many interesting thoughts was this *compass* to keep us on course as boards govern institutions: teaching is a moral vocation, scholarship (research) is a public trust, service is a societal obligation, and freedom is imperative. He stressed excellence in every aspect of the institution and encouraged trustee responsibility, presidential leadership, and campus flexibility as we prepare institutions for the new millennium.

Much of the conversation involved CWU generally, sharing an understanding that the university includes the Ellensburg campus and the University Centers and that it exists in a changing world. Changing politics and demographics in Washington State and nationally impact the delivery of higher education at Central Washington University. We must continually assess the systems we employ to deliver high quality education. The institution exists to educate, to learn, to do research, and to serve. Interaction of students and faculty is central to the mission of CWU. Classified and support staff provide the infrastructure and administration the leadership to support this educational effort. The Board wants CWU to be a student-centered institution and they want to explore new ways to enhance that critical effort.

Dr. Norton shared information about himself and his wife, Fay-Tyler, as well as his vision for the next year. The trustees and Dr. Norton constructed the following broad expectations for the next few months:

- Continue to move the university forward - president will be more than a "caretaker"
- Develop a new relationship with the University Centers that recognizes and meets the needs of students
- Work cooperatively with the university's various internal and external communities
- Encourage initiative and new ideas in every facet of the university
- Pave the way for success for the new president

Midmorning Friday several individuals (*listed below*) joined the trustees for a discussion of issues key to a successful academic year: trust, roles and relationships, university values and mission, community, and shared governance. Improving the connection between planning and resource distribution was also discussed.

Dr. Linda Beath, Chair, Faculty Senate
Dr. David Dauwalder, Provost/Vice President for Academic Affairs
Ms. Kristy Gillespie, President, ASCWU Board of Directors
Mr. Abdul Nasser, Vice President for Business and Financial Affairs
Dr. James Pappas, Vice President for Enrollment Management and Marketing
Dr. Sarah E. Shumate, Vice President for Student Affairs
Mr. Mark Young, Vice President for Development and Alumni Relations

The trustees spent several hours evaluating the way they work together as a board and looking for ways to improve efficiency and understand a complicated university. Committee involvement was reviewed. Three trustees are members of the Presidential Search Committee. In addition to committee involvement, the trustees will focus on the following suggestions throughout the year:

- Exhibit our values in the way we work together and in board meetings
- Work to frame the issues that come to the board, put them in context so the rationale for action and decisions is more transparent
- Focus on issues that require policy direction and try not to get sidetracked on details that are interesting, but do not require board attention or action
- Broaden efforts to share board thinking with the university community through regular communication (space in the Observer, bulletin board on the website, etc.)

The presidential search position announcement, approved by the search committee July 23, 1999, was discussed. Broad qualifications for the position were reviewed.

Some time was spent editing the proposed vision, mission, and goals statements trying to capture the Board's concept of the university. The Strategic Planning Committee will assist with the finalization of these statements.

Strategic planning is a process that must become more strategic, though the need for operational planning is recognized. It is hoped that the NASC accreditation process will provide some direction for strategic thinking.

Adjournment

Meeting adjourned at 4:30 p.m. July 30, 1999.

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

Gwen Chaplin, Chair
Board of Trustees
Central Washington University