

EVERGREEN

MEMORANDUM

DATE: June 14, 2013
TO: The Evergreen Community
FROM: Thomas L. Purce, President
SUBJECT: Board Evaluation of the President

At their meeting on Wednesday, July 10, the Trustees will evaluate my performance as president during the past year. I invite you to take part in that process by responding to my self-evaluation or by making any observations you wish, in writing by June 30.

The Board's bylaws specify that the president shall be judged by the performance of the College as a whole, so it is in my interest that each of you should be successful in your own work. I need to know how I can most effectively serve Evergreen, and how I can help you to work most effectively as well.

My self-evaluation is posted on the Web at <http://www.evergreen.edu/president/selfeval.htm>. If you would like a printed copy of my self-evaluation, please call my office at 867-6100.

Comments regarding my performance can be sent to the Board of Trustee's e-mail (tescbot@evergreen.edu), or to me (purcel@evergreen.edu), or to both the Board and me.

I hope you will participate in this process. A tradition of regular self-evaluation is an important part of Evergreen. Thank you for reading and responding to my self-evaluation.

**Self-evaluation
2012-2013
Thomas L. Purce**

I began my thirteenth year as president sitting in on Self and Story, a core program taught by Steve Blakeslee and Mark Hurst, covering psychology, literature and writing. It is inspiring to see new Evergreen students enthusiastically engage with fine faculty every year.

Academic and Student Life

The faculty and academic staff have accomplished tremendous work this year. We began the year with a new student orientation program that engaged students in immediate serious academic work. This successful interaction took place between students, faculty, peers and a powerful Convocation speaker. We have continued to build upon and learn from our Academic Statement Initiative pilot year. At the same time, our new academic initiatives are in their early stages. The Summer Undergraduate Research Program will begin this summer. The Quasar Center is expanding its support of quantitative reasoning across our curriculum. We are focusing our efforts to promote the best classroom technology possible. We are also starting a new summer student institute which will focus on civil discourse, difference and leadership. Finally, we are exploring a possible expansion of our successful Reservation-Based Community-Determined program. This will serve tribal nations outside of Washington.

The partnership between Academics and Student Affairs has always been a strength at Evergreen. It was profoundly improved this year with our improvements to Convocation, enhancements of new student orientations, and creation of the academic Statement Initiative. The staff in Student Affairs have negotiated a new food service contract and revised the Bias Incident Response Protocol to serve the faculty, staff and students. They have also planned the creation of a Veterans Center, developed a plan for better internal communications, brought new life to The Outdoor Program, opened a campus branch of the Thurston County Food Bank, and partnered with Facilities to create micro-lounges in the Library lobbies.

A major focus of work in Student Affairs this year has been the transition in leadership. Art Costantino is retiring after an incredible 21 year tenure. He has established a record of accomplishment that will benefit our students for years to come. Our search committee conducted a thorough, nationwide search for a successor. I am very pleased with the outcome of that search. Wendy Endress brings to the position thoughtful clarity, an effective resolve, and a deep commitment to the student experience at Evergreen.

Enrollment continues to be a major, campus-wide focus. We are challenged by demographic trends, the price shock of recent tuition increases, and an economic environment that leads some prospective students to prefer college tracks that appear at first glance to be more career-focused. As state support has declined, we are left more dependent on tuition income, so declining applications represent at least as great a threat to our future financial stability as declining state budgets. Last summer, the Senior Staff and I spent time with the Admissions Counselors to better understand these challenges. I am very pleased with the caliber of our staff who have been representing Evergreen to prospective students. The college's Web team has

been working with colleagues in Academics and Admissions to ensure that our Web site accurately conveys the extraordinary educational experience that Evergreen offers. This summer and fall, we will work with consultants from Maguire and Associates to review marketing, recruitment and financial aid programs. This will ensure that we are doing all we can to respond to a challenging, competitive, and rapidly changing environment.

Campus Renewal and Administrative Operations

Our college's support functions continue to advance our mission and improve the lives of students, faculty and staff. The renovation of the Com Building and the second floor of Lab I are salient examples. The conversion of outdoor lighting to energy-saving LED fixtures continues and has been supported by \$800,000 in grants from Puget Sound Energy over the past five years. Major enhancements to our campus computing systems have improved and supported our faculty advising of students. For the first time, the college now has a comprehensive listing of all fees and rates. This allows us to be better informed to make the best positive decisions regarding our students' cost of attendance.

Fundraising and External Relations

The college's fundraising success this year has been extraordinary. I had the privilege of joining Development staff on trips to New York, Boston, Los Angeles and San Francisco and have traveled several times to Washington DC. Building on the success of last year's 40th anniversary celebration, the Foundation has created 31 new scholarships. With time to spare, we are 95% of the way to our goal of collecting \$1.5 million in gifts to be matched by the Gates Foundation. We expect to end the year with more than \$3 million in gifts. This would exceed last year's total by about 6%. To put this level of fundraising in perspective, our annual average fundraising over the past 10 years was about \$1.5 million, so we have nearly doubled the gifts received by the college each year. This success is matched by the new funding coming to the college through our academic grants programs. These programs include a new \$500,000 grant from the Robert Wood Johnson Foundation. This will expand and replicate the Gateways for Incarcerated Youth program. We are also poised to receive \$500,000 from the Ford Foundation which will support the Longhouse's engagement with our tribal communities. The new Carving Studio is a tangible reminder of the role that these very important private support relationships play in advancing our college's valuable mission of teaching and public service.

My work has always involved a substantial focus on legislative relations. This year, more than ever, my time has been occupied by meetings with legislators. With the support and leadership of our Director of Government Relations, the college now enjoys a more positive relationship with the legislature than I have ever experienced during my tenure here. Unfortunately, these efforts coincide with a time when the legislature lacks the political and economic resolve to provide new funding for higher education. Compared to the past several years, we can be grateful that there are so far no proposals this year to neither drastically cut maintenance funding for the college, nor dramatically raise tuition. I hope that the legislature will soon complete a statewide operating budget so that we can bring a final budget recommendation to the Trustees in July.

Another factor in our positive legislative relations is our ability to present convincing data about Evergreen's successes with our students and our contributions to the state economy. The work of the Institutional Research and Assessment office is invaluable. We have worked to shape statewide policy conversations in ways that will allow Evergreen's success to be rewarded. The economic impact study commissioned by our Marketing, Communications and College Relations office has helped us quantify the contributions that Evergreen, our students and our alumni make to the local and regional economy.

This year, I became the national chair of NAIA, our athletic association. This role allows me to expand my national network to include an amazingly diverse set of liberal arts institutions. It will also assist us to better appreciate the role that intercollegiate athletics can play in student access and student life.

Looking Forward

We closed last year with a newly negotiated collective bargaining agreement with our faculty, finalized our classified contract in early fall, and ended the year with a newly negotiated agreement with our Student Support Services Staff Exempt Union. Negotiating these agreements and implementing them properly requires a tremendous amount of work from both management and the union. Never before in the college's history has Evergreen operated with this level of unionization. It is clear that we are still learning what this means for the college and for our work together. I am committed to ensuring that the college meets its management responsibilities under our collective bargaining agreements. I am equally committed to ensuring that we preserve and strengthen a campus culture that works collaboratively in the best interests of our academic community and our students.

As I write, I expect that the Board of Trustees will formally initiate a new strategic planning process for the college at its meeting in June. That planning will be informed by the work done this year by the Curriculum DTF, the Faculty Hiring Priorities DTF and the enrollment and marketing review being conducted by Maguire and Associates.

This is an especially exciting time to begin this work. In part, this is an exciting time because the dismal economy that has battered the college for so long appears to be improving, if more slowly and unevenly than we might wish. It is also exciting for another reason. I was reminded at the recent Recognition Dinner, when we honored the faculty and staff who designed and implemented the Academic Statement Initiative, how much of this ground-breaking work has been done by people who are relatively new to the college. As we prepare to have a series of discussions about the college's long-term future, I am inspired at the prospect of hearing new voices and ideas from the many faculty and staff who were not here when I began my tenure as president 13 years ago.

One of my personal highlights this spring was having the opportunity to record music with students at the organic farm. I continue to find inspiration in student-led celebrations of Evergreen's unique academic community. I am grateful for and love the continued opportunity to serve as Evergreen's president. I am thankful for the support I receive from the Board, faculty, staff, students, alumni, and the community.