

**SPECIAL MEETING OF THE BOARD OF TRUSTEES  
OF THE EVERGREEN STATE COLLEGE  
EDUCATIONAL/PLANNING SESSION**

***DECEMBER 8, 1998***

**Daniel J. Evans Library, Room 3112  
Olympia, Washington 98505**

**Trustees Attending:**

Stanley L. K. Flemming  
Dwight Imanaka  
David E. Lamb  
Karen Lane  
Lara Littlefield  
Marilee K. Roloff  
Carol Vipperman

**Absent:** Bill Frank, Jr

**Staff Present:**

Art Costantino, Vice President for Student Affairs  
Wade Davis, Controller  
Jin Darney, Academic Dean  
Paul Gallegos, Assistant to the President for Equal Opportunity  
Ruta Fanning, Vice President for Finance and Administration  
Lee Hoemann, Executive Associate to the President  
Steve Hunter, Director of Institutional Research  
Jane Jervis, President  
Anna Kircher, Director of Computing and Communications  
Lee Lambert, Assistant to the President for Civil Rights & Legal Affairs  
Dan Leahy, Member of the Faculty  
Nancy McKinney, Special Assistant to VP for Finance and Administration  
Craig McLaughlin, Publications Manager  
Kim Merriman, Assistant to the President for Governmental Relations  
Walter Niemiec, Associate VP for Academic Budget & Financial Planning  
Evelia Romano, Member of the Faculty  
Rita Sevcik, Administrative Assistant to the President/Recording Secretary to  
Board of Trustees  
Barbara Leigh Smith, Vice President for Academic Affairs and Provost  
Mike Segawa, Director of Housing  
Steve Trotter, Budget Director  
Bill Zaugg, Administrative Assistant for Budget

**Others Attending:**

Pat Callan, President, The Higher Education Policy Institute  
Magda Costantino, Center for Educational Improvement  
Emily Decker, Washington Center for Undergraduate Education  
Jan Olmstead, Governor's 2020 Commission

**2020 Commission Report**

Following a reception for new Trustee Karen Lane, Chair Lamb called the meeting to order at approximately 10:00 AM, welcoming Evergreen's newest trustee who was also representing the Governor's 2020 Commission. Trustee Lane reviewed the work of the Commission,

acknowledged the difficulty of forecasting 20 years out, and commented that the 2020 report focuses on capacity, quality and effectiveness/efficiency of the higher education system. The Commission estimated that 100,000 more students will need to be accommodated by higher education by the year 2020, an increase of 33%. Trustee Lane reviewed the recommendations made by the Commission, explored some of the alternatives to building additional universities, and expressed her belief that the most important recommendation is for the business community and other constituencies to come together to establish an advocacy group on behalf of higher education. President Jervis reviewed Governor Locke's just-released budget package, indicating that the Governor's 1999-01 budget plan draws on the Commission's recommendations to develop a comprehensive system of lifelong learning in Washington State. Trustee Lane introduced Jan Olmstead (who provided support for the 2020 Commission from the Office of Financial Planning) and responded to questions. The Chair asked Trustee Lane's advice regarding implications for Evergreen for planning for the future. Ms. Lane believes it would be beneficial for all of higher education to try to find ways to talk to the business community about the value of higher education in preparing students to be successful future employees.

### **I-200 Discussion**

Vice President Art Costantino and Lee Hoemann (Executive Associate to the President) led a discussion about the impact of I-200, the initiative which prohibits the state from discriminating or granting preferential treatment based on race, sex, color, ethnicity or national origin in public employment, education, and contracting. Dr. Costantino presented the challenge facing Evergreen – to try to continue the College's long-standing commitment to diversity in terms of student recruitment and recruitment of employees within the context of this initiative. Dr. Costantino reviewed the campus process and the formation of a committee (which includes a representative from the Attorney General's office) to help inform these deliberations. Lee Hoemann clarified the role of the Attorney General's office and dispelled the misperception that this initiative ended affirmative action, commenting that some practices and tools will require change. The President communicated her understanding that decisions related to functioning within the context of I-200 are delegated by the Board to the President, who is charged with preserving a lively, diverse community on campus, operating within the law, in concert with other state agencies and in good faith.

### **LUNCH RECESS**

At approximately 1:00 PM, the Board reconvened the educational planning meeting.

### **Legislative Forecast/Tuition Discussion**

Kim Merriman, Assistant to the President for Government Relations, reviewed the election results (a switch in the Senate from Republican to Democratic control and a 49-49 split in the House), resulting in new committee chairs. She offered to send Board members legislative rosters and addresses, asking Trustees to let her know of their knowledge of and familiarity with legislators she/Trustees should connect with. She discussed the Governor's budget, some of the issues facing this legislature, related issues being discussed by the Higher Education Coordinating Board, and offered to share 3x5 cards with "talking points" regarding Evergreen's

budget request. Chair Lamb mentioned his involvement in the development of a joint Boards of Trustees/Regents press release in support of the Governor's budget.

President Jervis reviewed the materials sent to the Board regarding tuition, reminding Trustees that in the past Evergreen and the community colleges have advocated against local tuition-setting authority and advocated for keeping decisions of state support and tuition level linked and in the hands of elected state policy makers. She concluded that the momentum seems to be growing to re-approach the issue (the 2020 Commission recommendations, the Higher Education Coordinating Board budget, and the Governor's budget proposal). The Council of Presidents has been asked to assist the legislature by proposing a plan for tuition setting that all the institutions could agree to (but would not necessarily require all institutions to be treated alike). The President recounted that staff, at the request of the Board, have proposed revisions to the Board's tuition policy statement (adopted in 1995) which strengthen the connection between need and access. She asked for Board guidance about continuing to advocate this position. She pointed out the connections between raising tuition and raising faculty salaries and the Governor's disposition to treat tuition as another revenue source. She asked for Trustee reaction if the state budget were to allow institutions to raise tuition to provide salary increases, given the fact that there is a 30 percent gap between demonstrated need of Evergreens students and the financial aid available (75 percent of which is debt).

Trustees voiced a commitment to the previously adopted philosophical principles (low tuition for access, linkage of tuition with state support and financial aid, state's responsibility) but asked the College to be a partner in the interinstitutional conversations. One suggestion was that the strategic planning process could develop a multi-strategy approach, perhaps with fund raising as one vehicle to provide for faculty salaries and positions and also for scholarship funds.

### **Strategic Planning**

Patrick Callan, President of The National Center for Public Policy in Higher Education (and former Director of Washington's Council for Post-secondary Education), joined Trustees to facilitate and participate in a strategic planning discussion. He described the two most important responsibilities of a Board: to think strategically and to maintain an effective presidency. He offered observations about why strategic planning goes wrong. He asked a number of questions to begin the discussion: "What are the things on which Evergreen's future depends?" "What issues will this plan have to address to add value?" "What are the things you worry about?" "What will a successful Evergreen look like in 2005 or 2010?"

Over the course of the afternoon, the issues and discussions that emerged re-stated the President's identification of level 1 issues:

- Maintain high-quality academic programs and explore new possibilities
- Admit students who can benefit from Evergreen and support their success (*note: the Board has approved a growth plan of 5,000 students by 2010*)
- Find and develop Evergreen's niche in new information technologies
- Maintain faculty/staff vitality in a period of turnover and growth
- Diversify and develop funding sources
- Use/preserve/define physical resources

Suggestions from Board members included: (1) adding a topic for Evergreen's special contributions about learning outcomes; (2) put questions/topics in a context that stimulates new thinking and creates excitement; (3) shorten the topics and expand by creating subtopics; (4) seek external input; external and internal focus are both important (*Steve Hunter added that in collecting information from external sources, we need to think about a process that should be engaged in over the next 5 years and sets up a touchstone*); (5) broaden the context and lay out steps (mission, vision/aspirations, etc.).

The President set forth the process for development of a new strategic plan, which culminated in Board approval in June 1999. Board members agreed they would like to have another chance for discussion prior to March. Trustees Imanaka, Lane and Vipperman volunteered to participate in a conference call with Lee Hoemann, Executive Associate to the President, to organize the approach to frame the next stage of the discussion (set for December 18).


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

The date of the next meeting was confirmed for January 13, with an educational/planning session on January 12, 1999. Chair Lamb asked for input on a resolution for former Trustee Chris Meserve and announced a Board retirement/reunion event on March 9 in Tacoma.

The meeting adjourned at 4:25 PM.



David E. Lamb, **Chair**

  
Stanley L. K. Flemming, **Secretary**

Attachments - None

RMS