

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

OCTOBER 14, 1998

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

Trustees Attending: Stanley L. K. Flemming
Bill Frank, Jr.
Dwight Imanaka
David E. Lamb
Lara Littlefield
Christina A. Meserve
Marilee K. Roloff
Carol Vipperman

Representative to Board: Alumna Jane Fisher
Faculty Sean Williams
Staff Linda Mae-richardson

Staff Present: Rino Balatbat, College Architect
Richard Cellarius, Member of the Faculty (10/13)
Art Costantino, Vice President for Student Affairs
Wade Davis, Controller
Kathy Dean, Administrative. Secretary, VP for Finance and Administration (10/13)
Ruta Fanning, Vice President for Finance and Administration
Michel George, Director of Facilities
Lee Hoemann, Executive Associate to the President
Steve Hunter, Director of Institutional Research
Jane Jervis, President
Anna Kircher, Director of Computing and Communications
Lee Lyttle, Academic Dean
Nancy McKinney, Special Assistant to VP for Finance and Administration
Kim Merriman, Assistant to the President for Governmental Relations
Collin Orr, Student Accounts' Office
Rita Sevcik, Administrative Assistant to the President/Recording Secretary to Board of Trustees
Barbara Leigh Smith, Vice President for Academic Affairs and Provost
Kasia Stuck, College Advancement Office
Steve Trotter, Budget Director
Gabriel Tucker, Member of the Faculty (10/13)
Jesse Welch, Dean of Enrollment Services
Bill Zaugg, Administrative Assistant for Budget

Others Attending: Lisa Buenaventura, ACE Washington State Fellow
Howard Fischer, Assistant Attorney General
Shinichi Kusanagi, Kobe Exchange Faculty
Joslyn Trivett, Alumna/Master Plan project

TUESDAY, OCTOBER 13, 1998 EDUCATIONAL/PLANNING SESSION

Chair Lamb called the meeting to order at approximately 1:35 PM, acknowledged the presence of all Trustees, and facilitated introductions.

Campus Master Plan/Tour

Vice President Ruta Fanning introduced her Special Assistant Nancy McKinney and Joslyn Trivett, a 1994 TESC graduate who worked with Nancy McKinney and the Campus Master Plan steering committee in the production of the 1998 Campus Master Plan document. A power-point presentation included a review of the definition of land use and of master plan and the history of Evergreen's master plan (first written in 1968, revised in 1969 and again in 1983). The presentation outlined the components of the master plan and the changes from the previous plan. This master plan, which the Board will be asked to adopt in its final form in January, contains a number of recommendations among which is a recommendation for the creation of a *Campus Land Use Committee*, a major standing committee that would provide focus to the land-use planning process.

Following the presentation and a question period, Trustees and staff toured campus, by foot (campus core) and by van (Organic Farm cluster, McLane trail, Evergreen's bike trail, development at border, maintenance shops cluster, housing, Geoduck house cluster and access to Evergreen's waterfront). Following an informal dinner at the President's Residence, Trustees participated in several of the evening/weekend academic programs.

WEDNESDAY, OCTOBER 14, 1998 REGULAR MEETING

Call to Order/Executive Session/Reconvene

At approximately 9:00 AM, Chair Lamb called the regular meeting to order in order to convene into executive session under the provisions of RCW 42.30.110, to conduct the annual presidential performance review and to consult with legal counsel regarding agency enforcement actions, or actual or potential agency litigation.

Around 11:50 AM, the Board reconvened the meeting. There was agreement that the Board should recess for lunch and reconvene the meeting at 1:00 PM, in order to review the August 13 retreat discussions and the Board self-evaluation, prior to proceeding with the action portion of the meeting scheduled for 1:30 PM (as listed on the published agenda).

LUNCH RECESS

At 1:00 PM, Chair Lamb reconvened the meeting; the agenda was accepted as revised.

APPROVAL OF MINUTES - Action

Motion Mr. Imanaka moved approval of the minutes of the August 12, 1998 meeting as
10-1-98 presented. Seconded by Dr. Flemming and passed.

Board discussion of August 13 Retreat/Self-Evaluation

The Chair stated his belief that the development of Board norms was a principal outcome of the retreat. For reference, the norms are included under the Chair's report. He invited Trustees to add their observations and perspectives regarding the retreat. The new student Trustee expressed appreciation for the improved understanding of her role gained at the retreat and offered to talk with those Trustees who were unable to attend the retreat. There seemed to be a common belief that the norms crafted at the retreat might be a more useful measurement of the Board's

performance and efficiency than the goals established in past years. Trustees expressed appreciation to the staff and to Jackie Ostrom, who served as the retreat facilitator, and agreed that the informal opportunity for interaction between new Trustees and the more experienced Trustees was important.

APPROVAL OF 1999 MEETING DATES - Action

The recommendation to move to an alternate meeting schedule (uneven- instead of even-months) was an outcome of the retreat discussions. President Jervis proposed that the month of December serve as the transition to the new schedule, with the regular meeting being suppressed in favor of the scheduled December 8 strategic planning session.

Motion Dr. Flemming moved adoption of the following **meeting schedule for 1999:**
10-2-98

Tuesday, January 12	Education/planning session	1:30 PM – 5 PM
Wednesday, January 13	Regular BOT meeting	9:00 AM – 5 PM
Tuesday, March 9	Educational/planning session	1:30 PM – 5 PM
Wednesday, March 10	Regular BOT meeting	9:00 AM – 5 PM
Tuesday, May 11	Educational/planning session	1:30 PM – 5 PM
Wednesday, May 12	Regular BOT meeting	9:00 AM – 5 PM
Thursday, June 10	Regular BOT meeting	9:00 AM – 5 PM
Friday, June 11	GRADUATION	
Tuesday, July 13	BOT RETREAT	9:00 AM – 5 PM
Wednesday, July 14	Regular BOT meeting	9:00 AM – 5 PM
Tuesday, September 14	Educational/planning session	1:30 PM – 5 PM
Wednesday, September 15	Regular BOT meeting	9:00 AM – Noon
Wednesday, September 15	CONVOCATION	1:00 PM – 3 PM
Tuesday, November 9	Educational/planning session	1:30 PM – 5 PM
Wednesday, November 10	Regular BOT meeting	9:00 AM – 5 PM

Seconded by Ms. Roloff and passed.

APPROVAL OF DESIGN SCHEMATICS FOR HEALTH AND COUNSELING CENTER REMODEL - Action

Ms. Fanning reviewed the remodeling/relocation of the Health and Counseling Center (moving this center out of the Seminar Building). During the schematic design review process, two major issues were raised about the proposed location, resulting in an administrative recommendation to delegate approval of an alternate site to the President. \$1.5 million has been allocated for this relocation.

Director of Facilities, Michel George, presented design sketches and the issues associated with the proposed relocation, which is scheduled for completion by September 15, 1999. The Board will be asked to award the construction bid at the March 1999 meeting.

Motion
10-3-98 Ms. Vipperman moved approval of (1) the attached design sketches of the Health and Counseling Center relocation project if ongoing analysis shows that the issues of the pool exhaust and the roofing system can be resolved cost effectively, and (2) delegation of authority to the President for design approval of alternatives meeting programmatic and budgeted goals, if the attached design cannot be acceptably effected. Seconded by Dr. Flemming and passed.

SUMMER SCHOOL TUITION - Action

Provost Smith reminded the Board that during the regular academic year the tuition is set by the Legislature but during the summer, it is the prerogative of the Board to set tuition rates. Academic Dean John Cushing informed the Board that the 1998 summer school had the highest enrollment in history, an 8 percent increase in quarter credit hours over the previous year. He reviewed the proposal for 1999, which continues the practice of previous years.

Motion
10-4-98 Ms. Vipperman moved approval of maintaining the established relationship between the academic year and summer school tuition rates. For summer 1999, this would be an increase of 3.90% for all summer school students. This will result in a total per credit-hour tuition and fees of **\$87.90 for resident undergraduate, \$193.70 for non-resident undergraduate, \$132.90 for resident graduate and \$193.70 for non-resident graduate** students. Seconded by Ms. Meserve and passed, with Ms. Littlefield abstaining.

INTRODUCTIONS, OTHER BUSINESS, REPORTS, AND ANNOUNCEMENTS

Provost Smith introduced Shinichi Kusanagi, who is here as an exchange faculty participating in Evergreen's exchange program (which began in about 1980) with Kobe University of Commerce. Chair Lamb presented a gift on behalf of the Board. President Jervis introduced Linda Mae-Richardson, new staff representative to the Board. At a later point in the meeting, the President introduced the new faculty representative to the Board, Sean Williams. Vice President Costantino introduced Jesse Welch, newly appointed Dean of Enrollment Services.

CHAIR'S REPORT

The Chair noted that all eight Trustees were together for the first time during the October 13 educational/planning session and that all had participated in the academic programs last evening.

Chair Lamb read and presented to Trustee Vipperman the Board resolution, passed in her absence during the August meeting, acknowledging her term as Chair.

Evaluation of the President

The Chair reviewed the presidential evaluation process. Among the items noted by the Board as President Jervis' accomplishments for the past year: the commitment the President has made to fundraising, advancing that as a necessary part of the future and of Evergreen; her contributions (in the form of *Straight Talk* papers) to the 2020 Commission, a group looking at the future of higher education; the President's sensitivity in dealing with issues on campus with a sense of importance and urgency; the President's involvement in community activities, which has brought

distinction to the college and has raised the esteem of Evergreen in the community and throughout the state.

Chair Lamb commented that in President Jervis' annual report for 1997-98 she noted as accomplishments of the various offices and divisions of the college: endowed lecture series; outreach activities to Grays Harbor and to the Native American Tribes (he added that in 1979 the PLATO computer network offered the college's first distance education class).

The Board complimented the President for forging new fields for Evergreen; for keeping the tradition of sensitivity and awareness; for her inclusiveness in the administration of the institution and for the development of staff representing the leadership of the institution.

Trustee Vipperman added that the Board has asked President Jervis to take a period of time during December and January to develop a paper (as she previously did with the issue of financial aid) to help the Board and the community understand technology as it relates to higher education.

Motion Ms. Vipperman moved approval of an increase in the annual contribution to the
10-5-98 separate trust account for President Jervis (created by an Agreement dated December 11, 1996, Resolution No. 96-10) from \$15,000 to \$25,000 per year, (or such other amount as the Board may from time to time determine) in recognition of her outstanding services to TESC. Seconded by Dr. Flemming and passed unanimously.

Board Self-Evaluation

Chair Lamb reviewed the Board "norms," which the Board views as commitments or obligations, developed at the August retreat and contained herein.

BOARD NORMS	
1) Model behaviors <ul style="list-style-type: none"> ▪ Demonstrate civility, integrity, honesty ▪ Listen respectfully ▪ Follow rules (open meetings) ▪ Ask how each of us can help one another succeed ▪ Support one another, even in disagreement (working with the President) ▪ Say "thank you" 	2) Be willing to commit time <ul style="list-style-type: none"> ▪ To Board process/work ▪ To Board meeting attendance
3) Be an advocate <ul style="list-style-type: none"> ▪ See beyond TESC ▪ Send clear consistent messages ▪ Be accessible & visible in the community + to one another ▪ Be proactive counselor to TESC 	4) Understand the issues <ul style="list-style-type: none"> ▪ Ask the hard questions ▪ Be knowledgeable ▪ Be an <u>external</u> conscience
5) Enjoy the experience . . . have fun!	

He invited Trustees to give self-assessments of performance. Comments included:

- Endorsement of Board norms

- Board has interest, energy and enthusiasm
- Challenges and opportunities of changing membership
- Desire to re-establish and improve relationship with Board of Governors
- Encouragement for Chair to explore ways to communicate with and promote higher education with colleagues at other institutions
- Board intention to make themselves more available.
- Challenge to maintain bridges and build new ones to the community on campus (students, staff, and faculty) and off campus.
- Focus on Board goals, particularly in supporting the President in her goals
- Board's need for strategic planning to meet the goal of 5,000 students by 2010. The Board looks forward to undertaking this work.

PRESIDENT'S REPORT

President Jervis reported on the two convocations that opened the academic year: (1) the faculty and staff convocation, at which time the President announced the competition for the Evergreen Fund for Innovation (a 25th anniversary venture; David Lamb will represent the Board on this committee) and the College honored and recognized Jess Spielholz (a community member who has been volunteering at the institution since opening) and (2) a terrific first-time ever student convocation. She reviewed a preliminary analysis of tenth-day enrollment. The college is on target; fall-to-fall retention of first-time students is up by 11 percent. She discussed the College's budget presentation and her perception that the Higher Education Coordinating Board understands the importance of salaries in continuing to be able to offer quality programs.

The President (1) gave an assessment of the positions of the four-year institutions regarding local tuition-setting authority; (2) distributed a copy of the policy statement adopted by the Board in 1995; (3) pointed out some of the reasons why Evergreen has thought it was important to keep the link between tuition, general fund support and financial aid (and have those decisions made by the same body); and (4) concluded that this will continue to be Evergreen's position unless the Board were to instruct otherwise. Since the state tuition policy expires in July, 1999, this legislature will either have to make an ad hoc decision for the next biennium or create a carry-forward tuition policy. She invited Trustee reaction to help guide the administration in the legislative discussions. Trustee Roloff suggested updating the Board's tuition policy, emphasizing the important of keeping tuition low for the benefit of students. President Jervis responded that staff will rework statements of principle about tuition policy for the next meeting.

President Jervis provided updates regarding: the work of the 2020 Commission and the personnel changes in the College Advancement division (President Jervis is serving as interim Executive Director, working with a part-time consultant). She reminded Trustees of the lunch the following Monday with reaccreditation team members and informed the Board of a letter written to the community by herself and the vice presidents about the seriousness of hate crimes (prompted by the death of a Matthew Shepard, a student at the University of Wyoming). The President noted her inclusion in a *Washington Women Speak Out on Affirmative Action* brochure being used as a press kit and as an educational tool in discussions about I-200 or the issue of affirmative action.

The President invited reports from the community representatives. Faculty representative Sean Williams mentioned (1) the addition of 37 new faculty (including visitors) and a successful

buddy program for the new faculty; (2) an upcoming curriculum retreat; and (3) highlighted faculty issues, including salary and the difficulties of communications between divisions and areas on campus. Staff Representative Linda Mae-richardson expressed her pleasure in working with the Board and reported a flurry of activity surrounding the opening of the academic year, the influx of new and diverse staff due to an increasing number of retirements, the completion of the employee survey and efforts to improve the working environment. Alumna Representative Jane Fisher spoke of the excitement generated by the alumni retreat the preceding month, mentioned a successful alumni lecture at the Tacoma Art Museum, plans for an alumni lecture at the IMAX Theater in Seattle, and an upcoming alumni gathering in Los Angeles centered on the film industry. The President acknowledged the ambiguous nature of the Student Trustee and her role as a member of the student body. Trustee Littlefield (1) mentioned the status of planning for a student government (which will eventually be voted on by the student body); (2) highlighted some of the items discussed at a recent Student Affairs retreat in which student employees were invited to participate (community building; accountability in the context of the social contract; the relationship between the Board and students; core connectors serving as liaison between students and staff); and (3) a vigil at Sylvester Park to recognize the death of Matthew Shepard.

Student Information System

Vice President Costantino spoke of the difficulties of the College's antiquated student information system, and the importance of the process the institution has undertaken to obtain a new integrated student information system. Director of Computing and Communications Anna Kircher outlined the process and timelines for the selection of a vendor to supply the new student information system; her hopes for this new system; and the benefits to students and to the institution.

Reaccreditation Update

President Jervis reviewed the reaccreditation team visit: fourteen external evaluators will spend 2 ½ days on campus (October 19-21); each member has an assigned area to review; the team will present an informal set of commendations and recommendations at the end of the visit; in December the Commission on Colleges receives the committee's report and decides on Evergreen's reaccreditation.

Accountability Annual Report

Provost Smith reviewed the national movement toward accountability and performance-based funding, indicating this is seen as a way to increase quality and communicate what schools are doing. Nationally the measures, indicators and goals focus on output measures, efficiency measurement, and quality/student learning performance assessment. Last year the state implemented accountability plans approved by the Higher Education Coordinating Board, with goals set to the year 2005. Two percent of each institution's non-instructional funds (\$217,000 for Evergreen) was set aside as a performance fund. This year, two new efforts have been undertaken. First, a distance education/technology measure (not tied to funding) was added at the behest of the Governor. Second, Evergreen has been part of the experimental state writing project, a rigorous self-assessment and improvement effort, also not tied to funding. Director of Institutional Research Steve Hunter reviewed the specific targets and measurements and the success of the institution in meeting the target.

Reservation-Based Program Update

The Provost related that in January the Board will be asked to approve a request to the Higher Education Coordinating Board for blanket authority to offer the reservation-based community program statewide on tribal reservations. Academic Dean Lee Lyttle provided an overview of this unique program. The Muckleshoot Indian Tribe located near Auburn has asked to join Evergreen's reservation-based program, prompting the request for blanket authority. Trustee Vipperman suggested she would be interested in an on-site visit to this program.

DATE OF NEXT MEETING, AND ADJOURNMENT

The date of the next meeting was confirmed for December 8, an educational/planning session with Dr. Pat Callan, President of The Higher Education Policy Institute

The meeting adjourned at approximately 4:45 PM.



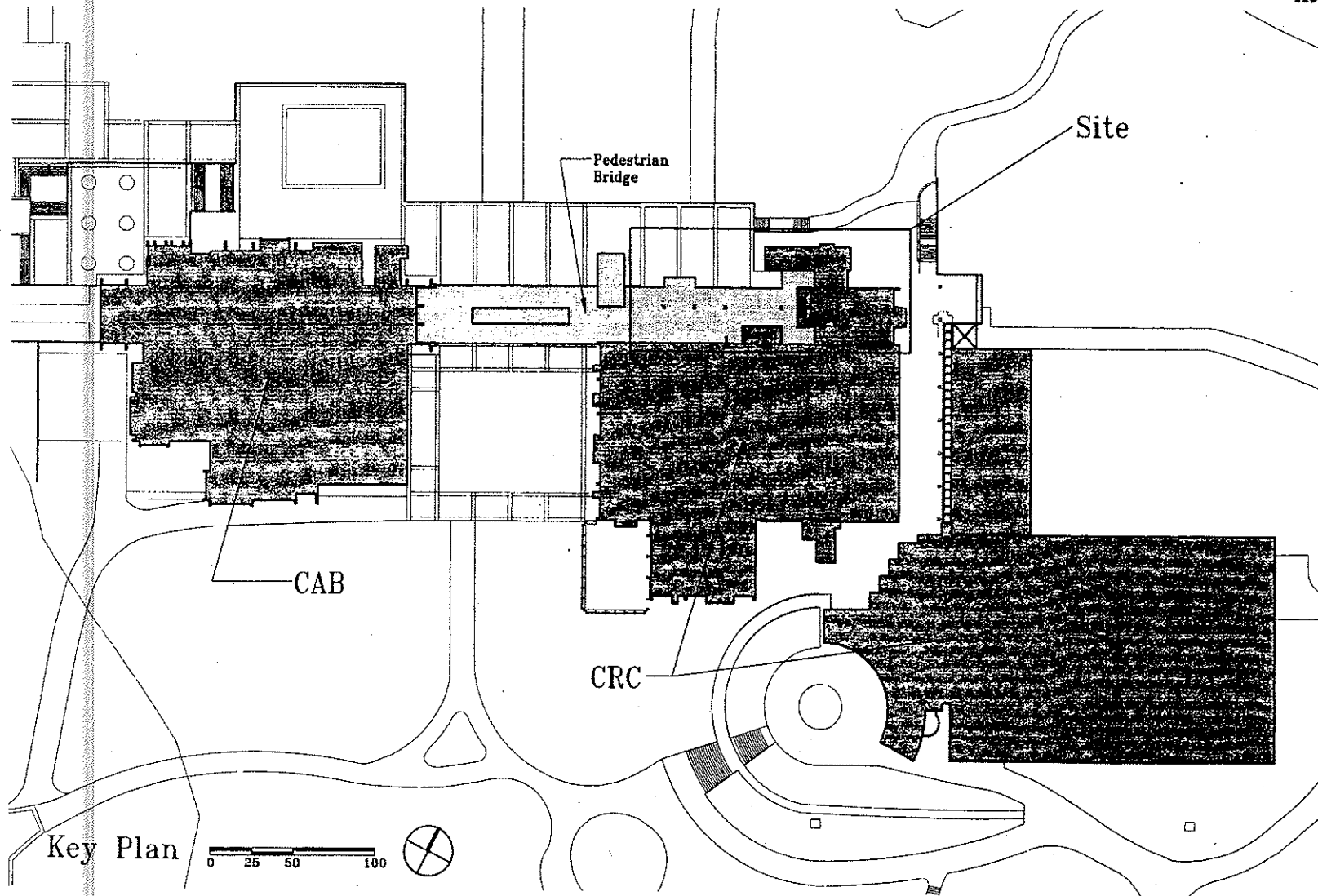
David E. Lamb, **Chair**

Stanley L. K. Flemming, **Secretary**

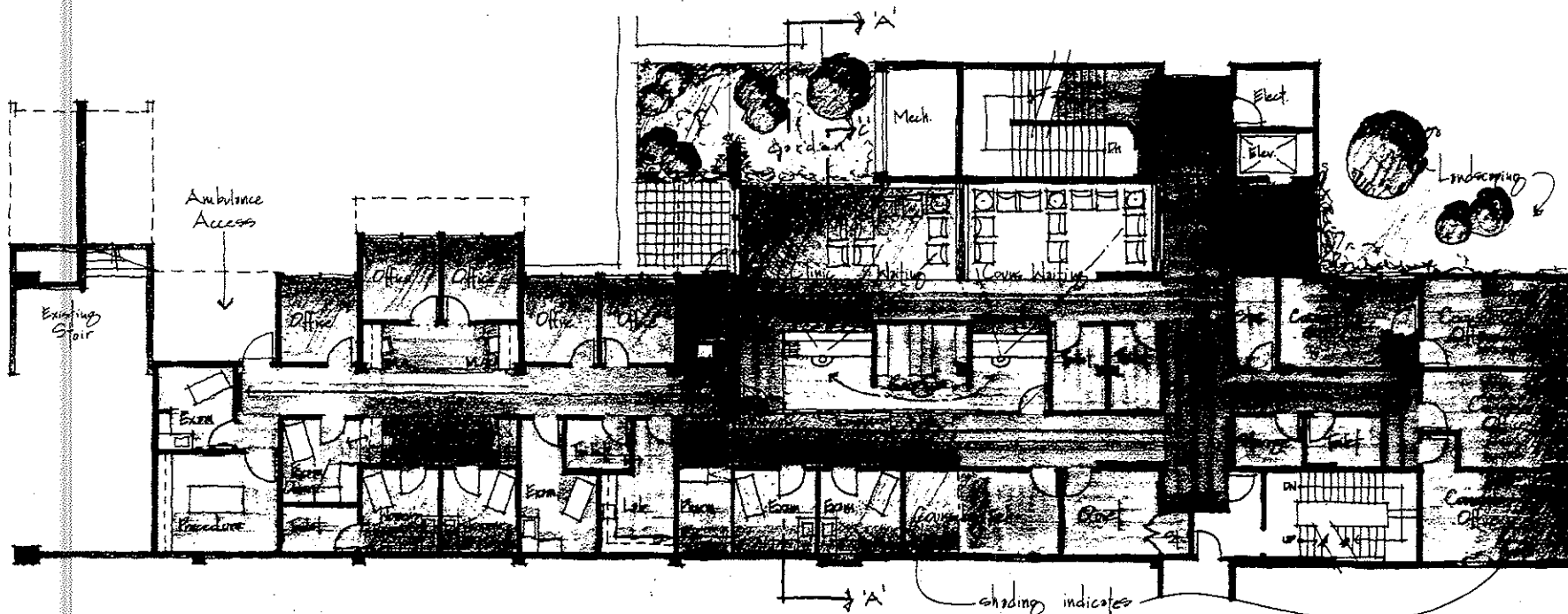
Attachments - Design sketches for Health & Counseling Center relocation

RMS

Key Plan



September 17, 1998
Mahlum architects



The Evergreen State College
Health & Counseling Center

SCHEME 'C'

