

**Report to the Board of Trustees
Presidential Search Process DTF
April, 8 1991**

The Presidential Search Process DTF was charged with making recommendations in four areas:

- Identify primary tasks and challenges facing Evergreen in the 1990s.
- Identify the qualities and traits that Evergreen's President must have to meet those tasks and challenges.
- Comment on the advisability of using a consultant in the search process.
- Recommend composition of the actual Search DTF.

The DTF felt that implicit in its charge was the responsibility to make recommendations on the overall search process, and these recommendations are included at the end of the report.

Our final recommendations have been the result of extensive discussion among ourselves and by each of us with our peers. They are also the product of public input, both written and from two well-advertised public forums, the second after the fourth draft of our report, which was presented to the Board of Trustees at its March meeting, was circulated to the community. This final report reflects comments received on that draft. This report has the support of all members of this DTF who have participated in the final discussion, except for Section 4, as indicated there. Due to time constraints, however, the community at large has not had a final opportunity to review these recommendations. Therefore, we believe that the Trustees and the Search DTF itself should consider seriously any additional comments received in response to this report.

1. Evergreen's Tasks and Challenges for the 1990s

The DTF has identified many tasks and challenges facing Evergreen in the coming decade. The following goals are certainly not meant to be the complete and final statement of Evergreen's 10-year vision, and they should not be considered as in any way superseding the college's future direction as envisioned by the Strategic Planning process or any other campus-wide endeavor with such long-range planning goals.

In preparing the report, the DTF worked under the following assumptions:

- The college is committed to serving the state as a liberal arts college with a strong commitment to interdisciplinary studies, to collaborative learning and teaching, and to assisting students in learning how to learn and how to continue developing their skills.
- The social contract is the governing document of the college.

- Change will be a way of life for the college and the world, and college leadership requires vision and a willingness to take risks.

The goals we have identified represent the primary concerns which have guided this DTF in outlining the characteristics of a future Evergreen president. These include the following:

- Nurture and enhance Evergreen's sense of experimentation and innovation within the curriculum, within the administration, and within its alternative approach as an educational community.
- Strengthen the sense of community at Evergreen. Central to this goal is a deep and comprehensive commitment to open communication and community-wide participation in the governance process. Evergreen must rebuild the trust and cooperation that have characterized it in the past.
- Encourage creative alternatives to bureaucratization and inflexibility of Evergreen's administration. These should embody the Evergreen values of collaboration, consultation, participatory decision making close to the level of impact, egalitarianism, consensus, and collective autonomy.
- Learn how best to socialize newcomers to the Evergreen tradition and how to pass down the core curricular values from generation to generation of faculty. At the same time, learn how to sensitize oldtimers to the values and interests of newcomers.
- Increase access and sense of welcome for all students, and especially for students of color, the physically challenged, returning students, and the poor.
- Integrate multiculturalism into the curriculum and into the Evergreen community as a whole, including faculty, staff, and students. Develop a balance between curricular integration and distinct learning communities, such as Native American Studies.
- Maintain and enhance the applied emphasis of Evergreen's curriculum and its sense of mission.
- Maintain a freshness in the faculty for innovation and development of new ideas. Provide adequate support and development opportunities to faculty and staff.
- Place the college on a sound financial base, including the establishment of a funded endowment and a capital construction fund.
- Maintain and enhance a positive image among the College's various publics, including potential students, legislators, donors, and the greater Olympia and Washington state communities.

- Determine Evergreen's optimal size (both enrollment and physical plant), and allocate its resources in a manner that permits an interdisciplinary, responsive, and flexible learning process and the best possible utilization of resources.
- Increase accessibility of the campus and its services to the communities of Thurston and Pierce counties, to state government, and to the native tribes of Western Washington.

Evergreen is very interested in enhancing its relationship with the community at large (the legislature, the base of potential students, etc.). However, its greatest concern is with issues of mission and of self-governance—maintaining and strengthening commitment to experiment and innovation, to consultative and decentralized administration, and to communitarian values and collective autonomy.

Overriding all other concerns, the Evergreen community has spoken of a need for healing, for reweaving the web of community and mutual support. The DTF is concerned, however, that the presidential search process not be shaped exclusively by concerns about our recent past or by specific qualities of past presidents, but rather, it should focus on the college community's overall vision and needs for its future.

2. A President's Necessary Qualities and Traits

Evergreen's underlying alternative philosophy is not simply a different coat of paint on a standard educational edifice. It implies a different approach even to the design of the basic foundation of the educational institution. A president must understand this and be committed to realizing this philosophy.

Five factors make up the baseline by which presidential candidates must be measured: demonstrated commitment to the spirit of academic experimentation and innovation in an interdisciplinary and collaborative learning and teaching environment; demonstrated commitment to academic/artistic achievement; demonstrated commitment to collaborative, consultative, decentralized, democratic administration in an educational community of moderate size; demonstrated understanding of an alternative educational community (including the process of collective self-governance); and demonstrated understanding of the importance of multicultural community and a willingness to work within one.

Equally important to nurturing Evergreen's educational philosophy is a commitment and ability to promote the college among its various publics, and to raise the funds necessary to its successful functioning. This includes demonstrated political skills and sensitivity.

Our next president should evidence a strong commitment to nonpatriarchal administrative and decision-making principles and should be able to articulate those values across the Evergreen community and to our various publics. We prefer that Evergreen's next president come with a strong academic, scholarly background and with an attitude of working as a colleague as well

as an administrator. Patience and a high tolerance of ambiguity and dissonance are strongly recommended.

Evergreen's president must also have demonstrated administrative experience, particularly in dealing with budgetary issues and strategic planning. Evidence of a strong commitment to multiculturalism, gender issues, and affirmative action is critical, both in theory and in practical implementation.

The president must have a demonstrated understanding of the importance of student affairs and its role in the college, and have a student development model that balances students' academic needs with their emotional, physical, and spiritual needs.

Any of the goals that Evergreen has given itself, from the most difficult to the most trivial, are goals that the community as a whole must accomplish. The president alone cannot achieve any of these goals. The president must act, however, as the catalyst, as the facilitator, and as the chief articulator of our shared vision.

In other words, the president must be, by character and spirit, a leader: not a leader in the traditional authoritarian, managerial, or political mold, but a visionary and *collegial* leader, in keeping with our nature as a genuinely collegial institution, able to facilitate the ongoing, campus-wide project of community self-governance.

Such leadership includes a bias for action by empowering others to act and by rewarding them for work well done. It includes a personal value system that models the values expected of others: consistency, integrity, commitment to learning, and openness. Finally, it includes a willingness to take risks and commit to new directions that respond to the needs of both the local and greater, at-large communities.

3. Recommendations on the Use of Consultants

While the DTF has discussed the issue of consultants, we have not come to a full conclusion on the topic. We **do not** recommend turning the search process over to an external executive search firm. We **do** recommend, however, that the Search DTF review its resources, needs, and timing, and consider interviewing consultants that could provide some of the useful services identified below. *It is essential that the Search DTF be assured that any consultant it retains has evidenced a good understanding of the college's mission and philosophy and of the tasks and challenges described in this report.*

In its discussion, this DTF identified the following possible advantages of using a consultant: additional assistance in articulating the college's needs, assistance in shaping the mechanics of the search process itself, potentially providing a larger, more diverse pool of applicants, having an additional screen of confidentiality for applicants in the initial stages of the search, and doing tasks, such as detailed background checks, for which Evergreen does not have adequate resources. Disadvantages include cost, promotion of inappropriate candidates from the consulting

firm's 'stable,' and loss of community control of the screening process. These disadvantages would need to be weighed against the advantages in the selection process.

4. The Search DTF: Composition and Process*

The Search DTF has a responsibility to represent the entire Evergreen community, not specific constituencies. It requires people with wisdom, maturity, dedication, and a diversity of viewpoints, who recognize that selection of the next president is one of the most important—if not the most important—decisions that Evergreen will make in the near future. We recognize that there is not room for everybody on the DTF. Therefore, we must emphasize that **the Search DTF must take extra pains to ensure that all groups are consulted, and their views heard and considered.** We have talked long and hard about the composition and selection process, and have concluded that the Search DTF should be composed and selected as follows:

Composition:**

- 4 members of the faculty, one of whom will chair the DTF;
- 3 students, one of whom is in a graduate program;
- 4 staff, including two classified and two exempt, with at least two of them coming from work areas directly dealing with student or academic support;
- 2 alumni;
- 1 community representative; and
- 2 trustees, serving *ex officio*, without vote.***

At least one member of the DTF should have some connection with the Tacoma campus. The Tacoma campus should decide how to choose their representative, and choose first, so that each constituency will know how many more representatives remain to be chosen.

Members should be selected by their constituencies. We strongly urge that DTF members not be chosen by the typical method of sending a memo to all members of the selecting group with every member's name on it. Instead, we suggest that nominations (including self-nominations) be solicited with a clear indication of the role, responsibility, and need for diversity of the DTF as described in this section. Then, selection from the pool of nominees can be made by some sort of constituency-wide ballot, or possibly, in the case of students, at an open public meeting.

* DTF members Racquel Salinas and Eugene Fujimoto disagree with this section. The process outlined here provides the rhetoric towards equal representation and voice, but little else. This will not ensure the necessary inclusion of diverse perspectives from our community.

** While these numbers represent the consensus of this DTF, there was some concern expressed that the group may be too large to work toward consensus effectively and efficiently.

*** The members of the DTF strongly urge that the Trustees relax the restriction that members of this DTF cannot serve on the Search DTF itself in the cases of John Terrey and Lila Girvin. Their counsel and experience have been invaluable to us, and we encourage that they be given serious consideration as the Trustee members of the Search DTF.

We recommend that the community representative have some association with the giving community, such as membership on the Evergreen Foundation's Board of Governors.

We urge all constituencies to consider diversity, for example gender balance and ethnic background, in selecting their representatives. This process will be greatly facilitated by the active recruitment of nominees by organized interest groups, such as the First People's Coalition and the Women's Caucus. Further, we recommend that the Board of Trustees, as conveners of the Search DTF, make diversity a criterion for approving the DTF's final composition, with referral back to the selecting groups as necessary.

The Director of Employee Relations and Affirmative Action Officer should serve as staff advisors to the Search DTF, and appropriate support staff should be provided by the President's Office.

The re-weaving of community at Evergreen can begin with the process that the Search DTF adopts. Our DTF's deliberations have shown that the search for a president is tightly coupled with our own self-definition as a community. Meaningful consultation of the greater Evergreen community must be an ongoing part of the DTF's process, within the limits of confidentiality due to prospective applicants in the early stages of the search. Thus, the DTF is urged to be creative and persistent in its efforts to involve the entire community. This may mean trying such things as going into the seminar itself or offering credit for participation in the search process.

5. Recommendations as to Recruitment and Advertisement

We expect that the Search DTF will use the expertise of the community to help it identify useful places for both placement of advertisements and for discussion of the coming position so as to increase the probability that women and ethnic diversity will be well represented in the pool. We recommend that any advertisements also be reviewed by the community as a whole, that recommendations as to wording be seriously considered, and that other recommendations and concerns of campus constituencies be taken seriously. In no way should the wording of any announcement or advertisement be changed administratively after final Search DTF agreement.

Further Recommendations

We strongly recommend that this DTF Report be brought before the entire Evergreen community (as well as the College's various publics). The Search DTF should consider community response to this report, along with the report itself, as the basis of its deliberations and actions.

We recommend that the Search DTF report to the Board of Trustees on its progress at each of the Board's regular monthly meetings.

In addition, we recommend that all candidates be asked to respond in writing to a set of questions, and that the questions be developed by the Search DTF with meaningful and widespread input from the entire Evergreen community.

Members of the Presidential Search Advisory DTF:

Jennifer Nelson (student), Chair; Pris Bowerman (faculty), Richard Cellarius (faculty), Shannon Ellis (staff), Eugene Fujimoto (staff), Michael Huntsberger (staff), Janet Ott (faculty), Doug Riddels (alumnus), Racquel Salinas (student), Marilyn Ward (community), Tom Zahn (alumnus)

Ex-officio participants: Lila Girvin (Trustee), John Terrey (Trustee), Lee Hoemann (Executive Assistant to the President), Ermelindo Escobedo (Special Assistant to the President for Affirmative Action).

Steve Salmi (alumnus) and Virginia Taylor (community) participated in the early discussions of the DTF, but have not reviewed this report.