

MEETING OF THE BOARD OF TRUSTEE OF THE EVERGREEN STATE COLLEGE

Wednesday, December 11, 1991

Daniel J. Evans Library

Olympia, Washington

Trustees Attending:

Lila S. Girvin
Frederick T. Haley
Edward Kelly
Christina A. Meserve
Constance W. Rice (Work Session)
John N. Terrey
Carol Vipperman

**Representatives
to the Board
Present:**

Cheryl Culver, Alum
Nancy McKinney, Staff
Jeb Thornton, Student

Staff Present:

Michael Beug, Academic Dean
Wade Davis, Controller
Carolyn Dobbs, Interim Vice President for Student
Affairs
Vallie Jo Fry, Special Assistant to the Vice President
for Finance and Administration
Sandy Hanson, Director of College Relations
Lee Hoemann, Executive Assistant to the President
Jennifer Jaech, Assistant to the President for
Governmental Relations
Jim Johnson, Director of Computing and
Communications
Russ Lidman, Vice President and Provost
Thomas L. Purce, Interim President
Rita Sevcik, Administrative Assistant to the President
Nancy Taylor, Member of the Faculty
Mike Wark, Information Specialist
See permanent roster for others attending

Others Attending:

Jan Frickelton, Assistant Attorney General
Kamilla McClelland, The Olympian

WORK SESSION:

Trustees devoted the morning work session to a discussion of the presidential search process, beginning with a report from Trustees Girvin and Terrey, who represent the Board on the Presidential Search Committee. Dr. Purce distributed a draft list of issues and questions for the Board to consider, which incorporated suggestions from Dr. Purce's conversation with Trustee Rice. In addition, Trustees Rice and Terrey shared their written thoughts regarding the Board process for presidential candidates and questions for candidates.

Agreements coming out of the work session were discussed with Nancy Taylor at 11:30 AM when she joined the Trustees. The Chair asked that, when the DTF forwards the 3 - 5 names to the Board, the Board also receive the complete files for those candidates. The Board specified that these are the components that they want in the interview schedule:

- (1) Two-day interview process.
- (2) Board contact with each candidate would include:
 - (a) breakfast the first morning (8:00 - 9:30 AM)
 - (b) Formal exit interview the second day (4:00 - 6:00 PM), followed by
 - (c) Dinner with candidate (6:30 PM).
- (3) Important to ask candidate to make public presentation/lecture which is videotaped and available to people not able to attend.
- (4) Board members will escort candidate to all meetings and provide introductions (prime host with alternate). The Chair suggested that Trustees Girvin and Terrey may not need to share this responsibility. To be decided: whether or not Trustee escorts sit in on individual meetings.
- (5) Interviews must be uniform (ie - all or none visit Tacoma campus).
- (6) Board will draft evaluation form and community input (data) will come directly to the Board and will be shared with members of the Presidential Search Committee.
- (7) External community members to be invited to participate in interviews: Executive directors of the Council of Presidents and the Higher Education Coordinating Board; representatives of the Board of Governors and the alumni.
- (8) In addition, at the minimum, the following people/internal communities should have time with candidates: Interim President; Vice Presidents (individual meetings); Academic Deans; Agenda Committee; Faculty; Directors, Deans, and Budget Coordinators; current Interim President's staff; Staff interaction/reception; Students.

Target dates discussed by Trustees:

January 14, 1992 - 6:30 PM meeting with Presidential Search Committee to receive names of three to five presidential finalists (and list of strengths and weaknesses) and also to receive the complete candidate files of those individuals (date confirmed following meeting).

January 15, 1992 - 9:00 AM regular Board meeting work session, followed by public meeting at 1:30 PM.

February 3 - 21, 1992 - Campus interviews of finalists.

February 27, 1992 - Deadline for community input on candidates (subsequently changed to **March 2**).

March 2, 1992 - Evaluation responses mailed to Trustees by overnight mail and shared with members of the Presidential Search Committee (subsequently changed to **March 4**).

March 5, 1992 - 1:00 - 7:00 PM Trustees meet in work session to begin preliminary evaluation (subsequently cancelled).

March 10, 1992 - 9:00 AM - 5:00 PM held for executive session deliberations.

March 11, 1992 - 9:00 AM, date/time of regular March Board meeting

The Chair indicated that once finalists' names are forwarded to the Board on January 15, the formal work of the Presidential Search Committee would be complete. The search committee, however, has agreed to assist with the scheduling of on-campus interviews and with hospitality.

It was agreed that a joint letter should be sent the first week of winter quarter from the Trustees and the Presidential Search Committee inviting members of the community to make suggestions on how they wish to be involved in the final interviews.

The Trustees will develop an evaluation format to include the list of required and preferred qualifications in addition to an open-ended question asking for individual community members' evaluation of the candidates. In response to a question from Ms. Taylor regarding evaluation of candidates by the Presidential Search Committee, the Chair acknowledged that any assessment of candidates be in writing from the individual members of the search committee and be received by the deadline set for community response.

In response to a request for advice from the Chair, Nancy Taylor mentioned the importance of reference checks and on-site visits and asked whether there was any thought that anybody other than the Trustees be involved. Chair Vipperman indicated the Board will evaluate whether or not it would be necessary to make on-site visits, and if so, who would go.

Subcommittee Appointment - Presidential Interview Process

The Chair asked Trustees Meserve and Kelly to serve as a Board subcommittee to review questions and make recommendations about the process to be used in Board interviews of candidates. The Chair offered to consult with the subcommittee.

Trustee Girvin commended Nancy Taylor's commitment to this job in addition to her teaching responsibilities.

DELEGATION OF AUTHORITY RESOLUTION/BYLAW AMENDMENT - Discussion

During a luncheon working session, the Board discussed the proposed delegation of authority resolution including review of (1) a December 11 memo from Trustee Terrey which clarifies his endorsement of the proposal that all powers and duties not delegated to the President rest with the Board (and his expressed hope that authority for management of the daily operation of the institution be delegated to the President); and (2) a December 9 staff memo

which provided background for the staff recommendation that all powers and duties not reserved by the Board rest with the President.

Following discussion, it was generally agreed that this issue be tabled and that a missing element would be a definition of what policy means.

EXECUTIVE SESSION

At approximately 1:00 PM, the Trustees recessed into executive session for purposes designated on the agenda.

PUBLIC MEETING:

Chair Vipperman introduced the two new Trustees who were appointed to fill the vacancies left by Herb Gelman and Allan Weinstein. New Board members are: Frederick Haley, of Tacoma, who is the Chairman and Chief Executive Officer for Brown and Haley; and Edward Kelly, who is a general practice attorney in Vancouver. Interim President Purce introduced the new student representative Jeb Thornton. (Kamilla McClelland, education reporter with **The Olympian** was introduced to the Trustees in the morning work session.)

Trustees accepted the agenda without change.

CHAIR'S/PRESIDENT'S REPORT

The Chair reviewed two requests which she had received and asked for Board guidance: (1) Higher Education Coordinating Board Council on Diversity and Minority Participation. Each four-year, public institution is to develop its own goals consistent with the statewide goals by September, 1992. The Chair indicated that she would consult with the Interim President and appoint a Trustee to represent Evergreen on this Council. (2) Letter from the State Auditor's Office which informs the Board of a new auditing standard which Evergreen is required to follow this year.

Appointment of a Board Finance Committee

Ed Kelly and Chris Meserve volunteered to constitute a Board Finance Committee in order to comply with the requirement that an independent auditor communicate certain matters related to audits directly to those who have responsibility for oversight (the Board).

Presidential Search Report

Nancy Taylor reported that the interviews with the semi-finalists are being arranged; by January 15, the Committee will be ready to recommend finalists to the Board.

Security Issues

The President related that a security consultant will be invited to campus and asked to make recommendations regarding security issues.

Administrative Evaluation

The President indicated the next step is for the Vice Presidents to meet with a group of deans and directors and make recommendations for an administrative evaluation policy.

Legislative Update

Special Assistant to the President Jennifer Jaech discussed tuition and fee policies coming before the 1992 legislation session and distributed a page identifying key questions. Assumptions are: (1) an increase in tuition and fees (beyond the normal increase based on the education cost study) is likely and (2) this is an opportunity to seek a long-term dedicated funding source for higher education. She indicated that the staff would like to have an idea of the standards by which this Board would evaluate each of the tuition proposals. Following discussion, Dr. Purce volunteered that he and Ms. Jaech will prepare a position paper for the Board to consider.

Budget Presentation

Dr. Purce shared his belief that the institution could be looking at an approximate 13.5 percent shortfall. If the magnitude of reduction is beyond the 5 percent level, structural changes need to be considered. A major problem is having to make up a year's shortfall at the end of the fiscal year. The College cannot legally at this time take concrete steps to address this potential.

Budget Officer Steve Trotter distributed and discussed a document entitled "Budget Planning during Uncertain Times," dated 12/11/91. If the institution were to be asked for an additional 5 percent reduction in March or April, that would mean a reduction of \$1.4 million. He demonstrated by bar graph the compounded impact over time and identified a prime goal of preserving the quality of instruction. The staff plans to review some of the options on January 15 with the Trustees and identify flexibility maintaining measures.

Student Affairs Search

Dr. Purce indicated that Vice President for Student Affairs candidates will be interviewed prior to the end of January.

APPROVAL OF MINUTES - Action

Motion Ms. Girvin moved approval of the minutes of the November 13,
12-1-91 1991 meeting as distributed. Seconded by Ms. Meserve and passed.

APPROVAL OF STAFF AND FACULTY SALARY INCREASES - Action

Dr. Purce reviewed the administrative recommendation to allocate to exempt staff and faculty a 3.9 percent across-the-Board salary increase.

Motion
12-2-91 Dr. Terrey moved approval for increases for faculty and exempt of an average 3.9 percent above current compensation levels beginning January 1, 1992. Following the procedures outlined in the Faculty Handbook, the 3.9 percent average faculty raise is reached in two steps. First, each faculty member moves up one experience year on the scale in recognition of their academic work during the 1990-91 year. In addition, the entire scale is increased by the remaining amount of funds granted for faculty compensation. The amount of increase received by individual faculty members depends on their experience year. Following the procedures outlined in College policy regarding cost-of-living increases for exempt employees, the exempt salary grid is elevated 3.9 percent over the current compensation levels. Seconded by Ms. Girvin and passed.

DELEGATION OF AUTHORITY RESOLUTION/BYLAW AMENDMENT - Postponed

Motion
12-3-91 Dr. Terrey moved to defer action on agenda item No. 7, "Delegation of Authority Resolution/Bylaw Amendment" until the March meeting. Dr. Terrey modified his motion to defer action to no later than March, 1992. Seconded by Mr. Haley and passed as modified.

Following the comments made during the work session discussion, the Chair suggested that there was a need to clarify terms--what is meant by policy? What is meant by authority?

DATE OF NEXT MEETING AND ADJOURNMENT

Chair Vipperman pointed out that the January meeting would be held on the third Wednesday (January 15). She welcomed once again the two new Trustees and announced a 3:30 PM reception to meet Mr. Haley and Mr. Kelly.

The meeting adjourned at 2:50 PM.


Carol Vipperman, Chair


Lila S. Girvin, Secretary