

MEETING OF THE BOARD OF TRUSTEES OF THE EVERGREEN STATE COLLEGE

**Wednesday, November 11, 1992
Daniel J. Evans Library, Room 3109
Olympia, Washington**

Trustees Attending:

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

Absent: Constance Rice

**Representatives
to the Board
Present:**

Charen Blankenship, Staff
Kim Goforth, Student
Tom Grissom, Faculty

Absent: Shary Smith

Staff Present:

Michael Beug, Academic Dean
Patty Henson Brooks, Executive Director of Development
Bill Bruner, Dean of Library Services
Paul Butler, Member of the Faculty
Jeannie Chandler, Director of Housing
Stephanie Coontz, Member of the Faculty
Art Costantino, Vice President for Student Affairs
Carolyn Dobbs, Academic Dean
Ermelindo Escobedo, Special Assistant to the President for
Affirmative Action
Sandy Hanson, Director of College Relations
Beth Hartmann, Chair of President's Advisory Board
Lee Hoemann, Executive Assistant to the President
Jennifer Jaech, Assistant to the President
Jane Jervis, President
Barbara Leigh Smith, Academic Dean
Russ Lidman, Vice President and Provost
Nancy McKinney, Special Assistant to the Executive VP
Les Purce, Executive Vice President
Rita Sevcik, Administrative Assistant to the President
Gail Tremblay, Co-Chair, Faculty Agenda Committee
David Paulsen, Co-Chair, Faculty Agenda Committee
See permanent roster for others attending

Others Attending:

Ann Blair, National Faculty
Ann Daley, Executive Director for the Higher Education
Coordinating Board

WORK SESSION

The work session was convened at 9:06 AM by Chair John Terrey, who introduced Ann Daley, Executive Director for the Higher Education Coordinating Board.

Presentation on Higher Education in Washington State

Ms. Daley reviewed the role of the Coordinating Board (charged with significant responsibilities--planning, providing visions, coordinating, mediating disputes, but has very little power to implement recommendations). She discussed in depth issues affecting higher education. The Higher Education Coordinating Board is about to complete a one-and-a-half year effort (which included a state-wide survey, regional meetings in nine cities, and briefings by experts) to update the State's master plan for higher education, which was first produced in 1987. She also reviewed three recent appointments to the nine-member Board.

Demographic and Economic Factors: The State expects a 40 percent population increase in the next 30 years (uneven regionally). With that growth is increasing diversity (in terms of income stratification and rapid growth in racial/ethnic populations). During the last ten years, 80 percent of the 750,000 population growth occurred in Puget Sound and Clark County. During this growth period, the higher education system was shrinking largely because of dramatic cuts in 1981.

Future: There will be 20,000 more high school seniors graduating in the year 2000 than now, resulting in a surge of people seeking higher education. At the current patterns of College attendance: 45 percent of high school graduates go directly into public higher education. In 1990, the average job in the State required 13.4 years of education. By the year 2000, the average job will require 13.7 years. The conclusion: There will be a very strong demand for access exacerbated by enrollment lids; access to the system has to be expanded. Washington State is now 51st (including Washington, D. C.) in rank in the participation rate for higher education. The Higher Education Coordinating Board found the perception that people felt higher education institutions are too aloof from society--master plan update recommendations spell out the need for the State to be involved in critical issues of higher education reform, to capture youth at risk (how students move through the system).

Another concern is economic stratification. National statistics show the need to be in the upper quarter of family incomes to have a better than 50 percent chance of obtaining a two- or four-year degree. With less than a high school degree, there is a 50 percent chance of being defined in the poverty category.

Ms. Daley highlighted the critical convergence of these economic and demographic factors with the State's chronic deficiency of resources. In spite of a projected 10 percent growth in revenues for the next biennium, there is a much higher projected growth in expenditures just

to maintain the current level of services (static level for higher education). Higher education's need for new money to help serve expanded numbers of people who need access to education will clash with long-term structural problems in the State government funding patterns. Over the past ten years, the nature of what the State spends has significantly shifted from higher education to health care, prisons, and debt service.

Budget structure problem: Essential requirement level budgeting does not assume growth. Higher education is the State's "rainy day fund" (the first place where cuts are taken). HEC Board master plan recommendations will include building in a growth factor in the base budget for higher education (the Higher Education Coordinating Board will propose this to the legislature).

Ms. Daley identified options to address the clash between growth and dwindling resources and recommended three basic strategies. (1) Strategic planning at both local institutions and state level (coordinated effort to identify statewide efficiencies). (2) Improve partnerships with business (focused on at-risk youth) and K-12 system; improve articulation and transfer within the higher education system. (3) A new compact which redefines the relationship between the higher education institutions and the State. Ms. Daley identified this as the key recommendation of the master plan.

Strategies for encouraging the most efficient and productive use of State resources at the local level: (1) State has responsibility to address the necessary level of enrollment and financial aid for low income students; (2) Redefine quality in the context of student success rather than inputs; (3) Provide flexibility to institutions in terms of management of resources (example: there are no incentives for good management); (4) Coordinated planning with feedback to policy makers.

At the end of her formal presentation, Ms. Daley distributed copies of the final draft (dated November 10) of the *1992 Update of the Master Plan for Higher Education*.

Trustee Vipperman suggested that the HEC Board contact the Efficiency Commission to discuss ways in which the two might work together. Chair Terrey distributed a *Chronicle on Higher Education* article regarding faculty productivity. President Jervis asked Ms. Daley for an assessment of the viability and the role of education (particularly liberal arts education and the Evergreen style of delivery) in the overall scheme of higher education which seems to be increasingly focussed on short-term job training. Ms. Daley felt that in the short-term, there is clearly impatience--this translates into short-term solutions. She felt that even if one thought just about economic issues, studies which question major employers about skills needed, indicate employers are looking for people with the kind of education Evergreen provides. She commented that ultimately students will decide where they want to go to school and the kind of disciplines they want to study.

Questions and comments: How is the Higher Education Coordinating Board addressing the issue of access for the diverse and changing population? Ms. Daley responded that the reason

behind recommending a system of branch campuses (made in 1987) was the concern about those kinds of students (older, frequently single parents). Trustee Haley felt the establishment of a branch campus system co-located with community colleges offers promise in serving the "place bound" and minority student. He also pointed out the importance of alumni and private giving to an institution. Trustees Girvin expressed the strong belief that higher education needs to take the lead in setting priorities for the State. Ms. Vipperman recalled previous discussions regarding Board interest in holding a conference for all Trustees of higher education in the State (this idea has been forwarded to the Council of Presidents)--items under discussion this morning and a discussion about how institutions could work together could be agenda for such a meeting. Ms. Daley thought this was a good idea.

Ms. Daley asked if there were issues the HEC Board should consider. Trustee Vipperman mentioned Evergreen's lack of peers. In response, Ms. Daley speculated that over time the HEC Board will move away from peer comparisons.

PUBLIC MEETING

Chair Terrey called the regular meeting to order at 1:03 PM and announced that material from the National Faculty would be considered under "Other Business," at which time Anne Blair would be present to respond to questions. Nancy McKinney, outgoing staff representative to the Board, introduced her replacement, Charen Blankenship.

President Jervis introduced faculty member Stephanie Coontz, who gave a presentation regarding her recently released book, *The Way We Never Were*, and discussed the environment for and development of researching and writing the book. She hopes to contribute to the debate about "family" to move people to a new understanding.

Chair's/President's Report

The Chair expressed appreciation to Trustees Vipperman and Rice, with special thanks to Trustee Girvin whose son Tim hosted an "introduction" of President Jervis to the business community in Seattle.

President Jervis reviewed a list of speaking engagements and activities she has been occupied with since last month, including a joint meeting of the Council of Presidents, the Higher Education Coordinating Board and the Commission on African American Affairs to talk about the strategies used to support the successful participation of African Americans in higher education. She also mentioned meeting with Seattle alumni and a retreat with the Board of Governors. Additional items reported were: a January 1, 1993 legislatively authorized salary increase for staff; the approval of an institutional grievance procedure, and the appointment of the Executive Vice President, Les Purce, as **College Treasurer**. She asked Dr. Costantino to respond to the issue of firearms in the residence halls (raised by the Student Representative at the last meeting). Student Kim Goforth met with Vice President Costantino and has followed

through with the students who brought this information to her. In response to a Trustee request, Dr. Jervis reported that Alumni Director Pat Belisle had prepared a report on the employment of Evergreen alumni in high tech businesses (copies previously distributed to Trustees and made available for those who were interested). In closing, the President announced that the "traditional" Trustee holiday gathering has been deferred to the spring in order to combine this with an effort to gather oral history of former Trustees.

Reports from Representative to the Board: Student - getting together with students to talk about financial aid (mentioned she had met with the Vice President for Student Affairs); Staff - concern about budget cutbacks and the availability of a program for cultural diversity training for staff and faculty; Faculty - relayed to the Faculty Agenda Committee the Trustees' ongoing invitation for a book seminar.

APPROVAL OF MINUTES - Action

Motion Ms. Vipperman moved approval of the minutes of the October 14, 1992
11-1-92 meeting as submitted. Seconded by Ms. Girvin and passed.

ACCEPTANCE OF TRUSTEE GOALS - Action

These goals are the culmination of several months of discussion and modifications made as a result of those discussions.

Motion Ms. Girvin moved acceptance of the attached TRUSTEE GOALS FOR 1992-
11-2-92 93 AND LONGER RANGE (CONTINUING) GOALS. Seconded by Ms. Meserve and passed.

REPORTS, DISCUSSION ITEMS, OTHER BUSINESS AND INFORMATION

Update on Security

Vice President Purce recalled the Board's decision directing staff to establish a commissioned unarmed police force on campus that would be fully trained through the State Academy; to have a strong ongoing orientation on campus for security officers; and to establish a training and oversight committee for the transition toward a commissioned police force. He discussed problems and progress made in the accomplishment of these directives.

Training: The Academy is responsible for training; the College is obligated to incur significant unanticipated costs for replacing officers during their absence. A major concern: "What happens if a current officer is not qualified by the Academy or chooses not to attend the Academy?" These discussions are underway with the Union Management group.

Art Costantino reviewed the training schedule distributed to the Board. Student Mario Flores and Security Officer Lana Brewster expressed their views to the Board regarding

security issues. Trustee Vipperman encouraged these people to continue discussions with the administration and to go through appropriate channels, explaining that the Board is not a mediation point.

Community Service Grant - Presentation

Carolyn Dobbs introduced Terry Elliott, the new staff member for the Community Service Center. She reviewed the location, set-up, and future direction of this effort, expressing the hope that this is a commitment that will be maintained after the funding ceases. She commented that community service has been done at Evergreen through the internship office (in earlier years) and through academic program projects. She expressed the need to institutionalize the community service function.

Budget Update

Steve Trotter announced the unlikelihood of further budget reduction this biennium. The College will begin the processing of thinking about how to "spend down" this biennium's resources. The administration will continue to look at everything critically in order to begin the process of downsizing the institution and to better position the College for 1993-95. As a function of turnover since April and continued refinement of the budget, there has been an increase in the amount of money available as institutional and divisional contingencies. Dr. Purce mentioned the need for establishing an ongoing equipment replacement schedule for the institution. He expressed the goal of having the first management report available for the Board in January. Mr. Trotter remarked that whatever is done now will most likely impact the 1993-95 biennium.

College Investment Report

Vice President Purce introduced Controller Wade Davis who assisted Dr. Purce in presenting an overview of College investments. The investment dollars are largely made up of tuition fees (that the College is allowed to carry for 35 days), housing bond reserves, and other short-term investments (summer school/conferences). Dr. Purce mentioned that the College is in the process of updating its investment policy. Pooled investments total \$6,876,980 as of 9/30/92.

National Faculty

Anne Blair was present to review a memo dated October 21 which she had sent to the Trustees. Her program accountability report was in response to questions which were raised by Trustees at the August meeting.

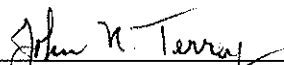
Other Business

Chair Terrey asked Trustees if they would let him know of their interest in being part of group to help plan an inauguration for President Jervis in the spring.

DATE OF NEXT MEETING AND ADJOURNMENT

The next meeting was confirmed for Wednesday, December 9.

The meeting adjourned at 3:12 PM.



John N. Terrey, Chair



Lila S. Girvin, Secretary

BOARD OF TRUSTEES GOALS FOR 1992-93 AND LONGER TERM

1992-93 Goals of the Board:

- (1) Continue focus on students/learning
- (2) Long-range planning (incorporating budget planning)
- (3) Diversity/community -- attract more in-state and ethnic minorities
- (4) Improve retention/access -- attract more in-state students
- (5) Develop strong financial base to withstand budget cuts
- (6) Develop new programs and facilities:
 - teaching institute (K-12 initiative)
 - the Longhouse
 - Coordination with other higher education institutions in Tacoma
- (7) Review of social contract (including implementation); discussion of mediation
- (8) Public affairs/external community -- tie this into the strong financial base) -- relationships with the Higher Education Coordinating Board, etc.
- (9) Recognize goals of President and pledge support to achievement (facilitate success of new president internally and externally)

Longer-Range (Continuing) Goals:

- (1) Innovation -- anticipating the needs of the future; looking beyond at what comes next; understanding what is happening elsewhere
- (2) Communicating the value of interdisciplinary education to the rest of the state
- (3) Supporting uniqueness of Evergreen
- (4) Collaboration (working relationships which benefit students) -- with the community colleges, the Higher Education Coordinating Board, etc.; and economic development (work force training).

Approved 11/11/92