

REGULAR  
MEETING OF THE BOARD OF TRUSTEES  
OF THE EVERGREEN STATE COLLEGE

Thursday, July 13, 1978  
The Evergreen State College Campus  
Daniel J. Evans Library, Room 3112

Trustees Present: Robert J. Flowers  
Herbert D. Hadley  
Halvor M. Halvorson  
Jane B. Sylvester

Staff Present: John Aikin, Director of Computer Services  
Judy Annis, Director of Information Services  
(staff seated at Board table)  
Mike Bigelow, Budget Officer  
Dave Carnahan, Associate Dean of Library Services  
Dean Clabaugh, Administrative Vice President  
Daniel Evans, President  
Rita Grace, Recording Secretary  
Will Humphreys, Academic Dean  
Edward Kormondy, Vice President and Provost  
Charles Pailthorp, Member of the Faculty  
Barbara Smith, Academic Dean  
Robert Strecker, Director of Facilities  
Byron Youtz, Member of the Faculty  
See permanent roster for others attending

Others Present: Dennis Anstine, The Daily Olympian  
Jon Collier, CAB II  
Vance Horne, The Daily Olympian  
Bill Hucks, Student (seated at Board table)  
Robert Hull, RIA Architects (CAB II)  
David Miller, RIA Architects  
Richard Montecucco, Senior Assistant Attorney General  
See permanent roster for others attending

CALL TO ORDER, INTRODUCTIONS AND APPROVAL OF MINUTES - Action

The meeting was called to order by Chairman Halvorson at 10:40 AM. President Evans introduced Bill Hucks, student representative seated with the Board for the summer quarter. The president also introduced Dennis Anstine, new city editor for The Daily Olympian, and Barbara Smith, Academic Dean.

Motion                      Mr. Flowers moved approval of the minutes of the June 8, 1978  
78-24                      meeting as submitted. Seconded by Mr. Hadley and passed.

PRESENTATION BY RIA ARCHITECTS: CAB II SCHEMATICS - Action

Robert Hull and David Miller, RIA Architects presented schematics for Phase II of the College Activities Building.

Bob Strecker mentioned that his staff would want to study the concept of individual doors to S & A offices. Mrs. Sylvester suggested the architects consider a fireplace on each floor.

Motion  
78-25

Mr. Hadley moved approval of schematic drawings for the College Activities Building, Phase II, as presented by RIA Architects and directed the architects to proceed to design development. Seconded by Mr. Flowers and passed.

**PUBLIC HEARING: CAMPUS PARKING POLICY - Action**

At 11:05 AM the Board called a public hearing to consider revisions to the campus parking policy.

Motion  
78-26

In accordance with Administrative Procedures Act requirements, Mr. Hadley moved approval of revision to WAC 174-116-150 (attached), relating to impound provisions in the campus parking policy. Seconded by Mrs. Sylvester and passed.

The regular meeting resumed at 11:10 AM.

**PRESIDENT'S REPORT - Action**

NSF: Hazards Information Center (Richard Courter)

Mr. Courter made a presentation regarding the goal of establishing a center at Evergreen (to be funded by the National Science Foundation and other sources) to provide earth science data and planning assistance to decision makers and to facilitate broad public understanding of natural and technological hazards.

Mr. Hadley expressed his strong objection to the project. Ed Kormondy responded that, because the project presents the opportunity for academic involvement and for public service, he desired to explore it further.

Mr. Flowers recommended that Mr. Courter return to the Board after developing a specific program with cost and personnel details.

1979-81 Biennial Operating Budget Process (Evans)

President Evans explained the assignment of specific target level numbers by program and apprised trustees of the budget process.

Intercollegiate Athletics DTF Report (Clabaugh)

Mr. Clabaugh reviewed the task force comments in response to Pete Steilberg's draft intercollegiate athletics report, prepared at the request of Mr. Flowers.

Mr. Clabaugh asked for further directives from the Board.

Motion  
78-27

Mr. Flowers moved that Pete Steilberg, through Dean Clabaugh, study the application of the March 1978 feasibility study, to show costs and steps necessary to implement an intercollegiate athletic program at Evergreen for minor, low budget sports such as track, soccer, swimming, tennis and volleyball. Seconded by Mrs. Sylvester and passed.

The study is to come back to the Board as soon as possible.

00054

Use of Housing Repair and Replacement Fund (Clabaugh)

Mr. Clabaugh reviewed Ken Jacob's recommendations regarding housing issues: 1) recommendation against further housing construction on campus; and 2) using repair and replacement funds to make necessary replacements--stoves, refrigerators, carpets, drapes, and custodial equipment. At a future time when funds are available consider remodeling "A" Building 2-person studios and construction of a recreational building in the court-yard.

RECESS

The meeting recessed at 12:10 PM in order for Trustees to lunch with representatives of the Strike Policy Review task force; the regular meeting resumed at 1:30 PM.

1978-79 SERVICES AND ACTIVITIES ALLOCATIONS - Action

Bill Hucks, student Executive Coordinator of S & A, proposed Board approval of allocations made by the Services and Activities Board and responded to questions.

Motion  
78-28

Mr. Flowers moved approval of allocations from the Services and Activities budget for fiscal year 1978-79 totaling \$458,754 (reference: allocation motion #78-23 passed 6/8/78). Seconded by Mr. Hadley and passed.

FACULTY PROFESSIONAL LEAVE POLICY - Action

Ed Kormondy reviewed additions and deletions to the Faculty Professional Leave policy.

Motion  
78-29

Mrs. Sylvester moved approval of revisions to EAC 174-112-780 through -810 (attached), the professional leaves policy for faculty. Seconded by Mr. Flowers and passed.

FACULTY HANDBOOK REVISIONS: FACULTY MEMBERSHIP, APPOINTMENT AND EVALUATION AND FACULTY MEMBERSHIP AND EVALUATION FOR COLLEGE STAFF - Action

Dr. Kormondy and Dr. Pailthorp reviewed proposed changes to faculty membership, evaluation and retention policies.

Motion  
78-30

Mr. Hadley moved approval of revisions to 1) EAC 174-128-010 through -990) faculty membership, appointment and evaluation as presented by Mr. Kormondy, subject to the following:  
addition to EAC 174-128-040 (4), last paragraph, sentence to read "The Deans will make recommendations to the Provost, who will have final appointing authority, subject to final approval by the President."

Change all references to contract period for regular faculty to a three-year period (from four years), with option to issue a one-year reappraisal extension to contract; and

2) EAC 174-129-010 through -030, faculty membership and evaluation for college staff per the attached, and that the policies as revised be prepared for the faculty handbook and the Evergreen Administrative Code. Seconded by Mr. Flowers and passed with Mr. Halvorson voting no.

Richard Montecucco advised the Trustees to adopt the policy for faculty membership, appointment and evaluation as a WAC rule. The policy will be prepared for hearing and action at the August meeting.

EXEMPT SALARY TASK FORCE REPORT - Action

Mr. Clabaugh reported on recommendations of the Exempt Salary Task Force necessitating revision to EAC 174-112-660(3).

Motion  
78-31

Mr. Flowers moved to amend EAC 174-112-660(3), personnel policy relating to salary guidelines for other exempt administrators, by the addition of the following positions:

<u>Range Number</u>	<u>Position Title</u>
6	Education Coordinator, Upward Bound
8	Project Director, Upward Bound

Seconded by Mr. Hadley and passed.

1979-81 BIENNIAL CAPITAL BUDGET - Action

Mr. Clabaugh briefly reviewed the proposed capital projects, which are essentially as presented in detail at the last meeting.

Motion  
78-32

Mrs. Sylvester moved approval of the submission of the 1979-81 biennial capital budget request totaling \$5,081,200 to correct health and safety hazards, perform emergency roof repairs, construct a grounds equipment storage building, design and develop recreation facilities, remodel the Library to comply with new federal copyright laws and carry out several minor capital projects. Seconded by Mr. Flowers and passed.

APPOINTMENT OF ACTING VICE PRESIDENT AND PROVOST - Action

President Evans reviewed the recommendations of the Provost Selection DTF and explained his decision to appoint an acting Provost.

Motion  
78-33

Mrs. Sylvester moved approval of the appointment of Byron L. Youtz as Acting Vice President and Provost, effective September 1, 1978. Seconded by Mr. Hadley and passed.

President Evans expressed his hopes of finding a permanent Provost in time to bring him/her to campus this spring to participate in an academic program prior to assuming the position.



# APPRECIATION EXPRESSED TO EDWARD KORMONDY

Mr. Hadley expressed thanks and appreciation to Ed Kormondy for his excellent performance as Vice President and Provost and indicated he would prepare a letter for Ed for his personnel file.

## ADDITION TO AGENDA: INTERFUND LOAN RESOLUTION - Action

Mr. Clabaugh asked the Trustees to approve a resolution authorizing the President and the Administrative Vice President to approve interfund loans for the college.

Motion  
78-34

Mr. Flowers moved approval of attached Resolution No. 78-2, entitled "Resolution of the Board of Trustees of The Evergreen State College authorizing certain individuals by appointment to approve certain interfund loans." Seconded and approved.

Mrs. Sylvester asked for a report regarding loan activities including exact amounts borrowed, spent, and transferred on a daily basis for a several month period, to be presented at the October meeting.

## OTHER BUSINESS AND ANNOUNCEMENTS AND DATE OF NEXT MEETING

President Evans announced the AGB National Trustee Workshop October 30-31 in Chicago.

Mr. Halvorson mentioned the favorable impression made on Spokane people by Mark Papworth's presentation as part of the Tut Adventure and asked Judy Annis to concentrate efforts to publicize these activities in Olympia and wherever lectures are held.

The date of the next Board meeting was set for August 15 but was subsequently changed to August 17.

## EXECUTIVE SESSION

The Board recessed at 3:05 PM for an executive session to discuss personnel matters and reconvened the regular meeting at 4:30 PM.

## PRESIDENTIAL SALARY - Action

Motion  
78-35

Mrs. Sylvester moved to increase President Evans' salary by 5 percent, effective July 1, 1978. Seconded by Mr. Hadley and passed.

## ADJOURNMENT

The meeting adjourned at 4:45 PM.

  
HALVOR M. HALVORSON, Chairman

  
WESLEY E. BERGLUND, Secretary

Attachments

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AMENDATORY SECTION (Amending Order 75-2, filed 8/12/75)

WAC 174-116-150 VIOLATION, PENALTY, IMPOUNDING. (1) Violators of these traffic regulations, other than parking regulations, will be notified by issuance of violation tickets. The college will not assess fines.

(2) Vehicles which violate the parking permit requirements of WAC 174-116-105 and those which park in no parking areas, marked service accesses, roadways, loading docks and brick-paved and other prohibited areas will be impounded in place on the second ((similar)) violation within the academic quarter, provided, however, that during the first week of each Fall Quarter, no vehicle will be impounded for lack of a valid parking permit.

Upon impoundment in place, an impound device shall be attached and an "Impound Notice" will be placed on the violating vehicle instructing the driver to pay a \$5.00 service fee to the Security Office for removal of the impound device; upon receipt of the service fee the Security Office will remove the impound device.

If a vehicle impounded in place by means of an impound device remains so impounded for a period of five continuous days, it shall be towed away without notice by a commercial towing company and impounded at a location approved by the Security Chief at the risk and expense of the vehicle's owner.

(3) Vehicles which have been impounded in place and escape the impound through means other than release by the Security Office will not be impounded in place again, but will, upon repeated violation, be towed away without notice by a commercial towing company and impounded at a location approved by the Security Chief at the risk and expense of the vehicle's owner.

(4) Anything in paragraph (2), above, to the contrary notwithstanding vehicles parked in marked fire lanes will be towed away without notice by a commercial towing company and impounded at a location approved by the Security Chief at the risk and expense of the vehicle's owner.

(5) Disabled or inoperable vehicles will be considered abandoned in accordance with RCW 46.52.102 and impounded after 24 hours.

(6) In all cases, the violation record kept in the Security Office will be considered the final and binding record of past violations and impounds.

(7) A vehicle will be considered under impound at the time it is so ordered by a Security Officer.

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THE EVERGREEN STATE COLLEGE  
June 28, 1978

MEMORANDUM

TO: Daniel J. Evans  
President

FROM: Edward J. Kormondy  
Vice President and Provost

RE: Professional Leaves Policy for Faculty (EAC 174-112-780)

By copy to you of my memorandum of March 15, 1978, to the Professional Leaves Committee for 1978-79 accepting their report, I acknowledged their recommendation for some minor, but clarifying changes in the policy and an opinion from Richard Montecucco concerning a rather substantive matter needing emendation. In this connection, I am submitting to you the following recommended changes as shown in Code Reviser format on the accompanying copy of the policy. The rationale for these changes is as follows:

EAC 174-112-790 Eligibility

- (2) The underlined addition links the two sections dealing with duration of leave in terms of eligibility and norms.
- (8) The deleted portion brings the policy into conformity with Substitute HB 662, which was enacted as Chapter 173, Laws of 1977, 1st Executive Session. (See Montecucco's memorandum of February 6 for further detail)

EAC 174-112-800 Application

- (3) (e) The underlined portion clarifies the need for letters indicating logistical support from a host institution
- (5) The underlined insertion underscores the purpose of the two letters of evaluation.

I recommend your forwarding these proposed changes to the Board of Trustees for their approval at their July meeting.

ljr

cc: Professional Leaves Committee  
Richard Montecucco

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## THE EVERGREEN STATE COLLEGE

## EAC 174-112 PERSONNEL RULES

Professional Leaves Policy for Faculty

## EAC 174-112-780 Introduction

The Evergreen State College has a strong commitment to the teaching of undergraduate students. This commitment includes the exploration of new and innovative ways to make this teaching more effective and meaningful. Such a goal makes heavy demands on the faculty and staff of the institution. The Faculty Handbook lists the considerations involved in determining the suitability of faculty for continued service. These include ability to teach through seminar leadership, ability to direct contracted studies and field programs, continued scholarly development, and administrative service to the institutions and others. As a matter of college policy, faculty members normally devote at least one-third of their time to areas beyond their specialty. The creation of new academic programs and teaching teams each year makes further demands on both faculty and administrators.

It is obvious that meeting or attempting to meet these expectations in the normal day-to-day pressure of work at the college is difficult. The Professional Leaves Policy allows faculty to take time off from their normal duties to pursue development and improvement in the many ways expected of them, and thus has obvious benefit to both the institution and the individual. It has as its main objective professional development of the individual and continued improvement in the educational services offered to the students. Specific objectives include:

- (1) Allowing faculty to update their knowledge in their professional fields and to advance their knowledge through research and study.
- (2) Allowing faculty to develop skills and knowledge in areas other than their "own" professional area.
- (3) Allowing faculty to increase competence in administrative, research, teaching, and creative skills.
- (4) Allowing faculty to acquire background, and information and materials for new teaching programs.

## EAC 174-112-790 Eligibility

- (1) All personnel designated "Member of the Faculty" will be eligible for paid professional leave provided an application is presented that meets all other requirements regarding leave qualifications.

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- (2) Eligibility for paid Professional Leave will accrue at the rate of one quarter per two years of full time service to the institution.
- (3) Persons are entitled to take up to a maximum of three quarters of paid leave in any seven-year period. Persons taking fewer quarters than accrued shall retain eligibility for the remaining quarter(s) accrued. (However see 174-112-810 (1) paragraph 3)
- (4) Members of the faculty serving part-time in a seven-year period will have the amount of leave they are eligible to take prorated to reflect the proportionate amount of time of service to the institution. In no case may a period of leave be less than one quarter.
- (5) In computing years of service, periods of sick leave are not disqualifying. One year of leave without pay for research or work of a creative nature or to take a professionally related position will count (provided that year also counts as part of the three-year contract and is evaluated as such).
- (6) Professional leave normally will not be granted for the sole purpose of completing advanced degree requirements.
- (7) The number of persons on professional leave at any one time shall not exceed the limitations in Substitute HB 662, 1977, Section 1(5).
- (8) If it is to the advantage or benefits of the college that an individual not be absent during a certain time period because of his/her particular skills, abilities, or responsibilities, it is incumbent upon that individual to plan his/her leave activities around that time period. A period of service following a professional leave will be required upon return from leave, the period of service being equal to the duration of the leave. Upon accepting a Professional Leave the staff member agrees to such service. Any failure to serve shall require prorata repayment of the monetary value of the educational leave benefit, ~~except when circumstances such as death, disability and other severe hardships preclude repayment. Other qualifying severe hardships shall be determined by the Faculty Professional Leaves Committee.~~
- (9) Professional leaves must be taken within the time period for which they are granted. If this is not possible, the faculty members must reapply.

EAC 174-112-800 Application

- (1) Applications from members of the faculty for paid professional leave must be submitted by the last day of classes of fall quarter of the academic year preceding the academic year in which leave is to be taken.

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- (2) Applications will be submitted to and evaluated by the Professional Leaves Committee and recommendations shall be made by the Committee to the Academic Vice President. Evaluation will be based on criteria specified in EAC 172-112-810.
- (3) Applications should be submitted in the form of a letter that includes at least the following information:
  - (a) Statement of the proposed activity.
  - (b) Purpose and scope of the activity.
  - (c) Benefits expected from the activity in the light of the faculty member's strengths and weaknesses.
  - (d) Detailed plans for carrying out the activity.
  - (e) Evidence of access to resources necessary to ~~for~~ support the proposed activity including letters of acceptance from other institutions (if carried out at another institution).
  - (f) Dates and length of leave requested.
  - (g) Time, if any, to be devoted to another activity or project.
  - (h) A statement of how the proposed absence might affect the academic program and what is being planned to cover the individual's absence.
  - (i) Remuneration, if any, from another source.
- (4) The individual's up-to-date portfolio will be a part of the application.
- (5) The application should be accompanied by two letters of evaluation of the proposal. (see 810 (2) (a) below).
- (6) President, Vice President and Deans
  - (a) The President and Vice Presidents will apply for leave under EAC 174-112-900 Staff Professional Development Program.
  - (b) Deans holding faculty status shall apply and shall be considered for leave as regular members of the faculty.
  - (c) Application requirements, time of submission, and the criteria used for evaluating applications for professional leaves by Deans will be as in EAC 174-112-800 and 810.

EAC 174-112-810 Bases of Selection

- (1) General considerations. It is expected that there will normally be more faculty wanting leaves than can be granted. The purpose of paid leave is to improve the faculty member's abilities as a teacher and scholar and to enhance the college's teaching resources and curricular offerings. Specific proposals may address a number of objectives. Some proposals may involve development of a curricular plan or a

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program offering for the college. Others may deal with the development of an individual's professional competence. These might involve research, creative work, or full-time engagement with public or private organizations.

Evergreen's emphasis on interdisciplinary programs and on close contact with students tends to make continuing scholarly authority the biggest problem for most faculty members, so that many leaves will be devoted to scholarship; however, this is by no means the only legitimate activity for a paid leave, and in some cases it may not even be appropriate. For some faculty it may be important to devote a leave to updating or expanding their knowledge of their own field or specialty. For others there may be a need to study in a field which provides interdisciplinary competence. These several objectives will be viewed as equally meritorious.

In order that a higher number of faculty may obtain leaves, leaves of one and two quarters duration shall be regarded as normal. Applications for three quarters at full pay should be exceptional and shall require full written justification.

- (2) Criteria: Beyond the general considerations stated above, the following criteria will be used as guidelines by the Committee in its evaluation of requests. Although items 2a and 2b will naturally carry a proportionally larger weight in granting leave requests, no priorities are implied by the order of presentation of the criteria. Therefore, judgment by the Committee on any given leave request will be cumulative with respect to all the criteria stated.

- (a) Thoroughness of proposal, merit of proposed activities, and the extent to which these activities will improve the faculty member's professional competence in scholarship at The Evergreen State College.

Supporting documentation: Letters from two persons (either members of the Evergreen community or others) who are best able to evaluate the proposal with respect to the stated criteria.

- (b) Extent of the apparent benefits of the proposed activities to The Evergreen State College's curricular offerings, academic resources, or administrative services.
- (c) Realism of proposed activities from such standpoints as adequate funding, allotted time, and outside institutional support.
- (d) Extent to which the proposed activities are critical to the specific time period proposed due to such things as one-time outside funding, preparation for an up-coming Evergreen program, coincidence with an opportunity to collaborate with another person, etc.

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EAC 174-112-810 Bases of Selection (Continued)

- (e) Extent of the affect of the faculty member's absence on curricular offerings and staffing levels.
- (f) Nature and extent of the faculty member's past service to The Evergreen State College as evidenced by the applicant's portfolio.

EAC 174-112-820 Compensation and Status

- (1) The remuneration from state general funds and general local funds for any such leave granted for any academic year shall not exceed the average of the highest quartile of the rank order of salaries of all full time teaching faculty holding academic year contracts or appointments at the institution. Compensation will include college contributions to medical insurance and retirement programs.
- (2) In the case of an individual receiving additional compensation for any part of the leave period (foundation or fellowship grants, salary, etc.) the college compensation will normally be reduced so that the total compensation for the leave period will not exceed the individual's current salary. Funds received specifically for travel, equipment, secretarial services, or supplies will not be included in the category of "extra compensation."
- (3) Individuals on professional leave shall be entitled to the same benefits as other personnel in the same category. This applies to salary raises, insurance coverage, liability coverage, medical benefits and retirement.
- (4) For purposes of advancement, the period of leave shall be counted as part of the three-year contract for faculty.

EAC 174-112-830 Portfolio while on leave

All personnel on paid professional leave will be expected to document their activities by maintaining their portfolios in the same manner as while on regular employment with the college.

EAC 174-112-840 Faculty Professional Leaves Committee

- (1) The Professional Leaves Committee will be a standing committee with rotating membership composed of nine members: five faculty, two staff and two students. Each member will serve two years. Each year one staff and one student will be replaced by new members. In the first year of operation of the nine-member Committee, two faculty, one staff and one student shall receive one year terms. Faculty and student members will be chosen by the Academic Vice President. Staff members will be chosen jointly by the Administrative Vice President and the Academic Vice President.
- (2) The Academic Vice President shall convene the first meeting of the Committee each year.

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THE EVERGREEN STATE COLLEGE

EAC 174-128 FACULTY MEMBERSHIP, APPOINTMENT AND EVALUATION

Categories of Faculty Membership

EAC 174-128-010 Philosophy

Everyone who is directly responsible for generating credit at Evergreen will be a member of the faculty. The College seeks to avoid the distinctions in rank characterizing traditional institutions. Therefore, all faculty will be appointed to the rank of "Member of the Faculty" without any hierarchical distinction in titles. In those cases where indication of a professional specialty is relevant, designation of the particular discipline(s) from which the faculty member comes can be made in parentheses, e.g. "Member of the Faculty (Biology)".

EAC 174-128-020 Categories of Faculty Membership

Since different members of the faculty may, however, have differing kinds of responsibilities, the College has established categories of faculty membership which recognize the necessary differences in selection, evaluation, and reappointment procedures. These categories are:

- A. Regular Faculty
- B. Associate Faculty
- C. Resource Faculty
- D. Staff Faculty

The distinguishing characteristics of each of these categories are summarized below.

(1) Regular Faculty

Regular faculty members are primarily hired to teach, except that the President, Provost, Academic Deans, and Dean of the Library are also regular faculty members.

Regular Faculty (except for the administrators denoted above) are expected to teach in the three major modes of instruction as their primary responsibility, but are also expected to participate in curricular planning, serve on DTF's, advise students, engage in faculty development, and carry out the faculty duties discussed in the section on faculty evaluation and reappointment (EAC 174-128-080). The administrators identified above will carry out the duties defined in their job descriptions while serving in an administrative capacity.

Regular faculty other than the President, Provost, Academic Deans and the Dean of the Library are selected through the regular faculty hiring procedure defined in EAC 174-128-030. They are appointed for a four-year contract initially with three-year renewals dependent on satisfactory evaluations through regular faculty procedures described in EAC 174-128-050 through 070. They may be full or part-time.

Regular faculty are compensated on the normal faculty salary scale. The administrative officers named above shall be compensated according to appropriate salary scales from sources other than the instructional budget.

(2) Associate Faculty

Associate faculty are those individuals working in a teaching capacity who have not been designated either regular faculty or staff faculty. Associate



faculty may or may not be expected to participate in DTF's, curricular planning, advising students, etc. depending on the terms of their contract. They are selected in accordance with procedures specified in EAC 174-128-042 by the Deans according to their qualifications and ability to teach in order to meet particular curricular needs defined by the curricular development process. If a staff member's associate faculty membership will require teaching during that staff member's regular work hours, permission must be obtained from the appropriate staff budget unit head. Associate faculty may be full or part-time.

Associate faculty are appointed for a contract period not to exceed one year. Reapplication for the same status (associate faculty) is possible. Associates may apply for regular faculty positions or staff-faculty membership through the normal regular faculty and staff-faculty hiring procedures. Full-time associates will be evaluated in the same manner as regular faculty. Associates are also evaluated on any other duties which may have been specified as part of their contract. In the event that a staff person is denied or loses associate faculty status, that action will not affect his/her continuation in regular staff duties and position.

Associate faculty are compensated from the instructional budget commensurate with their duties, except that associate faculty who are also staff will not be compensated additionally for teaching two or fewer individual contracts.

(3) Resource Faculty

Resource faculty are selected by the Provost with appropriate advice from the TESC community to meet particular institutional needs. They may be full

or part-time. Normally, they will not be directly responsible for the generation of credit. Resource faculty appointments would fall into three categories as follows:

- (a) Appointments under grant auspices in which the individual's remuneration is not part of the College's faculty entitlement.
- (b) Appointments in which another institution bears the cost of the individual's being at Evergreen -- e.g., faculty from other colleges and universities on paid sabbatical from their home institution who require institutional affiliation as a condition of their sabbatical.
- (c) A limited number of persons serving in short-term (i.e., less than a full quarter) capacities as visiting artist, scholar, or lecturer. Less than one FTE of faculty entitlement is to be used by the College in this fashion in any given year. Compensation in such appointments is set by the Provost corresponding to the individual's contractual obligations.

Resource faculty have contract periods of no more than one academic year and renewal options as appropriate to their situations. They are compensated appropriately at the discretion of the Provost but according to existing salary policies.

#### (4) Staff Faculty

The current definition given in EAC 174-129-010 to 030 applies to this category.



Faculty Recruitment and Appointment Process

EAC 174-128-030 Philosophy

The Evergreen curricular program demands motivation and a range of competencies not always required of faculty in colleges and universities whose offerings are organized around departments. Some of the characteristics which we seek in prospective faculty members are:

- (1) previous experience or clearly expressed desire to participate in collaborative interdisciplinary teaching;
- (2) willingness to work as a member of a coordinated studies team;
- (3) demonstrated expertise in one or more fields of study and a willingness to participate with students in learning new fields (A Ph.D. is not in itself a requirement for hiring or retention);
- (4) willingness to teach and learn through the exploratory, cooperative seminar mode (see EAC 174-128-062);
- (5) willingness to work with students in tutorials and individual contracts;
- (6) willingness to act as an academic advisor;
- (7) willingness to participate in TESC governance activities, task forces, etc.

The goal of the recruitment and appointment procedure for regular faculty is to develop a large pool of applicants which implements our affirmative action policy and reflects the characteristics above, to involve the Evergreen community as much as is possible in the planning for and selection of candidates, and to keep applicants, the Affirmative Action Officer and community aware of the stages within the hiring procedure. All candidates for Regular Faculty appointments shall go through the procedure detailed below and diagrammed in Appendix I.

## Faculty Recruitment and Appointment Process

EAC 174-128-030 Philosophy

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EAC 174-128-040 Recruitment of Regular Faculty

(1) Stage I. Identification of Recruiting Areas.

The faculty recruitment process should begin in the spring, 18 months before the new faculty will be hired. At that time the Academic Deans, in consultation with the faculty, students, and appropriate staff will identify tentative priority needs (academic areas) in faculty recruitment. These needs will be discussed with Dean-Faculty groups and specialty areas and be made available for comment from students and staff through regular channels after which final priorities will be determined. The Deans will then consult with the faculty associated with that academic area and the affirmative action office to draw up a list of recruitment sources appropriate to each area and to the affirmative action policies of the institution. These sources will be selected to reach deeply into the pool of Third World and women candidates and must be considerably broader than conventional professional journals. The advertising will include specific remarks describing the general philosophy of education at Evergreen and the areas to which an applicant needs to speak.

(2) Stage II. Application and Completion of File.

The initial process is designed to develop complete applicant files and to help prospective candidates understand us and our hiring needs and respond appropriately. It is not the purpose to eliminate candidates at this stage.

Each application, be it a response to our advertising, self-initiated, or initiated by personal request of a current Evergreen person, will be assigned a file. The Dean whose desk responsibility is faculty recruitment



will review all files for completeness. A complete file will include: 1) vitae, 2) two or more letters from colleagues, 3) two or more letters from students (if applicable), 4) a written essay addressing the applicant's philosophy of education and the seven characteristics above. During the initial process applicant files will be sorted into three categories to aid applicants in completing their files and Evergreen in assessing the status of those files:

(a) Category 1. This category contains those applicants whose competencies or academic philosophies don't appear to match our hiring needs. The Dean sends the applicant a letter describing Evergreen's educational philosophy, areas of hiring interest, projected hiring dates, and that the applicant's competencies or educational philosophies do not appear to fit these needs.

(b) Category 2. The applicant is a possible candidate but the file is incomplete. The Dean sends the applicant a letter stating this, the specific information needed to complete the file, and the dates in the hiring process.

(c) Category 3. The applicant is a possible candidate and the file is complete. The Dean sends a letter stating that we have the complete file and indicating the dates in the hiring process.

To keep track of the applicant's status, the files will be kept at a single location separated by category. If identifiable, the files of women and Third World persons should be flagged. The front jacket of each file will be marked to indicate the standard letter(s) sent. Copies of any nonstandard letters will be included in the file. As applications are

received, the file will be reviewed, categorized, and tagged appropriately.  
The Dean's Office will maintain a list of current applicants that indicates  
category and identifies women and Third World candidates. The list will be  
open to the community and Affirmative Action Officer and both will be  
notified once it has been drawn up.

Applicants remaining in Category 1 at the end of Stage II will be sent  
letters of rejection by the Dean. Files in Category 1 will be held until  
the end of the academic year and then destroyed. Files still in Category 2  
may be reviewed by the Faculty Screening Committee (to be described later)  
and those individuals may be contacted in order to get completion if it  
seems appropriate. Any applicants that present anomalies in classification  
go to the Faculty Screening Committee for review.

(3) Stage III. Screening of Files and Identification of Candidates.

Fall quarter, the Dean whose desk responsibility is recruitment will  
convene the Faculty Screening Committee using the procedures in COG III.  
The purpose of this Committee shall be to screen the files of applicants,  
make recommendations with respect to candidacy, interview prospective  
candidates when possible, and make hiring recommendations. The Faculty  
Screening Committee should contain ten members of the faculty, five  
students, and five staff members. Each member will hold a two year  
overlapping term (half the members of each group are new each year). In  
each case (faculty, student, staff), the Committee should include a wide  
array of disciplines and areas of specialization and representation of men  
and women, white and Third World. The Faculty Screening Committee will be  
"current" until new membership is appointed the next fall. In emergency

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situations or at times when a full Committee cannot be brought together (e.g., summer) the Deans and Provost will consult with as many members as can be reached. All appointments not receiving full Committee review will be made for not more than one year in duration.

The Committee will read the applicants' files in Category 3 (and possibly 2) and evaluate each applicant in light of the criteria in EAC 174-128-030 (1) through (7) with the goal of identifying active candidates.

The files will be available for review by other faculty, students, and staff. Written comments by each reader should be added to the file at this point. As the Faculty Screening Committee identifies applicants about whom more information is needed, it will inform the appropriate Dean who will attempt to secure the information for the file. By the end of the screening period all applicants in Category 3 will be designated active or inactive. All candidates classified as inactive shall receive letters from the Deans indicating their status as future potential candidates. Applicants remaining in Category 2 are sent letters of rejection by the Dean. The list of current candidates shall be updated to indicate classification as active or inactive. The inactive files shall be retained for review if either the college or the candidate requests it during the two years following the initial application.

As the Faculty Screening Committee identifies active candidates, it will inform the Dean with the recruiting desk assignment, who will invite, when possible, the candidate for a campus visit. As a part of the invitation the candidate will be informed that the campus visit is extremely important. If a visitation is not possible, conference phone calls should be used.



The cost of the candidates' visits, including transportation and accomodations, shall be paid by the College to the extent permitted by statute, current travel policy, and availability of funds.

Acceptance of the invitation and/or the provision of accessory information requested by the Faculty Screening Committee by the candidates shall mark their entry into stage four of the hiring process.

(4) Stage IV. Interviewing and Recommendation for Hiring

The Dean's secretary or student staff, under the supervision of the dean, shall be responsible for organizing and publicizing the campus visits of active candidates. These visits shall be publicized with the Information Center, <sup>Campus media</sup> ~~the Cooper Point Journal~~, and the Happenings at least one week prior to the visit so that all Evergreen community members who desire to meet the candidates may do so. There will be a standard time and place set aside insofar as it is possible (e.g., noon on Wednesdays) for the Evergreen community to meet the candidate. During the campus visit the Dean whose desk responsibility is recruiting will attempt to make arrangements for the candidate to meet: (1) the Faculty Screening Committee; (2) additional faculty, staff, and students interested in meeting the candidate; (3) staff representatives from Student Services, Cooperative Education, the Registrar's Office, and any other area relevant to this person's specialty; (4) the Academic Deans and the Dean of the Library; (5) the Provost; (6) the Affirmative Action Officer. The dean's secretary or student staff shall arrange for additional introductions and interviews in accordance with the needs and expressed desires of the candidates, Deans, Faculty Screening Committee, and other Evergreen community members.

Following the candidate's visit to campus, members of the Evergreen community who met with the candidate will be expected to contribute written statements of their observations and opinions to the candidate's file. A period of at least two weeks shall be provided after the campus visits during which written statements may be added to the candidate's file. Following this period, the Faculty Screening Committee will review the active candidates' files and provide a list of candidates who would be the most beneficial additions to the faculty. Normally this will be accomplished by the end of February.

The Deans will then review the active candidates' files, consider the advice of the Faculty Screening Committee and others, and make their recommendation to the Provost from among the candidates. If the Deans wish to consider making an offer to someone who was not recommended by the Screening Committee's list for any reason (for example, new candidates for positions which became vacant later in the year) the Dean responsible for faculty recruiting will have the current Faculty Screening Committee review the candidate's file, using the same criteria used during the initial screening process. The Deans will make recommendations to the Provost, who will have ~~final~~ <sup>subject to approval by the Pres.</sup> appointing authority. The Dean responsible for faculty recruiting will convey hiring decisions and the reasons for them to the Faculty Screening Committee, the Affirmative Action Officer, and community as a whole. The Provost will inform the Public Information Officer when signed contracts have been received.

EAC 174-128-042 Procedures for Hiring Associate Faculty

(1) Full time appointments.

This category includes:

- (a) visiting positions where a faculty member is on leave from another institution;
- (b) specific, short term positions in programs;
- (c) situations where there is an identified position but the applicant pool is not diverse enough to hire a Regular Faculty Member;
- (d) emergency hiring (e.g., during summer, or replacement during the year) where the full Faculty Screening Committee cannot be constituted or the full screening procedure cannot be observed.

In general, the procedure for one year appointments is similar to hiring regular faculty. These positions should be identified and advertised as one year appointments. In addition, the procedure should include categorizing and responding to applicants, affirmative action and reporting of information to the Affirmative Action Officer, screening through the existing Faculty Screening Committee, and recommending to the Dean and Provost in accordance with the procedures for hiring Regular Faculty.

The procedure should reflect the specialized needs of programs planned for the forthcoming academic year. Thus applicants need not have the diverse background reflected in hiring criteria for Regular Faculty. The applicant essay may be directed more concretely to a position in a program for which she/he is applying. When possible, the faculty team with whom the applicant might be working should be actively involved in the screening and recommendation process.



one year appointees wishing to apply for Regular Faculty status in the future go through the hiring procedure for a Regular Faculty applicant.

(2) Part-time Appointments

These faculty are hired to teach specific part-time segments of the curriculum that have been identified as not-fillable with the current Regular Faculty. It is accepted that these positions require persons with specific areas of competence and may arise at almost any time. Compared to regular and one year appointments, these positions might be filled with less rigorous advertising or control by the Faculty Screening Committee. When it is possible to anticipate needs, the position must be advertised. The current faculty especially must be appraised of the potential positions and requested to submit names of individuals who might be interested or capable. If the appointment is to be a part of a larger program, that program team must be involved in screening and selection.

The dean with the module desk responsibility is to develop a method for the regular evaluation of all part-time associate faculty and of the modules in which they teach.

EAC 174-128-044 Resource Faculty

Resource Faculty are selected by the Provost with appropriate advice from the Evergreen community to meet particular institutional needs.

EAC 174-128-046 Staff-Faculty

See EAC 174-129-010 through 040.



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## Faculty Evaluation and Reappointment

EAC 174-128-040-050 Philosophy

Faculty evaluation at Evergreen should be a pleasure. The primary purpose of Evergreen's faculty evaluation procedures is to provide reinforcement and feedback with respect to each faculty member's commitment to the teaching arts, the basis on which all Evergreen faculty appointments are made.

Unfortunately, most institutions of higher education still make little provision for learning the art of teaching. With only the rarest of exceptions, American colleges have no real apprentice system for developing the teacher's craft. The assistant professor is not associated with the full professor in the enterprise of teaching. Junior professors are simply paid less and have less power in their departments. In the meantime they are busy publishing, or worrying about not publishing. Their seniors do not help them learn to teach. There is no reason why this should continue. Evergreen will provide members of its faculty with opportunities to learn to teach, to experiment, to acquire intellectual breadth and depth, and to get acquainted with students free from the usual constraints of specialized discipline and department.

Because of the unique structure of the College, the faculty member will have the opportunity to learn to do things he or she would never feel free to try in a discipline-bound department. Moreover, she or he will have the experienced staff to lean on for advice and assistance. They will provide a reservoir of experience in small-group teaching.

Well-designed programs will come to nothing unless we can help each other discover and perfect the art of teaching. Every dean and coordinator

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experienced member of the faculty will be charged with the responsibility of helping each other members of his or her the faculty in this very difficult but exciting enterprise.

EAC 174-128-020-060 The Three-Year Appointment and Evaluation Cycles

Faculty evaluation is to be viewed as an ongoing process occurring in three-year regular cycles. Each year a regular faculty member is to have an evaluation session with his or her dean, at which time portfolios are to be exchanged and their contents discussed. In the first and third last years of a regular faculty three-year contract the evaluation sessions are primarily directed toward aiding continued growth, the identification and discussion of areas of strength and weakness, and ways of improving upon these strengths and/or eliminating weaknesses (see example below). If in these Growth Evaluations the dean sees deficiencies which, if not corrected, might serve as grounds for non-reappointment, those deficiencies must be clearly discussed, both in the dean's oral and written evaluation of the faculty member.

In the second year of a regular faculty three-year contract a Reappointment Evaluation will take place (see example below). This evaluation session will consist of a close scrutiny of the faculty member's portfolio taking special note of previous Growth Evaluations. Both dean and faculty member will assess the faculty member's growth and development over the contract period. For faculty members in their initial contract period there will be only one Growth Evaluation before the Reappointment Evaluation. Thereafter, there will be two Growth Evaluations (see example below). At the end of each second year of a three-year contract, after each regular faculty member has completed his or her Reappointment Evaluation session, the Provost will inform that person that

he or she has been granted another three-year contract or will be terminated at the end of the current three-year contract.

An example of the evaluation cycle for a regular faculty member:

Spring 1974 individual receives a letter of appointment to the faculty with a three-year contract.

<u>Year of Contract</u>	<u>Academic Year</u>	<u>Time and Type of Evaluation</u>
1st	1974-75	Spring 1975 Growth Evaluation
2nd	1975-76	Winter 1976 Reappointment Evaluation
3rd	1976-77	Spring 1977 Growth Evaluation
1st	1977-78	Spring 1978 Growth Evaluation
2nd	1978-79	Winter 1979 Reappointment Evaluation
3rd	1979-80	Spring 1980 Growth Evaluation

(1) The Initial Appointment for Regular Faculty will be for four years, and the first-year teaching assignment will be to a Coordinated Studies Program. The first evaluation procedure will be conducted by the Deans in the latter half of Spring Quarter of year one, and will be directed explicitly toward faculty development questions. If there is evidence of difficulty in adjusting to Evergreen teaching styles and demands, the Deans, in consultation with the faculty member, will arrange for specific assistance, either through the faculty team of the second year's teaching assignment, or by a small, mutually agreed upon consultant team of experienced and successful faculty, or both. In addition students provide information and support vital to faculty development. The faculty members may request help from mutually agreed upon students both on the consulting team and in informal conferences. The team, with the Dean and

the faculty member in question, will design a program to correct whatever difficulties have been identified and discussed in the previous evaluation session. It will be the responsibility of the dean to meet periodically over the year with these individuals as a group to assess and advise on the progress being made. The second formal evaluation process will take place in Spring Quarter of year two and should provide evidence of continued good performance or satisfactory improvement through the faculty development consulting process. Any remaining deficiencies should be clearly identified in writing by the Deans and the development consulting process continued as required. The third evaluation, during late Winter Quarter of year three, would be the critical retention evaluation. (In case of a non-retention decision, year four will serve as a terminal year.) After the initial four-year appointment, all reappointments will be for a period of three years and all future Reappointment Evaluations will occur during the second year of the three-year contract.

(2) All evaluation sessions will consist of a close scrutiny of the faculty member's portfolio, taking special note of previous Growth Evaluations. Both dean and faculty member will assess the faculty member's growth and development over the contract period. In all cases, there will be two Growth Evaluations prior to a Reappointment Evaluation. After each Regular Faculty Member has completed his or her Reappointment Evaluation session, the Provost, upon recommendation of the Deans, will inform that person of intent either to:

- (a) reappoint for a three-year contract period, or
- ✓ (b) issue a one-year reappraisal extension to the present contract, with explicit written statements of deficiencies to be corrected during the reappraisal year, or
- (c) terminate employment at the end of the current contract.



For those faculty receiving one-year reappraisal extensions, the Deans will provide consulting assistance similar to that discussed above, to provide maximum opportunity for correction of the deficiencies.

EAC 174-128-062 Faculty Seminars

Collaborative, interdisciplinary study constitutes the heart of the Evergreen curriculum. An integral and indispensable component of such study is the faculty seminar in which faculty members meet to conduct their own seminar, and in which they discuss materials and ideas which either will be explored later in student seminars (as in a coordinated studies program) or which in some other manner will be brought to the teaching of participating faculty. In faculty seminars, the faculty draw upon their respective areas of expertise to share viewpoints and to offer criticism of the subject at hand. They are not discussions of teaching but represent an important scholarly activity and in part replace the "publish or perish" syndrome prevalent at other institutions.

In recognition of the central curricular role of collaborative, interdisciplinary study and the significance of faculty seminars for growth and development, faculty are expected to be regularly and consistently, if not continuously, involved in faculty seminars of the kind characterized above. Therefore, following the assignment of faculty to programs, individual or group contracts, or other duties, faculty who are not in programs and thereby already in teams, are expected either to align themselves with existing teams or to form their own teams among themselves for the purpose of faculty seminars. In either event, the members of the seminar are to negotiate the particular details of their collaborative work, including a list of the materials to be discussed, place them in a covenant, notify their deans of the arrangement and

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include a copy of the covenant in their portfolio, along with evaluative statements by the seminar members of one another's performance in faculty seminar. However, it is not the intention of these expectations to inhibit individual scholarship. Therefore, an exception to the above arrangement will be possible upon submitting an alternative plan to the deans, together with appropriate evaluative procedures, and upon receiving written acknowledgement from a dean. The overriding concern will be that in the long run one's scholarly activities be consonant with Evergreen's commitment to collaborative, interdisciplinary study.

EAC 174-128-030-064 The Faculty Portfolio

As one of the conditions for reappointment, each faculty member must maintain a portfolio representing work done at and for the college during the contract period. This document should be thought of as a cumulative intellectual and professional history, carefully organized for readability, and critically reviewed and commented upon annually by one of the academic deans with the intent of encouraging growth and development in the arts of learning and teaching in the Evergreen environment. In the year prior to the end of a three-year contract period, this cumulative portfolio will become the principal documentary evidence for a thorough evaluation by the Deans and the principal source for determining satisfactory performance in the criteria for reappointment or non-reappointment. After the Reappointment Evaluation, the faculty member selects materials to be retained in the portfolio and begins to build a fully documented, inclusive portfolio to cover the next three-year evaluation cycle. The process begins anew at the conclusion of each evaluation cycle.

To fulfill the spirit of the process, the faculty portfolio should be more than just a personnel file. As it is a vehicle for the growth and development of each faculty member as a person who is both learning and teaching, it should be in part an autobiography and contain the materials for an autobiography. It is recognized that other items than those enumerated below may be contained in the portfolio and might in fact tell more about growth and development and contributions to the college than do the enumerated items themselves. It is the responsibility of the dean evaluating the faculty member to understand the portfolio as more than a personnel file and respond to it in its entirety rather than focus on the enumerated items. New faculty members may seek assistance from experienced faculty in assembling their first portfolio.

To fulfill both the growth and development function and the evaluation function, the portfolio is expected to be as complete and informative as possible. For each year of work the portfolio is expected to contain, as a minimum, the following:

- (1) Both the self-evaluation and the dean's evaluation from the previous year;
- (2) All evaluations of your work by your faculty colleagues;
- (3) All evaluations you have written about the work of your faculty colleagues;
- (4) All evaluations of you by staff members.
- (5) All evaluations you have written about the work of staff members;
- (6) All evaluations of your work your students;
- (7) All evaluations you have written of your students' work both transcript and informal unofficial in-house evaluations;

- (8) Copies of your coordinated studies program covenants or group contract agreements between you and your students;
- (9) Copies of individual contracts you have sponsored drawn with students;
- (10) A thoughtful and critical self-evaluation of the current past year's work, based largely on the documentation available in the portfolio. This essay should assess your successes and your lowpoints and disappointments, and it should address the areas in which you hope to make improvements during the following year in your performance within your teaching, mode, within the faculty, within the larger in your other contributions to Evergreen community, with the non-Evergreen world, within in your established fields of expertise, and in exploring virgin new academic territories interests.

Each year, at least one of the academic deans will review this portfolio and self-evaluation while in return having her or his own portfolio reviewed by the faculty member. Each party will write a critical evaluative response for inclusion in the other's portfolio. addressing the questions of continued improvement in performance, areas of strength and weakness, progress being made since the previous evaluation, continued intellectual development in one's established fields and in exploring new academic frontiers.

EAC 174-128-040-066 Faculty Evaluation Schedule

Each year, during the first half of Winter Quarter, evaluation conferences will be scheduled with the deans for those faculty members who are in the second year of their three-year contracts and who are therefore approaching for whom reappointment decisions are to be made. During the remaining portion of Winter



Quarter and on into Spring and Summer quarters as necessary and feasible, conferences will be scheduled with the remainder of the faculty. For the first category of faculty Reappointment decisions will be completed prior to the end of Winter Quarter, and notification given to each person. The evaluation process will proceed as follows:

- (1) A conference will be scheduled between a faculty member and one of the academic deans who has worked most closely with that faculty member during the current academic year. (Among other working relationships possible, the dean should have visited the faculty member's academic program on more than one occasion during the current academic year.)
- (2) Before the scheduled conference, the dean and the faculty member should will exchange portfolios. Both the dean and the faculty member should will prepare written responses for inclusion in the portfolio of the following year.
- (3) For the reappointment cases, shortly after the conference sessions are ended, the deans will meet and jointly prepare a recommendation in writing on each faculty member to be submitted to the Provost, with a copy to the faculty member involved.

Faculty whose appointments include unusual duties will have the specific criteria of their evaluation written into their contract letter. In cases of leave or other interruptions in the evaluation cycle, advance written provision for evaluation must be agreed upon by the faculty member and the dean.

crucial to the successful functioning of the evaluation process is the dean's fulfillment of his or her responsibilities. The dean should be sure to provide time during the winter and spring quarters for a full review of each faculty member's portfolio and a thorough discussion of each faculty member's experience. Insofar as possible, the deans should also provide that every faculty member is assigned to a different dean each year. The dean's responsibility is particularly great with respect to faculty members for whom deficiencies are indicated.

- (1) If the evaluation process at Evergreen is to work well and promote the goal of faculty development, the deans must have sufficient time and commitment to make it a major aspect of their decanal responsibilities. Further, in order to fully utilize the Handbook's mechanisms for faculty growth and development, dean-faculty evaluations must be entered into in an open and frank spirit.
- (2) In order to provide sufficient time for thorough evaluation and counseling to those faculty for whom deficiencies are noted and to those in their reappointment evaluation, the deans will exercise discretion in evaluating the remaining faculty. For a faculty member in the third year of a three-year contract, the deans may decide to review the portfolio, hold an evaluation conference, and write only a pro forma note affirming the conference. Or, for faculty teams whose programs are running smoothly, the dean may choose to hold a group evaluation with the team and submit an affirming note to each member of the program team. In all cases, every faculty member will write an evaluation of his or her dean.

This reduced evaluation process allows the deans to devote careful attention and consideration to reappointment evaluations and to those faculty for whom deficiencies are evident or have been previously noted. In these latter cases, it is the responsibility of the deans to enter directly into the process of development and consultation as described in the section on the Appointment and Evaluation Cycle. It is important that the dean state and explain each deficiency clearly and specifically in writing and make sure that the faculty member who has been so informed is assigned to another dean the following year. It is then the joint responsibility of both deans to work together, along with the faculty member and the mutually-selected consultative team, to attempt to correct any deficiencies which have been identified. Where appropriate to the correction of a any deficiency, it is advisable that the faculty member be assigned to a coordinated studies team made up of experienced faculty especially capable of helping other faculty improve their performance. That assignment should be made only on the mutual agreement of all parties to work together on overcoming the identified deficiencies. Finally, the dean should be open to the possibility of seeking other special assistance in or outside the college for faculty members who request that assistance in resolving their difficulties.

(3) In addition to these obligations relating to the formal evaluation, the deans will monitor various aspects of faculty performance throughout the contract period, for example: timely completion of student credit reports and transcript evaluations in accordance with current academic policies, carrying of a fair share of the instructional load over the time of the contract, continuing mastery of one or more fields of expertise along with the development of interdisciplinary competence, etc.



# Reappointment and Non-Reappointment of Faculty

EAC 174-128-060-080 Reappointment and Non-Reappointment

Reappointment decisions will be guided by satisfactory performance in each of the following:

- (1) Willingness and ability to teach in both coordinated studies and contracted studies;
- (2) Adherence to a faculty team agreement or covenant;
- (3) The keeping of a faculty portfolio and participating in annual faculty-dean evaluations as defined in the section on faculty evaluation;
- (4) Participation in coordinated studies faculty seminars;
- (5) Willingness and ability to devote at least one third of a three-year contract to the development of interdisciplinary competence;
- (6) Participation in FESC activities, in addition to teaching, such as disappearing task forces (DTP's), community days, sounding board;
- (7) The completion of student credit reports and student evaluations in a timely fashion in accordance with current academic policies.

The reappointment criteria speak to those academic qualities, skills, and attitudes of professional collegueship which make for excellence in undergraduate teaching. The evaluation process, through which reappointment decisions are made, has at its heart a concern for excellence in all aspects of the academic enterprise; and each faculty member will be evaluated in terms of his or her growth as a teacher, colleague, and member of the Evergreen community.



Specifically, reappointment decisions will focus on the development and creative use of teaching skills stressed by Evergreen's curricular modes as evidenced by:

- (1) program design and leadership;
- (2) seminar leadership;
- (3) individual contract design and leadership;
- (4) lecturing;
- (5) laboratory, studio or workshop leadership;
- (6) timely evaluation writing of students and colleagues;
- (7) student counseling and academic advising;
- (8) writing and adhering to a faculty covenant;
- (9) participating in faculty seminars (see section on Faculty Seminars EAC 174-128-062);
- (10) keeping a faculty portfolio and participating in the annual faculty-dean evaluations (see section on Faculty Evaluations EAC 174-128-064 and 066);
- (11) demonstrating mastery of one's fields of specialization, willingness and ability to encounter other disciplines, and acceptance of the collaborative assumptions of the coordinated studies mode;
- (12) devoting at least one-third of a three-year contract to the development of interdisciplinary competence through teaching in the coordinated studies mode;
- (13) participating in Evergreen activities, in addition to teaching, such as DTFs, curriculum development and evaluation, and the Evergreen Council.

More experienced Evergreen faculty members, in addition to excellence in their own teaching, will be expected to contribute to the growth of their colleagues' skills. Therefore, after the initial contract period, the following additional criteria will apply to reappointment decisions:

- (14) advising and working with faculty members in the acquisition and improving of Evergreen teaching skills;
- (15) willingness to teach with new faculty in coordinated studies programs;
- (16) serving, when requested, on consultative teams as specified in EAC 174-128-060 (1).

#### EAC 174-128-090 Academic Freedom and Tenure

We subscribe to the AAUP's 1940 Statement of Principles on Academic Freedom and Tenure as modified by the following provisions designed to tailor this statement to our specific educational objectives:

- (1) It is the policy of The Evergreen State College that no faculty member will be separated from the college because of written or spoken views, according to the guarantees of the First Amendment to the Constitution of the United States.
- (2) The principles governing academic freedom at Evergreen apply to all members of the faculty.
- (3) A Regular faculty appointment is for a three-year contract, with the exception of the initial appointment, which is for a four-year contract. A regular faculty member must be evaluated annually and informed in writing of any deficiencies which might be cause for non-reappointment. Prior to April 15 of the second penultimate year

of the contract (hereafter referred to as the reappointment year), each regular faculty member must be informed whether if she or he is to be reappointed for another to a three-year contract, or is to be terminated. The regular faculty member to be terminated must receive a written statement of the reasons upon which the decision to terminate was based. The regular faculty member to be issued a one-year reappraisal extension to his or her present contract must receive a written statement of the deficiencies to be corrected during the reappraisal year. A regular faculty member who has not been advised otherwise by April 15 of the reappointment year of his or her current contract will be awarded anew three-year contract at the end of the current contract period. Except as provided in (4) below, no regular faculty member may be terminated or issued a reappraisal extension for reasons of which he or she was not previously informed during the annual evaluation prior to the one for the year in which the decision not to reappoint was made. Only the seven criteria for reappointment and non-reappointment previously specified in this section EAC 174-128-080 (1) - (16) may be applied to that regular faculty member in making the decision for reappointment or non-reappointment to a three-year contract.

Increases in salary and fringe benefits may, however, be made at any time during the life of the contract.

- (4) The only reasons for which a regular faculty member's appointment may be terminated prior to the end of his or her three-year current contract are the necessity for a campus-wide reduction-in-force as provided in section 4-600 of the Faculty Handbook EAC 174-112-850 through 860 or the result of a violation of the Social Contract



Section 2-300 (EAC 174-124-010 through 120) via procedures carried out under the provisions of COG; section 2-200 of the Faculty Handbook (EAC 174-108-010 through 080).

- (5) A regular faculty member who has been advised that he or she will not be reappointed for another to a three-year contract shall have access to the following adjudicative procedure. In all cases it is the decision of the aggrieved faculty member to request the grievance procedure as outlined below within 60 days of receipt of the notice of non-reappointment, and in which it is assumed the burden of ~~proof~~ <sup>proof</sup> lies with the institution:

The faculty member and the institution will each select two representatives from within the College to reflect the opinions of the two sides in dispute. The four members of this ad hoc committee will select an impartial fifth person from inside or outside the College to act as judge. After consultation, investigation and hearings, the decision of the judge will be binding on both sides. The hearing must begin as soon as possible after the faculty member formally requests it, and in no case more than two weeks thereafter. In cases of failure to agree on a judge, he or she will be chosen at random, by the Chairperson of the Board of Trustees in a public meeting, from a list of three persons agreed upon in advance between a faculty task force and the trustees. The potential hearing officers will serve staggered terms of no longer than three years.



10-D.

THE EVERGREEN STATE COLLEGE

EAC 174-129 FACULTY MEMBERSHIP AND EVALUATION FOR COLLEGE STAFF

Faculty Membership for College Staff

EAC 174-129-010 Purpose

This policy establishes guidelines and procedures for current college employees to apply and be appointed as a "member of the faculty."

EAC 174-129-020 Procedure

- (1) Faculty Membership should be open to any current or future employee of the college who applies for such membership through the normal faculty hiring channels and who is deemed qualified and acceptable by all normal and appropriate academic officers. Candidates should contact the academic dean responsible for faculty recruitment.
- (2) Any college employee who applies for Faculty Membership should be treated exactly as any other faculty candidate, that is to say equally, fairly, and with proper consideration.
- (3) Such membership is not to depend upon the availability or non-availability of specific teaching positions at the college. There could and should be more designated members of the faculty than funded teaching positions.
- (4) Faculty Membership must not confer any special job tenure what-so-ever, whether the employee so designated is teaching or not.\*
- (5) Any "member of the faculty," whether teaching or not, should be encouraged to participate in proposing and planning coordinated studies programs, group contracts, and modules.
- (6) The academic deans should be encouraged to consider filling teaching openings created by switches, rotation, leaves, deaths, and the funding of new faculty positions from the pool of talent constituted by membership on the faculty.

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\* In this document "teaching" simply means that the individual is teaching in one of Evergreen's three teaching modes, in a coordinated studies program, group contract, or full time in individual contracts in excess of 2, or modules; and is being paid for that teaching out of the instruction budget.

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- (7) Faculty Program planners should be encouraged to invite teaching participation from the total faculty membership. Teaching members of the faculty should be encouraged to take advantage of opportunities to switch positions with non-teaching members of the faculty (librarians, counselors, architects, etc.). Rotation will be accomplished through the initiative of members of the faculty in teaching, counseling, the library, etc.
  - (8) Visitors working at Evergreen on grants and contracts are not eligible for staff faculty membership while so employed.
  - (9) Anyone who is to teach in a program, or a group contract, whether part-time or full-time, whether for one quarter or for life, should be a "member of the faculty." Such a person would have applied through the normal hiring channels, and would have been examined in due course and appointed by the regular hiring committees and academic officers of this college.

EAC 174-129-030 Contracts, Salaries, and Evaluations for Staff with Faculty Membership

- (1) Staff with faculty membership -- henceforth "staff faculty" -- must participate full-time in Coordinated Studies at least one quarter out of every three years. The specific quarters of full-time participation should result from informal, mutual agreement among the staff faculty members, his or her immediate supervisor, and the appropriate academic dean.
- (2) Staff appointment to faculty membership shall be for a three year period, subject to renewal at the end of each three year period. However, full-time teaching assignments normally will be for one quarter at a time but not to exceed three successive quarters.
- (3) Except when teaching serving full time in Coordinated or Contracted Studies, staff faculty members shall be evaluated and paid in accordance with their staff appointment. When teaching serving in Coordinated or Contracted Studies, staff faculty shall be given a leave of absence from their regular staff position to be employed in accordance with the current faculty salary policy. Longevity in one's classified position does not accrue while teaching full-time serving in Coordinated or Contracted Studies.
- (4) Prior to the fall following the last year of each staff faculty's three year appointment to faculty membership, he or she shall be evaluated by the appropriate academic dean according to the same criteria as other faculty as defined in under sections 4.400 and 4.500 of the Faculty Handbook. At this time, the dean shall consider all the person's teaching, including the individual contracts sponsored during the three year period, and subject to consultation with the other deans and review by the Provost, determine retention of faculty membership.

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- (4) (a) At the time of each evaluation, staff faculty shall be, like other faculty, considered according to their individual growth and development as teachers, but where serious deficiencies exist or the staff faculty have not maintained or developed their skills as teachers, they may be deprived of faculty membership.
- (5) Loss of faculty membership, for staff who obtain faculty membership under this policy and the policy on "Faculty Membership," section 4.900 of the faculty handbook, shall not in and of itself affect the status of any employee in his or her staff position.
- (6) In case of a reduction in force, staff faculty at that time teaching in Coordinated or Contracted Studies shall be considered, insofar as their teaching is concerned, in the same category as visiting faculty, their teaching terminating before any regular faculty may be subject to reduction in force. Termination of teaching activities shall not, however, in and of itself affect the status of any employee in his or her staff position.
- (7) In case of the termination of any staff faculty's staff appointment, that person's faculty membership shall terminate simultaneously, or, where the staff faculty is at that time teaching in Coordinated or Contracted Studies, at the end of the quarter in which termination of the staff appointment occurs.
- (8) Except in regard to the conditions of appointment specifically provided for in this policy, while teaching in Coordinated or Contracted Studies, staff faculty shall have as faculty, all the same rights and responsibilities as other regular full-time faculty.

(The remainder of the policy is unchanged)



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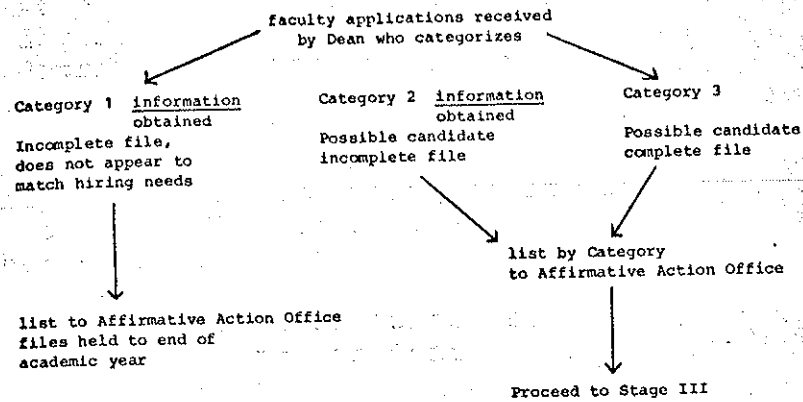
Stage I

Identification of Recruiting Areas

- a. Identify areas with Evergreen Community
- b. Advertise areas

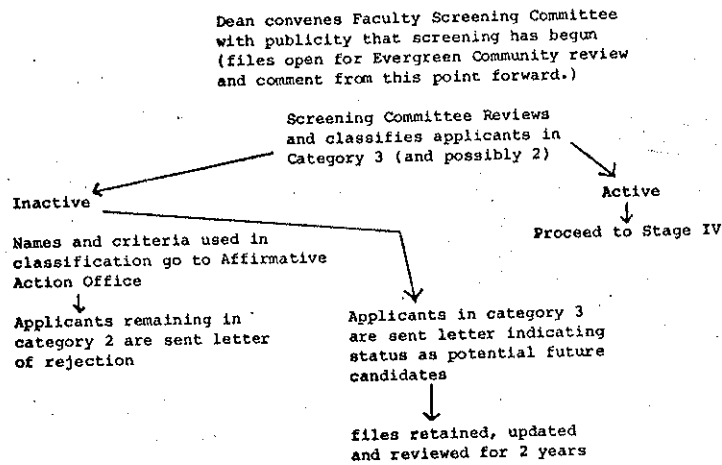
Stage II

Application and Completion of File



Stage III

Screening of Files and Identification of Candidates



Stage IV

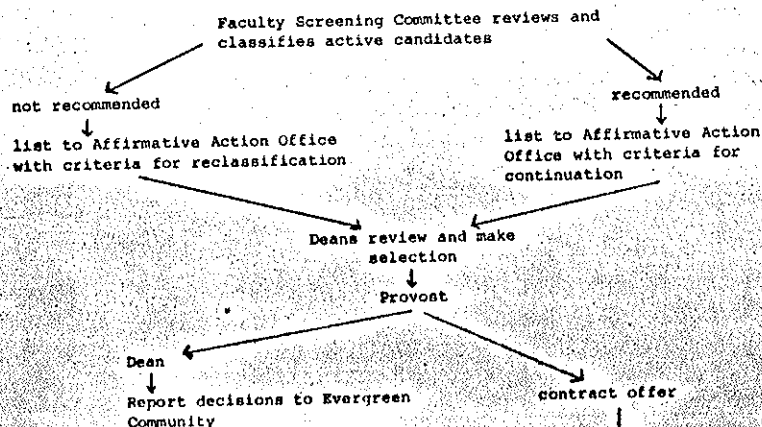
Interviewing and recommendation for hiring

Dean's secretary and/or student staff organizes and publicizes campus visit

Candidates visit and meet:

- a. Faculty
- b. Students
- c. Staff and/or support services
- d. Academic administration

Active candidates files open for comment by Evergreen Community



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THE EVERGREEN STATE COLLEGE

RESOLUTION NO. 78-2

RESOLUTION OF THE BOARD OF TRUSTEES OF  
THE EVERGREEN STATE COLLEGE  
AUTHORIZING CERTAIN INDIVIDUALS BY  
APPOINTMENT TO APPROVE CERTAIN  
INTERFUND LOANS

WHEREAS, The Board of Trustees of The Evergreen State College recognizes the need for approval of interfund loans between certain funds of The Evergreen State College on a week-to-week basis, and that it is therefore prudent to empower certain persons to approve such loans when necessary for the proper fiscal operations of The Evergreen State College;

BE IT RESOLVED, By the Board of Trustees of The Evergreen State College that the following persons are hereby appointed to approve, on a week-to-week basis, loans from college unrestricted local funds to other college funds and accounts when necessary for the proper fiscal operations of The Evergreen State College:

Daniel J. Evans, President

Dean E. Clabaugh, Administrative Vice President

Adopted by the Board of Trustees  
July 13, 1978