

MEETING OF THE BOARD OF TRUSTEES
OF THE EVERGREEN STATE COLLEGE

Thursday, December 13, 1973
The Evergreen State College campus
Daniel J. Evans Library, Room 3112

The meeting was called to order by Chairman Hadley at 10:05 AM.

Trustees Present: Thomas Dixon
Herbert D. Hadley
Halvor M. Halvorson
Trueman L. Schmidt
Janet P. Tourtellotte

Staff Present: Judy Annis, Information Officer
Dave Carnahan, Acting Dean of Library Services
Dean Clabaugh, Administrative Vice President
Edward Kormondy, Vice President and Provost
Charles McCann, President
Paul Marsh, Member of the Faculty
Marianne Nelson, Director of Development
Charles Nisbet, Member of the Faculty
Jerry Schillinger, Director of Facilities
York Wong, Director of Computer Services

Others Present: Bill Coats, Assistant Attorney General
Charlotte Withrow, Recorder
See permanent roster for others attending

Motion
73-84

Mrs. Tourtellotte moved approval of the minutes of the November 15, 1973 meeting as submitted. Seconded by Mr. Halvorson and passed.

Mr. McCann presented and recommended salary guidelines for faculty and exempt administrators, and guidelines for professional leaves.

73-85

Mr. Halvorson moved adoption of the attached guidelines and that a final sentence be added to paragraph C-1 on page 5 of "Guidelines for Professional Leaves for Faculty Members and Exempt Administrators" which reads: "In the case of the President and Vice Presidents, the Board of Trustees will approve leaves" and adoption of the guidelines as thus amended. Seconded by Mrs. Tourtellotte and passed.

73-86

Mr. Halvorson moved adoption of "Salary Guidelines for Members of the Faculty and for Certain Counselors and Librarians." Seconded by Mr. Dixon and passed.

73-87

Mr. Halvorson moved adoption of "Salary Guidelines for Other Exempt Administrators." Seconded by Mr. Dixon and passed.

After accepting a \$2,000 gift from the American Lawn Bowls Foundation, Evergreen found that, in order to comply with specifications, the cost would be higher than anticipated; the staff recommended returning the gift.

73-88

Mr. Schmidt moved rejection, with great reluctance and regret, of the gift of \$2,000 from the American Lawn Bowls Foundation toward the construction of a bowling green, owing to the inability of The Evergreen State College to provide the matching construction dollars required. Seconded by Mr. Dixon and approved. (Mrs. Tourtellotte not present.)

Mr. McCann asked the Trustees to replace former Trustee Saunders on The Evergreen State College Development Fund Investment Advisory Committee, and that the Investment Committee review The Evergreen State College Development Fund Resolution adopted May 5, 1971.

73-89

Mr. Halvorson moved that Trueman L. Schmidt be appointed as Chairman of The Evergreen State College Development Fund Investment Advisory Committee to replace Al E. Saunders. Seconded by Mr. Dixon and passed. (Mrs. Tourtellotte not present.)

73-90

Mr. Dixon moved that the Investment Advisory Committee, in consultation with the college's Administrative Vice President and Director of Development, review and make recommendations regarding The Evergreen State College Development Fund Resolution adopted May 5, 1971. Seconded by Mr. Halvorson and passed. (Mrs. Tourtellotte not present.)

Robert Dennison, an Evergreen student, reported on a proposal he had submitted to the National Science Foundation in regard to the effects of acid rainfall on commercial forests in Washington.

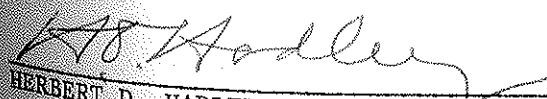
A group of students (including Doug Swaim and John Foster) reported on plans for the Northwest Symposium on Chile to be held at Evergreen on January 25 and 26, which has attracted recognized national experts on Chile.

Mr. Kormondy reported on preparations for Evergreen's final accreditation visit at the end of April, a formal review by the Northwest Association of Secondary and Higher Schools.

Mr. Clabaugh reported to the Trustees regarding the reduction in force plans to meet enrollment contingencies under development by each of the colleges and universities under legislative mandate, and on fuel and electrical savings accruing from energy conservation programs.

The next meeting was set for January 24, 1974.

Mr. Schmidt moved adjournment at 12:07 PM.


HERBERT D. HADLEY, Chairman


MRS. NEAL TOURTELLOTTE, Secretary

EAC 174-112 PERSONNEL RULESSalary Guidelines for Members of the Faculty and for Certain Counselors and LibrariansEAC 174-112-550 Introduction

(1) Purpose

The purpose of this plan is to provide a set of guidelines for determining salaries of members of the faculty, and of professional counselors and professional librarians who have been accepted as members of the faculty (for convenience, references hereafter shall be made only to "members of the faculty" which term includes for the purposes of these guidelines all three categories). These guidelines intend to provide the procedures and rationale for periodic changes in salaries which recognize the training and experience of the individual faculty member, interinstitutional comparisons, and increases or decreases in the cost of living.

(2) Objectives

The objectives of these guidelines include the following:

- (a) To maintain a rational salary scale based upon the educational background and relevant experience of each faculty member.
- (b) To maintain, to the degree feasible, equity between compensation at Evergreen and at other institutions with which Evergreen compares itself.
- (c) To recognize changes in the buying power of the salary dollar.
- (d) To attain internal equity to the greatest degree possible.
- (e) To maintain a competitive position in order to retain and attract competent personnel.

EAC 174-112-560 Establishment of the Grid

(1) Criteria

- (a) The basic criterion by which the grid shall be established shall be the establishment of a value for each of several ranges of experience in a fashion to establish average salaries for faculty members at or as near as possible to the "all ranks" averages for those institutions with which Evergreen compares itself (while recognizing certain unique organizational structures and functions at Evergreen).

(b) In certain exceptional cases, the grid may be modified by recognition of a "marketplace value" for certain fields or groups. When such exceptions are allowed, they shall be allowed only after exceptional scrutiny and evaluation. Before making a decision for such an exception, the appropriate vice president shall first convene and ask the advice of the last appointed salary task force. (If an exception of this type is allowed, the individual involved will not have his own salary scale but rather will remain at his starting rate, except for cost of living increases, until his "years of experience" catch up with that starting rate.)

(c) The salary grid established shall embody the following principles:

- (i) That younger persons accelerate faster in time and at a higher rate than more experienced faculty members.
- (ii) That all faculty members be compensated equally according to years of experience as defined later in these guidelines.
- (iii) That it be the responsibility of the respective deans and directors explicitly to identify years of experience for each person in recommending entering salaries and advances in salaries to the vice president; advances in salary are to be automatic upon completion of the scheduled number of years as defined by the salary grid.
- (iv) That maximum salary be approximately twice the minimum salary with subsequent cost of living adjustments being applied across the board so as to maintain that differential as well as that obtaining between incremental steps on the salary grid.

(2) Grid

Based on the criteria above, the following grid is established for members of the faculty:

Step	Years of Experience	Annual (9 month) Salary	Increment
A	0-3	\$10,850	--
B	4-6	11,350	5%
C	7-9	13,450	18%
D	10-13	15,500	15%
E	14-19	17,600	14%
F	20-26	19,700	12%
G	27 +	21,250	8%

For appointments for other than nine months, multiply the appropriate annual salary figures from the grid by one-ninth for each month of the appointment.

(3) Step vs. Incumbent

The value assigned to each step in the grid is independent of the incumbent's current salary.

EAC 174-112-570 Initial Placement

(1) Present Faculty Members

- (a) Upon the effective date of this plan, salaries of all faculty members below the grid shall be adjusted, prior to any other action, to the grid.
- (b) Faculty members receiving salaries in excess of their respective scales shall receive only cost of living increases as provided in EAC 174-112-580(2) and (3), below.

(2) New Appointments

New faculty members shall be offered initial salaries on the grid according to the years of their experience (with exceptions possible for special "marketplace" competitive situations; see EAC 174-112-560(1)(b), above).

EAC 174-112-580 Bases for Salary Increases

(1) Experience

The principal and primary criterion to be employed to determine salary increases for members of the faculty shall be years of experience and the grid.

(2) Cost of Living

Cost of living increases, the second priority after placement on the grid according to years of experience, shall be calculated as a percentage change in the consumer price index as computed by the Bureau of Labor Statistics for the Seattle standard metropolitan area, from the period of the last salary increase, but in no event to exceed two years. The calculated percentage shall, if necessary, be reduced to that percentage permitted by availability of funds; see the following paragraph. That percentage change shall be reflected in the salary plan by multiplying all steps on the grid times the percentage change to establish a new grid.

(3) Division of Available Funds

Assuming funds made available are insufficient to cover both step increases on the grid and the percentage for cost of living, an

allocation of available funds shall be made on the following basis: movement on the grid of individual members of the faculty by virtue of longevity shall take priority over cost of living increases; only if funds remain after accommodating step increases shall cost of living increases be calculated. If funds available are insufficient to cover the necessary step increases, partial step increases shall be granted on a uniform percentage basis, with the accommodation of the remainder of those step increases to take first priority when funds for salary increases are next available.

In any event, cost of living increases shall not be granted to members of the faculty whose salaries are above scale who were employed within the six months immediately prior to the time the cost of living increase is effective.

EAC-174-112-590 Policy and Salary Review

(1) Policy Review

Annually prior to March 1 (or at other times if necessary to respond to funding availability) these guidelines shall be reviewed by a task force appointed by the President and modifications to reflect changed circumstances shall be presented to that task force to the President within 30 days.

(2) Salary Review

Annually prior to April 15 (or more frequently if funding availability requires) the salaries of members of the faculty shall be reviewed by the appropriate vice president and recommendations for salary actions presented to the President within 30 days based on the criteria for establishment of the grid and criteria following regarding measurement of experience.

EAC 174-112-600 Criteria for Measuring Experience

The basic criterion by which the grid shall be established shall be the establishment of a value for experience in work related to Evergreen's goals.

- (1) Acceptable experience includes: degree experience; teaching experience (pre-college, college and university); and, non-teaching experiences (professional research, employment or practices; administration and management; relevant military, Peace Corps or Vista experience).
- (2) Teaching experience will be credited on a year for year basis but the total teaching (plus degree and non-teaching) experience will ordinarily not exceed the time elapsed since receipt of the Bachelor's degree. Experience prior to the Bachelor's degree will be evaluated on an individual basis.

- (3) Non-teaching experience will be credited according to the relevance of that experience to the faculty member's role at Evergreen.
- (4) If a particular function of a faculty member's experience included a mixture of duties, the predominant activity will determine the experience category.
- (5) Initiating with the BS/BA level, graduate degrees will be counted as experience as follows:

- (a) MA/MS, one year;
- (b) All work toward a Ph.D. except the dissertation, two years without a Master's degree and one year with a Master's degree;
- (c) Ph.D. or equal professional degree, three years without a Master's degree and two years with a Master's degree (if the Ph.D. is completed during the professional staff member's tenure at Evergreen, appropriate experience credit will be added);
- (d) Additional and other kinds of degrees (such as two Master's degrees in unrelated fields) will be evaluated on an individual basis.

EAC 174-112-610 Members of the Faculty Paid from Other Than General Funds

These guidelines shall also apply to members of the faculty paid from other than general funds, except that in the case of grant- or contract-funded faculty members the provisions of the grant or contract shall govern.

EAC 174-112-620 Grievance Procedures

Should a member of the faculty believe that his position is incorrectly placed on the grid or that his salary increase or lack thereof resulted from an unfair or incorrect procedure, he may appeal in accordance with the provisions of Evergreen's governance document.

EAC 174-112-630 Effective Date

This plan shall be implemented September 1, 1973.

THE EVERGREEN STATE COLLEGE

EAC 174-112 PERSONNEL RULES

Salary Guidelines for Other Exempt Administrators

EAC 174-112-650 Introduction

(1) Purpose

The purpose of this plan is to provide a set of guidelines for determining salaries of administrative exempt personnel (other than those counselors and librarians accepted as members of the faculty). These guidelines intend to provide the procedures and rationale for periodic changes in salaries which recognize the value of the position to the institution, interinstitutional comparisons, increases or decreases in the cost of living, and reward for meritorious service.

(2) Objectives

The objectives of these guidelines include the following:

- (a) To maintain a rational salary scale for exempt administrative positions based upon the difficulty and responsibility of those positions and the value of those positions to the institution.
- (b) To maintain, to the degree feasible, equity between compensation at Evergreen and at other institutions with which Evergreen compares itself.
- (c) To recognize changes in the buying power of the salary dollar.
- (d) To reward meritorious service by incumbents in the various positions.
- (e) To attain internal equity to the greatest degree possible.
- (f) To maintain a competitive position in order to retain and attract competent personnel.

EAC 174-112-660 Establishment of the Grid

(1) Criteria

- (a) The basic criteria by which the grid shall be established shall be the establishment of a salary range for each position which recognizes its value to Evergreen, and which is set at or as near as possible to the average for positions with similar duties and responsibilities at other institutions (while recognizing certain unique organizational structures and functions at Evergreen).

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STEPS

F	J	K	L	M	N	O
\$ 735 (8,820)	\$ 750 (9,000)	\$ 765 (9,180)	\$ 780 (9,360)	\$ 795 (9,540)	\$ 810 (9,720)	\$ 820 (9,840)
805 (9,660)	820 (9,840)	835 (10,020)	850 (10,200)	865 (10,380)	880 (10,560)	895 (10,740)
870 (10,440)	885 (10,620)	905 (10,860)	920 (11,040)	940 (11,280)	955 (11,460)	970 (11,640)
940 (11,280)	960 (11,520)	980 (11,760)	995 (11,940)	1,015 (12,180)	1,035 (12,420)	1,050 (12,600)
1,025 (12,300)	1,045 (12,540)	1,065 (12,780)	1,085 (13,020)	1,105 (13,260)	1,125 (13,500)	1,145 (13,740)
1,115 (13,380)	1,135 (13,620)	1,155 (13,860)	1,175 (14,100)	1,200 (14,400)	1,220 (14,640)	1,240 (14,880)
1,210 (14,520)	1,235 (14,820)	1,255 (15,060)	1,280 (15,360)	1,305 (15,660)	1,330 (15,960)	1,350 (16,200)
1,315 (15,780)	1,340 (16,080)	1,365 (16,380)	1,390 (16,680)	1,415 (16,980)	1,440 (17,280)	1,465 (17,580)
1,430 (17,160)	1,460 (17,520)	1,485 (17,820)	1,515 (18,180)	1,545 (18,540)	1,570 (18,840)	1,600 (19,200)
1,565 (18,780)	1,595 (19,140)	1,625 (19,500)	1,655 (19,860)	1,685 (20,220)	1,720 (20,640)	1,750 (21,000)
1,710 (20,520)	1,745 (20,940)	1,775 (21,300)	1,810 (21,720)	1,845 (22,140)	1,875 (22,500)	1,910 (22,920)
1,870 (22,440)	1,905 (22,860)	1,940 (23,280)	1,980 (23,760)	2,015 (24,180)	2,050 (24,600)	2,085 (25,020)
2,045 (24,540)	2,085 (25,020)	2,125 (25,500)	2,165 (25,980)	2,205 (26,460)	2,245 (26,940)	2,285 (27,420)
2,240 (26,880)	2,285 (27,420)	2,325 (27,900)	2,370 (28,440)	2,415 (28,980)	2,460 (29,520)	2,500 (30,000)
2,455 (29,460)	2,505 (30,060)	2,550 (30,600)	2,600 (31,200)	2,645 (31,740)	2,695 (32,340)	2,745 (32,940)
2,695 (32,340)	2,745 (32,940)	2,800 (33,600)	2,850 (34,200)	2,905 (34,860)	2,955 (35,460)	3,005 (36,060)
2,960 (35,520)	3,020 (36,240)	3,075 (36,900)	3,135 (37,620)	3,190 (38,280)	3,250 (39,000)	3,305 (39,660)
3,250 (39,000)	3,315 (39,780)	3,375 (40,500)	3,450 (41,400)	3,500 (42,000)	3,565 (42,780)	3,630 (43,560)

(Annual figures in parentheses)

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(3) Assignment of Positions to Ranges

If the incumbent of any professional library or professional counselor position listed below has been accepted as a member of the faculty, his salary shall be determined according to the salary guidelines for members of the faculty (EAC 17-112-550 through 630).

Range Number	Position Title
1	Cooperative Education Counselor
2	Administrative Secretary to Vice President
3	--
4	Admissions Counselor
5	Administrative Secretary to President Administrative Assistant to Vice President
6	Health Services Coordinator Cooperative Education Coordinator Financial Aid Coordinator Placement Counselor
7	--
8	Security Chief Bookstore Manager Professional Counselor Head of Reference Services Head of Acquisitions Head of Circulation Head of Cataloging Housing Officer
9	Purchasing Manager Director of Public Information
10	Director of Recreation and Campus Activities Director of Personnel Director of Auxiliary Services Director of Financial Aid and Placement Associate Dean of Library Services Affirmative Action Officer Chief of User Services Registrar Director of Admissions
11	Director of Cooperative Education Director of Counseling Assistant to the President

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<u>Range Number</u>	<u>Position Title</u>
12	Director of Development
13	Dean of Student Services Dean of Library Services Business Manager Director of Computer Services Director of Facilities
14	Physician
15	--
16	Administrative Vice President Vice President and Provost
17	--
18	President

(4) Position vs. Incumbent

The value assigned to each position in the grid is independent of the incumbent's function, merit, tenure or salary.

(5) Meaning of the Grid

The grid as such exists solely for administrative convenience. The fact that it establishes 15 steps for each range should never be construed that movement from one step to another is automatic or results from longevity. Conversely, the steps should not be construed as constraining: an exceptionally meritorious employee may receive, say, a seven step increase.

EAC 174-112-670 Initial Placement

(1) Incumbents in Existing Positions

- (a) Upon the effective date of this plan, salaries of all incumbents below the bottom step of the respective range shall be adjusted, prior to any other action, to the lower edge of the grid.
- (b) Incumbents receiving salaries in excess of the top step of the respective range shall receive no increases, other than cost of living increases as provided in EAC 174-112-680(2) and (3), below.

(2) New Appointments to Existing Positions

Persons filling existing administrative exempt positions shall be offered initial salaries at or near the lower edge of the grid for the position to be filled, with exceptions possible for the following reasons: special qualifications (or lack of required qualifications), affirmative action, and special "market value" competitive situations.

(3) New Positions

When creation of a new administrative exempt position is contemplated, it shall be the responsibility of the appropriate vice president to prepare a position description therefor and to request that the most recently created salary task force propose a salary range for that position; the position shall be listed at that range in EAC 174-112-660(3) upon approval of the President (with whom ultimate authority rests).

(4) Review of Exceptions

The most recently constituted salary task force shall review and make recommendations to the President regarding any cases which are exceptions to these guidelines.

EAC 174-112-680 Bases for Salary Increases

(1) Performance

The most important determinant of salary increases for exempt administrators shall be performance by the incumbent. Performance shall be recognized through merit increases following the evaluation procedure spoken to later in these guidelines.

(2) Cost of Living

Cost of living increases shall be calculated as a percentage change in the consumer price index as computed by the Bureau of Labor Statistics for the Seattle standard metropolitan area, from the period of the last salary increase, but in no event to exceed two years. That percentage change shall be reflected in the salary plan by multiplying all salaries within the grid times the percentage change to establish new figures and placements while simultaneously shifting the grid upwards (or downwards in the case of a decrease) by the same percentage.

(3) Division of Available Funds

Assuming funds made available are insufficient to finance both merit increases and the percentage for cost of living, an allocation of available funds shall be made on the following bases: that amount made available for merit increases shall represent the amount remaining after calculation of the funds necessary for cost of living increases (as defined in EAC 174-112-680(2), above) or one-half of all funds made available, whichever is the greater. In any event, cost of living increases shall not be granted to administrators above the grid who were employed within the six months immediately prior to the time the cost of living increase is effective. In no case shall merit increases be granted to an incumbent whose salary is at or above the upper level of the grid for his position.

(4) Enlargement or Contraction of Responsibilities

Modifications may be made with regard to a given positions's range in the instance of a temporary or permanent significant

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enlargement or contraction of responsibilities and functions of the position. Such changes in range may be made by the respective vice president after his calling for and receiving advice from the most recently constituted salary task force.

- (a) If the range is increased by virtue of temporary enlargement of responsibilities and functions, the respective vice president may increase the salary of the incumbent in accordance therewith for the duration of the temporary enlargement, subject to endorsement by the President.
- (b) If the range is increased by virtue of permanent enlargement of responsibilities and functions, the respective vice president may increase the salary of the incumbent in accordance therewith, subject to endorsement by the President and approval by the Board of Trustees.
- (c) If the range is decreased by virtue of temporary or permanent contraction of responsibilities and functions, the incumbent's salary shall not be affected.

Costs of recognition of increased responsibilities and functions of a position shall not be borne by the total salary increase pool, but shall be funded from allocations made to the appropriate budgetary unit or from institutional reserves.

(5) Appointment to Existing Position in Acting Capacity

When an employee is appointed to a vacant administrative exempt position in an "acting" capacity, the respective vice president may increase (but not decrease) the salary of that employee for the duration of the acting appointment or until the permanent appointee assumes his functions, in accordance with the range of that position, subject to endorsement by the President.

Costs of salary increases recognizing acting appointments shall not be borne by the total salary increase pool, but shall be funded from allocations made to the appropriate budgetary unit or from institutional reserves.

EAC 174-112-690 Policy and Salary Review

(1) Policy Review

Annually prior to March 1 (or at other times if necessary to respond to funding availability) these guidelines shall be reviewed by a task force appointed by the President and modifications to reflect changed circumstances shall be presented by the task force to the President within 30 days.

(2) Salary Review

Annually prior to April 15 (or more frequently if funding availability requires) the salaries of the various incumbents shall be reviewed by the respective vice president and recommendations for salary actions presented to the President within 30 days based on the criteria established in EAC 174-112-700 of these guidelines.

EAC 174-112-700 Criteria for Recognition of Merit

Recommendations for merit increases of individual incumbents shall be based upon written performance evaluations by peers, other staff, faculty, students, the respective vice president and (if not the vice president) the immediate supervisor. The following guideline criteria are proposed to the extent that each is applicable to the respective position:

(1) Contribution to Evergreen's goals:

- (a) Internal
- (b) External

(2) Completion of formal assignments:

- (a) Qualitative adequacy, effectiveness and efficiency.
- (b) Quantitative adequacy, effectiveness and efficiency.

(3) Success of interpersonal relations:

- (a) External (public, students, faculty, staff).
- (b) Internal (co-worker).

(4) Demonstration of management skills and administrative leadership.

(5) Success in promoting cooperation and coordination.

(6) Growth and improvement.

EAC 174-112-710 Procedures for Recommending Merit Increases

Funds made available for recognition of merit for exempt administrators shall be divided into three parts, prorata, according to the total salaries of the exempt administrators in each of three categories: the President, his immediate assistants, and vice presidents; those exempt administrators responsible to the Vice President and Provost; and those exempt administrators responsible to the Administrative Vice President.

The respective vice president shall decide, after review of evaluations and after consultation with appropriate deans and directors and the subject exempt administrator, and upon consultation with the President, how the merit of such exempt administrator is to be rewarded, subject to concurrence by the President and subject always to approval by the Board of Trustees.

The respective vice president shall provide to the subject exempt administrator, in writing, an evaluation of performance and notification of the amount of merit increase to be proposed to the Board of Trustees at least two weeks in advance of the meeting at which the President anticipates Board action.

EAC 174-112-720 Exempt Administrators Paid From Other Than General Funds

These guidelines shall also apply to assignment of ranges and recognition of merit for those exempt Evergreen administrators paid from other than general funds.

A grant- or contract-funded exempt administrator located at Evergreen will not be listed in EAC 174-112-660(3), but these guidelines will be followed in establishing salaries for the positions and incumbents to the extent permitted by the grant or contract.

EAC 174-112-730 Grievance Procedures

Should an exempt administrator believe that his position is incorrectly placed on the grid or that his salary increase or lack thereof resulted from an unfair or incorrect procedure, he may appeal in accordance with the provisions of Evergreen's governance document.

EAC 174-112-740 Effective Date

This plan shall be implemented July 1, 1973.

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