

**MEETING OF THE BOARD OF TRUSTEES  
OF THE EVERGREEN STATE COLLEGE  
November 17, 2004**

**Trustees Attending:** Claudia Kauffman RedMorningStar (by phone)   Absent: Deborah Barnett  
David Lamb   Stanley Flemming  
Karen Lane (by phone)   Sophal Long  
Merritt Long  
Marilee Roloff

**Representatives to the Board:** Debbie Johnson, Staff Representative  
Bonnie Marie, Alumni Representative  
John Perkins, Faculty Representative

**Staff Present:** Don Bantz, Interim Provost and Academic Vice President  
Bill Bruner, Academic Dean  
John Carmichael, Administrative Assistant to the President/Recording Secretary  
to the Board of Trustees  
Edie Harding, Director of Governmental Relations  
Phyllis Lane, Interim Vice President for Student Affairs  
Frank McGovern, Vice President for College Advancement and Executive  
Director of the Evergreen State College Foundation  
Collin Orr, Interim Director of Facilities  
Thomas L. Purce, President  
Steve Trotter, Executive Director of Operational Planning and Budget

**Others Attending:** Howard Fischer, Senior Assistant Attorney General

**Wednesday, November 17, 2004**

Chair Marilee Roloff called the meeting to order at 9:15 a.m. in the board room of the Daniel J. Evans Building in Olympia. Trustees David Lamb, Merritt Long and Marilee Roloff were present. Ms. Roloff said that Trustees Karen Lane and Claudia Kauffman RedMorningStar were ill, but would join the meeting by phone.

**Update on Summer Session/Extended Education**

Provost Don Bantz and Academic Dean Bill Bruner reported on Summer Session 2004. Dean Bruner said that tuition increased approximately 20 percent over the past two years. Over the same period, the number of credit hours during Summer Session has declined. However, net revenue increased from \$677,000 in 2003 to \$835,000 in 2004. Revenue earned per credit hour increased from \$112 to \$141. Provost Bantz said that the faculty would be asked to approve the proposal for a formal pilot of an Extended Education program today.

President Purce said that Dean Bruner will be leaving his position as Dean at the end of the year and thanked him for his service to the college.

**Public Service Centers**

Provost Don Bantz said that the public baccalaureate institutions in Washington state have a tripartite mission: teaching, research and public service. A large part of the college's public service mission is

carried out by the college's public service centers. He invited the directors of each of the centers to briefly describe their work.

Emily Decker and Gillies Malnarich described the work of the Washington Center for Improving the Quality of Undergraduate Education. The Washington Center works with 51 institutions in the state, both public and private, two- and four-year. The Center also works with colleagues across the country and some international colleagues. Much of the Center's work focuses on identifying and sharing high-yield low-cost strategies for ensuring the success of all students. The Center sponsors national events and conferences such as the National Summer Institute on Learning Communities. The learning communities conference began as part of a grant funded by the Pew Foundation, but Evergreen will continue to host the conference now that the grant has ended. The conference will allow the Center to carry on its work at a national level, while giving Evergreen faculty an important opportunity to focus on the scholarship of teaching and learning. The Center also works with individual colleges to help them conduct workshops, set up new programs and assess their current programs.

Tina Kuckkahn, Director of the Longhouse Education and Cultural Center, said that the Longhouse is one of several Native American programs at Evergreen, including the on-campus Native American Studies Program, the off-campus Reservation-Based Community-Determined Program, and the Master of Public Administration Tribal Governance program. The Longhouse works extensively with Native American artists. The Longhouse hosts a Native Arts fair twice yearly, holds an annual event for Native youth artists, and is working with the Ford Foundation on its new program focused on Native arts and economic development. Ms. Kuckkahn said that the campus will celebrate the tenth anniversary of the Longhouse in September 2005.

Jennifer Scott, Assistant Director of the Northwest Indian Applied Research Institute, said that the Institute is the newest of Evergreen's public service centers, operating for 5 years. The institute's mission is to provide policy research services to tribal leaders and other policy makers. Projects include working on state-tribal relations, native food programs, measuring tribal impacts on the state economy, and a symposium on new directions in Native American studies.

Magda Costantino, Director of the Evergreen Center for Educational Improvement, said that the Center works with many partners to carry out projects to improve K-12 education in Washington state. The center was first funded in 1993 to create professional development opportunities for K-12 teachers. She noted that the center relies heavily on the work of the staff in Evergreen's academic grants office as it seeks support. The Center is working with 9 school districts over five years to improve math and science instruction. The project seeks to improve the content-area expertise of math and science teachers. The work has led to the submission of a grant application to the National Science Foundation. The Center is also working on a project to develop and provide schools a culturally appropriate reading curriculum for Native American students. The project started six years ago with funding from the Higher Education Coordinating Board. The Center is now working with the Superintendent of Public Instruction to provide training for teachers who are implementing the curriculum.

Peter Kardas, Director of the Labor Center, introduced members of the center's advisory board: Clint Burelson, Tom Shook, Tom Lewiston, Ann Fischel and Joanne McCaughan. He said that the center was founded in 1987. The Center does fee-for-service work for labor unions in the state, such as a 40-hour labor history class for apprentices in the Laborers union. The Center also hosts conferences and workshops that are funded by the fees collected from participants. For instance, the center held the 15<sup>th</sup> Summer School for Union Women last summer, attended by 30-35 women. Recently, the Center co-sponsored a conference with the University of Washington's labor center. The Center also co-sponsored a workshop for managers of unions in collaboration with University of Oregon's labor education center. Staff from the Center also do presentations for academic programs on campus, sponsor speakers, and have a collection of films and books available as a resource.

Dr. Kardas said that in past year he reluctantly decided to give a lay off notice to one of the center's labor educators. He had been trying to get the Center's two labor educators to full time and keep a program coordinator, using earned revenues, but the budget was not sustainable. The Center's Advisory Board asked for an opportunity to talk with the Board of Trustees about the Center's budget situation. Mr. Lewiston described his involvement with the Labor center as a union member, which eventually led to his enrolling as a student at Evergreen and earning a degree. He said that the center provides an environment where academic learning can connect with a worker's own experience. He asked that the administration work with the staff of the Labor Center and advisory committee to seek a solution to its funding problem so that it can fulfill its mission statement. Ms. McCaughan said she started as a student at Evergreen and got a work-study position at the Labor Center at a time when planning was underway for the first women's summer school. She later attended the summer school as a participant and became a union representative. She said that the Center has the capacity to further develop its program and realize its full potential, but the lack of funding puts that potential at risk.

Roxanne Leib, Director of the Washington State Institute of Public Policy, described the work of the institute. Ms. Leib said that the institute conducts policy research as directed by the legislature with the guidance of the institute's board. The institute's research is non-partisan, and the institute strives to keep a low profile. In recent years the institute has done two studies related to higher education. One focused on the role of the Higher Education Coordinating Board. The other focused on the mission of the branch campuses.

### **Capital Projects Update**

Interim Director of Facilities Collin Orr and Assistant Director Nancy Johns reported on the status of capital projects. Mr. Orr said that the renovation of 3<sup>rd</sup> floor of the Lab II building is on time and on budget. The project should be completed in time for Winter quarter classes. Renovation of offices for Student and Academic Support Services is on time and on budget. Staff will occupy the new space at the end of December. On November 29, the college's traffic engineering consultants will present additional options for improving the Evergreen Parkway. President Purce said the college is working on communication with neighbors. The college will host an open house for neighbors in December to share possible designs for the parkway and to invite them to learn more about the campus.

Ms. Johns reported on the Library Modernization Project. Staff are reviewing the plans for the renovation of B and C wings. The project will go out to bid on December 14. A week later there will be a mandatory pre-bid walk-through for contractors. Bids will be due on January 19. The contract for the successful bidder will be submitted to the board for approval. Staff are also working on a communications plan to get information to people affected by the project. Construction will probably last about 15 months, beginning in March 2005 and ending in August 2006. If the legislature provides funding, the college will also begin the design process for the renovation of the building's "A" wing.

Ms. Johns said that staff continue to work with the contractor and architect on the punch list for the Seminar II project. The parties expect to agree on the status of all the punch list items before the Winter holiday. During the holiday, many subcontractors will be in the building finishing their work.

### **Legislative and Budget outlook**

Executive Director for Planning and Budget Steve Trotter reported on the budget proposal from the Higher Education Coordinating Board. He said that the HEC Board asked for a 38 percent increase. The proposal includes increased funding for baccalaureate degrees, high demand enrollments, and cost-of-living increases for all faculty and staff at the level negotiated in the recent collective bargaining agreements. The proposal also calls for increase in financial aid and state money for research. Mr. Trotter noted that the HEC Board's budget proposal was developed before the defeat of Initiative 884,

which would have provided an additional source of funding. The HEC Board's capital budget proposal reflects the list of capital priorities agreed to by the six four-year institutions.

Director of Governmental Relations Edie Harding described some of the policy studies that will be delivered to the legislature in the upcoming session. Topics include performance contracts for higher education, enrollment growth, remedial education, a statewide system of course equivalencies, state support for university research, and the future of branch campuses.

Ms. Harding talked about work underway on performance contracts. The governor's office suggested that the governor's budget proposal might include funding for performance contracts. It now appears unlikely that the governor will propose specific funding for performance contracts. Nevertheless, each of the six four-year institutions did some work on developing a framework for performance contracts. Ms. Harding said that the topic is likely to be discussed by the legislature.

Director of Business Services, Petra Carver shared a set of quarterly reports intended to provide the trustees and the college's senior management with a high-level review of the college's financial standing. Reports included year-to-date operating budget activity by division, a summary of capital projects by state appropriation, cash flow reports for dedicated local funds, a summary of grants awarded, and balance sheets and income statements of auxiliary activities. Mr. Lamb suggested that the grant report be modified to break out the indirect costs associated with grant awards.

Mr. Trotter described the outlook for the state's general fund budget. He noted that there is a projected \$956 million deficit between projected revenues and a maintenance level budget. However, projected policy changes, such as collective bargaining agreements and the rising cost of health benefits, would add \$735 million to the shortfall. Mr. Trotter said that the total shortfall would amount to 6.5% of the general fund budget. He noted that the state faced a \$2.7 billion dollar shortfall at the beginning of the current biennium.

### **Report and Enrollment and Retention**

Steve Hunter, Associate Vice President for Enrollment Management reported on enrollment at the beginning of Fall quarter. He said that estimated annual average FTE for 2004-2005 is 4,112. This level of enrollment represents unfunded over-enrollment of 179 FTE, almost 50 FTE less than last year. Mr. Hunter said that nonresident enrollment dropped by 24 students over the past year. The drop in nonresident enrollment was especially noticeable among new freshmen. Mr. Hunter said that enrollment of students of color is at an all-time high, both in terms of numbers and percentage. Enrollment at the Tacoma program was very strong.

Mr. Hunter reported that student retention for the past three years has been around 80%, which is very good historically for the college. Retention of students of color compares favorably to retention of Caucasian students. Retention of non-resident students has declined over the past few years. Mr. Hunter suggested that the cost of attendance for non-resident students is a factor in the change. Ms. Roloff suggested that it may be useful to survey the non-resident students who do not return.

### **Enrollment Growth report**

Academic Dean Tom Womeldorff, who is co-chairing with Mr. Hunter the Enrollment Growth Disappearing Task Force, reported on the status of the DTF's work. He said that the session on enrollment growth at the faculty retreat was very productive. The DTF has published a call for proposals inviting faculty members to develop ideas for new programs to generate enrollment growth. The DTF is now developing criteria for evaluating proposals and conducting outreach to encourage proposals.

### **Quorum**

Ms. Lane and Ms. Kauffman RedMorningStar joined the meeting by phone. A quorum was present with Ms. Roloff, Mr. Lamb, Mr. Long also attending.

### **Report from the Chair**

**Motion** Mr. Long made a motion to approve the minutes of the September and October  
**#11-01-04** meetings. The motion was seconded and passed on a voice vote.

Ms. Roloff reviewed the 2005 goals and the meeting schedule that the board developed at the retreat in October.

**Motion** Mr. Long made a motion to adopt a meeting schedule for 2005. The motion was  
**#11-02-04** seconded and passed on a voice vote.

Ms. Lane said that the Joint Governing Boards would meet in December. The agenda includes talking with members of the Washington Roundtable and planning a Joint Assembly to be held on February 15 in association with Higher Education day.

### **Report from the President**

President Purce invited Bonnie Marie to report as Alumni Representative to the Board. Ms. Marie said that the Alumni Board will be meeting on December 4. The Alumni Board's communications committee has asked the *Cooper Point Journal* for space to publish articles. The board is also talking with Housing staff about hosting an event in the residence halls for future alumni. The alumni office is planning events for alumni, including an event on December 4 hosted by former Provost Barbara Smith. Ms. Marie said that the alumni board suffered the loss of board member Julie Young, who died unexpectedly.

President Purce invited Debbie Johnson to report as Staff Representative to the Board. Ms. Johnson said that minutes from Senior Staff meetings are now published on the college's Web site, which helps staff stay informed. She said that many staff in Computing and Communications moved offices in October to make room for the renovation of the Library Building. The moves went very smoothly.

President Purce invited John Perkins to report as Faculty Representative to the Board. John Perkins said that he can not claim to represent the faculty, but can give a sense of the pulse of the faculty as he experiences it. He said that the faculty retreat was very good, and characterized by a high level of energy and serious engagement with many issues. Sessions at the retreat focused on diversity and racism, the Social Contract, sustainability, enrollment growth, narrative evaluations and extended education. He said that faculty continued to be concerned about faculty and staff salaries. The faculty Agenda Committee continues to monitor the Patriot Act. Discussions continue about faculty governance, including efforts to provide ways for the Planning Unit Coordinators to work more closely with the Agenda Committee.

President Purce asked Vice President for College Advancement Frank McGovern to report on fundraising. Mr. McGovern said that overall fundraising for the fiscal year had reached \$377,000 at the end of October compared to \$815,000 in the previous year. The Annual Fund had collected \$98,000 compared to \$40,000 last year. The number of gifts has increased by 75% since last year. Nevertheless, giving lags behind the level of giving during the past two years, when the college received quite a few six-figure gifts. Mr. McGovern said that the college continues to struggle without a mature major gifts program, a planned giving program or a strong program for reaching out to Foundations.

Mr. McGovern said that the Foundation Board of Governors Annual Meeting took place the previous week. Eighteen members attended at their own expense, many traveling across country to do so. The

meeting included an orientation for new members, a workshop on planned giving, and a discussion of the executive summary of the Collins Report. The business meeting was followed by the President's recognition dinner, which was very successful.

President Purce thanked Phyllis Lane, Art Costantino and Collin Orr for stepping into interim roles. He said that searches are underway for a Director of Facilities and a Vice President for Finance and Administration. President Purce said that he hopes to receive a full report from the Collins Group within a few weeks. The group is studying the college's readiness to undertake a fundraising campaign and will identify a number of steps necessary before a campaign can be launched. The report will also emphasize the need to tie the college's fundraising goals to its strategic planning.

**Public Comment**

Ms. Roloff invited comments from the public. No one came forward.

**Adjournment**

Ms. Roloff adjourned the meeting at 2:47 p.m.

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Marilee K. Roloff, Chair

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Merritt Long, Secretary