

To Info Center

ADMINISTRATION

Prepared By
Dean E. Clabaugh
Administrative Vice President

Board of Trustees

The Evergreen State College, established in Thurston County by the 1967 Washington State Legislature, operates under the provisions of RCW 28B.40. Management of the college, care and preservation of its property, erection and construction of necessary buildings and other facilities, and authority to control collection and disbursement of funds, are vested in a five-member Board of Trustees appointed by the Governor with consent of the Washington State Senate for six-year overlapping terms. Board members serve without compensation, but receive reimbursement for out-of-pocket expenses.

Members of the Board of Trustees are:

Herbert D. Hadley (Chairman), Owner, Travel Agency; Kelso,
Washington
Thomas Dixon (Vice Chairman), Executive Secretary, Tacoma Urban
League; Tacoma, Washington
Mrs. Neal Tourtellotte (Secretary), Housewife; Seattle,
Washington
Halvor M. Halvorson, President, H. Halverson, Inc., (Construction);
Spokane, Washington
Trueman L. Schmidt, Vice President, Olympia Brewing Company;
Olympia, Washington

The Board meets regularly on the second Thursday of each month, and holds additional special meetings as necessary. State law provides that all Board meetings remain open to the public, although the Board may move into executive session to discuss matters of personnel and land acquisition. (See Evergreen Administrative Code 174-104-010 ff. for Board by-laws; copy to be available for review.) Chairmanship of the Board rotates among the members annually.

The State of Washington has no "super Board" or overall coordinating council for institutions of higher education; the Washington State Council on Higher Education has planning and recommendatory authority only. The Board of Trustees, therefore, has ultimate authority over operations of the college subject only to constraints imposed by law.

Administrative Organization

Evergreen's President is chosen by and is directly responsible to the Board of Trustees for executive direction and supervision of all operations of the college.

Evergreen's administrative organization (Figure 1) at its "upper" levels, is quite pointed, with only four administrators reporting directly to the President: the two vice presidents, the college Affirmative Action Officer, and an assistant to the President whose principle duties include governmental liaison, particularly with the Washington State Legislature. At the vice presidential level, the pyramid becomes "flat", with nine deans and directors reporting to the Vice President and Provost (who also has two administrative assistants), and seven directors and one dean reporting to the Administrative Vice President. A list of administrative personnel follows.

Charles J. McCann, President

Appointed President in August 1968

B.A. in Naval Science; M.S. in Merchandising; M.A. in

English; Ph.D. in English

Experience:

Department store buyer-merchandise manager; taught in Hartford, Conn. junior and senior high schools and New Haven Junior College; taught in Canisius College as instructor and assistant professor of English; taught at Central Washington State College as associate professor and professor of English and then served as chairman of the Department of English, Assistant to the President, and Dean of Faculty

Duties: Chief administrator of The Evergreen State College

Edward J. Kormondy, Vice President and Provost

Length of Service: Appointed Member of the Faculty in September, 1971

Degrees: B.S. in Biology; M.S. and Ph.D. in Zoology

Experience: Taught as assistant professor, associate professor and professor of biology and served as Acting Associate Dean of the College of Arts and Sciences at Oberlin College; instructor in zoology at University of Michigan, assistant professor of biology at University of Pittsburgh; Director of the Commission on Undergraduate Education in the Biological Sciences and Director of Office of Biological Sciences; Interim Academic Dean at The Evergreen State College

Duties: Chief academic officer of The Evergreen State College with responsibilities for instruction, library, admissions, registrarical and computer services programs.

S. Rudolph Martin, Jr., Academic Dean

Length of Service: Appointed Member of the Faculty in September, 1970

Degrees: B.S. and M.S. in English; Ph.D. in American Studies

Experience: English and social studies teacher at Lassen Union High School, Susanville, CA; teaching assistant at San Francisco State College; English instructor at Modesto Junior College; teaching assistant and Assistant Profes-

sor of English, Black Literature and Introduction to Literature at Washington State University.
Duties: Shares with three other academic deans responsibility for instructional programs and recruitment and professional development of faculty.

Chalres B. Teske, Academic Dean

Length of Service: Appointed Dean of Division of Humanities and Arts in June 1970

Degrees: B.A., M.A. and Ph.D. in English

Experience: Instructor, assistant professor and professor of English and served as Associate Dean of the College of Arts and Sciences at Oberlin College

Duties: Shares with three other academic deans responsibility for instructional programs and recruitment and professional development of faculty.

Byron L. Youtz, Interim Academic Dean

Length of Service: Appointed Member of the Faculty in September 1970

Degrees: B.S. and Ph.D. in Physics

Experience: Taught as assistant professor, associate professor and professor of Physics and served as Executive Assistant to the President and as Acting President of Reed College; Academic Vice President and Professor of Physics at State University of New York at Old Westbury; Assistant Professor of Physics and Acting Chairman, Department of Physics, American University of Beirut

Duties: Shares with three other academic deans responsibility for instructional programs and recruitment and professional development of faculty.

Lynn D. Patterson, Associate Academic Dean

Length of Service: Appointed Member of the Faculty September 1971

Degrees: B.A. and M.A. in Anthropology

Experience: Instructor, Oregon System of Higher Education; Consultant, Bellevue Community College; Peace Corps in Malaysia

Duties: Shares with three other academic deans responsibility for instructional programs and recruitment and professional development of faculty.

York Wong, Director of Computer Services

Length of Service: Appointed Director of Computer Services September 1973

Degrees: B.S. in Electrical Engineering; M.S. in Business Administration

Experience: Programming Consultant, IBM Watson Research Center; Director, Columbia University Data Processing Center; Management Consultant for City of New York.

Duties: Responsible for meeting administrative needs and providing instructional support in computer services.

Kenneth A. Donohue, Director of Cooperative Education

Length of Service: Appointed Administrative Assistant to Provost May 1970

Degrees: B.A. in English

Experience: Assistant to the Executive Vice President and Administrative Assistant to the Academic Vice President, San Jose State College

Duties: Responsible for development and administration of off-campus credit-generating internships and career learning programs.

Walker M. Allen, Registrar

Length of Service: Appointed Registrar February 1974

Degrees: B.A. in psychology; M.S. in personnel and counseling

Experience: Registrar at Sinclair Community College; Registrar and later Director of Admissions at Wright State University

Duties: Responsible for all aspects of registration and keeping of academic records.

Dean of Library Services: To be filled June 1974 by

Jovana J. Brown

Degrees: B.A. and M.A. in Political Science; Master of Library Science; Ph.D. in librarianship

Experience: University of California-Berkeley (catalog, reference); University of Edinburgh library (processing and catalog); University of San Francisco (reference and documents); University of California-Santa Cruz (reference)

Duties: Responsible for all aspects of library service and materials (print and non-print materials) including media services.

Kenneth B. Mayer, Director of Admissions

Length of Service: Appointed Director of Admissions September 1973

Degrees: A.B. in history

Experience: Associate Director and then Director of Admissions at Pacific University; Counselor, Curriculum Assistant to the principal and teacher of history, international relations and American government at Ravenswood High School (East Palo Alto, CA)

Duties: Responsible for recruitment, initial advisement and admission of students.

Dean E. Clabaugh, Administrative Vice President

Length of Service: Appointed Executive Director December 1967

Degrees: B.A., Political Science; M.A., Public Administration

Experience: Underwriting Reviewer, Connecticut General Life

Insurance Company; Director, South Dakota State Legislative Research Council; Legislative Auditor, State of Washington; Executive Director and then Vice President for Business, The Evergreen State College

Duties: Chief non-academic administrator for the college. Major responsibilities include direction of accounts and payrolls, budget, financial reporting investment management, purchasing and other business services, auxiliary operations, classified personnel, facilities planning and construction, plant operations, student services, development, security, and public relations.

Samuel R. Marrom, Security Chief

Length of Service: Appointed to position July 1971.

Degrees: None (two years college, plus graduate, Seattle Police Academy and FBI Academy)

Experience: Police Officer, Seattle Police Department; Security Officer, Seattle Public School System; Manager, Safety/Security Department, Seattle Community College

Duties: Responsible for security of campus and physical safety of students, faculty and staff.

John T. Moss, Director of Auxiliary Services

Length of Service: Appointed Student Accounts Supervisor July 1970

Degrees: B.A., Accounting; M.A., Business Administration

Experience: Reports and Special Projects Accountant, Washington State University; General Accounting Supervisor, Washington State University; Student Accounts Supervisor, The Evergreen State College

Duties: Responsibility for planning, coordination and direction of housing, food services, bookstore, recreation and campus activities, and conferences and special events.

Marianne P. Nelson, Director of Development

Length of Service: Appointed to position November 1973

Degrees: None--Attended University of Hawaii and Portland State University

Experience: Served as West Coast field director for a University of Michigan fund-raising campaign; Development Officer at Vassar College; fund-raising consultant for Gurin, Barnes and Roche, Inc. of California; Director of Development at Sarah Lawrence College

Duties: Responsible for fund-raising programs involving the private sector (foundations, corporations and individuals) and alumni relations.

Richard Q. Nichols, Director of Information Services and Publications

Length of Service: Appointed to position September 1968

Degrees: B.A., Communications

Experience: Temporary staff writer, UPI, Seattle; News,

Sports Director, KGY-Radio, Olympia; Public Relations Assistant, Alcoa, Vancouver
Duties: Responsible for public information, internal campus communications (including the Information Center), and principle publications.

Jerry L. Schillinger, Director of Facilities

Length of Service: Appointed Director of Facilities Planning April 1969

Degrees: B.A., Business Administration

Experience: Served successively as Student Accounts Supervisor, Space Analyst, and Space and Operations Analyst, Washington State University; served as Assistant Director, and then Associate Director, Central Office on Use of Space, University of Illinois - Urbana; Director of Facilities Planning, The Evergreen State College

Duties: Responsible for planning and construction of physical facilities and control and maintenance of plant and grounds.

Larry R. Stenberg, Dean of Student Services

Length of Service: Appointed Director of Counseling September 1970

Degrees: B.A., Education; M.Ed.

Experience: Served successively as Director of Admissions, Dean of Men, and Coordinator of Student Activities, University of Puget Sound; Director of Counseling, The Evergreen State College

Duties: Responsible for planning and directing programs and services of a developmental nature primarily for students, including counseling, career guidance, financial aid, placement, veteran affairs, and health services.

Kenneth M. Winkley, Business Manager

Length of Service: Appointed Controller in July 1968

Degrees: B.A., Accounting

Experience: Lead Expeditor, and then Cost Accountant, Boeing Airplane Co.; Accounting Analyst, Central Budget Agency; Assistant Comptroller, Washington State University; Controller, The Evergreen State College

Duties: Responsible for planning and direction of accounting services, budget, payroll, purchasing, stores, and a variety of business services.

Diann O. Youngquist, Director of Personnel

Length of Service: Appointed to position September 1972.

Degrees: B.A. in English

Experience: Supply Management Analyst, Fleet Ballistic Missile Division, Puget Sound Naval Shipyard, Bremerton; Administrative Assistant/Personnel, Personnel Management Division, U.S. Forest Service, Portland; Personnel Assistant,

Civilian Personnel Office, Fort Hood, Texas; Personnel Director, Sales Training of Portland; Classified and Circulation Manager, The Raymond Herald, Raymond; Personnel Analyst II, State Department of Personnel, Olympia; Personnel Officer II, State Department of Employment Security, Olympia

Duties: Responsible for classification, compensation plan, recruiting, maintenance of records, collective bargaining, and other personnel functions for the civil service staff, plus record maintenance for exempt administrators.

James C. Sainsbury, Assistant to the President

Length of Service: Appointed to position October 1973.

Degrees: B.S., Civil Engineering; B.S., Industrial Engineering; M.A., Urban Planning

Experience: Project Planner, Harstad Associates, Inc.; State Planner I & II, Washington State Department of Commerce & Economic Development; Budget Analyst III, Central Budget Agency; Program Analyst IV and then Program Coordinator II, Office of Program Planning & Fiscal Management

Duties: Responsibility for coordination of most external relations with local and state governmental agencies, including the Legislature, and carrying out other responsibilities as may be assigned by the President.

Rindetta D. Jones, Affirmative Action Officer

Length of Service: Appointed to position March 1974.

Degrees: B.A., Psychology and Sociology

Experience: Pacific Northwest Bell Telephone; Battelle Northwest of Richland; Computer Science Corporation of Richland; Adviser to Educational Opportunities Program and part-time instructor at Central Washington State College

Duties: Primary responsibility for developing and implementing programs to insure elimination of discriminatory conditions with regard to race, sex, creed, age, national origin and physical disability and programs for any additional affirmative action efforts needed.

The following administrators hold appointments to the faculty: President, Vice President and Provost, Academic Deans, Associate Academic Dean, Dean of Library Services, Director of Counseling Services, and College Physician. The Academic Deans secure their appointments by virtue of a rotational system, with four-year decanal terms upon selection from the faculty, following which they rotate back into the faculty. A similar type of rotation (from and to the faculty) has been initiated in Counseling Services, and is being contemplated elsewhere in the college.

A Key feature of Evergreen's administrative operations is the college's prescription of regular student, faculty, and staff evaluation of administrators. The evaluations, which become part of each administrator's

portfolio, serve to promote self-improvement, to determine merit pay increases (see Evergreen Administrative Code 174-112-650 ff. for salary guidelines for administrators) and to assist in retention decisions. No administrator has tenure, although the Board of Trustees appoints the President for a six-year, one-renewal term.

In general, administrators enjoy a constructive relationship with all aspects of the college; they place special emphasis on developing a position relationship with members of the faculty. In keeping with Evergreen's governance system, administrators must both seem and be accessible, locatable, and accountable.

Governance

Evergreen has no faculty or student senate, administrative councils, or, with a few exceptions, any standing committees or panels. The only exceptions--each with overlapping terms of student, faculty and staff members--are three: the committee for recommending award of professional leaves, the panel for review of student fee refund petitions, and the campus hearing board for adjudication of disputes. Evergreen's unusual, if not unique, governance system is expressed in the document "Governance and Decision-Making at Evergreen" which appears on pages 262-285 of the college bulletin for 1974-75. The system it creates--and which Evergreen has employed successfully since its inception--places the responsibility for coordination and prior consultation with interested and affected individuals and groups.

The governance system rejects voting, traditional representation, and barrier-creating accent on constituencies. It places emphasis on good communications and the availability to all of full and timely information, regular "feedback" from students, faculty and staff (for which the "Sounding Board" serves as a principle vehicle), regular and thorough evaluation of administrators, a readily available initiative process, and a grievance and appeals process which emphasizes informal resolution of disputes where possible.

To initiate proposed new policies, to set the framework for informed decisions, and even to screen candidates for administrative positions, the most widely used consultative device is a "disappearing task force" (DTF)--an ad hoc committee with membership almost always determined by random selection from the student body, faculty and staff. Examples of DTF's used recently to provide consultation to decision makers include:

<u>Name</u>	<u>Purpose</u>
Registration DTF	To develop a set of procedures regarding enrollment of continuing students and facilitating program planning and staffing.

Reduction in Force DTF

To develop a policy for reduction in force of faculty, exempt administrators, and classified staff in the event of financial exigencies created by reduced enrollment or discontinuance of funded programs.

Salary DTF

To develop salary guidelines for members of the faculty and certain counselors and librarians, and for other exempt administrators.

Re-Evaluation of the S & A Board DTF

To develop needed changes, improvements and refinements in membership, goals, accountability, and/or process of the Services and Activities Board.

Committee on Governance II DTF

To review and update the college's original governance document.

Professional Leaves DTF

To develop policies and guidelines for professional leaves at the college.

Evergreen publishes its standing policies and procedures in the "Evergreen Administrative Code" (those sections with external application and effect are repeated in the "Washington Administrative Code") and the "Faculty Handbook".

The governance document is supplemented by the "Social Contract" (see pages 290-310 of the 1974-75 Bulletin), a conduct code for students, faculty and staff.

At the time of preparation of this self-study, Evergreen has under consideration a revision of the present governance document. The revision proposes changes primarily in procedure and for clarity, without modifying substance. The consideration has served to spot-light dissatisfaction expressed by some students and faculty with the broad decision-making authority held by administrators, and suggests the need for improved mechanisms for student and faculty participation in decision-making.

Financial Administration

Reporting to the Administrative Vice President, the Business Manager is responsible for a variety of functions including business services, accounting services, budget and payroll. The Business Manager delegates much of the responsibility for budget preparation and control to the budget analyst reporting, in turn, to him.

The Evergreen State College operates under an intricate and stringent set of state controls which provide the methodology for financial planning, budgeting, and expenditures. The college is also subject to frequent post-audits by the Washington State Auditor. Financial practice directives are spelled out in detail by the Governor's Office of Program Planning and Fiscal Management, and further amplified by internal procedures established at the institution.

The appropriated budget is requested on a biennial basis, with budget development occurring in even numbered years for the biennium beginning July 1 of the following odd numbered year. Preparation of the budget proceeds from the bottom upward, originating with the smallest organizational units through the vice presidents to the President, who presents the planning and budgeting documents (both operating and capital) to the Board of Trustees for endorsement. Following Board approval, the request goes to the Governor for review and almost inevitable paring by his Office of Program Planning and Fiscal Management (OPP&FM), and thence to the Legislature. Evergreen Administrative Code (EAC) 174-143-010 ff. outlines the budget preparation guidelines in detail.

Following the determination of legislatively appropriated and other available funds, allocations are made to budgetary unit--based as much as possible on objective workload measurement--by a fairly democratic process (but subject to progressive modification by the vice presidents, President, and governing board, respectively) a few months prior to the beginning of each fiscal year. Upon approval by the Board of Trustees, the college makes allocations to each budgetary unit in the form of a line-itemed budget listing objects of expenditure. See EAC 174-143-190 ff. for allocation procedure details.

Individual organizational units are free to transfer funds during the fiscal year from one object of expenditure to another except in the case of funds allocated for salaries and wages and for employment benefits attached thereto (even here, the opportunity remains for transfer, but subject to constraints). Normally, funds allocated for salaries and wages and employment benefits, to the extent they remain unspent by virtue of unfilled or underfilled positions, are recaptured into institutional reserves on a monthly position control mechanism which operates automatically. Opportunities also exist for transfer of funds from one unit to another, with vice presidential approval. See EAC 174-143-130 ff. and EAC 174-143-350 ff. for details regarding budget adjustments and position control.

Additional flexibility is built into the allocation system by the establishment of three principle institutional reserves: those of the President and each of the vice presidents, from which reserves funds may be transferred to budgetary units to make up deficiencies or to handle emergent situations. Other institutional reserves have been created to relieve operating units of concern for temporary replacement of personnel incapacitated by accident or illness, unemployment compensation, and terminal leave payments.

State law and OPP&FM regulations impose a variety of expenditure controls, e.g., competitive bidding for minimum sized purchases, rate of disbursements via periodic allotments, and preclusion against the purchase of certain types of services and goods (for example, food and drink). Evergreen's internal guidelines grant almost total expenditure autonomy to individual organizational unit heads, subject, of course, to allocation limits and vice presidential monitoring.

Budgetary units are kept aware of the status of their expenditures by three separate monthly reports which cover the fiscal period to the end of the immediately previous month (these reports, in the form of computer printouts, are normally delivered about the fifth day of the following month). The three reports, individually prepared for each budgetary unit, are: a budget status report, which projects the allocated fund balance available for the remainder for the fiscal period at the current month's rate of expenditure and at the average month's rate of expenditure; an object-sub-object report, which provides great expenditure detail; and a budget statement, which reflects allocations by object, allocation charges (disbursements, accruals and encumbrances), and the free balance remaining.

All aspects of the budget development and allocation processes are open, and meetings on the subject include wide attendance and input by students and faculty. Since these processes constitute the principle vehicle for setting institutional priorities, their openness and democratic nature not only seem genuinely appreciated, but also result in better deployment of scarce resources without the rancor that might otherwise result.

Physical Plant

Reporting to the Administrative Vice President, the Director of Facilities is responsible for planning and construction of facilities and control and maintenance of the physical plant. He has responsibility for planning, engineering, construction, scheduling, assignment, utility production and distribution, custodial services, plant maintenance and operation, and grounds maintenance. The Director of Facilities also assigns and schedules campus space, and conducts periodic space utilization studies according to interinstitutional standards.

The Director of Facilities is authorized to make direct purchases of supplies and repair materials required for his operations, subject to controls of State Law (e.g., certain items are on state contract and can be purchased only through that mechanism, other exceeding certain dollar limits must be bid through the State Division of Purchasing).

All personnel under the Director of Facilities are classified civil service personnel (Figure 2). For each plant maintenance position--as well as other classified positions--the college's Director of Personnel certifies three qualified candidates, for final selection by the immediate supervisor. The Director of Facilities, through his hierarchy of budgetary unit heads, supervises all employees concerned with plant operations and maintenance. Facilities employees have a high level of competence--

augmented by internal and external training programs--and a service-orientation which results in an efficiently operated, highly maintained, well-managed plant.

The master plan for The Evergreen State College campus has been developed by a team of consulting architects and engineers, with the Director of Facilities as a member of that team, and has been approved by the Board of Trustees. Individual facilities are planned under the general direction of the Director of Facilities, with heavy participation by faculty members, students, and administrators who will be users of the new facilities. Capital budgets follow procedures analogous to those listed for operating budgets (see EAC 174-164-010 ff. for details).

Public Relations

Reporting to the Administrative Vice President, the Director of Information Services and Publications is responsible for a variety of communications with the public and internally within the college. The ~~Director's~~ staff includes an information officer, a secretary, and a number of student employees (most of the latter work within the college's "Information Center").

Evergreen's public relations program aims to make available relevant, accurate information about the college to appropriate internal and external audiences. It begins with students, faculty and staff, for they constitute the reality which must be projected to publics outside the college. The President's June 1973 position paper on clarifying Evergreen's image (copy to be available for review) identifies 53 separate local, statewide and national exterior constituencies to which a public relations appeal must be made. Principle among them are prospective students, alumni, news media, opinion leaders, and legislators.

Equal Opportunity Policy and Affirmative Action Program

Evergreen has an unusually high commitment to equal opportunity and affirmative action. The policy and program, adopted by the Board of Trustees, call not only for avoidance of any discrimination based on age, sex, religion, race, national origin, or physical disability, but also additional efforts to overcome deficiencies in the employment and promotion of non-whites and women. The college has committed itself to high goals for recruitment and employment of women and non-white students, faculty and staff. Despite its level of commitment, Evergreen has no great pride in its affirmative action achievements, especially in the recruitment of non-whites--made difficult by the extremely low number of ethnic minority persons in Thurston County's work force (2 percent). (See EAC 174-148-000 ff. for details of the policy and program and a profile of Evergreen faculty and staff by race and sex.)