

# **REGULAR AND SPECIAL MEETINGS OF THE BOARD OF TRUSTEES OF THE EVERGREEN STATE COLLEGE**

**Special Meeting - Tuesday, October 12**  
**Regular Meeting - Wednesday, October 13, 1993**  
**Daniel J. Evans Library, Room 3112**  
**Olympia, Washington 98505**

## **Trustees Attending:**

Lila S. Girvin  
Frederick T. Haley  
Dwight Imanaka  
Edward F. Kelly  
Christina A. Meserve  
John N. Terrey  
Carol Vipperman

## **Representatives to the Board Attending:**

Charen Blankenship, Staff  
Ray Goforth, Student  
Dale Knuth, Alum  
David Paulsen, Faculty

## **Staff Present:**

Pris Bowerman, Academic Dean  
Art Costantino, Vice President for Student Affairs  
Ermelindo Escobedo, Affirmative Action Officer  
Patty Henson, Executive Director of Development  
Lee Hoemann, Executive Assistant to the President  
Steve Hunter, Director of Institutional Research  
Jennifer Jaech, Assistant to the President  
Jane Jervis, President  
Sandra (Hanson) McKenzie, Director of College Relations  
Nancy McKinney, Special Assistant to the Executive Vice President  
Les Purce, Executive Vice President for Finance  
Arnaldo Rodriguez, Dean of Enrollment Services  
Rita Sevcik, Administrative Assistant to the President  
Barbara Smith, Academic Dean  
Steve Trotter, Budget Officer  
Mike Wark, College Relations  
Les Wong, Academic Dean  
Karen Wynkoop, Associate VP for Academic Budget and  
Financial Planning  
Bill Zaugg, Administrative Assistant for Budget, Student Affairs Division  
See permanent roster for others attending

## **Others Attending:**

Jan Frickelton, Assistant Attorney General  
Leslie Keller, WashPIRG  
Arthur West, citizen

**SPECIAL MEETING - October 12, 1993**

On Tuesday, October 12, the Trustees were invited to lunch with the Governor at the Governor's Mansion. The Governor addressed the group on issues related to higher education. No action was taken. In the afternoon, Trustees participated in academic programs on campus. Following an informal dinner at the President's Residence, the Board convened in executive session to evaluate the performance of the President.

**WORK SESSION - October 13, 1993**

The work session was convened shortly after 9:00 AM by Chair Meserve.

**Board Self-Evaluation/Goal Setting**

The Board discussed its self-evaluation and the responses received from members of the community; they agreed to let the 1992-93 self-evaluation (attached) stand as written and distributed. Trustees expressed appreciation for superb staff work on budget and on keeping Trustees informed. Trustees want to continue to have opportunities to visit classroom settings, and urged the administration and faculty to be vigilant about the delivery of academic programs to students.

In a discussion of the Trustees' goals, it was noted that, by approving the President's goals, the Trustees undertake to support those as institutional goals. The Board defined the following goals for 1993-94; they are scheduled for approval at the next meeting:

*In addition to supporting the President in the achievement of her goals for 1993-94, the Board adopts the following goals for the coming year:*

- 1) *Participate in long-term planning and take an active role in communicating the Board's policies and concerns to the long-range planning committee.*
- 2) *Increase our external and internal community involvement.*
- 3) *Continue to address issues of community and the social contract and issues facing higher education in general.*
- 4) *Support improvement and refinement of institutional governance structure and governance documents.*
- 5) *Become a more effective Board by*
  - a) *assessing our performance as a team;*
  - b) *tracking our goals and the progress toward them;*
  - c) *increasing our participation on campus;*
  - d) *reviewing regular reports from the President and staff.*

Trustees engaged in a discussion about their role in **strategic planning**. Provost Lidman suggested that could be a topic for discussion at the next work session. In the meantime, the



Provost is to ask those involved in strategic planning about their expectations for the Board. Trustees felt their role is to keep questioning. Trustee Vipperman emphasized the need for the Board to have time to discuss on a periodic basis the future of the college, concerns, opportunities, vulnerabilities which could then be shared with the strategic planning group.

Trustee Vipperman wondered whether there would be briefings for Trustees of all the colleges regarding common themes and suggested that Evergreen be a leader of this effort and sponsor such a seminar. Trustee Terrey suggested a small conference that would bring principals, superintendents and board members of public schools together in order to exchange information. Trustee Terrey suggested a one-page summary after meetings of Board action, information and an announcement of what is on the Board's agenda. (*The College Relations office will include this type of summary in Greener Scene, the campus newsletter, and Ray Goforth, the student representative, volunteered to prepare articles for the Cooper Point Journal.*)

Regarding the goal of increasing community involvement: perhaps in association with two-day meetings, staff would arrange for Trustees to have opportunities for interaction with students or take part in something on campus.

### **President's Goals**

The President reviewed her goals for 1993-94 which are organized according to four long-range areas with specific goals for next year for each of the long-range goals.

### **Productivity**

President Jervis stated that any discussion of productivity has to be clear about the "product." She helped the Board think about the various definition of Evergreen's "product," ranging from simply a graduate to a student or a graduate who has a transformed mind and has developed a habit for life-long learning. Education and transformation of people is slow; it is labor intensive and increasingly costly and difficult to measure. The President distributed charts reflecting faculty activity analysis (1989) and teaching load distribution (fall 1992), opining that faculty are doing an extraordinary job. The third page of the handout provided a comparison of higher education staffing and enrollment for the four-year, public institutions. Over the last eight years, Evergreen has had a 31 percent increase in enrollment and a 21 percent increase in staff (the absolute number of support staff declined during this period). The President expressed the opinion that the College is likely to find major savings only by substantially increasing the enrollment without increasing the physical plant. The evening/weekend program is a beginning. President Jervis pointed to a second way to think about productivity, which she termed "value added" -- an assessment of the growth of the student. Trustee Vipperman reviewed the work of the Efficiency Commission and suggested it might be prudent for Evergreen to ask their assistance in a review of the College.

Trustees had lunch with students from the *Social and Organizational Change for the 21st Century* program.

## **REGULAR MEETING**

The regular meeting was called to order by Chair Meserve at approximately 1:40 PM. The President introduced the new Alumni representative, Dale Knuth, and David Paulsen, who will be sharing the Faculty representative position with Gail Tremblay. The agenda was accepted as submitted.

### **Chair's Report**

The Chair reviewed the activities of the previous day (lunch with the Governor and Trustees from Western Washington University; participation in academic programs; executive session to evaluate the President).

She announced that the evaluation of President Jervis was very, very positive. The Board concluded that the President has exceeded their expectations, which were very high. The Board members absolutely and unequivocally agree that the work that President Jervis has done and the performance the Board has seen justifies an increase in salary; however, the Board feels the College is not in a position to make an increase in the President's salary at this time, but the Board is committed to doing what it can to rectify that situation at the first available opportunity. The Board found the President to have an extraordinary sense of vision and a commitment to innovation that is reflected in the President's self-evaluation and in her proposed goals for 1993-94. The Board feels fortunate to have President Jervis at the helm. The Chair's statement regarding the evaluation of the President is attached to these minutes.

The Chair continued her report by noting that she had signed a memorandum to the Evergreen community regarding the Board's continuing commitment to the social contract. She reported that the Board completed its self-evaluation in the work session and expects to have published goals available for adoption in November.

### **President's Report**

President Jervis thanked the Board for their support of her installation. She reported the death of faculty member Mary Nelson, and asked Russ Lidman to tell the Board about Ms. Nelson, who joined Evergreen in 1972. The President mentioned that once again *U. S. News and World Report* has listed Evergreen as one of the best liberal arts colleges in the country. As part of the convocation/installation, the President related she had been surprised and delighted by a gift from her colleagues -- a collection of books about *Women in Science* for the Evergreen Library.



The President provided an update on the potential impacts of Initiatives 601 and 602 on Evergreen, explaining that the College has not started to craft budget responses to hypothetical requirements because (1) we do not know whether or which initiatives will pass; (2) we do not know what the Governor or legislature might do or whether there will be restrictions that limit our response; (3) the College has laid a good base in budget planning last spring, including development of deep-cut scenarios; (4) the College is fully engaged in pressing work and teaching; and (5) the uncertainties are so numerous the College believes it is unwise to further impact productivity and morale by creating hypothetical scenarios. There is wide-spread belief that the College's RIF policy is unworkable and requires revision (that issue is beginning to be addressed).

Russ Lidman provided a brief update on strategic planning.

Reports from representatives to the Board: Student - Ray Goforth reported (1) continued problems with financial aid, indicating the administration has been pro-active in trying to solve those problems, and (2) students are concerned about cuts to evening/weekend programs should the initiatives pass; Staff - Charen Blankenship reported (1) many staff had been involved in new-student orientation; and (2) staff are feeling the impact of layoffs and are concerned about the initiatives; Faculty - David Paulsen reported (1) start-up of academic programs, and (2) faculty apprehension about the initiatives; Alum - Dale Knuth reported (1) his perception of Evergreen's improved image in the community, (2) naming of Valerie Manion as interim director of Alumni Affairs while Pat Belisle is on leave, and (3) the alumni newsletter will have information about the initiatives.

#### **APPROVAL OF MINUTES - Action**

**Motion** Mr. Terrey moved approval of the minutes of the September 8, 1993  
**10-1-93** meeting as submitted. Seconded by Ms. Vipperman and passed.

#### **REVISION TO BOARD POLICIES NO. 4 (STATEMENT OF BOARD PROCESS) AND NO. 5 (PRESIDENTIAL EVALUATION) - Action**

These proposed revisions reflect minor changes suggested by the Board and the President.

**Motion** Ms. Vipperman moved adoption of attached Board Policy No. 4, Statement  
**10-2-93** of Board Process (originally adopted 9/25/91). Seconded by Ms. Girvin and passed.

**Motion** Ms. Vipperman moved adoption of attached Board Policy No. 5, Presidential  
**10-3-93** Evaluation (originally adopted 9/25/91). Seconded by Ms. Girvin and passed.

#### **APPROVAL OF PRESIDENTIAL GOALS - Action**

Trustee Terrey pointed out Board adoption of the President's goals conveys also the Board's support of these goals.

**Motion** Ms. Girvin moved approval of President Jervis' 1993-94 goals as reviewed  
**10-4-93** by the President and attached to the minutes. Seconded by Ms. Vipperman and passed.

## **REPORTS, DISCUSSION ITEMS, OTHER BUSINESS AND INFORMATION**

### **Curriculum Report**

Pris Bowerman distributed the 1993-94 curriculum listing. She reviewed new programs, including the evening/weekend program. She related that the core programs do not have an identifiable science, arts, or math program -- most of the programs are very broad. This is the first year in which more than half of the core programs are staffed with one mathematician or a scientist willing to teach math (an emphasis on quantitative studies in the curriculum). She distributed and reviewed her memo to faculty which announced an increase in program enrollments (to accommodate students on wait lists), bringing the standard student/faculty ration to 25:1. Dr. Bowerman responded to questions. Trustee Vipperman indicated she would like to have an understanding about themes -- what will the curriculum look like in the future. Is there a correlation for students from year to year? She suggested a Board work session on curriculum over a four-year period. Trustees received copies of the 1994-95 catalog and the 1993-94 First Peoples Catalog.

### **Admissions Report**

Arnaldo Rodriguez distributed and reviewed the admissions report for fall quarter 1993. He reviewed the admissions process and showed overhead charts comparing enrollment for the last four years, the breakdown between undergraduate and graduate students; students of color, high-school direct, etc.

### **WashPIRG Update**

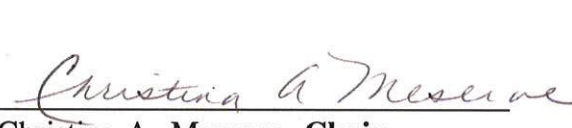
Student Leslie Keller, in her third year as a WashPIRG volunteer, distributed and reviewed WashPIRG materials and projects (ancient forests, endangered species, buy recycled, hunger and homelessness, and consumer issues campaigns). Future projects include: playground safety, grocery scanner's scam, and renter's rights handbook. She circulated sample reports prepared by WashPIRG. During winter quarter, students will be conducting a referendum drive.

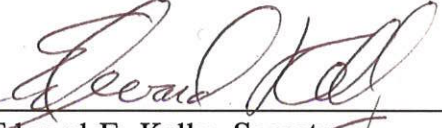
## **DATE OF NEXT MEETING AND ADJOURNMENT**

Trustees attended dedication of the Lab Annex remodel following adjournment.

The next meeting was confirmed for Wednesday, November 10.

The meeting adjourned at approximately 3:25 PM.

  
Christina A. Meserve, **Chair**

  
Edward F. Kelly, **Secretary**

**Attachments**

- 1992-93 Board Self-Evaluation
- Chair's Presidential Evaluation Statement
- Board Policy No. 4
- Board Policy No. 5
- President's 1993-94 goals