

The Evergreen State College

September 13, 1984

MEMORANDUM

TO: The Faculty
FROM: Deans and Provost
RE: "What's Afoot?"

Prior to the Faculty Retreat last April, we put out a lengthy memo entitled "What's Afoot?", designed to inform you about recent and upcoming events. The memo was a variation on Bert Guttman's suggestions for a "Chartreuse Memo" to be issued by the Provost's office. The memo was well appreciated. In an effort to improve communication and participation, we are going to issue a "What's Afoot?" memo regularly. If your response suggests that it is worthwhile, we hope to issue a two-page memo of this sort every two weeks. The present memo, lengthier than will be the norm, covers events of the past summer and the opening of the Fall quarter.

1. The Fall Convocation. As previously announced, the Convocation is scheduled for the morning of Monday the 17th. A hosted breakfast will be served from 7:00 a.m. to 8:00 a.m. in the rotunda of the Lecture Halls. The scene will then shift to Lecture Hall I where Dick Schwartz and Herb Gelman, new chair of our Board of Trustees, will give brief welcoming addresses at 8:00 a.m. and 8:15 a.m. The Provost's address will begin at 8:30 a.m.
2. Faculty Contracts. Revised contracts for the 1984-85 year are being prepared now. You should receive them at about the same time you are receiving this issue of "What's Afoot." In August, Patrick sent a lengthy memo explaining the new contract and seeking feedback. If you did not receive that memo, please call Patrick's office. And, if you have not received your revised contract by the middle of the first week of the Fall quarter, you might begin to worry.
3. Faculty Meeting. The first Faculty Meeting is September 26th. The Agenda Committee will be meeting with Patrick and getting out an announcement early in the week of the 17th. Among the proposed agenda items: merit pay, likely legislative action on self-supported summer school, 1984-85 DTF's, report on the Presidential Search, faculty hiring report, the search for the Perkins and Diffendal replacements, new chair for Faculty Meetings, and the new faculty representative to Board of Trustees.

4. Core Orientation. Fall, the time of the year when things die off, brings something new to students and faculty members in CORE Programs. Through the combined efforts of several peppery individuals in Student and Enrollment Services, the Educational Support Program and, yes, the Academic Deans' office, along with many dedicated CORE teachers, we have devised the most coherent and useful scheme of orientation activities known to the mind of man or woman at Evergreen. Between September 14th, when students go through Housing check-in, and September 24th, the first day of classes, hundreds of fresh, green folk will have opportunities to learn about everything from how to reserve a racquetball court to how to function in an evergreen seminar.

A main event is what we have billed as an Introduction to Academic Life at Evergreen, an all day session (9:00 a.m. - 2:00 p.m.) Thursday, September 20th, designed to introduce students to seminar learning. Students in this year's CORE Programs have been invited to participate, and some fourteen of this year's CORE faculty members have generously agreed to run the show--i.e., to conduct seminars with these students on a common text (The Little Prince) and following lunch, to talk with students about the seminar experience at Evergreen.

Many, many thanks to everyone, most especially CORE faculty members, who contributed to this seemingly worthwhile project.

5. Retention. Stone Thomas has been asked by Patrick to coordinate all retention efforts for the year. Stone will work primarily with David Marr and the CORE faculty, Gail Martin and Student Services, Ken Jacobs and the Housing Staff, and the Enrollment Co-ordinating Committee. While we are avoiding a narrow conception of retention which would suppose that any student is capable of doing well in any program at TESC, we do think that a vigorous and creative marshalling of socio-academic support services for the student will make a significant difference in how students perceive the worth of what we are doing. We urge you to support the effort.
6. Evergreen Colloquium. A recent issue of Change magazine ran a provocative piece entitled "Getting Real: Santa Cruz and the Crisis of Liberal Education." The article suggests that Santa Cruz will never reach its original goals and that it is not contributing to the birth of a significant conception of liberal education. Because Santa Cruz shared many of the goals of TESC and because it adopted many of the same mechanisms to realize those goals, the article presents an interesting opportunity for self-reflection. Among those who have read it at TESC, some have judged that we are headed for the same fate and for the same reasons. Others have felt there are fundamental differences and that we could well congratulate ourselves on our foresight. Patrick chose the article for a Cabinet retreat in July and has since led a discussion of it with the staff of the Business Office. In the hope of providing the faculty with a similar opportunity for reflection, we have scheduled a discussion of the piece for Wednesday, October 3rd from 3:00 to 5:00 p.m. in CAB 110. The article will be in your mailboxes in the first week of school.

The event on October 3rd appears on the academic calendar as the "Evergreen Colloquium." We have tentatively set aside a few Wednesdays for such an intellectual event. We are tentative because we want to see if the faculty will come and because, lacking the funds to invite people on a schedule convenient to us, we have to seize inexpensive opportunities to have people make presentations to us which piggyback on other people's finances and arrangements. But let's start off by listening to each other.

7. Accreditation. We are due for a mid-cycle Accreditation Review this Fall. October 23rd is the exact date of the visit. The mid-cycle review is not nearly as extensive as the one we did in 1979. For example, no major self-study is required. Substantial attention, however, must be focused in all programs initiated since 1979 (e.g., MPA, MES, Tacoma, Teacher Certification, the Bachelor of Science degree, etc.) and on the specific recommendations of the 1979 visiting team. Patrick has prepared a document summarizing the 1979 study and highlighting the questions which must be answered. It has been sent to all deans, convenors and unit heads.
8. Over-enrollment. Many of you have expressed concern about over-enrollment this Fall. There is some reason to be concerned because our applications (applications, not admissions) are up 12% over last year. In most years, we would regard this situation as cause for celebration. However, given the stretched state of our resources following the budget deficit of last year, no one should be thinking of over-enrollment positively.

We are doing everything possible to avoid over-enrollment. For the first time in quite a few years, we actually closed down admissions as of September 1st, and expect to be turning away well over 100 students. We are funded to enroll 2380 students (the annual average FTE) and have developed contingency plans for the Winter and Spring quarters to ensure that we end up close to 2380. There is considerable guess-work in managing the enrollments of the Fall, because no one can predict how many of last year's students will actually return in the Fall.

Enrollments in the Fall, as always, will be higher than in the Winter and Spring. And they will be higher in the more popular programs. This is our usual experience. On the basis of pre-registration figures, Barbara has already made several re-assignments. The longer-term imbalances are ones we hope to address in our hiring for 85-86.

9. Pilot Intern Program. A small number of adjunct faculty have been hired to supervise groups of interns in such popular areas as health and human services for the Fall quarter. They attended an all day training session on September 13th. The new intern sponsors will help cover some of the expected shortfall in these areas in the individual contract sponsor pool. They will meet with their interns as a group once a week as well as doing site visits and faculty evaluations. The program will continue into the Winter and Spring quarters.

10. Early filing for Internships Required by Enrollment Pressure. To cope with the expected shortfall in individual contract and internship sponsors, the deans have established early filing dates and contract sponsor-finding sessions for contracts for Winter and Spring quarters. Sponsor-finding sessions will be held mid-quarter to help students find appropriate sponsors. Dates for the sponsor-finding sessions and the filing deadlines are as follows:

Sponsor-finding sessions: For Winter quarter contracts: November 28th
For Spring quarter contracts: March 1st

Deadline to file contracts: For Fall quarter contracts: September 28th
For Winter quarter contracts: December 7th
For Spring quarter contracts: March 24th

11. The New Budget. Our 1985-87 budget request was submitted to the Office of Financial Management on September 7th. Our "carry-forward" request, i.e., the amount needed to continue presently funded activities, was \$37.3 million. Our request for new initiatives (academic and all else) totaled \$11.2 million. And our capital request came to \$31 million. What chance do we have of getting all or most of these requests? Next to none. The estimated revenue for new activities of any sort in the State is \$300 million. Higher education by itself, independent of capital requests, has asked for more than that.

The 1985-87 budget process, you will recall, is an entirely new one for higher education, one that brings higher education into conformity with funding processes for K through 12 and all other state agencies. No longer do we have a simple mathematical formula which generates funds as a function of the number of students. Instead, the funds needed to continue current activities (with salary and inflation adjustments) are assumed (not to say "guaranteed"). Every addition to that "carry forward" budget is proposed and acted upon by OFM and the legislature as a discrete item. Hence, there is a bias in the budget toward novel (some would say "fashionable") ideas and toward ideas which have obvious implications for the socio-economic health of the state.

These new parameters of budget construction were discussed at the Faculty Retreat and with the Convenors. We devised a strategy, you will recall, to present several new curricular "packages" which might be attractive to the legislature but which have the capacity to enable us to fill in holes in existing specialty areas. The packages chosen were "Health and Human Services," "Communications, Computers and Society," "Part-Time Degree Programs" (or "Weekend College"), an expanded Teacher Certification Program and a modest "Pacific Rim" initiative. In terms of numbers, the requested growth is to 2600 in the Fall of 1985 and 2750 in the Fall of 1986. You will be happy to learn, however, that our request to the legislature does not list growth or new initiatives as the first priority. Our first priority is the restoration of quality. It is our judgment, endorsed by the Trustees, that the institution is stretched to an unhealthy degree and that we cannot grow or begin anything new without the restoration of support services stripped away in the past several years. That judgment infuses the strategy of our entire request, e.g., by linking

every program initiative to substantial support requests, creating a public service category, and requesting separate funding for activities (like the Galleries, the Center for Community Development and the Institute) which do not generate FTE's, and requesting separate funding of our Vancouver campus.

It is senseless to speculate on our chances of success. Particular initiatives will be attractive to some legislators and opposed by others. The question of TESC's growth will be assessed by a new group of legislators under leadership which is currently predisposed to place rigid ceilings on higher education's growth. The Governor's budget, to be released in December, will be the first substantial clue to the nature of TESC funding in 1985-87. Til then, there are far more interesting things to think about.

12. Teacher Certification. A major item in the 85-87 budget request concerns the expansion of our Teacher Certification Program. The proposal was submitted with two plans, one which would establish our own school of education and another which expands and transforms our UPS contract. The legislature may reject summarily any suggestion of a new or expanded program, believing, as do the directors of current Ed Schools in the state, that we have more than enough people already in the business of teacher preparation. On the other hand, they may fund it if the proposal appears to be distinctive and to be addressing real but ignored problems in the state. We will be proposing that we do something distinctive and consistent with our commitments, namely, an interdisciplinary program which will prepare students to teach in rural and multi-cultural environments wherein it will be the norm for many years to come that persons will have to teach in two or three subject areas. Barbara Smith will be developing the proposal shortly.

At the Faculty Retreat in April, strong opinions were expressed about the shortcomings of our effort with UPS. We have spoken with UPS, expressed our concerns, and indicated that our first preference would be to start our own school. Their response weakened our preference: they (or at least President Phibbs) want to try something quite different in teacher preparation and he indicates a willingness to work closely with us in constructing it. So whether we stay with UPS or start our own school, teacher certification at TESC will be exploring new directions.

13. Academic Staff Changes. A number of changes have occurred in the academic support staff. The results included a net increase in the staff support for academics, and we hope you will find it easier as a result of this increase to get your needs met.
- a. Naia McClelland, a program secretary, retired at the end of May. Naia's primary job was to type grants and professional manuscripts. Her position is now in the Development Office and will be supervised by Fran Barkan. We believe having all grants typed in Development will make it easier for you to get grants submitted.

b. Betsy Bridwell in College Relations has resigned. Continuous with the nature of the work she had been doing, her position has been converted into two new staff positions in academics: Coordinator of Adult Learning and Assistant to the Graduate Program Directors. The Coordinator will help adult students plan their way through Evergreen's various curricular options including external credit, courses, part-time programs, internships, etc. The Coordinator is a recovery of a position we lost in 1981. The Assistant will work in recruiting for the MPA and MES programs, and will help develop conferences/research opportunities for students and faculty.

14. New Leave Without Pay Policy. We are pleased to propose a new policy, pending discussion with the faculty, concerning leaves without pay. Hitherto, many faculty had to pick up the costs of medical coverage for themselves and their families. The College, in the hope of assisting in a small way those who feel the need for some professional time away from teaching, is now willing to assume these costs. We are working on the much more desirable goal of increasing the number of paid leaves. But we are up against state law there. This new "unpaid leave with benefits" is something we can control ourselves.

The new policy will have restrictions. Among them: the leave has to be used for professional purposes (broadly defined), the recipient must return to employment at TESC, and the number of leaves is restricted by the availability of funds. Following discussion with the faculty, Patrick will write up guidelines for application. We anticipate that the application process will be umpteen times less demanding than that for paid professional leave.

Our thanks to Rita Cooper, Karen Wynkoop, the Cabinet, Susan Strasser and Al Wiedemann for their assistance, cooperation and patience. We have been trying to do this for over six months. We hope the faculty will welcome the proposed new policy.

15. Enrollments in Special Programs. The Teacher Certification Program will have 58 new students. MES will begin its first year with 28 students, 17 of whom are full time. The MPA program will have 40 new students and 29 continuing students. All of these programs will have healthy enrollments.
16. Women's Softball: The annual staff/faculty women's softball game will be held on September 18 at 5:00 p.m. Participants will adjourn for pizza after the game.