

Regular Meeting of the Board of Trustees

June 9, 2022

Trustees Attending: Monica Alexander Absent: Kris Peters

Allyson Brooks Karen Fraser Fred Goldberg Sakiko Krishna Miguel Pérez-Gibson Ed Zuckerman

Staff Presenting: Jadon Berry, Executive Associate to the Executive Vice President

Abir Biswas, Academic Dean

Kara Briggs, Interim Vice President for Tribal Relations, Arts, and Cultures

John Carmichael, Interim President Laura Coghlan, College Budget Officer

Andrew Corn, Interim Associate Dean for Student Engagement

Clarissa Dirks, Faculty Member

Sharon Goodman, Director of Residential and Dining Service

Dexter Gordon, Executive Vice President

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 Director of the College

Foundation

David Kohler, Chief Financial Officer

David McAvity, Interim Provost and Vice President for Academics

Elizabeth McHugh, Director of Student Wellness Services

John Reed, Chief Enrollment Officer

Therese Saliba, Interim Vice President for Inclusive Excellence and Student

Success

Nora Selander, Director of Government Relations William Ward, Chief Administrative Officer

Others Presenting: Melinda Bratsch-Horsager, Student Representative to the S&A Board

John Caraher, Faculty Representative to the Board of Trustees

Sina Hill, Staff Representative to the Board of Trustees

Trygve Vandal, Student Representative to the Board of Trustees

Chair Karen Fraser called the meeting to order at 9:06 a.m. and Secretary Ed Zuckerman confirmed a quorum. The meeting was held at The Evergreen State College, 2700 Evergreen Parkway NW, Evans Hall L4300, in Olympia, Washington. A remote Zoom option was available.

Chair's opening remarks

Chair Karen Fraser welcomed the Board of Trustees to the last meeting of the school year and the first in-person meeting in two years. She congratulated faculty and staff for pulling through some of the most unusual challenges in history due to the pandemic. Chair Fraser noted the success of the 50th celebration of Evergreen inception that included an Olympia Campus visit from former Governor Daniel J. Evans and remarked it was a joyous, memorable, and historic occasion.

Executive Leadership report

Interim President John Carmichael explained that the agenda for this meeting will focus on financial items that build the college's budget for next year. He noted the Emeritus Reception is larger than normal due to the offers and incentives made to faculty under the Collective Bargaining Agreement.

Executive Vice President Dexter Gordon thanked all staff and faculty for their hard work throughout the past year. He highlighted Chief Enrollment Officer (CEO) John Reed's extended contract from 6 months to 18 months. CEO Reed has helped identify and work toward increased enrollment at the college.

Executive Vice President Gordon also highlighted the work of Therese Saliba, Interim Vice President for Inclusive Excellence and Student Success (IESS). Therese continues to lead IESS and has made great strides in her work surrounding the Social Justice Center and all IESS related projects. As well, Jadon Berry, Executive Associate to the Executive Vice President, is coming into his new position and contributing valuable work to his new role.

Approval of meeting minutes

Proposed action item: motion to approve meeting minutes for January 31 and May 20, 2022

Motion Trustee Fred Goldberg moved to approve the meeting minutes for January 31 and May
 2022-08 20, 2022, as written. The motion was seconded by Vice Chair Miguel Pérez-Gibson 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 there was one written comment submission for the meeting and shared that she would distribute to the Board per public comment policy.

Representative reports

Faculty Representative to the Board of Trustees John Caraher addressed the Board and shared Evergreen's Mission Statement. He stated that as we enter a new phase in Evergreen's growth, as we innovate and try to find different ways to serve students, what is on the mind of a lot of faculty is the emphasis on collaborative and interdisciplinary learning and how that translates to new environments as the faculty changes. He iterated that there are many questions around what the vision is for the college.

Staff Representative Sina Hill shared that the past three weeks have been busy for the college. The staff has been hard at work showcasing milestones and celebrations. She noted that staff shortages will continue to negatively impact current employees. Other concerns mentioned at previous meetings have not gone away, but she senses a second wind from staff.

Executive Vice President Dexter Gordon added his appreciation for staff, acknowledging that staff has been asked to do more work. He was pleased to hear that the staff are energized. Leadership training is ongoing and there will be significant efforts throughout the summer.

Student Representative Trygve Vandal thanked all staff for the hard work they are putting into graduation. Students are unsure how the changing conditions of the college will impact them. Students are raising concerns about having to move from campus due to the pandemic and are facing challenges with the Olympia housing market. Representative Vandal noted that getting to campus alone is becoming difficult. However, new challenges have also offered an opportunity to expand service to students who did not have the geographical privilege to attend Evergreen.

Board of Trustees Appointments

Action item: motion to appoint 2022-2023 Board of Trustees officers

Motion Trustee Fred Goldberg moved to approve the reappointment of the Executive2022-09 Committee with the current officers: Karen Fraser as Chair, Miguel Pérez-Gibson as

Vice Chair, and Ed Zuckerman as Secretary. The motion was seconded by Trustee

Allyson Brooks and passed on a voice vote.

Open Public Meetings Act exempt and executive session

Chair Karen Fraser announced the Board would 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 the Board will return to open session at 10:30 a.m., unless notified that she has extended the time. No final action will be taken in the Executive Session. Open session resumed at 10:30 a.m. as announced.

Proposed action item(s) from the combined exempt/executive session

Motion Trustee Fred Goldberg moved to approve the tentative agreement made with the

2022-10 United Faculty of Evergreen to approve a three and a quarter percent salary increase
for faculty within the next year. The motion was seconded by Vice Chair Miguel Pérez-

Gibson and passed on a voice vote.

Commencement Update

Chief Operations Officer William Ward addressed the Board of Trustees and stated commencement planning is going extremely well, despite the weather predicted. He reported that the expected turnout is indicating high numbers. Chief Ward commented that there is a robust security plan in place and feels confident that both the Olympia and Tacoma celebrations will go well.

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

Finance and Budget Committee Update

Trustee and Chair of Finance and Budget Committee Fred Goldberg addressed the Board and stated the committee had several meetings actively engaging with the proposed action items being put forth today. He indicated the Finance and Budget Committee supports the recommendations.

Interim President John Carmichael provided some additional information for the Board. He explained the college has formed a campus housing taskforce. He expanded on the issues facing students, pulling data from a campus wide basic needs survey wherein 23% of students responded that they had experienced homelessness within the past year. This compounded with a pricey housing market has created obstacles in students' ability to enroll. Recommendations for how the college can alleviate some of these burdens will be brought to Executive Leadership in the coming months. He mentioned that the fifty-year-old residence halls that are unused or underused are continuing to deteriorate. To bring them back into service is going to take some significant capital investment. One of the items in the coming recommendations is preservation, there are three quarters of a million dollars included in that assessment that are necessary in bringing these halls back online. Interim President Carmichael also mentioned operating dollars for enrollment and student success that could lead to discussion on how to obtain appropriation for that kind of work and how we could use it. He stated that the long-term goal, in addition to addressing housing insecurity for students, is to eventually build new housing for students.

Chief Financial Advisor David Kohler shared with the Board the recommendations included in the meeting materials and identified the five action items for their consideration.

Setting fee and spending levels for 2022-2023

Action item: motion to approve 2022-2023 tuition, fees, and operating budget

Chief Financial Officer Dave Kohler and Budget Officer Laura Coghlan reviewed the 2022-2023 tuition, fees, and operating budget.

Table 1. Summary of propo	sed changes to tui	tion rates for AY 2	022-23	
	Resident Undergraduate	Non-resident Undergraduate	Resident Graduate	Non-resident Graduate
Change in Operating fee	2.4%	2.9%	2.9%	2.9%
Change in Building fee	7.6%	7.6%	7.6%	7.6%
Change in Services & Activities fee	4.0%	4.0%	4.0%	4.0%
Total change	2.8%	3.1%	3.1%	3.1%

	2022 Budgeted Spending	2023 Proposed
College Spending Plan by Fund Type	Level	Spending Level
State General Fund	32,450,000	35.726.000

TOTAL SPENDING PLANS	\$72,695,356	\$73,033,273
Service/Auxiliary Funds	10,500,000	8,720,000
Grants & Contracts	5,300,000	6,296,000
Local Dedicated Funds	7,250,000	4,906,000
Tuition Revenue	12,517,356	12,707,273
Workforce Education Investment Account	1,953,000	1,953,000
Education Legacy Trust Fund	2,725,000	2,725,000

Motion 2022-11	Vice Chair Miguel Pérez-Gibson moved to approve a 2.4% increase in the operating fee for undergraduate resident students and confirm the originally proposed 2.9% operating fee increase for non-resident and graduate students for the 2021-22 academic year. The motion was seconded by Secretary Ed Zuckerman and passed on a voice vote.
Motion 2022-12	Secretary Ed Zuckerman moved to approve proposed spending levels for fiscal year 2023. The motion was seconded by Trustee Monica Alexander and passed on a voice vote.

Action item: motion to approve 2022-2023 housing and dining services rates

Interim Dean of Students Holly Joseph, Interim Associate Dean for Student Engagement Andrew Corn, and Director of Residential and Dining Service Sharon Goodman reviewed the proposed 2022-2023 housing and dining service rates.

						Difference
		FY23-4%	Increase	FY23-5%	Increase	between
Meal Plan	FY22	Increase	from FY22	Increase	from FY22	4% - 5%
Thrifty 300 - All quarters	300	-	-	-	-	-
Weekly 10 - Fall	1,370	1,425	55	1,439	69	14
Weekly 10 - Winter/Spring	1,340	1,394	54	1,407	67	13
Weekly 15 - Fall	1,885	1,960	75	1,979	94	19
Weekly 15 - Winter/Spring	1,840	1,914	74	1,932	92	18
Unlimited 7 - Fall	1,995	2,075	80	2,095	100	20
Unlimited 7 - Winter/Spring	1,945	2,023	78	2,042	97	19
Flex - All quarters	1,550	-	-	-	-	-

Motion Trustee Fred Goldberg moved to approve a 5% increase in the meal plan prices for housing students in the 2022-23 academic year. The motion was seconded by Vice Chair Pérez-Gibson and passed on a voice vote.

Action item: motion to approve 2022-2023 student wellness fee

Interim Dean of Students Holly Joseph, Interim Associate Dean for Student Engagement Andrew Corn, and Elizabeth McHugh reviewed the proposed 2022-2023 student wellness fee.

Budget Model for Student Wellness Services Fees	
Salaries & Benefits (7.6 FTE)	855,842
Goods/Services/Travel	92,000
Budget Total	947,842

Motion Trustee Fred Goldberg moved to approve a 5% increase to \$552/year or \$184/quarter in the Wellness Fee for 2022-2023. The motion was seconded by Secretary Ed Zuckerman and passed on a voice vote.

Action item: motion to approve 2022-2023 Athletics budget

Interim Associate Dean for Student Engagement Andrew Corn reviewed the proposed 2022-2023 intercollegiate athletics budget for 2022-2023

intercollegia	e Atmet	ics 2022-2023 Budget	
Expense	Amount	Revenue	Amount
Business Operations Manager (.25)	20,223	Institutional Operating Athletics Budget	545,808
Director SWRA (.25)	45,568	S&A Athletics Budget	110,000
Men's Soccer Coach (.55)	50,875	Revenue from Contracts and Rentals	125,000
Volleyball Coach (.55)	50,875	Supplement Revenue with Reserves	155,885
Women's Soccer Coach (.55)	51,756	Total	936,693
Women's Basketball Coach (.55)	50,875		
Men's Basketball Coach (.55)	50,875		
Track and Field Coach (.5)	47,483		
Coordinator of Sports Medicine (.92)	75,978		
Asst Dir for Athletics (0.5)	51,300		
Assistant Coaches (2.25)	63,000		
Game Management hourly staff	10,500		
Sports Information Services	25,000		
Team Pre-Season Travel	20,633		
Team In-Season Travel	95,141		
Team In-Season Bus Travel	42,000		
Team Post Season Contingency Travel	5,250		
Referee Services and Entrance Fees	41,554		
Athletic Equipment/Uniforms	28,313		
General Goods & Services	14,297		
Sports Medicine Goods & Services	2,100		
Insurance	53,666		
NAIA & CCC Dues	32,232		
NAIA & CCC Video Platform	4,050		
Website Contract	3,150		
Total	936,693		

Motion Vice Chair Miguel Pérez-Gibson moved to approve the Intercollegiate Athletics budget 2022-15 2022-23 academic year. The motion was seconded by Trustee Monica Alexander and passed on a voice vote.

Action item: motion to approve 2022-2023 Services and Activities (S&A) fee and budget

Executive Associate to the Executive Vice President Jadon Berry and Student and Activities (S&A) Student Representative Melinda Bratsch-Horsager reviewed the proposed S&A fee and budget proposal.

			S&A Fees
S&A Funded Programs and Organizations	Expenditures	Revenue	Needed
Tacoma Program S&A	\$70,000	\$0	\$70,000
Native Pathways S&A	\$48,025	\$3,000	\$45,025
Student Activities Admin	\$353,143	\$25,500	\$327,643
Children's Center	\$1,119,094	\$929,960	\$189,134
KAOS-FM	\$174,593	\$50,902	\$123,691
SWRA: CRC Operations	\$160,627	\$0	\$160,627
SWRA: Athletic Program	\$110,000	\$0	\$110,000
SWRA: Recreation Program	\$11,000	\$0	\$11,000
SWRA: Outdoor Program	\$22,070	\$0	\$22,070
Cooper Point Journal	\$35,704	\$0	\$35,704
Special Initiative Fund	\$126,840	\$0	\$126,840
Special Initiative Project: Governance Coordinator	\$25,000	\$0	\$25,000
RSO: MESA	\$2,670	\$0	\$2,670
RSO: Ultimate Frisbee Club	\$6,122	\$0	\$6,122
RSO: Poetry of Boxing	\$1,225	\$0	\$1,225
RSO: Fiber Arts Club	\$3,455	\$0	\$3,455
RSO: SCARF	\$5,070	\$0	\$5,070
RSO: Start-Up Budgets	\$4,300	\$0	\$4,300
College Activities Building	\$136,000	\$0	\$136,000

Student Organization Supplies	\$10,300	\$0	\$10,300
Business Services Recharge	\$22,400	\$0	\$22,400
Student Organization Telephones	\$2,600	\$0	\$2,600
S&A Board Budget	\$23,049	\$0	\$23,049
Supplement Revenue with College Reserves	\$0	\$0	-(\$350,000)
Contingency			\$82,082
Total	\$2,473,287	\$1,009,362	\$1,196,007

Motion **2022-16**

Secretary Ed Zuckerman moved approve the 2022-2023 Services and Activities Fee amended budget as developed by the College and the Services and Activities (S&A) Fee Allocation Board. The motion was seconded by Trustee Sakiko Krishna and passed on a voice vote.

Authorizing legislative requests for 2023-2025

Proposed action item: motion to approve the 2023-2025 Capital Budget Request

Chief Administrative Officer William Ward reviewed the proposed capital budget request.

2023-25 Proposed Capital Bu	dget Requ	est
Minor Works		
Facilities Preservation		16,465,000
Preventative Facility Maintenance & Building		
System Repairs		1,200,000
Minor Works - Program		750,000
	Sub-Total	18,415,000
Intermediate/Major Capital Projects		
Seminar 1 Renovation Construction		25,600,000
CAB Ground Heat Pump Energy Upgrade		1,400,000
Heating Utility Distribution Upgrade		3,200,000
Electrical System Upgrade		1,900,000
	Sub-Total	32,100,000
TOTAL 2023-25 CAPITAL BUDGET		50,515,000

Motion Vice Chair Miguel Pérez-Gibson moved to approve the 2023-2025 Capital Budget 2022-17 Request and the ten-year budget plan for 2023-2033. The motion was seconded by

Trustee Monica Alexander and passed on a voice vote.

Proposed action item: motion to approve the 2023-2025 Biennial Operating Budget Request

Director of Government Relations Nora Selander reviewed the proposed 2023-2025 biennial operating budget request.

The proposal included: Compensation - Estimated Price: dependent on bargaining; Enrollment & Student Success (working title) - Estimated Price: up to \$300,000; Corrections Education - Estimated Price: up to \$300,000; Modernizing Evergreen (working title) - Estimated Price: up to \$550,000 one-time and \$400,000 on-going; Personnel (working title) - Estimated Price: up to \$800,000

Motion Secretary Ed Zuckerman moved to approve the proposed 2023-2025 Biennial Operating Budget request framework. The motion was seconded by Trustee Fred

Goldberg and passed on a voice vote.

Marketing and Communications Update

Farra Layne Hayes, Associate Vice President for Marketing and Communications, presented recent coverage the college has had in local media. Highlights included a news story in the Olympian and Tacoma Faculty Member, Gilda Shephard's, film showing. Associate Vice President Layne Hayes explained the college has also had a lot of coverage in local talk platforms. Included in the presentation were print and digital ads created to promote fall and winter registrations, as well as graduate programs. There have also been investments in Tacoma marketing which have proved successful. Public Relations Marketing Manager, Kelly Von Holtz, has been diversifying Tacoma advertising to reach audiences in new ways. In addition to ads placed on cell phone charging stations, Marketing and Communications has created many material for Admissions, such as designing simple inquiry cards for recruiting events, postcards for students about registration and scholarships, and snapshot for fall 2022 offerings.

Further updates included establishing the new internal communications platform Inside Evergreen. These centralized messages have increased accessibility for events across campus, showcasing both community and campus events. The goal is to be as inclusive as possible, lifting up staff and faculty led lectures and events.

Associate Vice President Layne Hayes concluded with website updates. Marketing and Communications has launched the website project with two major components: a full rebuild of the external-facing home website and creating a SharePoint platform for internal content.

Campaign Update

Abby Kelso, Vice President for Advancement and Director of the College Foundation, shared with the Board that the campaign has reached a new high of \$35.9 million raised towards campaign. She shared

that the campaign is already close to the goal that was originally set, as such, they are looking at the feasibility to increase the goal. Vice President Kelso noted that she would bring back a new, higher goal for approval if it is considered feasible.

Proposed action item: motion to approve public launch of campaign in 2022-2023

Motion Trustee Fred Goldberg moved to authorize the public launch of Evergreen's fundraising 2022-19

campaign during the 2022-23 academic year. The motion was seconded by Trustee

Sakiko Krishna and passed on a voice vote.

Inclusive Excellence and Student Success update

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

Student Achievement and Success Committee update: Accreditation Update

Vice Chair Pérez-Gibson presented to the Board an overview of the accreditation process. Part of the accreditation metrics are student successes, achievements and graduation rates and outcomes.

Faculty Member Clarissa Dirks explained why and how the Six Expectations Assessment of Learning (SEAL) works and how assessment of student success connects directly to Evergreen's Six Expectations. The accrediting body, Northwest Commission of Colleges and Universities (NWCCU), requests the college to report on both direct and indirect measures. They have designed criteria for SEAL to merge both the student voice (an indirect measure) with direct measures going on in the classroom. Faculty will choose from a panel and assess themselves with how well they are completing these outcomes. Students will also have the ability to assess themselves on the same criteria, which will allow Evergreen to identify gaps in learning.

Academic Dean Abir Biswas added that we are shifting work with SEAL to affirm our commitment to the institutional research already being conducted at the college.

Update on Strategic Plan: Significantly expand support for our local community, region, state, and nation (Goal 2)

Tribal relations update

Kara Briggs, Interim Vice President for Tribal Relations, Arts, and Cultures addressed the Board and reported that the Tribal relations area work has been focused on building the college's reputation among the tribes in our region and Indian Country as a whole. In addition, the Longhouse's Education and Cultural Center is focusing on new areas of work and continuing the cultural arts education with workshops across reservations in four states. The Longhouse has also revised land acknowledgement work that should be standardized across all departments. The Tribal Leader Training Program is being developed with help from a steering committee of elected officials. Work on MPA Tribal Governance has continued with more input from tribes.

Interim Vice President Briggs then reported that the Longhouse has taken over management of the Evergreen Gallery. The gallery opened this week with the window exhibition of collaborative work from the Longhouse. Approximately 30 Native Arts organizations, including Tribal museums, have signed up for a Native Art convening hosted by the Longhouse and external partners.

Interim Vice President Briggs gave a brief overview of the history of the Longhouse. She noted that Welcome House is the proper name for the Longhouse, which was created at its inception. She has brought the name change to the Naming Committee who approved the change, and the President has approved it as well.

Recognitions

2022-07

voice vote.

Chair Karen Fraser thanked Student Trustee Sakiko Krishna, Faculty Representative John Caraher, Staff Representative Sina Hill, and Student Representative Trygve Vandal for their dedicated service for the 2021-2022 academic year. Each were presented with gifts.

Emeritus faculty resolutions

Interim Provost and Vice President for Academics David McAvity introduced the eleven retiring faculty who have each been nominated and unanimously affirmed by their colleagues to stand for faculty emeritus. He shared that they have made significant and broad contributions in the classroom, through their scholarship, and by their participation in the governance of the college. He ended by noting that combined, these colleagues had served the college for 315 years, over 3 centuries.

Resolution 2022-02	Chair Karen Fraser moved to adopt resolution number 2022-02 of the Board of Trustees of The Evergreen State College conferring emeritus status upon William Ray Arney. The motion was seconded by Trustee Fred Goldberg and passed on a voice vote.
Resolution 2022-03	Vice Chair Miguel Pérez Gibson moved to adopt resolution number 2022-03 of the Board of Trustees of The Evergreen State College conferring emeritus status upon Marla Elliot. The motion was seconded by Trustee Sakiko Krishna and passed on a voice vote.
Resolution 2022-04	Trustee Fred Goldberg moved to adopt resolution number 2022-04 of the Board of Trustees of The Evergreen State College conferring emeritus status upon Karen Gaul. The motion was seconded by Chair Karen Fraser and passed on a voice vote.
Resolution 2022-05	Trustee Sakiko Krishna moved to adopt resolution number 2022-05 of the Board of Trustees of The Evergreen State College conferring emeritus status upon Karen Hogan. The motion was seconded by Vice Chair Miguel Pérez Gibson and passed on a voice vote.
Resolution 2022-06	Chair Karen Fraser moved to adopt resolution number 2022-06 of the Board of Trustees of The Evergreen State College conferring emeritus status upon Sara Huntington. The motion was seconded by Trustee Fred Goldberg and passed on a voice vote.
Resolution	Vice Chair Miguel Pérez Gibson moved to adopt resolution number 2022-07 of the

Board of Trustees of The Evergreen State College conferring emeritus status upon Laurie Meeker. The motion was seconded by Trustee Sakiko Krishna and passed on a

Resolution 2022-08

Trustee Fred Goldberg moved to adopt resolution number 2022-08 of the Board of Trustees of The Evergreen State College conferring emeritus status upon Ralph Murphy. The motion was seconded by Chair Karen Fraser and passed on a voice vote.

Resolution 2022-09

Trustee Sakiko Krishna moved to adopt resolution number 2022-09 of the Board of Trustees of The Evergreen State College conferring emeritus status upon Toska Olson. The motion was seconded by Vice Chair Miguel Pérez Gibson and passed on a voice vote.

Resolution 2022-10

Chair Karen Fraser moved to adopt resolution number 2022-10 of the Board of Trustees of The Evergreen State College conferring emeritus status upon Martha Rosemeyer. The motion was seconded by Trustee Sakiko Krishna and passed on a voice vote.

Resolution 2022-11

Trustee Fred Goldberg moved to adopt resolution number 2022-11 of the Board of Trustees of The Evergreen State College conferring emeritus status upon Gilda Sheppard. The motion was seconded by Chair Karen Fraser and passed on a voice vote.

Resolution 2022-12

Vice Chair Miguel Pérez Gibson moved to adopt resolution number 2022-12 of the Board of Trustees of The Evergreen State College conferring emeritus status upon Tom Womeldorff. The motion was seconded by Trustee Sakiko Krishna and passed on a voice vote.

Adjourn meeting and transition to the emeritus and retired faculty reception

Chair Karen Fraser invited the audience to remain for the emeritus and retiring faculty reception where Emeritus faculty members are invited to provide comment. Chair Fraser adjourned the meeting at 2:17pm.

Karen Fraser, Chair

Ed Zuckerman, Secretary