

**MEETING OF THE BOARD OF TRUSTEES
OF THE EVERGREEN STATE COLLEGE
January 13 and 14, 2004**

Trustees Attending:

Deborah Barnett
Stanley Flemming
David Lamb
Karen Lane
Merritt Long
Marilee Roloff
Claudia Kauffman RedMorningStar
Anthony Sermonti

Absent: None

Representatives to the Board:

Bonnie Marie, Alumni Representative

Staff Present:

Don Bantz, Interim Provost and Academic Vice President
Pat Barte, College Advancement
Jim Beaver, Director of College Relations
John Carmichael, Administrative Assistant to the President/Recording Secretary
to the Board of Trustees
Art Costantino, Vice President for Student Affairs
Ann Daley, Vice President for Finance and Administration
Russell Fox, Academic Dean
Paul Gallegos, Special Assistant for Affirmative Action & Equal Opportunity
Michel George, Director of Facilities Services
Edie Harding, Director of Governmental Relations
Lee Hoemann, Executive Associate to the President
Ken Holstein, Associate Vice President for Human Resources
Bob King, Computing and Communications
Anna Kircher, Director of Computing and Communications
John McCann, Academic Grants Manager
Frank McGovern, Vice President for College Advancement and Executive
Director of the Evergreen State College Foundation
Bob Pasquariello, Construction Administrator
Thomas L. Purce, President
Al Saari, Computing and Communications
Howard Schwartz, Adjunct Faculty
Nancy Taylor, Member of the Faculty
Joe Tougas, Faculty
Steve Trotter, Executive Director of Operational Planning and Budget
Bill Zaugg, Administrative Assistant for Budget (Student Affairs)

Others Attending:

Howard Fischer, Senior Assistant Attorney General
Jewell Manspeaker, President, Grays Harbor College
Kurtis Dawson, Alumnus
Diyami Allen, student

Tuesday, January 13, 2004

Chair Stan Flemming called the meeting to order at 1:06 p.m. in room 1512 of the John Spellman Library Building on the Grays Harbor College campus in Aberdeen. A quorum was present with Trustees Barnett, Flemming, Lane, Roloff and Sermonti present.

Welcoming remarks

Dr. Flemming invited President Jewell Manspeaker of Grays Harbor College to speak. President Manspeaker noted that several of his staff received Baccalaureate and Master degrees from The Evergreen State College. He said that Evergreen's partnership with Grays Harbor College has made degrees possible for many students who would not have been able to get a degree otherwise.

Grays Harbor Program

Academic Dean Russell Fox reviewed the history of Evergreen's program on the Grays Harbor College campus. He said that the college conducted a successful pilot program in the 1996-1997 academic year and began the program on a continuing basis in 1997-1998 with approval from the Higher Education Coordinating Board. The program, which is offered on Saturdays, is a part-time upper-division coordinated studies program taught by one or two faculty members, depending on enrollment. Beginning in the 1999-2000 academic year, the college decided to focus the program on interdisciplinary management studies. In the 2001-2002 year, the program was re-structured so that students could enroll for either 8 or 12 credits per quarter. Since 2002-2003, enrollment has been sufficient to assign two faculty members to teach in the program.

Dean Fox said that 83 students have taken the program over the past two years. Sixty percent are from southwest Washington outside of Thurston county. Only 18 percent earned Evergreen credits only through the Grays Harbor Program. Forty percent enrolled in the Grays Harbor program for three or more quarters. Dean Fox said that a survey of students in the program over the past two years shows that the program's location and curriculum were significant factors in student decisions to enroll in the program. Eighty-eight percent of students are older than 30. Respondents to the survey indicated high satisfaction with the Saturday schedule and with the quality of instruction. Future goals for the program include raising awareness of the program in the local community, getting information out to prospective students, and providing more support for students enrolled in the program.

Adjunct faculty member Howard Schwartz described his experience teaching in the Grays Harbor program. He said that the structure of the program varies from year to year, but strives to replicate as much as possible the experience of students on the Olympia campus. He described the curriculum of the program in the current year.

A recent graduate of the program, Kurtis Dawson, described his experience with the program. He said that he graduated from Grays Harbor College, received a flyer in the mail describing the Evergreen program, and enrolled for 12-credits when he found that the program fit his schedule. He is currently Youth and Team Director for the YMCA in Grays Harbor. He said that he learned important skills through the program's seminars, including communications skills, the ability to step back and listen to a conversation, to be aware of group dynamics, and to be aware of discrimination in workplace.

Trustee Lane asked what services were available for students needing remedial work. Mr. Dawson said that several students go to the Olympia campus to receive those services. In response to a question from Trustee Barnett, Dean Fox said that survey data from alumni of the program are not easily obtainable. Dr. Schwartz said that he has spoken with several graduates of the program who needed a degree to advance in their careers. Dean Fox noted that the program is somewhat more expensive for the college than programs on the Olympia campus due to the cost of renting facilities and paying for faculty travel.

Summer Diversity Institute work

Academic Dean Rita Pougiales introduced a discussion of the college's recent diversity initiative. Dean Pougiales said that the initiative was not launched in response to a crisis, but is an effort to respond to observations and concerns raised in discussions over the past year. She said that the initiative is campus-wide and involves staff from all parts of the college. The goal of the initiative is to set in place a

systemic, sustainable response to racism and to create a climate in which hard issues can be raised and discussed. The effort this summer began with a staff and faculty institute.

Special Assistant Paul Gallegos said that last year's Day of Absence/Day of Presence program sought to give voice to the experience in the classroom of students of color. The program staged forums for faculty and for students. The dialogues at these forums were enlightening and helped to draw attention to the sometimes subtle forms of racism that students experience. Following the program, the Provost committed to funding a summer institute to continue the work.

Dean Pougiales said that the Summer Institute was held for three days off campus. More than 40 people, including seven students, attended. Emeritus faculty member Carol Minugh argued that the goal of the institute should be to engage in participatory research, listening to people's experiences, developing grass-roots responses, and engaging the whole community as change agents. Dean Pougiales said that the faculty had discussed these issues at the faculty retreat and in planning units.

Faculty member Joe Tougas described one of the projects that developed from the work of the summer institute. He said that a small group is meeting to study the college's Social Contract. He noted that the document gives an enormous weight to "civility," but does not define the term. The document stresses the rights of individuals, but does not speak directly to responsibility for the community. If the group proposes changes to the Social Contract, those revisions would come to the board.

Trustee Roloff asked why classes are not cancelled for Day of Absence/Day of Presence. Mr. Gallegos said that he is not aware of any programs on campus for which classes are cancelled. Trustee Flemming asked if the college has measures that could be used to benchmark or measure progress on diversity issues. Dean Pougiales said that the group is in an early stage of defining and articulating the problem. Mr. Gallegos said that the Institutional Research office is participating in the discussion and is giving thought to measurement. Mr. Gallegos noted the board's diversity statement was last revised in 1998 in response to the passage of Initiative 200.

Budget Update

Executive Director for Operational Planning and Budget Steve Trotter reviewed the budget planning from the past year. Balancing the budget required several adjustments, including a tuition increase of seven percent for resident undergraduate students and nine percent for all other students. The college received approximately \$750,000 for maintenance and operation of the new Seminar II building, which will add approximately 10.5 FTEs. There were no general cost-of-living increases in the budget, but the budget did include a small fund for recruitment and retention: \$124,000 for the current fiscal year, rising to \$252,000 next year, which represents a half-percent adjustment.

Mr. Trotter said that last year's legislative budget included two pools of money for statewide enrollment increases. Evergreen received funding for 34 FTE from the fund administered by the Office of Financial Management to accommodate additional transfer students. The second pool of funds, which was targeted at new enrollments in "high demand" fields, was administered by the Higher Education Coordinating Board. Evergreen's request to the "high demand" pool for permanent funding of the MPA Tribal Administration program was declined.

Mr. Trotter described the supplemental budget request that the governor submitted to the legislature. The governor proposes a \$193 million enhancement to the state budget, leaving \$172 million in reserves. The governor's proposal would provide an enhancement of \$42 million to higher education from the state General Fund. Specifically, the governor's proposal would provide 25 new student FTEs to Evergreen. In addition, the Higher Education Coordinating Board would distribute funding for 900 additional "high demand" enrollments.

Mr. Trotter said that late in the supplemental budget request process, Evergreen found that revenue from the state timber trusts would fall short by \$1.6 million of the level needed to fund projects authorized in the biennial budget. Consequently, Evergreen requested a technical correction to make up the shortfall from other revenue sources. This request was not included in the governor's proposal, but the governor did propose an addition of \$3.1 million for lab renovations which would otherwise have been planned for a future biennium.

Legislative Budget

Director of Governmental Relations Edie Harding reviewed key issues before the legislature. She said that the League of Education Voters proposal for sales tax increase has not yet come formally to the legislature. The governor may propose a bill in the coming weeks. Ms. Harding said that the legislature's higher education committees will be reacting to the Higher Education Coordinating Board's Interim Master Plan. Committees will also receive a report from the P-20 work group that met during the legislative interim. Ms. Harding said that both the House and Senate are considering bills to expand membership of the Higher Education Coordinating Board. She said that paying for remediation for college students is also an area of interest.

Ms. Harding discussed legislative work on performance contracts in higher education. A work group was formed during the legislative interim. Three universities presented frameworks for possible contracts. The universities are seeking enhanced funding through tuition increases or through state dollars in exchange for producing specific outcomes. The governor proposed a bill which calls for one research university and one regional university to participate in a pilot project on performance contracts. The pilot would have the legislature accept or reject contracts for the two institutions in the 2005 legislative session. The contracts would run for four years, at which point the Washington State Institute for Public Policy would evaluate the pilot project. All the public four-year institutions except Evergreen have expressed interest in participating in the pilot.

Trustee Karen Lane asked about performance contracts that could give some institutions the authority to raise tuition above the level of other institutions. Would other institutions suffer when the state's limited financial aid resources shifted to support students at those high-tuition institutions? Ms. Harding said that the University of Washington has said that if they are allowed to raise tuition, they will supply the additional aid required from institutional resources.

Recess

The board recessed at 4:00 p.m., to reconvene at 9:00 a.m. on Wednesday, January 14.

Wednesday, January 14, 2004

Dr. Flemming called the meeting to order at 9:04 a.m. with Trustees Barnett, Flemming, Lane, Lamb, Long, RedMorningStar and Sermonti present. Trustee Roloff joined the meeting at 9:15 a.m.

Introductions

Dr. Flemming welcomed Claudia Kauffman RedMorningStar to the Board of Trustees, who takes the position previously held by Billy Frank, Jr. President Purce introduced AmyLyn Ribera, the new Administrative Secretary to the President.

Technology Planning Update

Vice President for Finance and Administration Ann Daley introduced Director of Computing and Communications Anna Kircher. Ms. Kircher discussed a survey conducted by EDUCAUSE to measure information technology at liberal arts baccalaureate schools. In most respects, Evergreen's information technology is similar to peer institutions in the survey group. The survey shows that eight percent of

institutions require students to own computers. Ninety-five percent provide Ethernet internet access in residence halls. Thirty-seven percent charge a technology fee, and most of those do not have a formal structure that gives students a voice in determining how the money collected through student technology fees is spent. Ms. Kircher noted a few differences between Evergreen and the peer institutions included in the EDUCAUSE survey. Most schools have a strategic technology plan in place. Evergreen is now in the process of developing a plan. Only twelve percent of institutions in the survey do not have an equipment replacement plan. Of those who do have an equipment replacement plan, 85 percent use a replacement cycle of four years or less. Forty-nine percent of these institutions have 100 percent of the cost of equipment replacement identified in their budgets.

Ms. Kircher said that Evergreen acquires about 300 computers each year. The college currently owns approximately 1,500 computers. For every ten new personal computers acquired, seven of the computers replaced get re-used in another area. Ms. Daley said that this re-use of old computers requires technical support staff to support a wide array of equipment. Ms. Kircher said that the college buys personal computers through state contracts which provide a discount and allow the college to purchase equipment without seeking bids each time.

Ms. Kircher noted that information technology planning at Evergreen is decentralized. Increasingly, the same technology systems support multiple areas, which creates the need for more coordinated planning. She also said that the college's equipment budget has long been insufficient to fund the replacement of information technology equipment, so many of those expenditures are funded from other sources of budget flexibility, which makes it difficult to see clearly the college's investment in technology. She reported that several Information Technology Collaboration Hive (ITCH) groups have been convened to improve communication and information sharing across organizational areas. The ITCH groups are reviewing a draft information technology strategic plan, which will they will forward to Senior Staff. They are also thinking about the 2005-2007 budget process and are working to develop a college-wide view of the information technology projects that are planned for the near future. The list of projects is currently thirteen pages long, so the group is working to prioritize the list.

Ms. Kircher identified several long-range strategic questions that confront the college. How much does the college want to spend on information technology? What are the highest priorities for that investment? What information technology capabilities should be available to everyone on campus? What level of service does the college expect from technology support staff? What security risks are present and what level of risk is acceptable? Finally, will the college attempt to use its decentralized budget process to carry out a centralized strategic information technology plan? Or will the college implement a more centralized budget to support the plan?

Dr. Flemming asked where the planning process would be in six months. Ms. Kircher said that by the end of spring, the college will evaluate the effectiveness of the ITCH groups and make adjustments if necessary. Dr. Flemming asked how this information technology planning work connects to computing services provided through the Library. Ms. Kircher said that the group is considering proposing a Learning Technology Resource Center in the budget process.

Trustee Roloff said that in some organizations, inequities arise when some parts of the organization are able to include the cost of equipment replacement in grant-funded budgets. She whether this issue arose at Evergreen. Vice President Daley said that some areas of the college are able to fund equipment replacement through grants, but that other factors play a more greater role in creating inequities in equipment replacement at the college.

Vice President Daley complimented Anna Kircher and her staff for the skillful creation of the ITCH groups.

Capital Projects update

Vice President Daley said that many capital projects are underway, including the completion of the Seminar II building, the renovation of the Daniel J. Evans Building, the renovation of the third floor laboratory in the Lab II building, and potentially the renovation of another laboratory as proposed in the governor's supplemental budget proposal.

Director of Facilities Michel George said that the college has obtained a temporary certificate of occupancy for the renovated and expanded Campus Children's Center. The project is substantially complete except for the flooring. The flooring can not be installed until the concrete has cured longer. The staff of the Children's Center decided not to occupy the renovated space until the flooring can be installed. The project is on budget.

Mr. George reported on the schematic design of the Lab II laboratory renovation. He said that the designers had encountered problems with the building's air handling capacity. It initially appeared that addressing the problem would cost one million dollars, but further work has produced a solution that will add \$100,000 to the project. The current version of the design would exceed the budget slightly, so more work will be done to produce a lower cost design. Mr. George said that lessons learned from this design process would be applied to the Lab I renovation if the governor's supplemental capital budget proposal is approved.

Mr. George said that design of the Daniel J. Evans Building renovation is on schedule. It appears that the project will be carried out in three phases, with each phase lasting from five to seven months. Some preliminary work would begin over the summer, with the first phase starting in October.

Mr. George said that the state of Washington will change on July 1 from the Uniform Building Code to the International Building Code. The college is analyzing the plans currently under development to decide which building code to use.

Mr. George said that schedule for Seminar II remains very tight. Furniture for the new building is arriving, and a move-in plan has been developed.

Mr. George reviewed some recently completed projects. He said that the new roof of the Daniel J. Evans building had developed any serious leaks during the winter. The contractor was called back to address one small leak caused by a problem with the flashing. The contractor will also return to perform some maintenance on the roof garden under the terms of the contractor's warranty. Mr. George also reported that the new pervious paving surfaces in the parking lots appears to be holding up after the recent rain and snow storms.

Trustee Sermonti asked about the status of the designs for the parkway renovation. Mr. George said that the college is in the final stages of negotiating a contract with a designer. Mr. Sermonti asked what maintenance would be required by the new roof gardens. Mr. George said that the roof gardens require no special maintenance, but that the college would conduct regular inspections of the roofs.

Executive Session

At 10:41 a.m., Assistant Attorney John Salmon joined the meeting by phone. Chair Flemming announced that the board would move into a short executive session to discuss real estate, personnel matters or potential litigation with legal counsel as provided by the Open Public Meetings law. Dr. Flemming said that following the executive session, the board would tour the Seminar II and Children's Center construction projects before breaking for lunch. The board returned to open session at 1:06 p.m.

Provost Search Update

Member of the Faculty and Chair of the Provost Search Committee Nancy Taylor said that search is proceeding on schedule. The committee is meeting to review 45 applications and select up to nine candidates who will be brought to Olympia between January 30 and February 6 to meet with the committee. The committee would then select three to five candidates for full interviews on campus. Dr. Taylor said that the committee hopes to complete the interviews by the end of Winter quarter.

Dr. Taylor said that she is teaching in a program called *Ancient Stories/Modern Lives*. At the end of the first quarter, students in the program wrote reflective essays on their learning over the quarter. Dr. Taylor read one of the student essays to the board.

Delegating Change Order Authority

Director of Facilities Michel George said the construction of the Seminar II building is in its final stages. The recommended motion would authorize the president or his designee to approve change orders up to the amount included in the project's contingency budget: \$1,531,596. The board has previously delegated the authority to approve change orders up to \$1.2 million.

Motion #1-01-04

Ms. Roloff made a motion to delegate to the president or his designee the authority to approve change orders on the Seminar II project up to \$1,531,596. The motion was seconded by Mr. Sermonti and passed on a voice vote.

Workforce report

Associate Vice President for Human Resources Ken Holstein described his plans for providing regular reports to the board on strategic information related to the college's workforce and human resource issues. Dr. Holstein said that a Human Resources Disappearing Task Force (DTF) made recommendations related to employee retention and other issues several years ago. Dr. Holstein said that the report included good thinking, but that the DTF did not have much data available to it. Dr. Holstein identified four areas to focus on in future reports to the board.

- Strengthening faculty and staff vitality, which includes ongoing supervisory training and development, e-learning, management development and staff development. Dr. Holstein noted several trainings and workshops planned in this area.
- Improving the college's ability to work effectively and respectfully across significant differences.
- Developing human resources benchmarks to measure effectiveness and efficiency. Dr. Holstein described benchmarks used in other organizations and discussed the value of having benchmarks. He said that he would especially like to collect data on the costs associated with turnover.
- Affirmative Action data, including targeted areas for improvement.

Trustee Barnett asked whether the college conducts any comprehensive survey to gauge employee concerns. President Purce said that several surveys have been done of various groups. The Faculty Governance Disappearing Task Force surveyed faculty members about issues related to governance. The Human Resources Disappearing Task Force conducted a survey of staff.

Resolution recognizing Billy Frank Jr.

Dr. Flemming said that the board marked Billy Frank's retirement from the board at the trustee reunion in March 2003. The governor recently appointed Claudia Kauffman RedMorningStar to take Mr. Frank's position on the board.

Motion Mr. Lamb made a motion to adopt Resolution 2004-01 recognizing the significant
#1-02-04 contributions of Bill Frank, Jr. (attached). The motion was seconded by Ms. Roloff and passed on a voice vote.

Report from the Chair

Motion Ms. Roloff made a motion to adopt the minutes of the November meeting as presented.
#1-03-04 The motion was seconded by Ms. Barnett and passed on a voice vote.

Dr. Flemming asked Trustee Lane to report on planning for the January 29 assembly of the governing boards. Ms. Lane said that the agenda includes a keynote address by Mike McGavick, chief executive officer of Safeco. The agenda will also include a panel of gubernatorial candidates, a presentation by the League of Education Voters, and a presentation by the Higher Education Coordinating Board's interim strategic master plan.

Dr. Flemming asked Trustee Sermonti to report on his activities as the student member of the board. Mr. Sermonti said that he is involved in a student government workgroup. The group sent a letter to all students and scheduled several discussion forums. Approximately 45 students attended the first forum. Mr. Sermonti said that he is spending the quarter as an intern in the state Senate. He said that he talked with student trustees and regents from the other public institutions and looks forward to meeting them at the Governing Board Assembly.

President's Report

President Purce invited Alumni Representative Bonnie Marie to report. Ms. Marie said that Vice President for College Advancement Frank McGovern attended a recent alumni board meeting. Ms. Marie said that she is serving on the graduation planning committee as a representative of the alumni. The alumni will ask the planning committee to permit a member of the alumni board to address the graduates.

President Purce said that staff representative Kirk Talmadge was unable to attend the meeting and provide a report. He said that faculty representative Amy Cook was unable to attend the meeting because she was attending a Planning Unit meeting.

President Purce invited Vice President for College Advancement Frank McGovern to provide a fundraising report. Mr. McGovern gave credit to Kate Brown, Judy Nuñez-Pinedo and Martin Kane for the most recent issue of the Evergreen alumni magazine. He said that the college hopes to begin selling more advertising in the magazine. Mr. McGovern said that the vice presidents are working with their divisions to identify and prioritize fundraising needs. Mr. McGovern reported that gifts to the Annual Fund total eleven percent more than at the same time last year. Overall giving is 35 percent ahead of the same time last year and has reached 71 percent of the goal for the year.

President Purce asked Vice President Art Costantino to discuss personnel changes. Dr. Costantino said that Director of Housing Mike Segawa is leaving the college to accept a position at the University of Puget Sound. Mr. Segawa's new position will provide him with a greater breadth of responsibility. Dr. Costantino noted that Mr. Segawa had made significant contributions to the college by modeling civility in his interactions on campus, through his management of the college's Housing operation, and by providing leadership in Student Affairs professional organizations in the region.

President Purce described his recent activities. He said that he attended a memorial service for John Hottowe at Neah Bay. Mr. Hottowe provided early and constant leadership in the college's efforts to

build the Longhouse. President Purce attended a forum on tax reform organized by the Rainier Institute. He served on a Blue Ribbon panel for the Port of Olympia to make a recommendation on a controversial piece of public art. He said that the college's speakers series on the Israel-Palestine conflict has begun. More than 400 people attended the first lecture, which included an opportunity to discuss the issue in small groups. President Purce encouraged board members to view the *Return to the Swing* exhibit in the fourth floor gallery.

Public Comment

Dr. Flemming invited comments from the public. No comments were made.

Adjournment

Dr. Flemming adjourned the meeting at 2:35 p.m.

Stanley L.K. Flemming, D.O, M.A., Chair

Marilee K. Roloff, Secretary

Attachments: Board Resolution 2004-01, recognizing the significant contributions of Bill Frank, Jr.