June 21, 1982

Reductions hit 100 students, 17 staff/faculty FTE

BOARD DECLARES FINANCIAL EXIGENCY, PUTS RIF POLICY INTO EFFECT

In an unprecedented action for Evergreen, the college's five-member Board of Trustees declared a state of financial exigency Friday, thus clearing the way for implementation of the reduction in force policy. The action, the first of its kind in 11 years, follows the receipt of orders from Governor John Spellman to cut Evergreen's budget by more than one million dollars (or 8.2%). The cut, the fourth major reduction this year, brings to just under three million dollars the total amount slashed from the college's 1981-83 biennial budget.

As President Dan Evans told the column board, the reductions mean the college will have to further reduce its ability to serve students, from the original 2500 FTE budgeted for 1982-83, which had already been cut 100 FTE through the earlier reductions, to an estimated 2300 enrollment for next year. The reductions also indicate a cut of approximately 17 FTE positions.

21% FROM 1982-83 ALLOCATION

Evans also pointed out that the reductions amount to a total of more than 21% which has been cut from the original allocation for the second year of the current biennium. Higher education, he told trustees, "has taken a larger share of those cuts than any other state agency, except for those which have other sources of funds."

Vice President for Business Richard Schwartz outlined for the board the steps the college had already taken to consider how best to make the reductions (see page 2) and concluded, "There is just no way we can take the whole cut without making some staff reductions," which, he said, requires implementing the RIF policy.

Trustees voted unanimously to do so. Implementation of that policy, which went into effect immediately, requires one major objective: "Survival of Evergreen's ability to pursue its goals as a learning community." The policy is designed to ensure that a RIF can be carried out "without undermining Evergreen's goals and ideals."

PROTECTION OF FACULTY RATIO "VITAL"

Guidelines for the eight-page document, an official part of the Evergreen Administrative Code, call for making"every effort to provide maximum notice to those persons affected either through termination or through shifting of responsibilities in the event of reorganization." It further suggests that actions be "considered and taken...in an atmosphere of open clear communication" with the "clear goal in mind of maintaining as a minimum the legislative-approved student/faculty ratio." "Protection of this ratio is vital to the academic mission of the college," according to the RIF document.

In addition, the guidelines state that during a RIF, the college "will make every effort to maintain its affirmative action goals pertaining to its non-white and female faculty and staff" and that "any reduction actions taken will not be construed as superceding or repealing existing grievance procedures" available to Evergreen employees. Guidelines also urge that the college make "every effort...to aid those employees terminated during a RIF to find satisfactory employment elsewhere."

Procedures call for the immediate creation of an advisory group of about 20 members to "recommend a plan for reorganization and reduction." That group, to be appointed by the president, will include the vice presidents, one representative each from the academic deans,
PRESIDENT'S COUNCIL AGREES TO DECLARE FINANCIAL EXIGENCY; MEETS AGAIN TODAY

Members of the President's Council agreed Tuesday to recommend that the president and the Board of Trustees act immediately to declare a state of financial exigency in the face of the 8.2 percent budget cuts ordered by Governor John Spellman. Budget unit heads were asked Tuesday to prepare by Friday afternoon a description of the programs that will be affected by the cuts, including an analysis of the number of students and staff who are directly impacted by those reductions.

Following considerable discussion on ways to attack the latest round of reductions, Council members agreed to develop unit plans for cutting 10 percent from their budgets which have already undergone three major cuts totaling more than two million dollars during the 1981-83 biennium.

Provost Byron Youtz and Vice President for Business Dick Schwartz outlined for Council members the kinds of "lump sum" cuts which could be made institution wide. Those cuts totaled only $313,000 of the $1,085,000 which Evergreen must slash out of the 1982-83 allocation. To achieve the remainder of the cuts, Schwartz suggested unit heads examine a number of options, including: elimination of services, installation or increase of user fees for some operations, across the board cuts, shifting of expenses from operating funds to other possible sources, possible merging of areas that would save dollars, potential conversion to a semester system, delay of purchasing, and reductions in contract time and work, up to and including complete campus closure for brief periods of time.

After discussing what percentage of cut each unit needed to prepare, members agreed to develop a plan for a 10 percent reduction, because as Assistant to the President Les Eldridge pointed out succinctly, "the reductions probably won't get any better; they'll probably get worse."

Exact amounts of the final cut as of yet can't be predicted by college officials because of the impending legislative session, which begins Saturday, June 26. Legislators could order massive salary decreases for all state employees, which might mean the reductions per agency would not have to total 8 percent. Simultaneously they could agree to exempt the public schools and even possibly the prison and mental health systems, which would drastically raise the total cuts required of all other agencies. Until those legislative decisions are made, Evergreen and all other state agencies will have to complete preparation for an 8 percent cut. Precise details on how that cut will be made must be delivered to the governor's office on July 16, hopefully following adjournment of the latest special session.

PROVOST SEARCH TO BEGIN ANEW IN SEPTEMBER

President Dan Evans announced Monday he will reopen the search for a new vice president and provost in September. Following the recommendation of the Provost Search Disappearing Task Force, Evans decided not to appoint any one of the four final candidates interviewed by the committee. Instead, a new search will begin in September, with advertisements slated to go nationwide shortly after Labor Day.

The committee, according to chair Barbara Smith, had narrowed the list of finalists to two who received an almost equally divided vote. "But the clear consensus of the group," reports Smith, "was to reopen the search and reconvene as a committee in Fall Quarter."

Timing was an important factor in the disappointing provost search results, Smith says. "We announced our search very late in the academic year --- with final applications not due until April 15." While that announcement did attract nearly 100 potential candidates, only 48 completed the application process. This time, Smith says, "the announcement will appear at the best time of the year --- right before school starts and will close by the end of October. That should give us a much better applicant pool to draw from."

Evans and the committee both hope a new provost to succeed Byron Youtz will be selected by the end of Fall Quarter. "We'd like that person to come aboard as quickly as possible," Smith says, "but it's now likely that Byron may have to continue carrying his present duties through the entire (1982-83) academic year." Youtz had hoped to return to teaching at the beginning of Winter or Spring Quarters.
ACULTY CHOOSE TO "COOK" CURRICULUM PLAN TIL FALL

By Judy McNickle, Director of Information Services

Following what Provost Byron Youtz called an "extremely valuable discussion", faculty members adjourned their three-hour June 14 discussion of the Long Range Curriculum plan by deciding to let the proposal "cook" over the summer. Presented by DTF cochair Russ Fox and committee member Rob Knapp, the report last Monday sought to explain the rationale behind the DTF's first presentation to faculty on June 2. That meeting focused on a four-page draft that called for reducing the number of specialty areas from nine to five, allowing for creation of one non-permanent, non-repeating specialty area each year and creating "a more cohesive curriculum." That tentative draft sparked long and sometimes heated debate and led to a request for a second meeting at which DTF members would present a reconsideration of their work and review the rationale from which it was developed.

"FIXERS & KEEPERS" OUTLINED

DTF members at Monday's session first offered what they call a "fix and keep list," detailing those portions of the curriculum that need "fixing" and those that must be preserved. The "keepers" included the Basic (now renamed Core) programs, the emphasis on interdisciplinary work and the maintenance of low, equally balanced student-faculty ratios, plus a reiteration of the beliefs that faculty should devote primary attention to teaching and direct work with students, and that students should continue carrying responsibility for defining their own educational goals and direction. The "keepers" also included an emphasis on retaining a "problem-solving" approach, and on "intensive, full-time, focused work," on cooperative learning, narrative evaluations and a liberal arts orientation, along with what DTF members called "institutional autonomy" --- preserving the curriculum with "minimal external constraints."

The much longer "fix" list focused first on the college's perceived difficulty in attracting new students and on the attrition rate of current students. In addition, DTF members spoke of the need to better define "what we can and cannot do," to reexamine the lack of degree requirements and the lack of advanced work, and take a closer look at curriculum planning by specialty areas, at "poor" part-time curriculum, and at the problem of "faculty burnout."

NO MORE "POLYSYLLABIC NEOLOGISMS?"

After review and discussion of the "fix and keep list," Knapp outlined the pros and cons of the committee's decision to recommend such major steps as "fewer, larger specialty areas," "longer-time faculty assignments," and "non-permanent specialty areas." He also discussed the need for a "strengthened convenor system" which would give those faculty members "some powers to resolve problems regarding faculty assignment and participation," and the shifting of responsibility for part-time development to specialty areas. Knapp also shared suggestions for a more coherent part-time program and discussed "the composition of the Evergreen degree," including "the need for a much clearer specification of how to put together study programs that lead to predefined results." He argued for the use in academic program copy of "more understandable language." As he expressed it, "Polysyllabic neologisms, however immaculate their underlying conceptions, catalyse few favorable reactions, right?" Finally, he reviewed possible suggestions for more community-based or regionally focused studies.

Questions arose immediately, then Kirk Thompson declared, "the document has been explained enough. I wish to suggest it's the kind that won't work." He felt one of the main problems facing the college and its curriculum was its "marketability." "We need," he urged, "a new vision of what we're doing. We have to have a distinctly different reorientation...with the kinds of results that can be featured in television shows and newspaper articles."

Irwin Zuckerman backed up Thompson's argument for marketability. "We have to differentiate between strategic long range planning and administrative and management planning," he explained. "The faculty needs to deal with the former and develop a very clear definition of where we aim
to go, what we're going to defend, what we're going to do better.

"We can't sell a diffuse image successfully," he argued. "We need to define what we're trying to do and who we're trying to get." But, when we do this, Zuckerman advised, "Don't model the market, market your success."

"DEFINITE CHOICES, NOT MORE COMPROMISES"

Frustration with the continuing questions and debate appeared evident as David Powell rose to declare his "distress" with the lack of clear results "after hours of meetings." "I want the DTF to make some decisions," he said. "Some of them are going to hurt me, but that's okay," David Marr wanted then to vote on the DTF's presentation, but Dave Hitchens cautioned, "We need more time." Youutz agreed. "What we need now is reflection, not votes," he said. "We need to think this over during the summer and elaborate on some of the proposals. The more you let it cook, the more you'll see in the way of pros and cons. Then, in September, we'll meet again and examine alternative proposals."

The discussion ended with one final plea from Thompson to the committee members: "Put to us some very definite choices ..that are not just more compromises."

$15,000 GRANT AWARDED BY NEH FOR CHICANO EXHIBITION

Evergreen has been awarded a $15,000 grant from the National Endowment for the Humanities to plan a symposium and exhibition on "Chicano Cultural Expression in the Pacific Northwest." Faculty member and gallery director Sid White will direct the project, which begins this month and is scheduled for completion in December. Throughout the seven-month effort, he'll consult with a distinguished team of Chicano scholars, artists and cultural leaders from Washington, Oregon, California, Texas and Illinois.

Planning for the symposium and exhibition, slated to be presented to the public in 1984, will focus on locating and documenting resource materials on the daily lives and culture of Chicanos living in this region.

"We'll pay special attention to gathering examples of cultural expression found in such popular art forms as home altars and in such public and communal art as murals and posters commemorating important historical events and cultural values," explains White. "We'll also work with scholars from California, Texas and Illinois to identify those elements that are particularly unique to Northwest Chicano culture by comparing them with art found in those three states."

MATHENY-WHITE TO DIRECT RESOURCE EFFORT

Resource development for the project will be directed by Pat Matheny-White, Evergreen faculty librarian, working with Evergreen staff Lucy Enriquez and Robert Haft. Three University of Washington faculty members will serve as consultants to their efforts: Erasmo Gamboa, a leading historian on Northwest Chicanos; Robert Garfias, an ethnomusicologist and former Vice Provost; and Yvonne Yarbro-Bejarano, a faculty member in Romance languages and literature who also edits Metamorfosis, a regional Chicano journal of art and culture.

Other Western Washington consultants include: Roberto Maestas, director and founder of El Centro de la Raza in Seattle, and Bruce Johansen, a Seattle author who with Maestas has recently written a brochure, Creation of Washington's Latino Community: 1935-1980. Antonio Cardenas, director of Northwest Rural Opportunities Center in Grandview, Washington will also cooperate on the project, along with Irma Gonzales, president of the Colegio Cesar Chavez in Mount Angel, Oregon, and Daniel Desiga, a Washington visual artist.

Perspectives from outside the Pacific Northwest will be provided by four out-of-state consultants including: Antonia Castañeda, an historian at the University of California at Davis; Tomas Ybarra-Frausto, a faculty member in literature and languages from Stanford University; Jose Gonzalez, a leading Chicago artist and muralist who represented the Midwest Hispanic population on the National Hispanic Task Force of the National Endowment for the Arts from 1978 to 1981; and Pedro Rodriguez, Cultural Arts Supervisor for the City of Austin, Texas.

Award of the $15,000 grant culminates three years of preparation by project director White, who has a long standing interest in multi-cultural expression in the arts. Since 1978, he has presented an ethnically varied array of visual arts exhibits at Evergreen, including his
1979-80 touring exhibit on the life and work of Portland muralist and painter Isaac Shamsud-Din. That exhibit was funded in part by the Washington Commission for the Humanities.

Plans to tour the Chicano Cultural Expression exhibition in 1984 will be coordinated through newly formed statewide Exhibit Touring Services, an alliance of 35 museums, libraries, galleries and historical organizations which White also directs. He is being assisted on the project by Sue Ellen Heflin of Olympia, a recent graduate of Evergreen's masters degree program in public administration.

NEWS BRIEFS

** Summer hours for the Recreation Center go into effect today and continue through August 29. The Center will be open from noon to 8 p.m. weekdays and closed on weekends. Admission is $1.50 per day.

** The Library has also announced a new tentative set of summer hours. The major portion of the Library, User Services, will be open Monday through Thursday from 10 a.m. to 6:45 p.m. and Fridays from 10 a.m. to 5 p.m. Media Loan will be open Monday through Friday from 12:30 to 4 p.m.; Media Production Center, from noon to 4:30 p.m., Monday through Friday; Electronic Media, from 9 a.m. to 4:30 p.m. Tuesday through Friday; and Photo Services, from 1 to 4:30 p.m., Monday through Friday. The library will be closed on weekends and again from August 28 through September 19.

** Summer Quarter academic registration continues by appointment only from 9 a.m. to 4:30 p.m. this week and on a drop-in basis from 5:30 to 7 p.m. Monday through Thursday. All summer tuition and fees are due by 4:30 p.m. Friday, June 25.

** Registration for more than 60 Leisure Education sessions remains open weekdays from 8 a.m. to 5 p.m. through July 2 in the Recreation Center office. Evening registration will be offered from 5 to 8 o'clock June 28 through July 1. Details including the summer edition of the Leisure Education brochure, are available by calling 866-6530.

** Mountaineering, a new Leisure Education class just added, will offer instruction in the basic skills necessary to safely climb on snow, ice and rock. The new session begins June 23 and offers nine Wednesday evening planning meetings, coupled with nine weekend climbs that begin June 27. Registration costs $75. Call Jeff Clark at 352-5614 for details, or check with Leisure Ed at 866-6530.

** Alanna Hein, an Evergreen graduate, and the Tides of Change Production Company are offering a two-part Job Search Skills workshop tonight from 7 to 9:30 p.m. and next Monday at the same time, at the Thurston County Health Department, 529 West Fourth. The purpose of the workshop, designed for "anyone concerned about getting a job" is to help participants market their skills, find their job market, and improve their resumes, cover letters and interviewing techniques. Free childcare is available. Call 754-7576 today to pre-register. Fees are based on a sliding scale up to $15.

** Good news from Career Planning and Placement: 84% of those Evergreen graduates who have applied for law school admission have been accepted, and 85% of our alums who have applied to medical schools have been accepted. The new data, which includes all graduates from 1971 through 1981, shows that 86 Greeners applied to law school, 72 were accepted and 25 (or 35%) have received their degrees. Thirty-nine Evergreen grads applied to medical school, 33 were accepted and three (9%) have their medical degrees.

** Additional new dates have been announced for two productions to be staged in July and August by the Evergreen Summer Repertory Theater. "Cabaret," to be directed by Evergreen alum Robert Rodriguez, will be presented July 29-August 1, and August 5-8. "The Boy Friend," directed by Tumwater High drama teacher Michelle McDonnell, opens August 19 and continues August 20-22 and 26-29. A new subscription brochure announcing discounts of up to 20% for pennywise theater-goers, will be out by the end of the week, along with an announcement, expected Friday, of the cast list for both productions.

** "The Point," an animated fantasy film, will be shown Saturday, June 26, at 7:30 p.m. in Lecture Hall One. The film focuses on a round-headed boy named Oblio, who lives in a land where everyone and everything else is pointed. His discovery that "it's not necessary to be pointed to have a point in life" provides entertainment as well as a lesson in tolerance. Free childcare is available. A $1 donation is requested for admission to the film, sponsored by Tides of Change.
June 10 B.O.T. actions

LONGHOUSE "CONCEPT" APPROVED, GILMAN NAMED CHAIR

The dream of constructing a Native American Longhouse on campus moved one step closer to reality June 10 when the Board of Trustees approved "the concept" for planning and designing that facility at the conclusion of an agenda-packed meeting. Trustees also approved the 1982-83 budget, elected a new slate of officers and considered reports on topics ranging from the Student Communications Disappearing Task Force to the Tacoma outreach campus.

At the recommendation of President Dan Evans, trustees unanimously approved the Longhouse concept because, he said, that structure "will substantially further our longstanding efforts to provide the finest possible Native American educational program and provide an educational setting for the instruction of the education of all Evergreen students." Evans pointed out that the facility "will be a regular part of the campus, not separated from it" and will be "supported and scheduled as are other academic spaces on campus." Its operating costs are "to be provided outside the academic budget."

Trustee chair Jane Sylvester enthusiastically endorsed the project as "an opportunity to do something really good." She commented on the "longstanding history of failed Indian and non-Indian combined programs" which she said, "probably could have worked if they were as well thought out as we hope this will be." By their endorsement, Trustees also approved the assigning of staff from campus planning to aid in the effort and thereby made the Longhouse a higher priority than some other capital projects. They agreed to review the document phase of the proposal sometime next fall.

BUDGET BASED ON 2400 FTE

Budget Officer Mike Bigelow gained board approval for the 1982-83 budget plan with only a few wry comments about its relevance, given the just announced 8.2% cuts. "This will provide the foundation from which we'll revise to make the new reductions," Bigelow said, noting that the new budget is based on 2400 FTE students, which will probably have to be reduced if any more adjunct or visiting faculty positions are eliminated.

Trustees also heard a report June 10 from Mike Hall, chairman of the Student Communications DTF, who said that the president had already appointed a joint communications board, slated to meet June 18 to consider suggested revisions to the final report. The proposed policy seeks to provide "maximum student freedom of expression and corresponding student learning experiences," while it recognizes that the ultimate administration and legal responsibility lies in the hands of the administration and the board. It carefully spells out the college's legal liability, which Evans has asked the new Communications Board to further define, and calls for creation of two new staff advisor positions: a general manager-advisor for KAOS, to be funded through Services and Activities fees, and a publisher-advisor for the Cooper Point Journal, to be funded through the Office of College Relations. Both positions would report to the Dean of Student and Enrollment Services. It also calls for "a more systematic, predictable series of journalism and communications courses" to be offered annually and requests that the Long Range Curriculum DTF consider establishing a communications specialty area.

Named to the new Communications Board have been: staff members Lynn Garner and Chas Davies, students Maria Tsao and Jeff Bruton, community members Ruth Merrill and Ken Balsley, and media professionals Carl Cook of KGY radio and Dave Ammons of Associated Press. Two additional members remain to be appointed. The results of the new board's work with the DTF will be reported back to trustees later this summer, when final approval of the report will be sought.

In other action June 10, trustees heard a brief report on the administration's efforts to formally submit a proposal for recognition of the Tacoma outreach project. "We're determined to have in place a public program (in Tacoma) this fall," Evans said. The board also elected new officers, who assume their responsibilities at the July meeting. Herb Gelman of Tacoma was elected chair, Thelma Jackson of Lacey as vice chair and Bob Flowers of Seattle as secretary.

Trustees tentatively agreed to meet again July 14, but have since also been asked to consider declaration of financial exigency at a special session June 18 (see page 1).
EVERGREENERS IN THE NEWS

The Business Office has changed its name to Controller's Office, according to newly appointed Controller Karen Wynkop. She reports that Debby Davies has been named the new head cashier. Charlotte McDonald has moved from the Registrar's Office to Student Accounts, where she'll handle NDSL collections, replacing Judy Egresmann, who has transferred to Financial Aid. Eleta Tiam has begun work as an accountant II in general accounting.

Diane Lutz, program secretary, has resigned as of June 18, and Jim Wussler has transferred from his job as security officer to utility worker, while Affirmative Action Officer Rebecca Wright has begun a three-month leave to prepare for taking the Washington State Bar Exam.

Faculty member Mark Levensky reports he traveled home to Iowa earlier this month to conduct a week-long seminar on Plato's Republic. The interdisciplinary study was sponsored by Westmar College in LeMars, Iowa. Levensky was invited to participate following the recommendation of former Evergreen Academic Dean Meriv Cadwallader.

Faculty member Stephanie Coontz has been invited to participate in a panel discussion on "Two Generations of Women in Academia" at the fourth annual National Women's Studies Association Conference June 16-20 at Humboldt State University in Arcata, California. Topic of the five-day conference was "Feminist Connections Throughout Education."

Texas Cornish, Chief Engineer in Facilities and Norm Jacobson, Facilities Program Manager, are leaving Evergreen as retirees, Tex on June 30, and Norm's effective date was June 1. Both men have served the college for over 10 years.

College Relations secretary Arlyn Crothers reports she has become a grandmother -- again. Her daughter Melani Morales gave birth May 20 to a son, Brandon Paul. His arrival brings to ten the total number of Crothers' grandchildren. Betsy Bridwell, educational outreach coordinator in College Relations, left June 9 for a five-week trip to Europe.

Two other new Greeners have also recently arrived. Staffer Doug Hitch and his wife Linda welcomed a son, Devin Douglas, born June 8, and campus South Sound Bank manager Debra Long delivered her first baby, a girl named Heather Lynn, on June 14. All new mamas are "doing great."

President Dan Evans and his two brothers, Roger and Robert, have established a permanent endowment in the Department of Civil Engineering at the University of Washington in memory of their parents, Daniel L. and Irma Evans. The $37,500 gift results from the sale of real estate owned by the three brothers and will be combined with other funds received in a memorial fund at the time of Mrs. Evans' death last December. All three brothers are U. of W. graduates, as was their father.

Graduate Knute "Skip" Berger was back on campus recently to participate in a Career Planning Program. Skip, former editor of the Cooper Point Journal, now serves as director of Foundation Relations for the Bob Hope International Heart Research Institute in Seattle. He and his wife, Diane Hucks, who's also an Evergreen graduate, recently welcomed the birth of twins. Another former CPJ staffer, Andy Ryan returned briefly last week on vacation from his job as a reporter at Anchorage Daily News, "Alaska's only morning newspaper."

1982 graduate Jon Griswold has been accepted to the U. of W. masters degree program in ocean engineering. He has also been awarded a research assistantship. And, 1979 alum Diane Grise is already attending the U. of W. School of Social Work where she has just been awarded a traineeship with the Rural Mental Health Project in Ferry County, Washington.

NEW PUBLICATION ANNOUNCED

"The Delta Tooter," a new publication created by "Delta Dean" John Perkins came off the presses May 20 and will continue doing so on a somewhat irregular basis. The four-pager seeks to report on exciting faculty activities and promises to offer a summary of interesting meetings, papers, grant applications and other noteworthy accomplishments by Evergreen's teaching team.

Tidbits gleaned from the issue: Mike Beug has recently published two papers in the Journal of Ethnopharmacology; Don Finkel has attended a FIPSE (Fund for the Improvement of Post Secondary Education) meeting in the nation's capitol to collaborate on a book on "Using Learning Groups in Higher Education;" and Richard Jones has published another paper, this one on "Creative Writing Through Dream Reflection." Charles Pailthorp recently performed Hayns' "The Creation" with an orchestra in Seattle; and Perkins has published a book, Insects, Experts and the Insecticide Crisis, the Quest for New Pest Management Strategies. For details on these and other faculty activities, ask the Dean's Office for your own personal copy of "The Delta Tooter."
Affirmative Action Office, Library, Student Services, Business Office, Plant Management and Operations, Personnel, Auxiliary Services, plus at least three representatives each from the faculty, the student body and from classified staff, along with "other representatives the President deems necessary."

After that group prepares a draft plan for the reduction, the president will charge "the appointing authority of each respective budgetary unit with the responsibility for developing an operational plan for the unit within the funds available." Those plans will go first to the vice presidents, then back to the advisory group for final consideration before they pass on to the president. He and the group will then develop the final plan for trustees' consideration, probably at the July 14 meeting.

**DIFFERENT POLICY FOR FACULTY RIF**

Faculty reductions will be carried out differently than those affecting staff. The policy specifically implements a separate process that strives to "alleviate the faculty portion of the fiscal crisis without the actual termination of faculty contracts." That process allows for use of normal attrition and non-replacement of faculty, and for faculty to teach three out of every four quarters. It also suggests asking faculty to "consider various job sharing options."

If all the steps already mentioned "prove inadequate" for resolving a faculty related RIF, yet another step, declaration by the board of "extreme financial exigency," could be implemented. That step would require election by the faculty of a review panel equivalent in size to six percent of the total teaching team. The panel, the academic deans and the provost would then "review the qualifications of each member of the faculty, regardless of his or her remaining terms of appointment, with respect to the performance criteria articulated in the Faculty Handbook." Then they would decide "who among the faculty are the most able to contribute to the academic mission of the college." On that basis, recommendations would be made to the president on how best to reduce faculty ranks.

Precise details on the just invoked RIF policy can be found in the EAC, section 174-122-850.