

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

OCTOBER 9, 1996

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

Trustees Attending:

Lila S. Girvin
Dwight Imanaka
Christina A. Meserve
John N. Terrey
Carol Vipperman

Absent: Billy Frank
Fred Haley

Representative to Board:

Jan Ott, Faculty

Absent: Linda Pickering, Staff

Staff Present:

Michael Beug, Member of the Faculty
Art Costantino, Vice President for Student Affairs
Ruta Fanning, Vice President for Finance and Administration
Susan Fiksdal, Academic Dean
Steve Herman, Member of the Faculty
Lee Hoemann, Executive Associate to the President
Steve Hunter, Director of Institutional Research
Ken Jacob, Director of Facilities
Jane Jervis, President
Rob Knapp, Academic Dean
Val Manion, Director of Alumni Affairs
Sandy McKenzie, Executive Director of College Advancement
Nancy McKinney, Special Assistant to VP for Finance and Administration
Kim Merriman, Assistant to the President for Governmental Relations
Nalini Nadkarni, Member of the Faculty
Arnaldo Rodriguez, Dean of Enrollment Services
Rita Sevcik, Administrative Assistant to the President/Recording Secretary to
Board of Trustees
Barbara Leigh Smith, Vice President for Academic Affairs and Provost
Steve Trotter, Budget Director
Gabriel Tucker, Member of the Faculty
Mike Wark, Director of College Relations
Bill Zaugg, Administrative Assistant for Budget

Others Attending:

Jan Frickelton, Assistant Attorney General
Students from *Ecological Restoration* program

OCTOBER 8, 1996 WORK SESSION

Chair Imanaka called the meeting to order at approximately 1:35 PM. The agenda for this session was Board self-evaluation and Board performance.

Reports to the Board. President Jervis asked Trustees to review the reports that staff supply and which Trustees request to insure that they continue to serve as indicators which Trustees can use to measure the College's performance. These indicators relate to the Trustees' self-evaluation and to the evaluation of the President, who is judged by the performance of the institution as a whole. Discussion included the

Board's delegation of authority, interpretation of "major" policy, management flexibility, the desire for trend information/comparison data and indications of whether goals had been met. The President asked that, over the next year, Trustees be critical receivers of reports, questioning whether they provide the information Trustees need and whether they convey and translate what Evergreen is about. She commented that this struggle to learn to explain the college and communicate clearly the institution's value to an outside constituency is important to the long-term survival and health of the institution and is consistent with our efforts to provide OFM and the legislature with "performance measures." It was agreed that reports would be streamlined, kept to one page if possible, provide comparisons of previous years and provide interpretation and an analysis of trends as appropriate.

Change of Bylaws. As part of a review of Board bylaws, Trustee Terrey proposed language enabling the Chair to vote on issues before the Board. The Board agreed this discussion would serve as notification for a change of bylaws. This item will be placed on the Board agenda for action in December.

Also discussed: future review of the Board Delegation of Authority and of Article VII (Appointment of the President) of the Board Bylaws.

President Jervis reviewed conclusions of a Board subcommittee regarding **Presidential Evaluation:** (1) the President will continue to write her self-evaluation and annual report and disseminate them on campus and ask for response; (2) the Board will evaluate the President on the basis of the state of the College; (3) following completion of the evaluation process, the President will send her annual report to people outside the campus for their information; (4) a major evaluation will be conducted periodically; and (5) the Board self-evaluation will consist of dialog amongst themselves.

President's Goals. President Jervis reviewed her six new goals and her continuing goals from the previous year. Trustee Vipperman emphasized the role of the President and the Board in "translating" Evergreen to the outside.

Board Evaluation. Trustees, with President Jervis' input and assessment, conducted their self-evaluation. Trustee Vipperman pointed out the changing composition of the Board with the addition of new members in the coming year and prompted a discussion of the challenge the Board faces to assist and acquaint new Trustees with the role of the Board and with expectations for the Board's performance -- modeling civility, stewardship, transferring institutional memory (perhaps through an exit interview), the Board's role in policy and the integrity of the Board process. Trustees mentioned their continuing desire for time to get better acquainted with each other.

Board Goals. Trustees reviewed their goals. Trustee Terrey pointed out the Board's work in tuition policy setting. Chair Imanaka pointed out that these goals help the Board stay focused.

Recess. Trustees recessed to attend the Friends of the Library celebration, followed by an informal dinner.

WEDNESDAY, OCTOBER 9, 1996 REGULAR MEETING

Executive Session. At 8:00 AM, Trustees reconvened to conduct their annual review of the President's performance

CALL TO ORDER/Introductions/Work Session - Use of Campus by Academic Programs

Provost Barbara Leigh Smith introduced two new academic deans -- Susan Fiksdal (responsible for part-time studies and international studies) and Rob Knapp (responsible for faculty hiring and faculty development). She also introduced the new faculty representative to the Board, Jan Ott, who rotates into this position as the immediate past chair of the Agenda Committee.

Trustees accepted the agenda as presented. The Chair announced an executive session under item 20 on the agenda. The Board heard presentations from four faculty members regarding some of the ways in which the campus is used for academic purposes. **Michael Beug**, coordinator of the environmental studies planning group, a group composed of 25 continuing faculty serving approximately 500 students, read from the environmental studies mission statement and pointed out that 300 of these students are doing research projects this fall on the campus. **Nalini Nadkarni** discussed her vision for campus use in the future, focusing on her area of research, canopy study, and pointed out ways in which Evergreen's environment is similar to the environment of the rain forest. She related the President's goals to potential future academic projects. **Steve Herman** discussed projects which help to maintain the integrity of the campus flora and fauna. He urged the continued use of the campus for natural history instruction. **Jan Ott** gave a presentation of her work in the scientific inquiry area of instruction, mentioning specifically research projects on frogs and wetlands areas on campus.

Trustees expressed appreciation for these informative presentations as the college begins the master planning process and development of a land use policy.

EXECUTIVE SESSION/LUNCH RECESS

At approximately 11:10 AM, the Board recessed into an executive session to consult with legal counsel regarding potential or actual litigation. Following the executive session and lunch, the regular meeting was reconvened at 1:30 PM. In Trustee Imanaka's absence during the afternoon session, Trustee Vipperman served as Acting Chair. She announced that no action had been taken as a result of the morning executive sessions.

CHAIR'S REPORT

Acting Chair Vipperman reported the following: a productive Board Retreat held in August; a successful convocation in mid-September; Chair Imanaka's presentation before the Higher Education Coordinating Board on September 26 (with special thanks to Kim Merriman for her preparation and to Ruta Fanning and Barbara Smith for their excellent presentations of Evergreen's budget).

Board Self-Evaluation. The Acting Chair reported that the Board received no written evaluations from the community. She related the previous day's discussion regarding the effectiveness of the Board, pointing out their agreement that part of their job is to maintain and stay focused on policy and at the same time be focused on the future. She reviewed the process of developing policies to distinguish between the work of the President and the administration and the work of the Board. The Board feels they have succeeded in focusing on policy and

acknowledged there is more work to be done, i.e. - finding ways to delegate even more authority to give more management flexibility and at the same time maintain responsibilities of oversight. The Board received a verbal assessment from the President who conveyed the view that the Board is helpful, caring, committed, and operates in a fashion that respects differences and does it in a civil way. The Acting Chair relayed the Trustees desire to take a more pro-active role in the selection of new Board members and to assist new members to quickly transition to the Board and to understand the Board process. Trustee Terrey suggested that Trustees get more involved in academic programs whenever possible and recognized the public service of fellow Trustees who take time from their jobs to serve on this Board.

Notification of Intention to Amend Board Bylaws. The Acting Chair announced the Board's intention to amend Board bylaws at the December meeting to allow the Chair to vote.

Presidential Performance Review. Acting Chair Vipperman reviewed agreed upon changes for the evaluation of the Board and the President: (1) to save resources, requests for evaluation of the Board and the President were done at the same time; (2) the Board's assessment of the President will not be a written report but will be given orally as part of the Chair's Report.

It is the Board's judgment that President Jervis has met and exceeded the Board's expectations and met her 1995-96 goals. During the past year, the Board believes that the President demonstrated leadership and growth in (1) reaching out to external communities; (2) forging (with staff assistance) a better relationship with the legislature; and (3) forming a very effective administrative team. The Acting Chair pointed out some of the successes of the past year: the opening of the Longhouse and resolution of surrounding issues, the public safety/arming issue, the long-range curriculum work, focus on student aid and access. The Board concluded that it is appropriate, because of the President's contributions and accomplishment, to adjust the President's compensation to be commensurate with her abilities, contributions and accomplishments. She announced that a **Board Subcommittee (consisting of the Finance Committee -- Trustees Girvin and Meserve -- and Chair Imanaka)** has been formed to investigate compensation for the President and will report back in December. Trustee Vipperman conveyed her belief (reinforced by comments from others outside of Evergreen) that Evergreen has the best president in the higher education system in the state. President Jervis commented that she and Evergreen were blessed with a remarkable Board.

PRESIDENT'S REPORT

President Jervis mentioned the College's celebration (over the coming year) of the completion of twenty-five years of teaching and learning. She reported on outside activities since the August meeting: development trips to Boston and San Francisco; announcement at an Aberdeen Rotary meeting of the College's collaborative program with Grays Harbor to bring upper division education to place-bound students (and a reception to be held on October 10 to celebrate this collaboration); meetings to talk about funding of higher education; meetings with legislative and media representatives; presentations and attendance at other in-state meetings; and the October 7 *Higher Education* day. The President recognized Kim Merriman, Mike Wark, and Marcia Husseman for their efforts in making this day a success. During the past month, the President also attended her first meeting as a Trustee of Stonehill College and chaired the ten-year

accreditation visit of Northwest Nazarene College in Idaho. She mentioned the first event (scheduled for October 10) of a series called *Business in a Changing World*, sponsored by the College.

The President called on the faculty representative. Jan Ott mentioned that the agenda of the upcoming faculty retreat will focus on the quality of faculty work life.

APPROVAL OF MINUTES - Action

Motion Ms. Girvin moved approval of the minutes of the August 14, 1996 meeting as
10-1-96 presented. Seconded by Ms. Meserve and passed with unanimous approval.

RATIFICATION OF APPROVAL OF COMMUNICATIONS BUILDING CHANGE ORDER - Action

Vice President Fanning reviewed the purpose of the change order (to authorize completion of offices on the third floor of the Communications Building). In order to obtain permission to move ahead, individual Trustees were polled prior to this meeting. The requested action formally ratifies the decision to add this change order.

Motion Dr. Terrey moved to authorize a change order to the contract with
10-2-96 Hilger/Steward, Inc. up to \$250,000 to complete offices on the third floor of the addition to the Communications Building. Seconded by Ms. Meserve and passed with unanimous approval.

CHANGE ORDER TO WATER RESERVOIR CONTRACT - Action

Ms. Fanning reviewed this change order, made possible by a low bid, to repair existing damage and provide necessary coatings to prevent future damage to the water reservoir.

Motion Ms. Meserve moved to authorize a change order, not to exceed \$100,000, with
10-3-96 Dunkin and Bush, Inc. for additional services and work at the reservoirs. Seconded by Dr. Terrey and passed with unanimous approval.

APPROVAL OF 1997 BOARD MEETING DATES - Action

Motion Ms. Meserve moved approval of the following Board meeting dates for 1997:
10-4-96 **February 12, April 9, May 14; June 11; August 13; October 8; December 10.** Seconded by Ms. Girvin and passed with unanimous approval.

OTHER BUSINESS, REPORTS, AND ANNOUNCEMENTS

President's Annual Report. President Jervis asked that the record reflect her understanding that her annual report to the community serves as her "state of the College" address required in Board Policy No. 5. She reflected her intention to circulate this report off campus to communicate the state of the college.

Quarterly Financial Management Report

Ruta Fanning invited and responded to questions regarding the fiscal end/quarterly financial management report and mentioned continuing efforts to make this a true management report.

Grants and Contracts Annual Report

Vice President Fanning reviewed grant activity through June 30, 1996, pointing out that this is not a complete picture of every grant applied for or received. The Acting Chair reinforced the Board's desire to have a more comprehensive report including trends. Ms. Fanning informed the Board of continuing efforts to display information in a more useful way.

Annual Report: Evergreen Foundation

Sandy McKenzie presented the annual Foundation fundraising report for 1995-96 and pointed out the trend toward higher levels of giving. She distributed two additional reports (an analysis of total giving for 1995-96 and trends in gift-giving levels). She credited efforts of the administration and of the College Advancement staff for the increased giving record, particularly recognizing three staff members who took on additional duties during the past year (Shelly Allsup, Jackie Barry and Valerie Manion). She also distributed informational packets. President Jervis acknowledged Ms. McKenzie's contributions in this effort.

Annual Fall Report: Admissions and Retention

Steve Hunter, Director of Institutional Research, circulated preliminary enrollment statistics and provided highlights (highest headcount and FTE enrollment in the College's history) and discussed the increase in the evening/weekend enrollment and in the retention rate. He also mentioned new programs scheduled for spring: a computer studies evening/weekend program and the Grays Harbor program.

Annual Financial Aid Report

Vice President Costantino provided an overview of this presentation. Dean of Enrollment Services, Arnaldo Rodriguez, reviewed the work of the financial aid DTF and shared some of the conclusions. Mr. Rodriguez told Trustees that the College does not have enough grant aid to meet the needs of students; loans provide more than half of the financial aid package for students. Steve Hunter highlighted the major changes in the annual financial aid report from last year. The number and percent of students receiving financial aid has increase substantially and the gap between financial need and the financial aid awards increased by 29 percent over a two-year period.

Legislative Report

Kim Merriman mentioned the faculty lecture series; reported President Jervis' participation in a panel on the issue of financial aid; reminded Trustees of the continuing tuition debate on the horizon; and mentioned the September 26 presentation to the Higher Education Coordinating

Board. She distributed some information regarding Higher Education day. Ms. Merriman provided an update on the 25th anniversary proclamation and encouraged Trustees to provide names of people the College should contact.

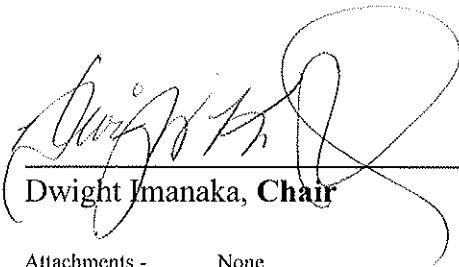
Implementation of Limited Arming

Dr. Costantino mentioned (1) the police services newsletter which highlighted changes made in that area; (2) an internal reorganization; (3) reinstitution of a crime watch; (4) progress of the selection process for hiring an additional officer. It is his hope that the limited arming implementation would occur by the end of winter quarter. Steve Huntsberry reported progress on the revisions to the standard operating procedures.

DATE OF NEXT MEETING, AND ADJOURNMENT

The date of the next meeting was confirmed for December 11, with a work session on December 10.

The meeting adjourned at 3:00 PM.


Dwight Imanaka, **Chair**
Carol Vipperman, **Secretary**

Attachments - None

RMS