

MEETING OF THE BOARD OF TRUSTEES  
OF THE EVERGREEN STATE COLLEGE

Thursday, February 1, 1974  
The Evergreen State College campus  
Daniel J. Evans Library, Room 3112

The meeting was called to order by Chairman Hadley at 10:10 AM.

Trustees Present: Thomas Dixon  
Herbert D. Hadley  
Halvor M. Halvorson  
Trueman L. Schmidt  
Janet P. Tourtellotte

Staff Present: Dean E. Clabaugh, Administrative Vice President  
Rita B. Grace, Recorder  
Rindetta D. Jones, Affirmative Action Officer, effective 3/1/74  
Edward J. Kormondy, Vice President and Provost  
Charles J. McCann, President  
John T. Moss, Director of Auxiliary Services  
Marianne P. Nelson, Director of Development  
Richard Q. Nichols, Director of Public Information  
Jerry L. Schillinger, Director of Facilities  
Larry R. Stenberg, Dean of Student Services  
W. Joe White, Affirmative Action Officer, terminated 1/31/74  
York Wong, Director of Computer Services  
Diann O. Youngquist, Director of Personnel  
See permanent roster for others attending

Others Present: Richard Montecucco, Assistant Attorney General  
Alice Watts, The Daily Olympian  
See permanent roster for others attending

President McCann introduced Ms. Rindetta Jones, who will assume Joe White's duties as Affirmative Action Officer on March 1, 1974.

APPROVAL OF MINUTES

Motion

74-01

Mr. Dixon moved approval of the minutes of the December 13, 1973 meeting as submitted. Seconded by Mr. Schmidt and passed.

AFFIRMATIVE ACTION POLICY - DISCUSSION

Evergreen's Affirmative Action plan draft was discussed; it will be considered for possible adoption at the next meeting.

GOVERNANCE AND DECISION MAKING - DISCUSSION

Ms. Hannigan outlined the process employed by COG II Committee to prepare the proposed revision. Extensive discussion followed.

Mr. Halvorson moved approval of the "Governance and Decision-Making at The Evergreen State College" document. Seconded by Mr. Schmidt. After further discussion, the motion was withdrawn to permit clarification of ratification procedures and other matters.

00131

The Board recessed at 12:15 PM for lunch; the meeting resumed at 1:30 PM.

#### BID AWARD APPROVAL

Mr. Schillinger recommended formal Board approval of low bidders for natural gas piping; kiln shelters; handicap ramp; entrance sign; and residence hall bicycle shelters.

Motion  
74-02

Mr. Halvorson moved approval of award of contracts to low bidders as follows:

Natural Gas Piping, Lab Annex	Paulsen Plumbing & Heating Olympia	\$7,440.00
Kiln Shelters, Lab Annex	Lee & Davis Welding Olympia	5,944.00
Handicap Ramp, College Recreation Center	Hunter Construction Gig Harbor	1,125.00
Entrance Sign, Parkway South	C. E. Skinner, Inc. Orting	1,278.00
Residence Hall Bicycle Shelters	Almer Construction Co. Seattle	5,970.00

Seconded by Mr. Dixon and passed.

#### FORCE ACCOUNT CONSTRUCTION, EQUIPMENT STORAGE SHED - APPROVAL

Mr. Schillinger recommended the use of plant forces to construct a roofed shed to protect equipment. Discussion followed regarding problems of force account construction.

Mr. Halvorson moved that the Equipment Storage Shed be put out to bid; the motion died for lack of a second.

Motion  
74-03

Mr. Dixon moved approval of force account construction of an equipment storage shed in the college corporation yard. Seconded by Mrs. Tourtellotte and passed, with Mr. Halvorson and Mr. Hadley voting negatively.

#### REDUCTION IN FORCE POLICY - APPROVAL

Mr. McCann recommended approval of the Reduction in Force policy in the event of enrollment drops, in compliance with directions from the Governor and Legislature. James Tatz, a student, was commended for his DTF chairmanship.

Motion  
74-04

Mr. Halvorson moved adoption of the attached Reduction in Force policy. Seconded by Mr. Dixon and passed.

#### REMODELING OF BOOKSTORE - APPROVAL

Mr. Clabaugh recommended a transfer of funds for the purposes of construction of a third office in the administrative area of the Bookstore.

Motion  
74-05

Mr. Halvorson moved approval of a transfer of \$1,714 from the Services and Activities Fund balance to the unexpended Plant Local Fund for construction of an additional office in the Bookstore. Seconded by Mr. Schmidt and passed.

#### TUITION AND FEES - DISCUSSION

Mr. Clabaugh explained the possibility of the state colleges raising tuition and fees by \$4.00 as permitted by law.

Motion  
74-06

Mr. Halvorson moved that the issue of tuition fee increases be deferred until a later meeting. Seconded by Mr. Dixon and passed.

#### ANNOUNCEMENTS AND OTHER BUSINESS

Mr. McCann announced (1) Evergreen's hearing before the Senate Ways and Means Committee; and (2) the success of the Chile symposium. Ms. Nelson briefly described her work as development officer. Mr. Schillinger mentioned pending bid openings.

#### DATE OF NEXT MEETING

The date of the next Board of Trustees meeting was set for March 14.

#### ADJOURNMENT

Mr. Dixon moved adjournment at 2:35 PM.

  
HERBERT D. HADLEY, Chairman

  
MRS. NEAL TOURTELLOTTE, Secretary

Attachment

THE REPORT OF THE REDUCTION-IN-FORCE DTF: RECOMMENDATIONS FOR A CAMPUS-WIDE  
REDUCTION PLAN FOR THE EVERGREEN STATE  
COLLEGE

- I. The Charge to the DTF. Pursuant to legislative mandate of September 1973, the following two statements are understood to charge the college with the responsibility for developing a campus-wide plan to address the issue of a possible reduction-in-force. The first is by the Honorable Daniel J. Evans, Governor, in his Veto Message relative to Substitution Senate Bill #2956, on September 26, 1973:

I am convinced, however, of the need for the governing boards of the four-year state colleges and universities to adopt necessary and proper retrenchment procedures for the termination or non-renewal of faculty contracts in the event financial exigencies created by reduced enrollment or discontinuance of funded programs necessitates such action.

The second is by President Charles J. McCann of The Evergreen State College, in his memo to budget heads of November 6, 1973, in which he responded by establishing the present DTF, and which he subsequently charged with the responsibility of generating a reduction-in-force plan for our college:

Because of tenure policies at most institutions and the customary long advance notices for non-renewal of contracts, the legislative and executive concerns have been primarily with policies of reduction of faculty size. However, an enrollment drop affects the total budget and thereby the jobs of all employees. Therefore, I am asking that we conceive a campus-wide plan encompassing faculty, civil service and exempt staff and involving these groups in the development of such a plan.

- II. The Objectives. Early in its series of meetings, the DTF decided that the survival of The Evergreen State College's ability to pursue its goals as a learning community considered the primary objective, and that, in carrying out this objective, all steps be taken to deal humanely with all individuals involved in a reduction-in-force process. The Guidelines and Procedures subsequently generated by the DTF are designed to permit a reduction-in-force within our college, should that action become necessary, without undermining its academic goals and ideals, as set forth in the College Bulletin, in the Faculty Handbook, and in our Governance Documents. These Guidelines and Procedures follow.

III. Guidelines.

- A. During a reduction-in-force, every effort will be made to provide the maximum notice to those persons affected either through termination or through shifting of responsibilities in the event of reorganization. Requirements for notice



are applicable by law or by college policy: Civil Service employees have a minimum of three days in which to choose any available options in lieu of layoff, and a subsequent minimum of fifteen days before termination (cf. WAC 251-10, Appendix B); Members of the Faculty have notice policies as provided in the Faculty Handbook (Appendix C); Administrative-Exempt employees, while having no fixed period of notice, should be given the maximum feasible notice.

- B. During the reduction process, the actions considered and taken will occur in an atmosphere of open, clear communication.
- C. Any reduction-in-force should be undertaken with the clear goal in mind of maintaining as a minimum the legislatively-approved student/faculty ratio. Protection of this ratio is vital to the academic mission of the college.
- D. During a reduction-in-force, the college will make every effort to maintain its Affirmative Action goals pertaining to its non-white and female faculty and staff. Affirmative Action must be implemented at all times, in all actions, including the formation of the Advisory Group defined below.
- E. Any reduction actions taken will not be construed as superseding or repealing existing grievance procedures available to community members of The Evergreen State College through Civil Service rules, the College Governance Document, and the Faculty Handbook. The Advisory Group should make it clear that such procedures are available, should affected individuals need them.
- F. Every effort will be made by the College to aid those employees terminated during a reduction-in-force to find satisfactory employment elsewhere. This includes maintaining a RIF Termination List for a minimum of two years following a reduction-in-force; and, should a subsequent growth by the college occur during that time, thus allowing vacated positions to be re-established, priority in hiring for those positions shall be given to qualified persons on that List. Such persons shall be given thirty days to accept an offer of reemployment.

#### IV. Procedures.

- A. In the event of a fiscal crisis created by "reduced enrollment or discontinuance of funded programs," causing a cut in appropriations in such amount that

reduction-in-force becomes necessary, the Board of Trustees shall be asked by the President to declare a state of "Financial Exigency."

Following this declaration, an Advisory Group shall be formed by the President to recommend a plan for reorganization and reduction. The group will be composed of the Vice Presidents, one representative each from the Academic Deans, the Affirmative Action Office, the Library, Student Services, Business Office, Plant Management and Operations, Personnel Office, Auxiliary Services, at least three representatives each from the Faculty, the Student Body, and from the Classified Staff, and any other representatives the President deems necessary.

Within legislative intent, the Advisory Group shall draft a funding plan by budgetary program and recommend an organizational structure capable of carrying on the College's objectives within the framework of the funds available.

After the draft plan is approved by the President, he will charge the appointing authority of each respective budgetary unit with the responsibility for developing an operational plan for the unit within the funds available. The operational plan should identify specific functions and positions to be eliminated. Appointing authorities will submit their plans to their respective Vice Presidents for review. The Vice Presidents will submit the plans, as revised and approved, to the Advisory Group for final consideration prior to its making specific recommendations to the President.

The President, in consultation with the Advisory Group, will develop the final plan for the Board of Trustees' consideration.

The Advisory Group, during the entire process delineated here, will be charged with the responsibility for maintaining liaison with the rest of the College Community.

- B. Relative to reduction in faculty force, every attempt should be made during the remaining growth period of the college to provide a number of alternatives or buffers against the future necessity for terminating regular faculty appointments on short notice. The Evergreen State College is in a somewhat unique position among its sister institutions in still being able to look forward to a period of growth; we must therefore not miss the opportunity to build into its growth pattern a thoughtful plan for possible future reduction in the size of its faculty, should this become necessary.

Evergreen is in a unique position in another respect, also, in that it does not have a traditional faculty tenure system. The original Planning Faculty decided in 1970 to eschew the tenure system because experience at other institutions had shown that it was difficult to maintain a primary commitment to the continuous improvement of teaching skills under such a system. Our faculty serve, therefore, under a system of continuous evaluation, including an annual review of teaching effectiveness and growth in the teaching arts as a condition for renewal-of-appointment every three years. In order to maintain the esprit of the faculty required for this system's effectiveness, it is incumbent upon the college to maintain a variety of options for reducing faculty force, should such reduction become necessary.

Furthermore, the uniqueness of the college's position is underscored by the fact that its Academic Programs are not rigidly set in the traditional departmental structure, but are subject to annual formation and revision by the faculty, and to annual review by the Academic Deans. Thus, the maintenance of a faculty characterized by high quality, diversity, and creativity is both primary and prerequisite to the vigor and excellence of the Academic Programs.

Therefore: Upon declaration of a state of "Financial Exigency" by the Board of Trustees, the following proposed actions should be implemented, in order to alleviate the faculty portion of the fiscal crisis without the actual termination of faculty contracts:

1. Allowing normal attrition and non-replacement to provide as much relief as possible (an estimated 2 to 5 per cent reduction annually).
2. Continuing the twelve-month operation of the Academic Programs, but allowing faculty members to teach a maximum of three out of every four quarters (yielding an estimated 10 per cent reduction-equivalent).
3. Providing an automatic reduction-in-force through the elimination of the "Visiting Faculty" status at the end of any academic year (estimated 8 to 10 per cent reduction-equivalent), if the recommendations of this document's "Appendix A" are acted upon favorably.
4. Requesting a voluntary list of faculty members willing to accept six months' notice for a year's leave of absence without pay, in order to

provide a temporary reduction-in-force while efforts are being made to correct the under-enrollment problem (yielding an estimated 10 to 15 per cent reduction-equivalent).

5. Asking the faculty to consider various job-sharing options, at least on a volunteer basis (two-quarter appointments, etc.). (This step would yield an estimated 5 to 10 per cent reduction-equivalent.)

In the extremely unlikely event that the above corrective measures prove inadequate to resolve a faculty-related reduction-in-force crisis, a state of "Extreme Financial Exigency" will be declared by the Board of Trustees upon the advice of the President, and the following procedures shall be invoked:

- a) A Faculty Review Panel shall be elected by the faculty to serve in an advisory capacity to the Academic Deans and Provost;
- b) The Panel shall have a size equivalent to 6 per cent of the total faculty, and shall have a composition which properly reflects the then-existing proportions of women and minority persons;
- c) The Academic Deans and Provost, in consultation with the Panel, will then review the qualifications of each Member of the Faculty, regardless of his or her remaining terms of appointment, with respect to the performance criteria articulated in the Faculty Handbook (Appendix C), and decide who among the faculty are the most able to contribute to the academic mission of the College;
- d) On this basis, recommendations will be made to the President in order to accomplish the necessary reduction in the size of the faculty.

The timing of these actions shall provide the maximum possible notice to affected individuals.

Nothing in the foregoing shall be construed as abridging the rights of individual Members of the Faculty to the Grievance Procedures normally available in cases of non-reappointment.

- A. Relative to reduction in Classified and Exempt Staff, a variety of alternatives should be considered to minimize unnecessary termination as follows:
  1. Identifying those positions which might successfully function on an academic year, rather than a calendar year, basis.
  2. Considering the redistribution of duties among positions, making maximum use of normal attrition.



3. Some employees might wish to consider going to half-time, with their supervisors' approval, should that option fit into the reorganizational plan. (Classified employees cannot, by law, take a cut in salary as long as their duties and hours remain the same.)

Administrative-Exempt personnel accept appointment knowing that their essentiality depends upon the necessity of the function and the ability of the person to fulfill that function. They operate in a spirit of mutual trust and expectation of good will/good performance. This spirit must be carefully guarded through the procedures outlined in Part IV.a. of this document during any reduction-in-force.

Members of the Reduction-in-Force DTF:

Donald Chan  
Leo Daugherty  
Medardo Delgado  
Cruz Esquivel  
Susan Fiskdal  
David Hitchens  
Richard Jones  
Mary Nelson  
Carol Curts  
Charles Davies  
Joan Hutchings  
Sara Johnson  
Keith Heaton  
Daniel Weiss  
Edward King  
Pat Matheny-White  
Ken Winkley  
Byron Youtz  
Ralph Provident  
Jonathan Smith Stephens  
Thomas Schwartz  
James Tatz, Chairman

Advisors: Diann Youngquist  
Joe White  
Hap Freund

Appendix A

On the assumption that The Evergreen State College does not face an immediate crisis of enrollment, this DTF recommends the following procedure for faculty recruitment in order to provide a buffer against future crises in enrollment: That up to 10 per cent of the total faculty positions be designated as one-year "visiting faculty" positions, to be filled only by persons who would not consider a second year appointment under any circumstances (e.g., faculty on sabbatical leave from other institutions, persons from the "professions" -- law, medicine, business, government, etc. -- who wish to spend a year teaching on a college campus, etc.).

1/11/74

Appendix B

H.E.P.B. Rule

WAC 251-10-010 SEPARATION. Resignation, retirement, layoff, dismissal shall constitute separation from service.

WAC 251-10-020 RESIGNATION. Any employee may resign from service and should present his resignation in writing to the appointing authority. To resign in good standing an employee must give at least two calendar weeks' notice, unless the appointing authority waives the notice requirement. Such resignation shall be promptly forwarded to the personnel officer by the appointing authority.

WAC 251-10-030 LAYOFF. (1) An appointing authority may separate an employee without prejudice because of lack of funds or curtailment of work. Each such employee shall receive written notice of his options in lieu of layoff. The option period shall be for no less than three (3) working days. Written notice of at least fifteen (15) calendar days must be given to the employee after he has selected one of his options or upon completion of the option period.

(2) Each institution and related board shall develop a layoff procedure based upon layoff seniority which shall include clearly identified units, in order to minimize the disruption of an institution's or related board's total operation.

(3) The layoff procedure for each institution shall provide for veterans preference for eligible veterans and their unmarried widows as defined in WAC 251-10-050.

(4) Within the layoff unit, a permanent status employee scheduled for layoff shall be offered employment options in classifications that are either:

- (a) Classifications in which the employee has held permanent status;
- (b) Lower classifications in the same class series for which the employee is qualified.

The employee may exercise either option provided that the employee being replaced has the least layoff seniority in that classification and has less layoff seniority than the employee replacing him.

(5) No permanent employee shall be separated through layoff without being offered those positions in classes for which he meets the minimum requirements and passes the qualifying examination currently being held by temporary, provisional, or probationary employees. Exercise of this option is limited to those employees scheduled for layoff who have exhausted option rights within their layoff units as provided in WAC 251-10-030 (4).

(6) When it is determined that layoffs will occur within a unit, the personnel officer will:

(a) Provide a copy of the institution reduction-in-force procedure to all employees subject to layoff.

(b) Advise each employee of options in lieu of layoff available to him, including specific positions for which he is eligible under WAC 251-10-030 (5).

(c) Advise each employee of specific layoff list classifications for which he will qualify upon separation.

(d) Advise each employee of his right to appeal his layoff to the Board per WAC 251-12-080.

(7) Each institution and related board shall have on file a layoff procedure approved by the director.

(Amended effective May 21, 1971)



WAC 251-10-040 LAYOFF LISTS. The name of permanent and probationary employees who have been laid off shall be placed on the eligible lists for those classes in which they have held permanent status or probationary or trial service appointments, and in addition those lists for all lower classifications in the same class series for which the employee is qualified. Layoff lists shall be institution-wide with eligibles ranked according to layoff seniority as defined in WAC 251-04-020 (33). Eligibles certified from such lists shall be re-employed in preference to all other eligibles.

(Amended effective May 21, 1971)

WAC 251-10-050 VETERANS RETENTION PREFERENCE. (1) For the purpose of this section veteran means any person who has one or more years in active military service in any branch of the armed forces of the United States or who has less than one year's service and is discharged with a disability incurred in the line of duty or is discharged at the convenience of the government and who upon termination of such service has received an honorable discharge, a discharge for physical reasons with an honorable record, or a release from active military service with evidence of service other than that for which an undesirable, bad conduct, or dishonorable discharge is given.

(2) Veterans as defined in WAC 251-10-050 (1) shall have added to their unbroken service in an institution of higher education, their total active military service, not to exceed five (5) years. The combined total of unbroken institutional employment and active military service will constitute the veterans' layoff seniority.

(3) The unmarried widow of an eligible veteran shall be entitled to veterans retention benefits as outlined in WAC 251-10-050 (1) and (2) regardless of the veteran's length of active military service.

(4) For the purpose of this rule "veteran" shall not include any person who as a veteran retired with twenty or more years' active military service and has military retirement pay in excess of \$500 per month.

(New effective April 21, 1971)

## THE EVERGREEN STATE COLLEGE LAYOFF PROCEDURE

In compliance with the Higher Education Personnel Board Rule WAC 251-010-030, the purpose of this directive is to establish the procedure governing reduction in force and the layoff of employees due to lack of funds or curtailment of work. For purposes of this procedure, The Evergreen State College will have two layoff units. One unit consisting of employees hired through the Emergency Employment Act. The other unit consisting of the remaining classified employees.

### PROCEDURE

1. When a reduction in force becomes necessary
  - a. The appropriate vice president or budgetary unit head shall determine the number of positions, by classification, to be abolished.
  - b. The budgetary unit head shall, through appropriate channels, inform the Director of Personnel of the positions to be abolished.
  - c. The Director of Personnel shall determine the employees to be laid off and any option rights in accordance with Paragraph 2 of this procedure and notify the budgetary unit head of the findings. The Director of Personnel also will:
    - (1) Provide a copy of the institution reduction-in-force procedure to all employees subject to layoff.
    - (2) Advise each employee in writing of options in lieu of layoff available to him.
    - (3) Advise each employee of the specific layoff list classifications for which he will qualify upon separation.
    - (4) Advise each employee of his right to appeal his layoff to the Higher Education Personnel Board per WAC 251-12-080.
  - d. Any options shall be discussed with the employee concerned who, in turn, shall respond in writing to the budgetary unit or his appropriate supervisor within three (3) working days if he wishes to exercise any option rights to which he is entitled.
  - e. The budgetary unit head shall promptly notify the Director of Personnel if the employee elects to use any option rights and shall send a written notice of reduction in force to each permanent status employee to be laid off at least fifteen (15) days in advance of the effective date.

Copies of the layoff notice shall have the following distribution:

Original - to the employee  
1 copy - to the budgetary unit  
1 copy - to the Director of Personnel

2. Order of layoff and options in lieu of layoff

- a. Layoff of permanent employees will be made in an inverse order of period of service with the college. Seniority shall be measured in the following order:
- (1) Length of unbroken service as a classified employee within the institution.
  - (2) Qualified veterans shall be awarded such additional layoff seniority as is provided for in current statutes and governing HEPB rules.

Service shall not be considered broken during military or approved leaves of absence. If two or more employees in the same class have equal seniority as defined above, layoff will be determined by lot.

- b. A permanent status employee in a higher class shall be offered voluntary demotion to the next lower class in which he has held permanent status or a lower classification in the same class series for which he is qualified, provided that he has greater seniority than the occupant of the position in the lower class. If a position cannot be offered at this level, the procedure shall be repeated in the next lower classification.
- c. Permanent status employees shall be offered positions in the same or other classifications in which they previously held a permanent or probationary appointment or for which they meet the minimum requirements and pass the qualifying examination which are being held by non-permanent status employees within the institution.
- d. Emergency, temporary or part time employees shall be laid off before probationary and provisional status employees in the same classification. The order of layoff of probationary or provisional employees shall be in the inverse order of seniority as defined in 2a above.

3. Establishing layoff list for re-employment

- a. The Director of Personnel shall establish an institution-wide layoff list which shall contain the names of all permanent, trial service, and probationary employees laid off or scheduled for layoff in the class of employment for which the list is established, and in addition those lists for all lower classifications in the same class series for which the employee is qualified.
- b. Re-employment from this layoff list will be done in accordance with WAC 251-18-240.
- c. Layoff lists shall be deemed to be in continuous existence. The period of eligibility of individual names placed on such a list shall be a minimum of two years from the date the name is placed on the list. Prior to the expiration date of the eligible, he shall be notified of the expiration and given the opportunity to extend his eligibility for one additional year by written request to the Director of Personnel.

Appendix C

ACADEMIC FREEDOM AND FACULTY RESPONSIBILITY

We believe that the principles governing academic freedom and faculty responsibility at Evergreen must apply to all members of the faculty and not just to senior members in some instances and junior members in other instances. Furthermore, we believe that both of these important sets of issues should be defined in Evergreen's specific terms:

1. We intend to encourage and reward a professional kind of cooperation among faculty that in turn will produce an esprit which will allow strengths and special talents to be shared, and weaknesses and special handicaps remedied, by mature confrontation and mutual help.
2. We are agreed that the single most crucial factor regarding the ultimate effectiveness or ineffectiveness of our educational programs will be the relative vitality of our faculty seminars.
3. We shall expect all faculty members to lead seminars outside their areas of primary expertise.
4. We shall expect all faculty members to alternate between our two major instructional modes, Coordinated Studies and Contracted Studies.
5. Decisions concerning faculty reappointment and non-reappointment will be guided by records of achievement, or the lack of such records.

FACULTY EVALUATION

Faculty evaluation at Evergreen should become a pleasure rather than a chore. The primary purpose of Evergreen's faculty evaluation procedures is to provide reinforcement and continuous feedback in respect to each faculty member's commitment to the teaching arts, the basis on which all Evergreen faculty appointments are made.

Unfortunately, most institutions of higher education make little provision for learning the art of teaching. With only the rarest of exceptions, American colleges have no real apprentice system for developing the teacher's craft. The assistant professor is not associated with the full professor in the enterprise of teaching. Junior professors are simply paid less and have less power in their departments. In the meantime they are busy publishing, or worrying about not publishing. Their seniors do not help them learn to teach. There is no reason why this should continue. Evergreen must provide members of its faculty with opportunities to learn to teach, to experiment, to acquire intellectual breadth and depth, and to get acquainted with students free from the usual constraints of specialized discipline and department.

Because of the unique structure of the college, the faculty member will learn to do things he would never feel free to try in a discipline-bound department.

Moreover, he will have the experienced staff to lean on for advice and assistance. They will provide a reservoir of experience in small-group teaching.

A portfolio will be kept by each faculty member at Evergreen (similar in concept and content to the student's portfolio) that will contain examples and samples of his work as a scholar teaching; such as audio and video tapes, journal entries, letters and memos, student letters, program proposals, major faculty seminar contributions, evaluations by students, colleagues and coordinators, self-studies and reports; in short, more the materials for an autobiography than a personnel folder.

We wish to restate our beliefs that, if Evergreen is going to emphasize new and better ways of learning, then ways and means of helping its teachers to help each other learn to teach must be an explicit part of the system. Therefore, the keeping of faculty portfolios should be a continuing consideration of the weekly faculty seminars.

Well-designed programs will come to nothing unless we can help each other discover and perfect the art of teaching. Every dean and coordinator will be charged with the responsibility of helping each member of his faculty in this very difficult but exciting enterprise.

#### REAPPOINTMENT

Reappointment decisions will be guided by considerations of the extent to which evaluations by colleagues and students demonstrate at the end of each review period:

1. Continued outstanding ability or growth in ability to participate in faculty seminars; and
2. Continued outstanding ability or growth in ability to teach through Coordinated Studies seminar leadership; and
3. Continued outstanding ability or growth in ability to direct Contracted Studies, field programs, or internships.

Of course, each of the above presumes continued scholarly development.

Consideration for reappointment will also include attention to:

1. Continued outstanding ability or growth in ability to organize and direct programmed learning systems; or
2. Continued outstanding ability or growth in ability to organize and offer public lectures, shows, concerts and other significant educational events; or
3. Continued service to the institution.

#### NON-REAPPOINTMENT

We subscribe to the AAUP's 1940 Statement of Principles on Academic Freedom and Tenure as modified by the following provisions designed to tailor this statement to our specific educational objectives:

1. It is the policy of The Evergreen State College that no faculty member will be separated from the college because of written or spoken views, within the limitations of the First Amendment.
2. Except for temporary appointments, notification of non-retention after any period of service must be accompanied by a statement of the reasons upon which the decision not to reappoint was based. The faculty member to be terminated shall receive the statement of reasons with notice of termination no later than one calendar year prior to the normal termination of his existing contract. The usual contract is for three years.
3. Any of the following shall be considered sufficient reason for non-retention after any period of service:
  - a. Lack of evidence of continuing professional development in teaching, scholarship and college service, as defined in the sections on faculty evaluation and reappointment.
  - b. Unwillingness or inability to assume responsibilities in both Coordinated Studies and Contracted Studies teaching modes.
  - c. Failure to produce a faculty portfolio as defined in the section on faculty evaluation.
  - d. Violation of a faculty team agreement or covenant.
  - e. Failure to participate in Coordinated Studies and Contracted Studies faculty seminars.
4. A person whose contract is not being renewed shall have access to the following adjudicative procedure, which in all cases is the decision of the aggrieved faculty member to request within 60 days of receipt of the notice of non-reappointment, and in which it is assumed the burden of proof lies with the institution:

The faculty member and the institution will each select two representatives from within the college to reflect the opinions of the two sides in dispute. The four members of this ad hoc committee will select an impartial fifth person from inside or outside the college to act as judge. After consultation, investigation and hearings, the decision of the judge will be binding on both sides. The hearing must begin as soon as possible after the faculty member formally requests it, and in no case more than two weeks thereafter. In cases of failure to meet this deadline, a hearing officer will be chosen at random, by the



Chairman of the Board of Trustees in a public meeting, from a list of three persons agreed upon in advance between a faculty task force and the trustees. The potential hearing officers will serve staggered terms of no longer than three years.

[Certain violations of the Community Code of Conduct may be cause for dismissal or a variety of sanctions. In such cases the faculty member will have access to the all-college grievance procedures developed by the Committee on Governance. Both the Community Code of Conduct and appropriate sanctions will be developed by the all-college Committee on Governance.]

#### PROGRAM REVIEW AND INSTITUTIONAL SELF-STUDY

The accumulation of student and faculty portfolios will provide both faculty and academic administrators with a continually updated profile of the academic program.

The activities of whole Coordinated and Contracted Studies teams will be continually evaluated through (a) weekly staff meetings, drawing upon student reactions; (b) the involvement of academic administrators in teams as part-time members or frequent visitors; and (c) conversations between coordinators and the academic deans. Coordinated Studies activities will also be finally evaluated through (a) submission to the Library of "anthologies" representing what the groups have produced; (b) the holding of concluding "festivals" which will present to the larger college community the best of what each group has done; and (c) end-of-project reports submitted by coordinators to the Provost's Council.

Once we have some solid experience, Evergreen will gradually develop its own large-scale evaluation procedures, designed to assess the academic program and its long-term impact upon students. The college will also question its alumni on a continuous basis to determine whether our procedures have indeed been useful to graduates as they assume their places in society.

From the individual portfolios, through group reports and presentations, to larger surveys, the entire college will be committed to continuous self-study, evaluation, and improvement. The academic deans will conduct a regular forum that will provide opportunities for articulating what faculty members have learned about themselves and about the college as a whole.

Adopted by the Board of Trustees of The Evergreen State College  
in its meeting of November 18, 1971.