

MEETING OF THE BOARD OF TRUSTEES
OF THE EVERGREEN STATE COLLEGE

Wednesday, September 11, 1991
Daniel J. Evans Library
Olympia, Washington

Trustees Attending: Herbert Gelman **Absent:** Christina A. Meserve
Lila S. Girvin
Constance W. Rice
John N. Terrey
Carol Vipperman
Allan M. Weinstein

**Representatives
to the Board
Present:** John Cushing, Faculty
Dave Howat, Staff
Jon Martin, Alum

Staff Present: Carolyn Dobbs, Interim Vice President for Student
Affairs
Lee Hoemann, Executive Assistant to the President
Jennifer Jaech, Assistant to the President for
Governmental Relations
Jim Johnson, Director of Computer Services
Russ Lidman, Provost
Bonnie Moonchild, Computer Services/Presidential
Search
Les Purce, Interim President
Jamil Qureshi, Vice President for Finance and
Administration
Rita Sevcik, Administrative Assistant to the President
Nancy Taylor, Member of the Faculty
Steve Trotter, Budget Officer
Mike Wark, Information Specialist
Karen Wynkoop, Associate VP for Academic Budget and
Financial Planning
See permanent roster for others attending

Others Attending: Jan Frickelton, Assistant Attorney General
Cheryl Stephani, Guest (or President's Staff)

The regular meeting was called to order at 9:15 AM, at which time the Board convened a work session.

WORK SESSION

Board Policies

Trustees discussed the following draft Board policies: (1) Role and Mission Statement for The Evergreen State College; (2) Presidential Limitations; (3) Board-President Relationship; (4) Statement of Board Process; (5) Presidential Evaluation. Following lengthy discussion, Trustees asked that the policies

be redrafted to incorporate changes discussed and be reviewed by the President and his staff (to insure that the policies are not in conflict and are doable). Trustees agreed to schedule adoption of these policies at the September 25 Special Board meeting.

In discussing Board process, several issues emerged regarding expectations of the Board. Trustee Girvin suggested that the Association of Governing Board guidelines regarding Board membership be shared with the Governor's office. There was also a discussion of how items get put on the agenda by parties other than Trustees. Trustee Rice questioned whether or not there should be an item added to the monthly agenda providing for public comment. Staff will check with the Attorney General's office to see if there is a requirement to have an item for public comment on the agenda.

Trustee Terrey brought up the issue of discipline, indicating it is customary for the Board to have a section in policy addressing Board governance of itself. Trustee Gelman felt that, in order to have this kind of governance, standards would have to be set.

Trustees felt that these items needed further discussion. Suggestions included taking more time to discuss the issues raised in a future work session where Trustees can talk about their own values and what should or should not be placed into policy vs. included in a list of expectations regarding Board members' relationship to the institution.

Tickled for future discussion: sanctions (Board governance); expectations such as contributing financially to the institution and Trustee participation in College events; issues of public comment at Board meetings and procedures whereby items can be brought to the attention of the Board.

There was discussion regarding the best time to conduct the evaluation of the President's and the Board's performance. It was agreed that doing evaluations in October would best accommodate input from the various constituencies. Because Trustees' terms normally expire on September 30, there was a suggestion that Board members whose terms are expiring could be invited to return in October to participate in these processes.

Other items discussed in the work session included:

Board Evaluation Format (Trustee Audit and Criterion)

Trustee Terrey presented a format from the Association of Governing Boards regarding a Trustee audit (to be completed by Trustees) and Trustee evaluation (soliciting evaluation by others). There was discussion about having Trustees return completed audits by October 1 for staff compilations. Trustee Rice suggested there should be more time between completion of the evaluation and the audit. She pointed out that this format was not consonant with the Carver model but is more mechanistic and doesn't test what Trustees want to do. Trustee Terrey saw this a one-time only format. Trustee Rice cautioned that it might be intermingled with future conversations and become precedent. TESC Trustees spent time refining the evaluation format and deciding who should be

asked to evaluate the Board. Trustees agreed to seek evaluation from those people who work most closely with the Board and that the general assessment section of the audit should be used for the public evaluation format.

Trustees adjourned for lunch at 12:35 PM.

PUBLIC MEETING

Chair Vipperman reconvened the meeting at 1:35 PM. The Interim President introduced and welcomed (1) John Cushing (last year's chair of the Faculty Agenda Committee), who will serve as the faculty representative to the Board for this year, and (2) Cheryl Stephani who will be working with the staff on policy development for the Board. Shannon Ellis introduced newly appointed Director of Counseling and Health, Peter Chapa.

The agenda was accepted as amended.

CHAIR'S/PRESIDENT'S REPORTS

Chair Vipperman reported on the Board's work during the summer on policy development, and encouraged response to the invitation to evaluate the Interim President.

Dr. Purce reported the steps that are being taken in regard to security should the Board approve the realignment--staff will contract for a consultant to review security issues (operating procedures, uniforms, guns, training needs, etc.). He reported discussions with the Thurston County Sheriff's office about the possibility of enhancing their presence in the Cooper Point area. He added that steps are being taken to insure the safety of all members of the community.

OTHER BUSINESS AND INFORMATION

Presidential Search Report

Nancy Taylor discussed the work of the presidential search committee. Statistics she shared included: 310 inquiries or nominations; 75 applications in process (22 completed). The committee will start reading files October 1. The committee hopes to have 10 - 12 finalists by December.

APPROVAL OF MINUTES - Action

Motion Dr. Rice moved approval of the minutes of the August 14, 1991
9-1-91 meeting as distributed. Seconded by Mr. Weinstein and passed.

The Chair acknowledged the expiration of terms for Trustees Gelman and Weinstein, inviting them to the October meeting should new appointments be made by then.

FACULTY RE-EMPLOYMENT POLICY - Action

Karen Wynkoop reviewed the administrative recommendation for the faculty re-employment policy and recommended approval. She indicated that policy had been separated from procedures and pointed out two changes (in the procedures) since last discussed with Trustees. These changes were recommended by the Assistant Attorney General.

Motion Dr. Rice moved approval of the attached retired faculty
9-2-91 re-employment policy and procedures. Seconded by Mr. Gelman and passed.

TRANSFER OF REPORTING LINE FOR SECURITY - Action

Dr. Purce endorsed the transfer of the reporting line for security from the Vice President for Student Affairs to the Vice President for Finance and Administration. Dr. Qureshi outlined on a chalk board the relationship between the two divisions and pointed out the duplication among the areas of security, emergency communications center and parking.

Trustee Girvin asked about the past rationale for the alignment of security. Security has historically been in a number of areas but this placement in 1985 in the Student Affairs division was intended to insure that security would be responsive and sensitive to student needs. Dr. Purce indicated this move will not affect students. The vice presidents of the two units will continue to cooperate and communicate. Another important addition to security, based on funding provided to enhance foot patrols, will be the addition of student foot patrols as recommended by the campus wide safety task force.

Chair Vipperman asked for comment prior to action by the Trustees.

Motion Dr. Rice moved approval of a change in reporting line for
9-3-91 security from the Office of the Vice President for Student Affairs to the Office of the Vice President for Finance and Administration in order to improve service delivery by eliminating duplication. (In addition, improved coordination and communication among security, the emergency communications center, and parking should result.) Motion seconded by Mr. Weinstein and passed following discussion.

REORGANIZATION OF FINANCE AND ADMINISTRATION DIVISION - Action

The Interim President informed the Board of his view of this reorganization plan and his concurrence with the proposed changes. Vice President Qureshi distributed an article regarding nationwide concern about shrinking and uncertain funding sources and the need to find creative ways to manage costs. He commented that the proposed reorganization has been developed to place this area in a position to maintain current level services and respond to the demand for additional services. He added that it would also improve the campus planning process and the communication among the three vice presidents, the budget officer, and external agencies.

Dr. Qureshi outlined the process he utilized in developing this recommendation: review of organization; meeting with each unit and then each director, at which time he shared his desire to realign resources; the directors were asked to appoint a committee in each unit to make an assessment and then develop a recommendation for a realignment of resources for their own and other units; those recommendations were then discussed with directors, who agreed to bring in an outside consultant to review suggestions and conducted interviews.

Dr. Qureshi reviewed the unit and consultant recommendations and used the chalk board to show changes.

The Chair invited questions, comments or a motion.

Trustee Gelman wondered whether carving out something that seems to go with something else (for example construction and maintenance) was the same thing that had happened in the security reporting line. Dr. Qureshi responded that these realignments are designed to improve communication and operation. Trustee Girvin asked whether there had been a regular analysis of the organization. Dr. Purce responded that the last overall analysis and reorganization was in 1985.

At this point, a motion was made and seconded for the purposes of discussion. The Interim President asked whether there were questions that he could answer which would enable the Board to act on this reorganization. Trustee Rice had a sense of unreadiness to act (based on her sense of a need for more discussion) since the resolution addresses the whole organization but Trustees had received a report on only one division. Trustee Girvin agreed. Chair Vipperman added that the Board at some point was given authority to approve what the Board considers to be administrative details. She sensed this was inconsistent with what the Trustees had agreed should be a delegation of authority to the President. The Chair acknowledged that her reticence to act was because this was an administrative decision that should be delegated to the president. On the other hand, the administration is currently required to bring this approval to the Board because of a Board policy made some years ago.

Dr. Purce stated that, based on the information given to him by Dr. Qureshi, the recommendations made sense to him and these alignments are similar to other institutions. Dr. Purce informed the Board that there were people who were affected by these recommendations who had talked to him about their issues. Even though he agreed that these decisions were managerial, he felt that it would be helpful for him to know what information the Board would need to have confidence in this recommendation. Trustee Gelman was not sure it made sense to take the facilities office out of the planning and construction of capital facilities. Dr. Qureshi responded that construction is still the responsibility of facilities and that planning was the only aspect which was transferred out of facilities.

Motion
9-4-91

Mr. Weinstein moved approval of the following changes in structure and reporting line for the Finance and Administration division in order to support the more efficient management of fiscal and human resources and improve the coordination of service delivery by combining related functions:

1) The title of the Administrative Assistant for Budget to the Vice President for Finance and Administration will be changed to Special Assistant to the Vice President for Finance and Administration. The following areas will report to this position: Campus Planning, including College Architect/Planner, RFP and Contract Coordination, Capital Budget (including support personnel), all formerly reported to Facilities; Purchasing, Space and Scheduling, both formerly reported to General Services.

2) Recycling, which formerly reported to VP FAD, will report to Facilities.

3) The name of the Employee Relations unit will be changed to Human Resource Services, and Employee Benefits, which was in the Controller's Office, will report to Human Resource Services.

4) The name of the Computer Services unit will be changed to Computing and Communications. Telecommunications and Electronic Maintenance and Engineering, formerly under General Services, will report to Computing and Communications.

5) The Bookstore, Food Services, Conference Services, and General Services will be subsumed into Auxiliary Services which will also include Mail Services, Printing/Duplicating, Central Receiving, Property Inventory/Records Management.

Seconded by Dr. Terrey and passed following lengthy discussion.

Dr. Terrey noted that the Board and staff are in the process of reviewing the issue of delegation of authority; he hoped that a more appropriate delegation of authority would subsequently be adopted by Trustees. The Chair agreed.

APPROVAL OF RESOLUTION PROVIDING FOR THE COLLEGE'S ORGANIZATION TABLE - Action

Current policies require Board approval for changes in the College's organizational structure.

Motion
9-5-91

Dr. Terrey moved approval of attached Resolution No. 91-10, entitled "Resolution of the Board of Trustees of The Evergreen State College providing for the College's organization table and the method for its change." Seconded by Dr. Rice and passed.

Trustee Rice added her recommendation that the delegation of authority resolution be reviewed at a future meeting. President Purce added that, given the discussion surrounding this issue, he felt it was important for the Board


to have had this open discussion and indicated that staff will present a proposed policy at a future meeting.

DATE OF NEXT MEETING AND ADJOURNMENT

The Chair announced a special Board meeting on September 25, with a work session on September 24. The date of the next regular Board meeting was confirmed for October 9.

The meeting adjourned at 2:40 PM.


Carol Vipperman, Chair


Lila S. Girvin, Secretary

Attachments