



## Regular Meeting of the Board of Trustees

February 4, 2020

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### Trustees Attending:

Lucera Cox  
Karen Fraser  
Fred Goldberg  
David Nicandri  
Miguel Pérez-Gibson  
Ed Zuckerman

### Trustees Absent:

Monica Alexander  
Irene Gonzales

### Staff Present:

Wade Arave, Director of Admissions  
Jadon Berry, Director of New Student Programs  
George Bridges, President  
John Carmichael, Vice President for Finance and Operations  
Jennifer Drake, Provost and Vice President for Student and Academic Life  
Larry Geri, Academic Dean  
Susan Harris, Executive Associate to the President and Secretary to the Board of Trustees  
Resche Hines, Institutional Research Consultant  
Sandra Kaiser, Vice President for College Relations  
David McAvity, Vice Provost for Academic Budget & Planning  
Scott Morgan, Director of Sustainability  
Greg Mullins, Academic Dean for Instructional Support and Library and Media Services  
Eric Pedersen, Chief Enrollment Officer  
Therese Saliba, Interim Vice President for Student Success  
Hannah Simonetti, Director of First Peoples Multicultural, Trans & Queer Support Services  
Trevor Speller, Academic Dean  
Amanda Walker, Vice President for Advancement and Executive Director of The Evergreen State College Foundation  
William Ward, Associate Vice President for Facilities Services

### Others Present:

Melinda Bratsch-Horsager, Geoduck Student Union (GSU) Representative to the Board of Trustees  
Cathy Flora, Staff Representative to the Board of Trustees  
Aileen Miller, Assistant Attorney General

Chair Karen Fraser called the meeting to order at 9:03 a.m. at The Evergreen State College Library L3201. She welcomed new Trustee Miguel Pérez-Gibson.

### Adoption of minutes

**Motion** Trustee Nicandri moved for approval of the minutes of the November 18, 2020 Board of Trustees meeting. The motion was seconded by Trustee Goldberg and passed on a voice vote.  
**2020-01**

**Introductions and recognition**

President Bridges introduced Geoduck Student Union (GSU) Representative Melinda Bratsch-Horsager. Melinda stated that she attended Manchester University prior to attending Evergreen and is currently studying pharmacogenetics.

Vice President for Advancement Amanda Walker introduced Erin Moore who is joining Advancement as an Administrative Assistant working with Advancement and the Foundation Board of Governors. Ms. Moore is a Kansas State graduate and noted she is appreciative of the warm welcome she has received from Evergreen.

**President's report and agenda overview**

President George Bridges presented an overview of the meeting agenda.

Vice President for Advancement Amanda Walker gave a fundraising report on campaign progress as of January 31, 2020. She reported that to date we have raised \$11.3 million dollars. She reported that we have two proposals pending with the Department of Education and that the Foundation has exceeded the fiscal year goal for annual fund gifts. Vice President Walker invited the Trustees to the Art of Giving and announced that Trustee Lucera Cox will be the keynote speaker. In addition, Vice President Walker noted that this is the year that the agreement between the College and the Foundation is renewed. She indicated that the draft agreement will be brought to the Board in May, with a Board action in June.

President Bridges announced that the standard report on Title IX and Conduct has been distributed to the Trustees in the folder provided. He noted that the current Department of Education is currently drafting new federal law on Title IX and it is likely we will need to update our College policies to comply. Chair Karen Fraser asked that we bring this back Title IX federal law updates to the Board and Trustee Miguel Pérez-Gibson suggested the Board consider including Title IX in the proposed dashboard.

**Executive session**

At 9:29 a.m. Chair Karen Fraser announced that the Board would move into executive session, pursuant to the Open Public Meetings Act RCW 42.30 to discuss collective bargaining and to discuss with legal counsel representing the College 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 said that the Board would return to an open meeting at 10:20 a.m. unless notified that the time has been extended and that no final action will be taken in executive session. The Board extended executive session three times and returned to open session at 11:10 a.m.

**Action items**

Following consideration by Evergreen's Naming Committee, Academic Dean for Instructional Support and Library and Media Services Greg Mullins introduced the naming recommendation to adjust the name of the Daniel J. Evans Library to the Daniel J. Evans Hall. This name change would elevate the legacy of Governor Evans and provide clarification between the building, currently known as the Daniel J. Evans Library Building and the Daniel J. Evans Library.

**Motion** Trustee Nicandri moved for approval to the renaming of Daniel J. Evans Library to  
**2020-02** "Daniel J. Evans Hall", in which the library is situated. The motion was seconded by Trustee Goldberg and passed on a voice vote.

**Motion 2020-03** Trustee Nicandri moved for approval to appoint Ahniwa Ferrari, Associate Dean for Library Operations; Holly Joseph, Chief Budget Officer; Sarah Mealy, Senior Human Resource Representative; and Laurel R. Uznanski, AVP for Human Resource Services to conduct collective bargaining with the Washington Federation of State Employees Classified Staff bargaining unit. The motion was seconded by Trustee Goldberg and passed on a voice vote.

**Motion 2020-04** Trustee Nicandri moved to authorize the President to initiate any legal actions necessary to clarify the College's obligations associated with records created by students involved in extra-curricular activities. The motion was seconded by Trustee Goldberg and passed on a voice vote.

### **Legislative briefing**

Director of Government Relations Jeremy Mohn presented a Legislative update to the Board of Trustees. Director Mohn reported that the College has hosted 10 legislators on campus this year. He noted that Evergreen hosted the Pink Caucus at the Historic Lord Mansion with over 100 attending, including Governor Inslee who kicked off the event. In addition, he gave an overview of HB 2158 and the capital budget request and noted session ends on March 12. Director Mohn thanked the Board for their work.

### **Tribal relations briefing**

Vice President for Indigenous Arts and Education Tina Kuckkahn-Miller presented on Tribal relations. She note that the Longhouse will celebrate its 25<sup>th</sup> anniversary and a celebration will be held to mark the milestone on 10/10/20. Vice President Kuckkahn-Miller reported that she and her team has made visits to local tribes to build relationships and have been hosting tribal visits on campus. She held a training on federal Indian law and policy for the Campus Leadership Group and has been invited to present at the Tacoma Lyceum. Vice President Kuckkahn-Miller reported that the College will be hosting the Tribal Leaders Congress in Education at the Lord Mansion. She also reported that she will begin work on a Tribal relations plan.

### **Student Recruitment and success**

#### Committee update

Trustee Nicandri reported on the last meeting of the Student Recruitment and Success Committee. He outlined the agenda for the January 8, 2020 meeting which included an overview of the curriculum planning process and an overview of Evergreen's financial aid process.

#### Enrollment and recruitment

Chief Enrollment Officer Eric Pedersen, and Director of Admissions Wade Arave presented on enrollment and recruitment. Chief Enrollment Officer Pedersen reported the winter 2020 Tenth-Day final enrollment number is 2,691. He noted that this decrease from fall to winter is typical.

As this is the first year the College is running the first-year experience program, retention from fall to winter for first-year students is approximately 2% higher than previously. The first-year experience program serves 120 students, which will increase next year.

Director of Admissions Wade Arave reviewed the admissions and recruitment funnel. He shared that Admission has hosted program visits, campus tours, and application workshop offering on the spot merit scholarship awards. February 1, 2020 was the scholarship deadline. He noted that the undergraduate

application count for fall 2020 is 1,750. Director Arave identified that King, Pierce, Thurston and Spokane counties have the highest application numbers.

#### Renewal: Inspired marketing and reputation enhancement

Vice President for College Relations Sandra Kaiser reported on inspired marketing and reputation enhancement, sharing examples of the work being done locally and nationally.

#### Renewal: Paths of Study

Dean Larry Geri joined Vice President Kaiser at the table to present on the promotion of Paths of Study. Vice President Kaiser spoke of different media stories released on Paths of Study and Dean Geri discussed additional promotions being done, webpage updates, and outreach to students.

#### Renewal: First-Year Experience

Dean Trevor Speller and Director of New Student Programs Jadon Berry reported to the Board. Dean Speller first introduced First Year Experience Faculty fellow Cynthia Kennedy. Director Berry presented on Evergreen's First Year Experience, identifying the multiple programs offered: Pre-orientation programs, new student orientation, Greener Foundations and "Successful Student". Dean Speller described Greener Foundations, identifying that this is a two-credit program, taken in conjunction with a 14 credit academic program. A survey has been launched to gain feedback from students participating in the program: approximately 105 students have responded.

#### Forums on new academic programs

Provost Jennifer Drake and Dean Larry Geri gave an overview of the new academic program process, also known as "Big Bets", which aims to identify and begin implementation of major new academic programs and/or curricular strategies that will substantially increase the College's enrollment and create a path to financial stability. He noted that there have been seven blue skies conversations designed to develop and solicit new ideas have resulted in hundreds of submissions from the Evergreen community. Dean Geri presented the current model of Evergreen and discussed the Selingo-Parthenon study which identifies different market segments in US higher education, which provides a framework for considering who we serve now and groups of students we might seek to enroll in the future. The two key segments at Evergreen identified in the study include Career Accelerators and Career Starters. Provost Drake shared that the planning team is working on the process to continue to move forward and will bring new academic programs to the Board for approval.

Board members can contribute to the Big Bets process by emailing ideas to [Bigbets@evergreen.edu](mailto:Bigbets@evergreen.edu) and additional opportunities will be offered throughout the year. An update on the process will be presented to the Board at the March Board of Trustees meeting.

#### Renewal: Climate and belonging

Interim Vice President for Inclusive Excellence and Student Success Therese Saliba introduced Director of First Peoples Multicultural, Trans & Queer Support Services Hannah Simonetti. Director Simonetti reported that the climate survey was launched January 13, 2020 and had received a 36% Evergreen community response rate. The vendor for the survey is Sound Rocket. The survey will remain open until the end of winter quarter, which will be complemented by focus groups. The results will help to shape plans for a strategic action plans to address gaps, institutional changes, with an equity lens.

#### **Finance and budget**

##### Committee update

Chair Fraser gave an update on the last Finance and Budget Committee meeting held on the supplemental request to the Legislature, which includes a small increase needed for reallocation for IT staff and Lord Mansion repairs. She noted that the committee discussed the new 10 year capital budget plan, the buildings on campus, the relocation of the health center, and the carbon neutrality plan.

#### Budget update

Vice President John Carmichael presented an update on the College budget. He said that after accounting for winter quarter enrollment, the College projects a \$1.2 million (2.3%) revenue shortfall in the operating budget. The adjustment reflects a lower fall-to-winter continuation rate and more tuition waivers than expected. Vice President Carmichael noted that there is no concern with cash flow. On the spending side, over the last two quarters the College has underspent \$900K which reflects spending restraint across the College.

A spending proposal for Fiscal Year 2021 will be brought to the Board to review in May and for adoption in June. He expects that Evergreen will be a smaller college next year as the incoming class is smaller than the outgoing class. He also reported that the College will be submitting biennial capital and operating requests to the Governor's Office of Financial Management this summer. These requests will require an update to the current strategic plan, which ends in 2020. Changes to the strategic plan require Board approval.

#### Sustainability update

Director of Sustainability Scott Morgan and Associate Vice President for Facilities Services William Ward presented on sustainability at the College. Director Morgan reported that the College attained an Association for the Advancement of Sustainability in Higher Education (AASHE) Silver Sustainability Tracking, Assessment & Rating System (STARS) rating in 2019. He noted that greenhouse gas emissions is one small part of STARS rating where space heating is the largest portion, followed by commuting and business travel.

Associate Vice President Ward noted that the College is looking closely at facilities costs on campus. He gave an overview cost savings in water, electrical, natural gas. While natural gas expenses are up this year due to increased rates for the Olympia campus and temperature fluctuations, we have seen savings for both electrical, and water and sewer costs. The Utility Planning Competition which will develop a plan for replacing the aged heating and cooling systems on the Olympia campus is moving forward. The request for quotation (RFQ) is expected in March and plan to select three competitive teams in April.

Projects for this year include: stewardship planning for the campus reserves; LAB I HVAC upgrade-Commerce Department grant; electric and water meter installations; LED lights for the Tacoma campus; Climate Action plan update; space utilization strategy; parkway lighting upgrade; and boiler efficiency upgrades.

Trustee Miguel Pérez-Gibson recommended that the College focus on improving the STARS rating and get to the gold standard.

#### **Dashboard review**

President George Bridges introduced Institutional Research Consultant Resche Hines. Vice Provost for Academic Budget and Planning David McAvity joined Consultant Hines at the table.

Consultant Hines presented on institutional dashboards and their purpose, including how data visualizations allow institutions to communicate key priorities, make informed decisions, plan strategically, and use resources more efficiently. He share that the overall result of using an effective dashboard leads to increased use of data to guide decisions. Consultant Hines shared multiple dashboards created with Integrated Postsecondary Education Data System (IPEDS).

The Trustees discussed different types of key indicators that may support their governance of the College including external indicators from peer group, statutory targets, metrics from previous Evergreen dashboards, and performance indicators aligned with mission. In addition, they discussed formatting of the dashboard in a simple format.

President Bridges agreed to bring a list of key performance indicators (KPIs) to the next Board meeting for consideration.

### **Chair's report**

Chair Karen Fraser reported that she met with legislators at the Regents and Trustees day, attended the LGBTQ reception at the Historic Lord Mansion, along with President George Bridges and Vice President Jennifer Drake met with the Superintendent of Public Instruction on partnership, attended the Veteran's Coining Ceremony, met with the Governor's office regarding partnership with the Hyogo prefecture, attended the Native Arts fair, attended the Equity symposium, was a guest speaker in an MES class, spoke with Panorama City about Evergreen, meet weekly with President Bridges, and participated in meetings with various other individuals on campus.

### **Student Trustee Report**

Student Trustee Lucera Cox reported that she is excited to represent Evergreen at the Art of Giving event. She noted that over the winter break the Student Trustees from the Washington State public 4-year institutions met and it was good to learn about the cultures and norms for each. This meeting helped her gain a new perspective and she is interested in learning more about how the student government works. Trustee Cox is hoping to work with GSU Representative to the Board of Trustees Melinda Bratsch-Horsager on how the GSU operates and how to advise student on ensuring their concerns are heard. She reported that the Student Trustees from across the state do not feel that a one-year term for students is effective and are having conversation to discuss this concern. On January 21, Trustee Cox testified to Washington State Senate at an appointment hearing for her Student Trustee appointment. Trustee Cox thanked Director of Government Relations Jeremy Mohn, Executive Associate and Secretary to the Board of Trustees Susan Harris, and Vice President for Advancement Amanda Walker for their support through this process. She also reported on her visit to the Capitol for Regents and Trustees day. Trustee Cox plans to work with Secretary Susan Harris to develop a plan for the Trustees to engage more with students.

### **Representative reports**

Geoduck Student Union (GSU) Representative Melinda Bratsch-Horsager reported that the GSU has an intensive focus on an advisory vote on fees, arts and lab fees, and the GSU constitution. Representative Bratsch-Horsager noted that they are looking forward to spring elections. They also announced that the GSU is working on several campus events.

Representative Cathy Flora reported that the College has hired many new staff members.

Representative Flora shared that as the College employs fewer staff there are risks with overwork.

Representative Flora also reported that there are many staff voluntarily separating from the College. She

prepared a report on the new paid family leave program and shared it with the Board. With the Washington Employment Securities department' paid family leave program, the College may experience a greater need for staffing coverage. With a high level of employees using the program, it may cause a strain on coverage. She suggested increasing temporary and student staff. Representative Flora will share her report with Executive Associate to the President and Secretary to the Board of Trustees Susan Harris for distribution to the Trustees.

A written report prepared by Representative Przybylowicz was distributed to the Trustees.

### **Public Comment**

Community member and WashPirg campus Advisor Joshua Cheney addressed the Board. Joshua reported that he has been working with students on various initiatives and one consistent interest is with climate change as the students are environmentally conscious. Joshua noted that student will help with the College's image.

Student and GSU Director Sakiko Krishna addressed the Board. As GSU Director, she indicated that part of her role is to listen to the student concerns. She reported that issues of concern include: assuring resources are available for current and future minority students, lack of food services available for evening and weekend students, Seminar II building elevators unavailable after 10pm for evening students, accessible chairs not available or in proper condition for student use, accommodations for service animals being denied, concerns with individuals not abiding by fragrance free campus, lack of disability justice studies programs, and lack of Asian American studies programs.

### **Motion**

Trustee Goldberg moved that the Board develop a statement for support for the Big Bets process that will be shared with the campus community to demonstrate the depth of trustee support for this important work.

**Motion** Trustee Goldberg moved that the Board develop a statement in support of the Big Bets  
**2020-05** process to show the depth the Board's support. The motion was seconded by Trustee  
Nicandri and passed on a voice vote.

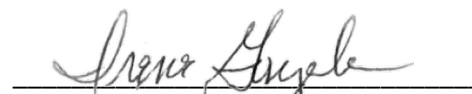
Chair Karen Fraser agreed to take the lead on drafting the statement as proposed by Trustee Goldberg.

### **Optional tour**

An optional tour of the Library was postponed.

The meeting adjourned at 4:01 p.m.

  
Karen Fraser, Chair

  
Irene Gonzales, Secretary