

**REGULAR MEETING OF THE BOARD OF TRUSTEES  
OF THE EVERGREEN STATE COLLEGE**

**Regular Meeting - October 12, 1994  
Daniel J. Evans Library, Room 3112  
Olympia, Washington 98505**

**Trustees Attending:**

Lila S. Girvin  
Frederick T. Haley (10/12/94)  
Dwight Imanaka  
Edward F. Kelly  
Christina A. Meserve  
John N. Terrey  
Carol Vipperman

**Representative to Board:**

Linda Kahan, Faculty  
Walter Niemiec, Staff  
Ted Shouse, Student

**Absent:** Dale Knuth, Alumni

**Staff Present:**

Bill Bruner, Dean of Library Services  
Art Costantino, Vice President for Student Affairs  
John Aikin Cushing, Academic Dean  
Wade Davis, Controller  
Paul Gallegos, Assistant to the President for Equal Opportunity  
Lee Hoemann, Executive Associate to the President  
Jane Jervis, President  
Jim Johnson, Director of Computing and Communication  
Jan Kido, Member of the Faculty/Director MIT Program  
Jim LaCour, Director of Human Resource Service  
Lee Lambert, Assistant to the President for Civil Rights  
Nancy McKinney, Special Assistant to the Executive Vice President  
Kim Merriman, Assistant to the President for Governmental Relations  
Les Purce, Executive Vice President for Finance  
Arnaldo Rodriguez, Dean of Enrollment Services  
Rita Sevcik, Administrative Assistant to the President  
Barbara Leigh Smith, Vice President for Academic Affairs & Provost  
Steve Trotter, Budget Officer  
Donnagene Ward, Director of Conference Services  
Mike Wark, College Relation  
Les Wong, Academic Dean  
Karen Wynkoop, Associate VP for Academic Budget & Financial Planning  
Bill Zaugg, Administrative Assistant for Budget, Student Affairs Division  
See permanent roster for others attending

**Others Attending:**

Jan Frickelton, Assistant Attorney General  
Michael Hill, ACE Fellow

**WORK SESSION - OCTOBER 11, 1994**

The work session was convened at 1:30 PM by Chair Girvin.

### **Budget Review**

President Jervis reviewed the process utilized in developing the reduction recommendations and the rationale for a proposed enrollment reduction at the 10% level. She mentioned her belief that the graduate program and public service programs are integral to and affect the undergraduate programs in important ways. Steve Trotter and Karen Wynkoop mentioned comments made at the union-management meeting -- that staff were feeling frustrated and overwhelmed and that budget uncertainties are impacting their job performance. Vice President Purce reviewed other perspectives of the recent union-management meeting. The President commented that this year the long-range curriculum DTF will be exploring ways to preserve what is essentially Evergreen in a climate of steadily declining resources; the College will also need to be actively engaged in talking about ways to raise money. Paul Gallegos distributed and discussed the likely impact of budget cut scenarios on the diversity of the college.

### **Presentation Regarding Academic Calendar**

President Jervis outlined the steps through which the recommendation to move from a quarter system to a semester system had been developed. This is an issue which has come up a number of times over the years. The academic subcommittee of the Long-Range Planning Committee presented its recommendations at a faculty retreat last year. From the faculty retreat came the recommendation that the College consider this change. In April, the faculty voted to approve the change to a semester system. The President alerted Trustees that some faculty members had initiated a poll to reconsider this decision and that the results were to be available by noon the next day. She outlined the potential actions the Board could take and expressed her concern about this debate "derailing" the curriculum discussions. Student representative Ted Shouse reviewed for the Board arguments he has heard from students on this issue, and characterized student opinion as being 90% against the proposal. Student concerns presented to Ted Shouse included: ability to get out of a program a student doesn't like; fewer choices for programs; effect on transfer students; financial burden to pay tuition in two installments (instead of three); the weather -- feeling that the quarter system is more in "synch" with the natural rhythm of seasons; some students don't like change and don't want to change -- they feel this is change for the sake of change; development of potential one-quarter "spin off" programs as a follow-up to a fall-winter program; and students didn't feel they had a place in the debate. He expressed his personal opposition to semesters. In response to a question from Trustee Vipperman, Academic Dean John Cushing referenced the arguments in favor of this change which were contained in the Board packet. He expressed the belief that one of the most compelling reasons for change would be to allow faculty more time to plan programs. He shared the statistic that 55% of the student body stay in the same program all year. One of the factors considered in formulating this decision was that semesters would provide fewer disruptions to a program. He added that the poll currently being conducted was not a *faculty poll* but was initiated by individual members on the faculty who wanted to reconsider the official faculty process of last spring.

### **PUBLIC HEARING: ACADEMIC CALENDAR**

At 4:30 PM, the Board convened a public hearing; student representative Ted Shouse was asked to recap for the audience the student feedback he had received on this issue. Chair Girvin set out parameters for speakers, suggesting a two-minute time limit for individual comments. Due to the size of the audience (approximately 100 students and several faculty), the hearing was moved to the Library lobby where the Trustees received testimony from approximately 25 students, most of whom spoke in opposition to the proposal.



## **EXECUTIVE SESSION/ANNUAL EVALUATION OF PRESIDENTIAL PERFORMANCE**

At approximately 5:30 PM, Trustees adjourned the public hearing and moved to the President's Residence for an informal dinner and executive session for the purposes of conducting the annual performance evaluation of President Jervis. Prior to the meeting, Trustees received evaluations from members of the Evergreen community.

## **WORK SESSION - OCTOBER 12, 1994**

Shortly after 9:00 AM, Chair Girvin convened the morning work session where Trustees agreed that the Board self-evaluation distributed to the community would stand. They reviewed responses they had received from community members. They reviewed their goals for 1993-94 and fine tuned their goals for the coming year (which are slated for approval at the next meeting). During this discussion, Trustees expressed several ideas including (1) a suggestion for a campus-wide forum on the social contract (Vice President Costantino felt that better attendance could be attained by building this discussion into meetings with "captive" audiences) and (2) a suggestion that the Board sponsor a joint Boards of Trustees meeting. It was suggested that a letter of invitation could be sent by the Chair. Regarding appropriate legislative involvement: Kim Merriman will work with Trustees to identify legislators with whom they are acquainted; in addition, President Jervis will contact Foundation Board members.

## **Update on Reservation-Based Program**

Provost Smith introduced faculty member Carol Minugh who is the founder and coordinator of the reservation-based program. Dr. Minugh introduced others associated with the program: Cheryl Scott (community faculty at the Port Gamble Reservation); Jake Jones (the Tribal Chairman at Port Gamble); Celeste Behill (graduate of the program); and Jose Behill (father and auditor of the program), each of whom discussed their involvement with this program. Dr. Minugh reviewed the history of Indian education in the U.S., the development and philosophy of the reservation-based program, and described the association with the Northwest Indian College. President Jervis mentioned that one of the characteristics of the program is that there is a common curriculum at the various locations. A strong component of the program is the exchange between students and the reservations. Trustee Vipperman hoped the College would be able to find funds to support this model throughout the state. President Jervis projected that external funds might be obtainable.

## **Reaccreditation**

President Jervis reviewed Evergreen's accreditation process (a major accreditation every ten years and a reaccreditation visit every five years). Provost Smith, the College's accreditation liaison, provided an overview of the contents of the self-study, crediting Academic Dean John Cushing with the preparation of the report. Dr. Cushing detailed the schedule for Dr. Robert Smith's accreditation visit and discussed other aspects of the report. Dr. Jervis stated her belief that the assessment question is urgent for Evergreen because of the strong external pressure to impose an outcomes assessment. A wide-ranging discussion ensued involving the issues of retention and late evaluations.

## **Recess for Lunch**

Trustees recessed in order to have lunch with faculty.

## REGULAR MEETING

The regular meeting was called to order by Chair Girvin at 1:30 PM. For Trustees who were unable to attend the previous meeting, President Jervis reintroduced Student Representative Ted Shouse, Faculty Representative Linda Kahan, and Kim Merriman, serving this year as Assistant to the President for Governmental Relations. President Jervis suggested postponement of item #12 (annual fund raising report) to the next meeting. The revised agenda was approved.

## CHAIR'S REPORT

The Chair reported attendance at a Foundation meeting in August; she reviewed the Tuesday afternoon/evening and Wednesday morning schedule.

## PRESIDENT'S REPORT

President Jervis announced the reappointment of *Trustee VIPPERMAN* and the swearing in of *LANA BREWSTER* and *TAMMY STRETCH*, who have completed the training requirements for the position of police officer. She distributed and reviewed the Council of Presidents draft legislative agenda "*Guiding Principles*."

Vice President Purce reviewed exploratory discussions regarding the co-location of the state emergency management services on Evergreen's campus, following up a request from OFM; he distributed a summary sheet identifying requirements for and information about the new state emergency coordination center. The Office of Financial Management is responsible for the next phase of discussions.

The President identified external activities and invited reports from Board representatives: Ted Shouse - thanked the Board for attending the public forum and for their attention to the issue of the academic calendar, reiterating arguments against changing to a semester system; Walter Niemiec - transmitted additional faculty "ballots" responding to the academic calendar poll; Linda Kahan - had no report but pointed out that the "ballot" vote was outside of the process for faculty governance.

## RESTRUCTURING THE ACADEMIC CALENDAR - Action

President Jervis forwarded the recommendation for conversion of Evergreen's academic calendar from a quarter system to a semester system. She outlined the process and rationale behind the recommendation. President Jervis expressed her endorsement of this recommendation and her belief that a recommendation from the faculty about the structure of the academic program must be taken seriously. In the fall, the agenda committee declined to reconsider this matter, concluding that the vote of the faculty last spring was a legitimate action of faculty governance. Two days prior to this Board meeting, a couple of members of the faculty decided to do an informal poll to see whether there was any overwhelming consensus among the faculty. President Jervis, after receiving the results during the noon break, deemed them inconclusive, pointing out that deep division remains among the faculty on this issue. Jeanne Hahn, Chair of the long-range curriculum task force, expressed her belief that delaying this decision beyond December would be disruptive to the work of her committee.

For purposes of discussion, trustee Vipperman introduced the following motion, even though her personal preference would be to make this decision following the deliberations of the curriculum



committee. She identified her overriding concern to have a curriculum that produces quality programs.

**Motion**  
**10-1-94**

Ms. Vipperman moved approval of conversion of Evergreen's academic calendar from a quarter system to a semester system, effective in the summer of 1996. The motion was seconded by Mr. Haley. Extensive discussion occurred before the vote was taken. The motion failed with the Chair breaking the tie. Voting for: Trustees Vipperman, Haley, and Meserve. Voting against: Trustees Imanaka, Kelly, Terrey and Chair Girvin.

Prior to voting on the motion, individual Trustees expressed their position on the matter and the rationale behind their decision. President Jervis suggested that this subject *not be revisited for some period of time* (suggesting a period from 5 to 8 years) because of the enormous energy consumed in this process. Trustee Imanaka expressed the desire to be responsive to the results of the curriculum task force should there be a compelling reason for semesters.

President Jervis pointed to the exceptional nature of Evergreen's Trustees and their ability to debate, disagree in public and then come to a conclusion.. The audience endorsed these comments by applauding the Board. Chair Girvin expressed the hope that this served as a lesson in "process," commenting she perceived that students did not feel included -- she urged students not just to be active in issues like this but to be active in other matters as well. Trustee Imanaka issued a challenge to the campus to understand issues, to respect process, and to get involved.

**APPROVAL OF 5% & 10% BUDGET REDUCTION AND 10% FTE REDUCTION - Action**

President Jervis set the context for the recommendation. The Office of Financial Management has requested budget cutting exercises at a 2.4%, 5%, and 10% level and a 10% FTE personnel cut. These exercises reflect the College's best estimate at this time; actual cuts may be somewhat different should they need to be made next spring. She recommended Trustee approval but not support.

**Motion**  
**10-2-94**

Dr. Terrey moved approval of the 1995-97 operating budget reduction exercises requested by the Office of Financial Management; reductions total 39.16 FTE positions and \$3,622,338. These plans assume a July 1, 1995 implementation possibility. Seconded by Mr. Imanaka and passed.

**APPROVAL OF PRESIDENT'S GOALS - Action**

President Jervis reviewed the process she used in preparing and distributing her goals for 1994-95. The goals are organized around four foci: innovation, turning outward, campus climate, and governance. It is her intention that these goals become part of the institution's agenda. Her annual report and self-evaluation will be based on these goals.

**Motion**  
**10-3-94**

Ms. Vipperman moved approval of the attached goals for President Jervis for 1994-95. Seconded by Ms. Meserve and passed.

## **APPROVAL OF NORTHWEST INDIAN COLLEGE INTERAGENCY CONTRACT - Action**

Provost Smith recommended Board approval of a contract with the Northwest Indian College, explaining this is a formalization of the Bridge program for Native American students. The agreement outlines roles, responsibilities, activities, and reimbursement of the parties. President Jervis voiced her assumption that the College would work with the tribes to secure federal and private foundation funding.

**Motion** Ms. Vipperman moved approval of the attached memorandum of  
**10-4-94** agreement between The Evergreen State College and Northwest Indian College.  
Seconded by Ms. Meserve and passed.

## **OTHER BUSINESS**

### **Announcement of Presidential Performance Evaluation and Board Self-Evaluation**

Chair Girvin read the Board's evaluation of the President's performance, attached to these minutes, and pointed out that the Board's self-evaluation (also attached) had earlier been distributed to campus.

Trustee Terrey clarified that the sabbatical for the President was a condition of employment for President Jervis.

### **Annual Curriculum Report**

Provost Smith distributed the condensed curriculum for 1994-95. Jeanne Hahn distributed the long-range curriculum disappearing task force structure and timeline and reviewed the work of this group. This committee expects to have continuous dialog with the faculty as a whole. They intent to have a preliminary draft for the faculty retreat in February and a final report for the spring faculty retreat.

### **Admissions and Retention Report**

Steve Hunter distributed the tenth-day preliminary enrollment statistics and a list of completed assessment projects. He highlighted information contained in a series of graphs reflecting headcount; enrollment for graduate/undergraduate/evening/weekend students; resident/non-resident students; freshmen; students of color; and provided information on retention, pointing out an overall 5% increase in freshman retention (compared to last year).

### **Summer Conferences**

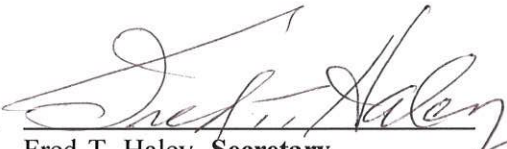
Nancy McKinney introduced Donnagene Ward, Evergreen's Conference Services Manager, who distributed a conference brochure and a list of 1994 summer conference users. Summer conferences generate revenue for Evergreen's residence halls and other areas of campus.

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

The date of the next meeting was confirmed for December 14.

There being no other business, the meeting was adjourned at 4:20 PM.

  
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Lila S. Girvin, **Chair**

  
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Fred T. Haley, **Secretary**

Attachments (4):  
President Jervis' 1994-95 goals  
Memorandum of Agreement w/ Northwest Indian College  
1993-94 Board evaluation of presidential performance  
1993-94 Board self-evaluation



# PRESIDENT'S GOALS FOR 1994-95

Jane L. Jervis, President

*The Evergreen State College*

**President's Goals for 1994-95:** We continue to face the challenge to find ways to be creative, to reach out, to remain vital as an institution in an environment of static or shrinking resources. The goals presented below represent some things I can do myself; some indicate support for work that is already in process; and some are intended to begin or continue conversations among members of the community without whose support and participation nothing will be achieved. I can only articulate the goals -- the realization of those goals belongs to all of us.

**My overall goal is to help Evergreen fulfill its fundamental mission, "to assist students in learning how to learn and how to continue developing their skills in a world of increasing diversity, interdependence, and moral complexity." (Role and Mission Statement for TESC, 1989)**

**Focus -- Innovation:** Invigorate the learning community and support a learning environment that sustains students, faculty, and staff; re-commit Evergreen as a center of innovation in undergraduate teaching and learning; make feedback from assessment an active part of academic and institutional planning; strengthen ties between student affairs and academics; create structures that support vital careers for faculty and staff.

*For 1994-95:*

- support and participate in the work of the Long Range Curriculum DTF, to reexamine every aspect of Evergreen's curriculum;
- continue to focus attention on methods of improving student retention;
- work toward implementation of the long-range plan.

**Focus -- Turning Outward:** Develop ties between Evergreen and the outside world; reach out to the wider community to further enrich Evergreen intellectually and culturally.

*For 1994-95:*

- work with legislators, other higher education institutions, and state agencies in support of TESC, and in the development of state higher education policy;
- support TESC's participation in state and national educational reform, both in K-12 and in higher education, as an outlet for applied research in teaching and learning;
- develop support among alumni, friends of the college, and community leaders;
- work with development/college relations staff, the Evergreen Foundation, Friends of the Library, and others to build a base for raising funds to supplement state funds in support of TESC programs and students;
- continue to be alert to ways in which TESC can be of service to the region and to the state;
- work on implementation of the long-range plan.



**Focus -- Campus Climate:** Improve the campus climate for all people and work to make real the ideals of the Social Contract; help Evergreen strengthen its sense of community, of working in a voluntary, collaborative association with the common purpose of learning together, and of responsibility to provide the best possible service to students and the public; expand and strengthen our commitment to pluralism.

*For 1994-95:*

- focus the attention of the community on issues of integrity and service;
- set an example of civility and respect in my interactions with all members of the community;
- sponsor and participate in campus-wide and constituency-based training sessions on diversity;
- continue institutional attention to hiring for diversity;
- use all possible public occasions to reaffirm the need for civility and mutual respect in all our relationships;
- distribute Social Contract annually to all employees and students;
- encourage community play and celebration;
- in construction of the Longhouse, emphasize multi-cultural education, celebration, and the bringing together of peoples in the Evergreen community as well as in the wider community;
- work on implementation of the long-range plan.

**Focus -- Governance:** Improve internal governance structures and practices, so that our ideal of collaborative governance is more fully realized; support development of strong faculty and student governance structures; identify and rectify gaps and internal contradictions in TESC's governance documents.

*For 1994-95:*

- support the provost in building a new academic administration;
- pay particular attention to clear and frequent communication with all constituencies, including the Board of Trustees;
- continue to make evaluation of internal communication and collaboration part of the evaluation criteria for both the President and the Vice Presidents;
- continue targeted program reviews of administrative departments, to improve effectiveness and service;
- improve written policies and procedures for clarity, consistency, and equity;
- continue discussions of administrative restructuring, for greater effectiveness and cost-savings;
- strive to preserve institutional humanity as we struggle with diminishing fiscal resources;
- work on implementation of the long-range plan.

Approved by the  
Board of Trustees 10/12/94