



Regular Meeting of the Board of Trustees
Meeting Minutes
November 17, 2021

Trustees Participating: Karen Fraser
Fred Goldberg
Sakiko Krishna
Miguel Pérez-Gibson
Kris Peters
Ed Zuckerman

Absent: Monica Alexander

Staff Participating: Jadon Berry, Director for New Student Programs
Lori Blewett, Interim Dean
Kara Briggs, Interim Vice President for Tribal Relations, Arts, and Cultures
John Carmichael, Interim President
Andy Corn, Interim Associate Dean for Student Engagement
Larry Geri, Dean
Susan Harris, Executive Associate to the President and Secretary to the Board of Trustees
Farra Layne Hayes, Associate Vice President for Marketing and Communications
Holly Joseph, Dean of Students
Abby Kelso, Vice President for Advancement and Executive Director for The Evergreen State College Foundation
David McAvity, Interim Provost and Vice President for Student and Academic Life
Jeremy Mohn, Director of Government Relations
Eric Pedersen, Chief Enrollment Officer
Trevor Speller, Interim Vice Provost
William Ward, Chief of Administrative Operations

Others Participating: Melinda Bratsch-Horsager, S&A Board Chair
Madison Burke, Assistant Attorney General
John Caraher, Faculty Representative to the Board of Trustees
Sina Hill, Staff Representative to the Board of Trustees
Aileen Miller, Assistant Attorney General
Rod Younker, Partner and CEO Summit Law Group

In accordance with Governor Inslee’s Proclamation 20-28, and to curtail the spread of COVID-19 this meeting took place via Zoom. All participated remotely.

Chair Karen Fraser called the meeting to order at 9:00 a.m. and Secretary Ed Zuckerman confirmed a quorum.

Chair's opening remarks

Chair Karen Fraser called the meeting to order and introduced new Trustee Kristopher Peters and Interim Vice President for Tribal Relations, Arts, and Cultures Kara Briggs. Introductions were made around the Zoom room.

Executive Leadership report

Interim President John Carmichael presented an overview of the agenda. He introduced Interim Chief Administrative Officer William Ward who provided an update on COVID. Chief Ward indicated that there had been 178 health verification fails, 17 confirmed cases, with one (1) as a workplace transmission. There is an increase in cases externally and he stated that the COVID team is doing everything they can to make sure everyone on campus is safe.

Interim President Carmichael introduced Interim Vice President for Tribal Relations, Arts, and Cultures Kara Briggs. Vice President Briggs reported that over the Longhouse's 25 years, it has raised 800k in grants, awarded 2k-5k grants to native artists, helped to establish among Coast Salish and other tribes a market for art that was not there before, and held over 200 workshops. She shared that the Longhouse established ongoing relationships with the Northwest tribes, the Māori, and other native peoples along the Pacific Rim. She then invited the board and audience to an art exhibition in the college gallery this weekend.

Interim Vice President Briggs reported that her portfolio includes Tribal relations and that she is in the process of working with tribes to establish a Tribal advisory board for the Evergreen State College. She explained that the vision is to establish a board where Evergreen invites Tribal leaders to participate and that functions in a government-to-government way.

Executive Vice President Dexter Gordon shared that he and Interim President Carmichael have been busy meeting with both internal and external audiences. He has been getting to know students, staff, and faculty and is learning more about the college. Executive Vice President Gordon noted that on November 3 and 4, Interim Vice President Briggs, Longhouse staff, members of the faculty, and others joined alumni at the Native Cases Conference. He highlighted that Evergreen scheduled an in-person preview day on November 14, last Saturday. The event brought in 22 families who were able to engage with the Evergreen community. In addition, Executive Vice President Gordon described and shared photos and video for the Tacoma campus' 9th Annual Healing Conference held on November 14 in honor of Maxine Mimms, the founder of the Evergreen Tacoma campus.

Trustee Kristopher Peters shared that a few years ago the Office of Superintendent of Public Instruction (OSPI) and the Department of Children, Youth and Families (DCYF) worked on a project for transitioning students, and a big part was research into transition barriers for students in K12 and higher education. This project had a large part focusing on Indigenous students and students of color. Chair Fraser suggested that the Board bring this to a future Board of Trustees agenda.

Approval of meeting minutes

Motion Trustee Fred Goldberg moved to approve the meeting minutes for March 24, May 7,
2021-53 May 12, June 2, and September 29 as written. The motion was seconded by Secretary Ed Zuckerman and passed on a voice vote.

Public Comment

Chair Karen Fraser called for public comment. Executive Associate to the President and Secretary to the Board of Trustees Susan Harris announced that two individuals signed up for public comment: Melinda Bratsch-Horsager and Anthony Cutler.

Melinda Bratsch-Horsager, second year Master in Public Administration (MPA) student serving as the Geoduck Student Union (GSU) Director of Legislative Affairs, addressed the Board of Trustees regarding concerns with student governance, citing that staff have exerted control over the student process. Student leadership development is important, and funds for this type of programming have been dedicated elsewhere. Melinda Bratsch-Horsager made a recommendation for the formation and execution of a student leadership development program during an opportune time, and against the revitalization of student activities due to limited staffing.

Current student Anthony Cutler addressed the Board of Trustees regarding giving back to Evergreen. He shared that he holds his financial success with his studies at Evergreen and would like to give back. Anthony Cutler indicated that he would like to dedicate his estate and most of his earnings to The Evergreen State College Foundation and the students. He invited the administration and Board to also pledge what they can to the Foundation. Anthony Cutler invited the Board to look at the salary structure at Gravity Payments as it may be something to consider going forward.

Student Trustee report

Student Trustee Sakiko Krishna shared that this quarter has been difficult for her and others they have spoken to. Trustee Krishna is hearing a lot of the same sentiment: the feeling that they are not being heard and getting the support they need. They noted that there has been a loss of employees and there are not permanent staff in some areas, which may be a contributing factor.

Chair Karen Fraser stated that this is of high concern and will have the President look into it.

Representative reports

Faculty Representative to the Board of Trustees John Caraher reported on several topics gleaned from conversations and via an online webform set up for faculty to voice their thoughts. Topics included accountability and shared sacrifice, interest in new ways to deliver curriculum, RIF systems and divisions among the faculty, low confidence in administration and shared governance, low confidence in the School of Professional Studies proposal, marketing and recruitment, and the loss of Evergreen's distinctive education putting the institution at risk. He followed up by saying that he was passing on what he is hearing and that there are multiple sides to every story. Representative Caraher shared that he prepared a longer written report for the Board's review which would be distributed after the meeting.

Staff Representative Sina Hill reported that she plans to set up a virtual drop-in session prior to the next meeting to gain more input from the staff community. She shared that Evergreen staff are dedicated to the students. She is hearing that staff are stretched thin and have concerns with website navigation; a need for on-site COVID testing; unclear direction due to COVID, and limited funds.

Board of Trustees 2022 meeting schedule

After discussion, a Board of Trustees meeting scheduled for calendar year 2022 was approved.

**Motion
2021-54**

Secretary Ed Zuckerman moved to approve the 2022 Board of Trustees meeting schedule, amended as follows: January 31, March 11, May 20, June 9, June 10 (Commencement), September 12, and October 24-25 (retreat). The motion was seconded by Trustee Fred Goldberg and passed on a voice vote.

Board of Trustees bylaws discussion

Assistant Attorney General Aileen Miller provided an overview of proposed bylaws revisions. She shared that most of the amendments were made with a focus on bringing the bylaws into alignment with the current board practices to allow the board's flexibility in how it conducts itself. In addition to some minor edits, changes included renaming the standing committees and their duties; bringing them into alignment with current practice, which has evolved over the years; clarifying language around special committees making it clear that the nominating committee is a special committee rather than a separate standalone committee; and granting latitude to convert a special committee to a standing committee. Also added was language clarifying some of the duties relating to minutes, meeting notices and who serves as the Treasurer of the Board, which is a statutory requirement. In addition, rather than mandating Robert's Rules of Order guidelines, language was updated that grants some flexibility in the way meetings are conducted. Action to consider approval of the updated bylaws is scheduled for the January Board of Trustees meeting.

Open Public Meetings Act exempt and executive session

Chair Karen Fraser announced the Board will go into a combined Open Public Meetings Act exempt and executive session to discuss bargaining and to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party. She stated that they will return to open session at 1:20 p.m., after the session and a break, unless notified that she has extended the time. No final action will be taken in the Executive Session. Open session resumed as announced.

Action item from exempt session

**Motion
2021-55**

Trustee Fred Goldberg moved to ratify the Memorandum of Understanding with the United Faculty of Evergreen as presented. The motion was seconded by Trustee Kris Peters and passed on a voice vote.

Update on Strategic Plan: Student Academic success and support (Goal 1)

Student Recruitment and Success Committee update

Vice Chair Miguel Pérez-Gibson gave a short committee update sharing on the background and development of the School of Professional Studies

School of Professional Studies proposal

Interim Provost and Vice President of Academics David McAvity shared a PowerPoint on the School of Professional Studies including how it was developed, beginning with blue sky conversations and new academic directions conceptual plan. Guiding criteria included attracting 100s of new students not currently choosing Evergreen, demonstrating market relevance, building on current assets, enhancing

our reputation, contributing to a compelling story, and considering new structures and modes of delivery supported by new revenue. Findings included: prospective students are adult learners and working professionals looking for career connected professional interdisciplinary areas of emphasis in bite-sized, various options, in a flexible format. Interim Provost McAvity stated that this proposal keeps our unique undergraduate model and provides a new school to support certificates and professional studies.

Interim Dean Lori Blewett gave an overview of the work done by the workgroup. She indicated that some hires have been made including the Athena Group LLC who is serving the role of project management, a registration position, and a certificates coordinator. Other positions for certificate design will start as early as spring. Interim Dean Blewett shared the areas of emphasis for certificates such as psychology and health; business, leadership and administration; and environmental solutions with a fall 2023 launch. Integrated computer science and interdisciplinary arts, media, and design to be launched Fall 2024. In addition, self-supporting professional certifications will include K-12 education and transformative justice, diversity, equity, and inclusion as post baccalaureate. She shared that there is work toward also including cyber security certificates.

Associate Vice President for Marketing and Communications Farra Layne Hayes outlined marketing efforts on the way for professional studies and noted the team is excited to move this forward.

Proposed action item: resolution for the School of Professional Studies

The Evergreen State College Resolution No. 2021-08

Resolution of the Board of Trustees of
The Evergreen State College

Authorizing funding to support new certificate programs and planning for a school of professional studies

WHEREAS, The Evergreen State College (Evergreen) has adopted a strategic plan to foster growth, equity, and resilience for our students and for Washington; and

WHEREAS, Evergreen remains dedicated to our mission emphasizing collaborative, interdisciplinary learning across significant differences; and

WHEREAS, Evergreen seeks to build on and create new areas of academic excellence to provide opportunities for new students and to grow enrollment; and

WHEREAS, Evergreen recognizes that hundreds of thousands of potential students in the nation, state and the region seek career connected professional credentials and academic certificates as part of, in addition to, or in lieu of a bachelor's degree, and that many of these potential students are adult learners with work or family obligations who may strongly prefer

flexible, part-time, remote, or low residency learning options, and given their busy lives, require scheduling on evenings and weekends; and

WHEREAS, the Evergreen faculty, affirmed in a vote for a New Academic Direction Conceptual Plan on June 3, 2020, that Evergreen's 50th year was the right moment to boldly rethink how we engage student passions, honor our diverse community, and offer a student-centered interdisciplinary experience that values rich, creative learning in exciting new directions; and

WHEREAS, among the recommendations in the New Academic Directions Conceptual Plan, is a school of graduate and professional studies to support the creation of new certificate programs and strategic curriculum design and development that includes creation of undergraduate degree completion, dual degree programs, capstones, and flexible modes of learning for adult learners; and

WHEREAS, marketing research, focus groups, and regional partners in state and local workforce development agencies signal strong regional need, student career opportunities, and clear growth potential in key curricular areas including health, wellness and psychology, business, leadership, and administration, climate solutions and natural resource management, interdisciplinary computer science, interdisciplinary art, media and design, and K-12 education and transformative justice credentials; and

WHEREAS, Evergreen's administration, informed by these findings, by the vision in the New Directions Conceptual Plan, by the Strategic Plan, and by the reports from New Academic Directions governance workgroups on certificates, graduate and professional studies, and undergraduate schools, recommends the formation of a school of professional studies to complement and integrate with our coordinated studies liberal arts curriculum in Olympia, our Tacoma Program, our Native Pathways Program and our graduate programs, and that systems be structured to reduce barriers for enrollment and registration in and between offerings in different schools and programs;

NOW, THEREFORE, the Board of Trustees authorizes Evergreen's administration to formally initiate a project to plan for a school of professional studies to develop and support new certificate and degree completion programs, offering flexible career connected learning opportunities for students in order to grow Evergreen's enrollment, drawing up to \$2,200,000 from college reserves for this purpose.

This authorization is provided with these expectations:

1. By February 28, 2022, the board shall receive a report that will include the following: a proposed name for a new school of professional studies, the initial certificate programs for fall 2022 that would be supported by a new school, a marketing and recruitment plan for fall 2022 certificates, and a decision about how student enrollment in the new school will be tracked and accounted for.
2. By February 28, 2022, the board shall receive a final *pro forma* showing that the new school can break even no later than the end of fiscal year 2025, and that the initial investment from reserves can be returned within the first ten years of operation.

3. Following the submission of the February 28, 2022 report and *pro forma*, the board will convene a meeting to vote on a resolution to formally authorize a new school of professional studies.
4. The board shall receive quarterly updates on enrollment in the school of professional studies, and an annual report through fiscal year 2025 that includes an accounting of the curriculum offered, students enrolled, the marketing and recruitment strategies, student support structures, and net revenue.

Resolution 2021-08 Secretary Ed Zuckerman moved to approve the resolution with the understanding that details on financial commitments for the School of Professional Studies will be brought forward to the Board of Trustees meeting in January. The motion was seconded by Trustee Fred Goldberg and passed on a voice vote.

Accreditation update

Interim Provost and Vice President for Academics reported that the college had a visit from the peer evaluators from the Northwest Commission for Colleges and Universities as the 3rd year of the seven-year accreditation cycle. They met with many across the college. Feedback received included: they appreciated meeting with everyone and were impressed by the commitment and optimism and candor of the people they met with; they were fascinated by Evergreen's model and came to understand how it works; and they noted all the work that has been done on the two recommendations from the last visit.

Update on Strategic Plan: Strengthen our financial position (Goal 3)

Finance and Budget Committee update

Trustee Fred Goldberg, Chair of the Finance and Budget Committee shared that the Finance and Budget committee have met a couple of times since the last Board of Trustees meeting. He shared that the biggest takeaway was how much more reliant we have become on the state to fund our operations, because of Evergreen's enrollment decline. Five years ago, the state funding was about 22% of total revenues and now it is about 35%. He shared that the good news is we are starting to rebuild our reserves with the help of the money received from the Cares Act, passed by the federal government. He also noted that the College received a clean audit this year as they found no issues.

- i. Proposed action: authorizing sale of the Leavelle house (2021-09)

Trustee Fred Goldberg reported that the Executive Committee, after many lengthy discussions, voted to recommend to the full Board that the college should sell the Leavelle House property. The recommendation is to adopt a resolution authorizing the President or his designee to enter into an agreement with the State Department of Enterprise Services to market and sell the college real estate located at 4202 Leavelle Street NW, Olympia, WA, otherwise known as the former President's Residence. The former residence does not meet the college's current or foreseeable needs and maintaining the property has become a drain on college resources. It is further recommended that the proceeds from this sale shall be deposited in the Board of Trustees Emergency Reserve Account.

The Evergreen State College Resolution No. 2021-09

Resolution of the Board of Trustees of

The Evergreen State College

Delegating the Authority to Sell College Real Estate (The Leavelle House)

WHEREAS, under Board Resolution 2005-02, the Board retains the authority to approve any sale of the college's real estate; and

WHEREAS, the property located at 4202 Leavelle Street NW, Olympia Washington does not serve the college's current or foreseeable needs, and has become expensive to maintain;

THEREFORE BE IT RESOLVED that the Board of Trustees authorizes the President or his designee to enter into an agreement with the State Department of Enterprise Services to market and sell the property referenced above, provided that staff work with qualified real estate professionals to maximize net revenue from the sale.

BE IT FURTHER RESOLVED that the proceeds from this sale shall be deposited into the Board of Trustees Emergency Reserve Account, less any costs incurred by the college in the process of marketing and selling the property.

**Resolution
2021-09**

Trustee Fred Goldberg moved to authorize the sale of the Leavelle House presented. The motion was seconded by Secretary Ed Zuckerman and passed on a voice vote.

Services and Activities Board (S&A) budget

Interim Dean of Students Holly Joseph reported that this year the S&A program has been led by Director of New Student Programs Jadon Berry and Former Director of Student Activities Andy Corn, who are both joining her at the meeting along with S&A Student Chair Melinda Bratsch-Horsager. She shared that in the journey into fall quarter, they continue to work hard in rebuilding the year and the ongoing work of inviting students back to campus more in-person. She also shared that the year ahead for our student affairs team represents challenging and exciting opportunities to partner with students. She expressed gratitude for students and the commitment of staff across our programs as well as support from the Board. The 2020-2021 S&A board brought forward a budget recommendation that identified a one-year spending plan. Additionally, they learned about some challenges that needed to be addressed related to the appointment of the board. In June, the Board of Trustees requested that they address the following points: 1) that beginning Fall 2021, the S&A board will be appointed in conformity with all applicable laws and policies; 2) that the S&A Board shall have as its first quarter business review of its budget for the 2021-2022 academic year; 3) that the S&A board is to recommend to the Board of Trustees on or before the Board of Trustees last regular meeting of 2021, a modified estimated budget with a balance of the year; and 4) that no expenditures after the fall quarter shall be made until a modified budget has been approved by the Board of Trustees.

Director of New Student Programs Jadon Berry, Former Advisor of the S&A Board Andy Corn and Student Chair of the S&A Board reported on the work of the S&A Board, experiences, and how they

have been working to address concerns. The following S&A budget was presented to the Board of Trustees for approval.

2021-2022 S&A Budget as recommended by the 2020-21 S&A Board; which has also been reviewed and recommended by the 2021-22 S&A Board.

S&A Funded Programs and Organizations	Expenditures	Revenue	S&A Fees Needed
Student Activities Admin	\$446,465	\$33,500	\$412,965
College Activities Building	\$125,074		\$125,074
Children's Center	\$974,179	\$662,295	\$311,884
KAOS-FM	\$171,988	\$49,902	\$122,086
SWRA: CRC Operations	\$160,627		\$160,627
SWRA: Athletic Program	\$110,000		\$110,000
SWRA: Recreation Program	\$11,000		\$11,000
SWRA: Outdoor Program	\$20,774		\$20,774
Tacoma Program	\$60,581		\$60,581
Cooper Point Journal	\$38,104	\$9,000	\$29,104
Native Pathways	\$24,145		\$24,145
S&A Board	\$19,839		\$19,839
Student Organization Support	\$12,900		\$12,900
Special Initiative Fund	\$28,946		\$28,946
Mitigate Cut with Reserves / One-Time Funding	\$0	\$310,000	-\$310,000
FY21 Carry-forward for Native Pathways	\$14,000		\$14,000
Total	\$2,329,073	\$1,004,697	\$1,153,925

ii. Proposed action: S&A budget for 2021-2022

**Motion
2021-56**

Secretary Ed Zuckerman moved to approve the 2021-2022 Services and Activities Fee budget as presented June 10, 2021 and recommended for approval by the duly appointed 2021-22 Services and Activities (S&A) Fee Allocation Board. The motion was seconded by Trustee Fred Goldberg and passed on a voice vote.

Fall enrollment and retention

Chief Enrollment Officer Eric Pedersen reported that the college's 10th day count is 2116 students enrolled this fall, noting that COVID had a negative impact on enrollment. He walked through a PowerPoint providing details on enrollment and yield, comparing to previous years, as well as sharing on the national context. Chief Pedersen also shared that Evergreen is up 10% in applications for next fall, with most of the growth in non-resident first year and transfer students. He reported that some of Evergreen's feeder colleges are down in enrollment 25 to 35%, causing a smaller pool of transfer applicants.

Interim Provost and Vice President for Academics David McAvity reported that fall to fall retention is showing a big jump in retention for first time first year students. However, COVID is having an impact on other categories of students, particularly first-generation students, and underrepresented students.

Interim Provost McAvity shared that addressing these gaps is occurring and targets are identified for reducing the gaps further in the accreditation report,

Legislative update

Director of Government Relations Jeremy Mohn reported that since Interim President Carmichael's leadership transition, they have met with 22 legislators across the states, being transparent about Evergreen's challenges, while discussing the many opportunities we have as the institution moves forward. He noted the college's operating and capital budget priorities can be found in the meeting materials. Director Mohn reported that the House and Senate will be running resolutions honoring Evergreen's 50th anniversary this session and he will keep the Board updated for that momentous occasion. He reported that the bipartisan redistricting commission was unable to agree on legislative and congressional maps by the statutory November 15 deadline. Due to the missed deadline, the jurisdiction over redistricting shifts to the Washington State Supreme Court for the first time in state history. They had until April 30 to draw the new district boundaries, which will be in effect for the next decade. He noted that as mentioned in his video, there was a chance Evergreen would be shifted from the 22nd legislative districts into the 35th.

Campaign update

Vice President for Advancement and Executive Director for the Evergreen State College Foundation Abby Kelso reported that \$26.3m has been raised toward the \$40m goal set to be met by June 2024. She reminded the Board that the Foundation's special focus this year is on commitments within the \$250,000 range. Multi-year commitments and pledges are real symbols of support for the college's long-term investments. She highlighted that the Foundation secured a \$150,000 pledge to establish a new STEM scholarship, science, technology, engineering, and math particularly targeted to students who are from backgrounds that have not traditionally been well-served or highly represented in STEM. John McLane and Kat Sackmann in the grants team have partnered with colleagues and academics as well as Inclusive Excellence and Student Success to submit two grant proposals above \$1 million and are working on five additional proposals. Vice President Kelso reported that Correea Barker's team delivered the virtual Return to Evergreen that included 185 registrants and featured a great program. She shared that Advancement is looking forward to an in-person Return to Evergreen next year, as well as an in-person event for the Art of Giving. Vice President Kelso extended her gratitude to John Carmichael and Kara Briggs for their collaboration on some donor visits this fall and shared that Executive Vice President Dexter Gordon has been embraced by the Foundation Board.

The meeting adjourned at 4:30

Karen Fraser, Chair

Ed Zuckerman, Secretary