

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

**November 12-13, 2002**

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

**Trustees Attending:**

Sandra Ayesh  
Deborah Barnett (Nov. 13 only)  
Stanley Flemming (by phone)  
David Lamb (Nov. 12 only)  
Karen Lane  
Merritt Long (Nov. 13 only)  
Marilee Roloff

**Absent:** Bill Frank, Jr

**Representatives to the Board:**

Amy Cook, Faculty Representative  
José Dominguez, Staff Representative  
Bonnie Marie, Alumni Representative

**Staff Present:**

Kate Lykins Brown, College Advancement  
John Carmichael, Administrative Assistant to the President/Recording Secretary  
to the Board of Trustees  
Art Costantino, Vice President for Student Affairs  
Lin Crowley, Media Loan  
Ann Daley, Vice President for Finance and Administration  
Michel George, Director of Facilities Services  
Edie Harding, Director of Governmental Relations  
Lee Hoemann, Executive Associate to the President  
Steve Hunter, Associate Vice President for Enrollment Management  
Frank McGovern, Vice President for College Advancement and Executive  
Director of the Evergreen State College Foundation  
Judy Nuñez-Pinedo, College Advancement  
Collin Orr, Finance and Administration  
Rita Pougiales, Academic Dean  
Thomas L. Purce, President  
Enrique Riveros-Schäfer, Vice President for Academic Affairs and Provost  
Steve Trotter, Executive Director of Operational Planning and Budget  
Bill Zaugg, Administrative Assistant for Budget

**Others Attending:**

Benjamin Doughty, Mahlum Architects  
Howard Fischer, Senior Assistant Attorney General

**Tuesday, November 12, 2002**

Trustee Roloff called the meeting to order at 3:12 p.m.

**Review of Board goals for 2002-2003**

The Trustees discussed and revised the board's draft goals for 2002-2003. Trustee Lane suggested that a measure of success be added to address the board's commitment to supporting the president's professional development.

Trustee Lamb asked what "key strategic indicators" would be included in the second goal. President Purce said that staff are currently working to improve financial management reporting. In addition, there are number of non-financial indicators, such as enrollment that should be regularly reviewed. Trustee Flemming said that he would like the board to review progress on the goals quarterly.



### **Report on budget planning**

President Purce reported on recent planning activity. The fall faculty retreat included a lively and creative discussion of budget challenges facing the college. The Management Group also held a retreat and is now meeting twice monthly. At the Management Group retreat, four working groups began to develop. A *Core Values* group is making recommendations to help ensure that the college's core values are considered in the budget planning process. A *Financial Futures* group will recommend sources of new revenue or cost-saving efficiencies. A *Communications* group will recommend ways of improving campus communication about the budget planning process. A *College Budget* committee will develop options and make recommendations for balancing the college's 2003-2005 operating budget.

Vice President Frank McGovern reported on the work of the Financial Futures group. The group is working to develop proposals that can affect the current fiscal year, proposals that would affect the 2003-2005 biennium, and plans that would unfold over the course of three biennia. Faculty and staff are actively generating creative ideas for new sources of revenue and efficiency. The group will solicit ideas from the community, collect comments on proposals, and work to develop serious business plans for the most promising areas. Trustee Roloff said that it would be productive for the college to involve the local community in these discussions.

Art Costantino reported on the work of the group recommending elements to include in the charge to the College Budget Committee. The group emphasized that the members appointed to the committee should have a college-wide view of the institution and should avoid viewing their role as "representing" a particular part of the college or point-of-view.

Edie Harding and Lee Hoemann discussed the work of the Communications group. The group will build on some of the regular communications already in place, such as the weekly legislative update and the Seminar II construction update. In addition, the group will work to create opportunities for dialogue.

### **Wednesday, November 13, 2002**

Vice-Chair Barnett called the meeting to order at 9:10 a.m. Trustees Ayesh, Barnett, Lane, Long, and Roloff were in attendance.

### **Capital Projects Update**

*Seminar II.* Vice President Ann Daley introduced Director of Facilities Michel George and Benjamin Doughty of Mahlum Architects. Mr. Doughty reported that the project is going well from the architect's point-of-view. The project appears to be on schedule and on budget, with very few change orders. Mr. Doughty said that the partnership between the architect, construction contractor and the college is working well. President Purce asked whether wet weather would slow the pace of construction. Mr. Doughty said that the placement of the building footings, which is the part of the project most sensitive to weather conditions, was completed before the wet weather began. Mr. George said that several change orders are currently being negotiated which will show up in the next report to the board. Mr. George said that projections continue to show that change orders are within expected limits.

*Campus Children's Center.* Vice President Daley reported that design development continues on the renovation and expansion of the child care center. The current schedule calls for the project to be bid at the end of the year. In January, the board would be asked to approve awarding of the construction contract and the financing plan for the project. Ms. Daley said that the board's approval may be postponed to the March meeting. College staff continue to work with the architect to ensure that the project can be completed within budget and that the bid documents are complete. Mr. George said that the college has hired an independent architectural engineer to review the drawings before soliciting bids.



### **Food Services Update**

Vice President Daley provided a report on college food services. She said that the financial outlook for food services is cautiously optimistic. The college sold more meal plans than expected to students at the beginning of fall quarter. However, as of October 31, spending from those plans has been less than expected, which suggests that students may buy fewer plans or less expensive plans in future quarters. Last year, the board acted to require all students participating in the First Year Experience program to buy meal plans. At the same time, the board authorized the college administration to require all residential freshmen to purchase meal plans if necessary. To make such a change for fall 2003, a decision in January would be necessary.

### **Civil Service Reform**

Vice President Ann Daley and Interim Director of Human Resources Lee Hoemann described the civil service reform law which the legislature enacted in 2002. The law provides for full-scope collective bargaining for state employees. To respond to the new law, the college will have to make several decisions over the next few years. Under the law, higher education institutions may choose to join the governor's collective bargaining effort for general government or may choose to bargain separately. Some higher education institutions are considering forming a coalition for bargaining. It is currently not clear whether, if Evergreen chooses to join the governor's bargaining effort, the college could choose to bargain separately in later years. It is also not clear whether the college could choose to join the governor's bargaining effort for economic issues while negotiating a separate, supplemental agreement similar to the current collective bargaining agreement.

The college's current collective bargaining agreement expires December 14, 2004 and can not be extended under the new law. Collective bargaining under the new law must begin no later than July 1, 2004. Any negotiated economic provisions that would require legislative appropriations must be submitted to the Office of Financial Management by October 1, 2004.

Vice President Enrique Riveros-Schäfer reported on the status of faculty collective bargaining. A separate law allows collective bargaining for faculty. Faculty at Evergreen are currently exploring the issue through meetings and discussions.

President Purce said that staff will keep the board informed as more information becomes available. Trustee Long suggested devoting a future work session to this topic and inviting board members to share their questions in advance of the work session. Trustee Roloff asked for a brief description of the agencies and commissions involved in civil service, the unions involved, and the agreements in place at other higher education institutions.

### **Break**

The board took a short break at 10:25 a.m., reconvening at 10:43 a.m. with Trustees Ayesch, Barnett, Lane, Long, and Roloff present.

### **Enrollment Management Report**

Vice President Costantino asked Steve Hunter, Associate Vice President for Enrollment Management, to present the enrollment data reported on the 10<sup>th</sup> day of Fall quarter. Mr. Hunter said that enrollment is the highest in college history, measured both by headcount and by FTE. The college continues to enroll more students than the state provides funding for. The college's plan to reduce this level of over-enrollment was not successful. Over-enrollment increased from 255 FTE in fall 2001 to 289 FTE in fall 2002. Nevertheless, the college was successful in reducing the size of this year's entering undergraduate class from 1,487 in fall 2001 to 1,393 in fall 2002. The over-enrollment is explained by increased student retention, increased enrollment in the graduate programs, and more students taking more than 16 credits. As a consequence, the college will admit fewer students in Winter and Spring quarters.



Mr. Hunter said that the college receives funds from the state based on a formula that assumes that 25 percent of the college's students will pay non-resident tuition. Since 1999, the proportion of non-resident students has dropped from 25 percent to 21 percent, which cost the college approximately one million dollars in lost tuition revenue last year.

Mr. Hunter said 18 percent of students in Fall 2002 were students of color and that over the past eight years the total student headcount has increased by 20 percent while the headcount for students of color has increased by 30 percent. Dr. Costantino said that the college's goal is to increase the proportion of students of color to 22 percent, which is the proportion of people of color in the state. Mr. Hunter said that Evergreen's recruitment of students of color compares favorably to other institutions.

Mr. Hunter reported that retention from Fall 2001 to Fall 2002, adjusted for students who graduated, is 80 percent, an increase of two percent over the previous period. This is highest rate of retention since at least 1988-1989. Retention for freshmen increased from 69 percent to 71 percent. Dr. Costantino said that an institution's retention rate reflects, in part, its mission and the population of students that it serves.

Vice President Costantino said that the college has a goal of attracting a larger pool of applicants. To work on this goal, the college has changed the way tuition waivers are awarded, improved the college web site, made the recruitment process more personalized, and enhanced the series of publications that prospective students receive. The new Academic Viewbook is part of this effort, designed to give a sense of Evergreen's academic programs, to convey a sense of place, and to prompt prospective students to look at the web site and visit the campus. Mr. Hunter said that the time that it takes the Admissions office to respond when a prospective student requests information has dropped from nearly three weeks to 24 hours.

Mr. Hunter reported that the web site had 2.4 million "hits" over a 30-day period in late October and early November, including 52,400 unique external visitors. The Enrollment Services page is the most-visited site. In the same period of time, more than 2,200 web visitors used the Program Survey, which asks prospective students to answer four questions and then directs them to an array of possible academic programs.

Mr. Hunter said that between September and December, the Admissions Counselors will have visited 150 in-state schools, 30 in-state community colleges, 65 out-of-state high schools, and attended 34 college fairs in 16 states. Although it is very early in the cycle, the preliminary data is encouraging. The college has received 7,200 inquiries from prospective students so far, which is 1,400 more than at the same time last year. The number of applications received so far has doubled compared to last year.

#### **Costs of Faculty Recruitment**

Enrique Riveros-Schäfer said that a board member had asked for a report on the faculty hiring process and associated costs. Academic Dean Rita Pougiales presented an overview of the faculty recruitment and hiring process. She said that the number of faculty hired varies each year depending on faculty retirements and enrollment growth. The specific areas for which new faculty are recruited are determined by the Hiring Priorities Disappearing Task Force. Dr. Pougiales also reviewed faculty development efforts, including the annual retreat for new faculty, planning institutes for new faculty, summer institutes for faculty, the fall faculty retreat, sabbaticals and other activities. Trustee Barnett said that the cost of recruiting and hiring new faculty makes clear the importance of investments in faculty retention and professional development.

#### **Report on Summer Session**

Academic Dean Don Bantz said that the 2002 summer session broke college records for the highest number of credits earned (17,078 credits), the highest headcount (1,677 students), and the highest gross



revenue (approximately \$1.9 million). Calculation of net revenue is not complete, but is expected to also be record-setting. Net revenue for summer session was approximately \$425,000 in previous years. For summer 2002, net revenue is estimated to be between \$100,000 and \$150,000 greater than the previous year. Net revenue from summer session is traditionally directed to computer purchases for faculty and academic staff and to general academic support. The increase in net revenue may allow the summer session reserve to be built up and may provide some seed money for new revenue-generating activities, such as continuing education.

#### **Report on Interim Reaccreditation planning**

Academic Dean Brian Price described efforts to prepare for the five-year interim reaccreditation visit in Fall 2003. Staff are compiling data and writing sections of the report. Dr. Price will compile a complete first draft over winter break, which will be circulated for review and editing. A draft of the report will be presented to the board in March.

One focus of the report will be on general education and quantitative reasoning. The college has been very active in this area. Last summer, a summer institute focused on developing a rubric for reading student transcripts to evaluate how well students are meeting general education expectations. This survey found that 47 percent of graduates met quantitative reasoning expectations. The transcripts in the survey were from 2000-2001, the year before the new general education expectations were implemented. Since then, Louis Nadelson began work as Director of the Quantitative Reasoning Center. In his first year, the center hosted 2,400 students to study sessions. In addition, Mr. Nadelson conducted teaching sessions in approximately 40 programs.

#### **Break and establishment of quorum**

The board recessed for lunch at 12:20 p.m. and reconvened at 1:15 p.m. with trustees Ayesh, Barnett, Flemming (by phone), Lane, Long, and Roloff attending.

#### **Demonstration of web site**

Steve Hunter displayed the college web site. Trustee Roloff demonstrated the Pick-Your-Program feature.

#### **Introductions**

President Purce introduced Susan Bustetter, who is managing the college's web project, and Jayda Williams, recently hired as Administrative Secretary to the President. Vice President Ann Daley announced that Bonnie Marie is the new Administrative Assistant to the Vice President for Finance and Administration.

#### **Evans Building Roof Replacement Project**

Ann Daley said that legislature's supplemental capital budget includes funding for the replacement of the Evans Library Building roof, as part of an economic stimulus package. Director of Facilities Michel George reported that the college had received 11 bids and identified Roof Toppers as the successful bidder. The budget will allow the college to include in the project work on seismic stabilization of the roof and new, lighted skylights.

#### **Motion**

##### **#11-01-02**

Ms. Roloff made a motion to authorize the award of a construction contract for re-roofing the Evans Library Building to Roof Toppers, Inc. for \$1,916,438.40, which includes Washington State sales tax. The motion was seconded by Ms. Lane and passed.

#### **Report from the Chair**

Trustee Flemming reported on recent work of the Joint Governing Boards. On October 31, representatives of the boards met to discuss strategy and to meet with Governors Gardner and Evans, who are developing a proposal to provide long-term capital funding to the state's higher education institutions.



On November 1, a group of Trustees met with Governor Locke to express their concern about the trend budget reductions and enrollment increases. Dr. Flemming also presented the board's goals for 2002-2003, as revised at the previous day's work session. Dr. Flemming suggested that the board review these goals on a quarterly basis.

#### **Approval of Minutes**

**Motion** Ms. Roloff made a motion to approve the minutes of the September 18, 2002 board  
**#11-02-02** meeting. The motion was seconded by Mr. Long and passed on a voice vote.

#### **Approval of Meeting Schedule**

Trustee Long reminded the board of the discussion at the October retreat, in which the board discussed the importance of attendance. He suggested that the board look ahead quarterly to identify potential attendance issues.

**Motion** Mr. Long made a motion to approve the meeting schedule for 2003. The motion was  
**#11-02-02** seconded by Ms. Lane and passed on a voice vote.

#### **Report from the Student Trustee**

Trustee Ayesh reported that the academic quarter is half over and that bedbugs have been found in A-dorm. She said that students are interested in the arming policy for police officers. Trustee Ayesh said that she is encouraging students to attend board meetings and to participate in governance activities. The members of the Tacoma S&A board have been selected.

#### **Report from the President**

President Purce invited Bonnie Marie to report as representative from the alumni association. Ms. Marie reported that Alumni Director Jackie Barry left to take a position at Adelphi University. The Alumni Board decided to name one of its annual scholarships in Ms. Barry's honor. The Alumni Board met on September 28 to award a grant, make a donation to the Evergreen Foundation, and to welcome two new members to the Alumni Board.

President Purce invited José Dominguez to report as staff representative. Mr. Dominguez said that staff appreciate communication and updates about the upcoming legislative session and budget process. He said that he had heard from staff who were interested in hearing more about how the growth of the college would affect staff, about Seminar II construction, about the expansion of the Child Care Center, and how changes in Human Resources would affect staff. Mr. Dominguez reported that the implementation of the new Banner Finance system would involve intense staff work over the next nine months.

President Purce asked Amy Cook to report as faculty representative. Dr. Cook said that the Agenda Committee is working to serve as a conduit for faculty communication. She distributed a packet of information about the college budget that the Agenda Committee developed for the faculty retreat. The packet includes questions from the faculty about the budget, ideas for generating new revenue, and information about the units within Academics.

Dr. Cook also reported on the Beginning the Journey program, a five-week, two-credit program for first-year students. The program began during orientation week and continued through the first weeks of fall quarter. Dr. Cook said that the program went well and provided a safe space for new students to talk about common issues.

President Purce asked Vice President McGovern to report on fund raising. Mr. McGovern reported that Director of College Relations Stanley Bernstein and Director of Alumni Relations Jackie Barry had both resigned. He said that Susan Bustetter had accepted the position of campus web manager.



Mr. McGovern said that the fall phone-a-thon had raised \$77,000 in cash during its first five weeks, a 17 percent increase over the previous year. The number of gifts decreased slightly compared to the previous year, but the size of the average gift increased by 21 percent to \$71 per gift. In total, the annual fund has raised \$96,000 during the year, compared to \$32,000 at the same point in the previous year. Gifts to all funds total \$563,000 for the year, compared to \$231,000 at the same point in the previous year.

President Purce asked Director of Government Relations Edie Harding to report on work with the legislature. Ms. Harding reported that Republicans would have a majority in the Senate and that Democrats would have a majority in the House. A new revenue forecast will be released on November 15. Estimates of the state revenue shortfall approach \$2.6 billion.

President Purce said that he continues to work to assist the students and faculty member who were expelled from Mexico in May. He said that he had talked with an attorney with expertise in this area.

President Purce reported on several events. The college cooperated with St. Martin's College to sponsor a charity lunch to benefit the Thurston County Food Bank in connection with the annual Evergreen-St. Martin's basketball game. On November 16, the college will host a showcase of high school jazz bands organized by local Rotary clubs to benefit a clean water project in Malawi. The Ambassador from Malawi recently stayed at the President's Residence while visiting Olympia. President Purce said that he would be hosting several dinners for legislators over the next several months.

President Purce asked Vice President Costantino to provide a briefing on the arming of campus police officers. Dr. Costantino said that he had received a formal request from the Union to review the college's limited arming policy, which defines when officers may carry firearms. The Union would like the college to change the policy to allow arming twenty-four hours each day. The college is in the process of deciding how to respond to the Union's request. Dr. Costantino briefly reviewed the history the limited arming policy.

Dr. Costantino said that recent events have generated additional interest in the arming policy. Police recently obtained search warrants for certain campus housing units and arrested people for allegedly selling drugs. Dr. Costantino said that he has heard two areas of concern related to these events: concerns about the fact that the investigation leading to those arrests involved officers working in plain clothes and concerns about how the warrants were carried out, including the fact that firearms were drawn. Dr. Costantino said that he has held several meetings with groups on campus to learn more about these concerns and respond to them.

#### **Other Business**

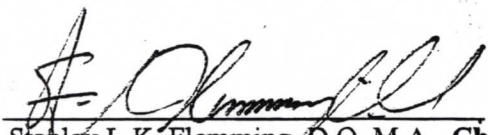
The board congratulated President Purce on his birthday.

#### **Public Comment**

Trustee Barnett opened the meeting to public comment. No one came forward to offer comment.

#### **Adjournment**

Trustee Barnett adjourned the meeting at approximately 3:00 p.m.

  
Stanley L.K. Flemming, D.O., M.A., Chair

  
Marilee K. Roloff, Secretary