From Academics to Aviation
Evergreen Ideas Take Flight
The New Order of Business
Collaboration, innovation, diversity ... business leaders are starting to talk a lot like Greeners.

Exporting Evergreen
When graduates go on to teach at other colleges, they take a little bit of Evergreen with them.

Greener News
State, county honor Evergreen ... alumni gather at Capitol ... student named one of Ms. magazine's women of the year ... Evergreen educates educators ... which logo would you choose?...

AlumNotes
The who, what, when and where on your fellow Evergreen graduates.

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The New Order of Business

by Craig McLaughlin

Collaboration, innovation, diversity ... business leaders are starting to talk a lot like Greeners.
When Kevin Sanders '76 shows visitors around his workplace, he warns them that it could be a four-mile walk, even though most of the tour takes place inside a single building. Sanders works in one of two nearly identical office buildings at a Boeing Company facility in Everett, Washington. Either building could fill a city block, but together they are dwarfed by their neighbor, an airplane assembly plant that easily qualifies as the world’s largest building by volume.

Inside the factory, it is impossible to maintain any sense of scale. The factory has several bays, each separated by office suites that are really buildings within a building. In each bay, workers build a particular type of plane, simultaneously assembling dozens of 747s, 767s or the new 777s. Crews working around the clock in the “triple seven dash two hundred” bay produce a finished jet every three days.

A 777-200 is 209 feet long and nearly as wide from wing tip to wing tip. It can carry up to 440 passengers and take off with 632,500 pounds of aircraft and fuel, passengers, crew and baggage, foil-wrapped peanuts and tiny bottles of Jim Beam. But half a dozen of them fully assembled occupy a small section of one bay in this mother of all hangers.

Nothing Boeing undertakes these days is small in scope. It controls 70 percent of the world market for large commercial jets. On December 5, it acquired Rockwell’s aeronautics and space units and on December 15 announced a planned merger with rival McDonnell Douglas. The combined company will have 200,000 employees and projects $48 billion in revenue for 1997.

And Boeing never stops pushing the envelope. When the company decided to build a stretch version of the 777—a 300 model that is 13 feet longer than the 777-200 and can carry 550 passengers—it ran projections on how long it would take, and how much it would cost, to develop the plane. Then the company decided to try to cut its up-front development costs by a third—and to develop the plane in one-fourth less time than the company’s own estimates said it would take.

Jeff Peace, project manager for the 777-300, decided meeting these objectives would require rethinking the organizational structure Boeing uses to design its planes. "You don’t get different results if you have the same behaviors," he says. "We had a set of breakthrough objectives and that demanded a different way of making an airplane."

Like a growing number of managers in a vast array of businesses worldwide, Peace and the rest of the project leadership team answered the challenge by applying to business some of the very ideas that Evergreen has always applied to education—interdisciplinary learning, teamwork, collaboration, diversity, lifelong learning and individual responsibility.

As James F. Moore ’75, a strategy and leadership consultant who wrote the best-selling business book The Death of Competition: Leadership & Strategy in the Age of Business Ecosystems, explains: "What we see in our work is that on a macro scale many of the same kinds of behavior and thinking that you see at Evergreen are becoming critical for companies. What you see in business writ large is the same kind of ideas that Evergreen taught us to value."

In Boeing’s case, the 777-300 leadership team, which included Dwight K. Imanaka, chair of the Boeing board of trustees, set some clear and specific objectives for the project. Then they asked people like Kevin Sanders to achieve them.

Sanders worked as a crisis intervention counselor in Seattle after graduating from Evergreen. He then worked at Boeing 18 years ago. In addition to playing an occasional game of HackySack during sunny lunch breaks, he works as a manager in the company’s support operations unit. During development of the 777-300, Sanders served on a six-member "product definition team" that was responsible for designing everything on the plane from the wings forward.

Sanders was the "build person" on the team. His task was to represent the interests of the factory and the parts suppliers. Also on the team were a design engineer, a manufacturing engineer, a business and finance person and a customer service representative who was responsible for staying in touch with and representing the interests of potential purchasers. Finally, there was an integrator, "someone who understands the design process and understands the cross-disciplinary requirements of each of the groups," Sanders says.

The team, one of several such teams working on different sections of the aircraft, was given a specific set of objectives for the 777-300 that were defined relative to the 777-200. In addition to reducing development time and costs, the team was expected to keep constant the recurring production costs, the airplane’s reliability and service readiness and the company’s level of responsiveness to its airline customers. Changes were to be limited to those things necessary to increase the number of passengers the new model could carry.

"Each of the teams was essentially given the task of building its portion of the airplane," says Sanders. "The assumption was that all of those people on those teams had the skills necessary to perform the task and it was up to them how to go about doing it. They were empowered to do whatever was needed to make that happen."

"What we tried to do on the dash 300," says Peace, "was to set up small businesses. And all of these teams needed all those different skills to do their job."

Sanders uses the term "functional smokestacks" to describe the way Boeing developed airplanes before the 777 family. "Each individual discipline took care of its aspect of designing the plane and threw it over the fence to the next person down the line," he says.

The team concept came into widespread use at Boeing with the 777 around 1990, says Sanders. On the 777-200, Boeing used "design build teams" of 30, 40, 50 people each, including representatives from the major aircraft buyers. But the teams were organized more by function than by section of the plane and each team had two leaders, the design engineer and the manufacturing engineer.

So the 777-300 teams were smaller but they had more leaders—everyone was a leader—and more responsibility that came along with their increased autonomy. All of which meant that team members had to learn a lot about cross-disciplinary approaches to problem-solving. "There was a lot of soul-searching on the part of everybody involved about how to integrate and reconcile all of their skills," says Sanders. "It was a learning experience for all of us."

Teams have been part of the business world since the ‘50s and ‘60s, particularly for production workers. But in recent years, teams have surged in popularity and more and more companies are experimenting with teams of "knowledge-based workers" like the designers at Boeing.

Microsoft, for example, in a "knowledge-based" company that continually experiments with team-based organizational structures. As a Microsoft advertising manager, Kimberly Bowen ’86, is part of a marketing team within the Development Tools area. "Not a whole lot is really accomplished by individuals here," she says.

Members of her team have different areas of expertise—advertising, box design, marketing to schools—and they are all part of a bigger team. "Product managers have to use all of us as resources to get their product sold," she says. "I learn about their product and then I educate them about advertising. We work together as partners."

"The ‘90s has been a time when this stuff has caught on and spread from production work into knowledge work and into sales work and into government work," says Michael Beyerlein, a psychology professor at the University of North Texas and director of The Center for the Study of Work Teams. "This decade has seen an explosion with the introduction of new kinds of teams."

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Beyerlein sees this swing toward internal collaboration as part of a comprehensive shift in the way businesses operate — a shift that puts a premium on external collaboration, too. "You also see collaboration between companies that used to be competitors," he says. He points to "network organizations" like Nike, relatively small corporations that have grown powerful and profitable by building extensive webs of collaboration around the world.

Understanding this shift toward increased collaboration has long been a major focus of James Moore's professional and academic life. His interest in the evolution of business began while attending Evergreen from 1973 through 1975. He took a program called Seacoast Management, which combined urban studies and biology, followed by one called Toward Humanistic Management of Organizations. The juxtaposition of those two programs led him to begin thinking about whether complex biological systems could provide a model for understanding business and the economy.

He attended Episcopal Divinity School in Cambridge and then Harvard Education School, from which he received a masters in 1978 and a doctorate in 1983. After postdoctoral research at Stanford, he began working as a business consultant to AT&T and Jim Henson, creator of the Muppets. In 1990, he founded GeoPartners Research, Inc., a Cambridge-based firm that has become a leading strategy consultant to high-tech companies. Clients include AT&T, Hewlett Packard and Johnson & Johnson.

Throughout his work, Moore has continued to develop an interdisciplinary view of how businesses function, one that borrows heavily from biology. In The Death of Competition, which was a Business Week bestseller last summer and one of the magazine's ten best business books of the year, Moore argues that traditional industries are breaking down. Companies can no longer be content to just go head to head with other companies in the same industry in a struggle for market share. Instead, companies operate within complex ecosystems in which they must not only compete, but must also cooperate and coordinate with other firms.

Boeing, for example, is a heavy manufacturing firm, but most of its commercial aircraft components come from places like Japan. It is also a high-tech company, an innovator in the use of computer models to "preassemble" aircraft designs and lasers to align airplane wings. As a defense supplier, it must collaborate with other contractors and with the military. It also provides sales and service. As Sanders points out, there are only about 35 customers in the world for large commercial aircraft. Alienating just one could dramatically affect the bottom line.

"With the world economy moving so quickly, companies have to constantly innovate," says Moore. "When you try to do things that are innovative in business or life you find that you are dependent on other people. As the rate of innovation increases, companies have to become more collaborative, or they will outstrip the ability of others to work with them."

The emphasis on collaboration and innovation means that businesses need to take a fresh approach to shaping their strategies. "Companies should focus on what people want to do to work for them," he says. "You have to be able to understand and appreciate the disciplines with which you interact. Traditionally, it's been hard for people to understand anything other than their own bailiwick — and I don't think we can afford to do business that way anymore."

Evergreen graduates say their experience at Evergreen has helped them perform in the new era of rapid innovation and increased collaboration. For example, Sanders says his interdisciplinary studies at Evergreen helped him contribute as part of the 777-300 team. "I think it probably does make a difference," he says. "You have to be able to understand and accept and appreciate the disciplines with which you interact. Traditionally, it's been hard for people to understand anything other than their own bailiwick — and I don't think we can afford to do business that way anymore."

Beyerlein says Microsoft is a much more competitive place than Evergreen, but some of his experiences at Evergreen helped prepare him for work at the software giant. "It's a big complex web of interdependencies," he says, "and if you're not good at collaborating, you're not going to be effective. You can't just sit in your office by yourself. You have to share information, share points of view, to move things forward. Learning in a seminar environment and learning how to have dialog is extremely useful."

She adds, "There's an outside-of-the-box approach to thinking at Evergreen, and that's crucial to a company that needs to be visionary. Going through a more traditional system might mean that you would be more likely to accept things as they are."

"I think what you need," says Moore, "is to make a distinction between being and doing. The shift that's required today is a shift in how you are, not what you do. You have to be someone who understands things, not someone who knows things. What I learned most at Evergreen were some ways of being that served me very well. I learned a lot about how to learn."
When Greeners go on to teach at other colleges, they take a little bit of Evergreen with them.

When Susan Feiner, a professor of economics and womens' studies at the University of Southern Maine, wants her students to understand the impact economic policies have on individuals, she doesn't send them to their textbooks. Instead, she asks them to read novels like Mark Twain's *A Connecticut Yankee in King Arthur's Court* or Marge Piercy's *Woman at the Edge of Time*.
Feiner has taught at several colleges. She is a member of the International Association of Feminist Economists and is known internationally as an expert on class and gender issues in economics. She works to eliminate bias from economics textbooks and by the end of this year will have trained more than 500 college and secondary instructors on how to integrate gender and race studies into economics courses.

"Textbooks usually provide only one point of view, one interpretation of economics," she says. "Income distribution and the economic status of women and people of color is the source of one of the greatest debates in economics today, and failing to include that cheats students of the opportunity to make up their minds about the issues."

If Feiner's teaching style — an interdisciplinary approach, a reliance on literature and other alternatives to traditional economics textbooks, an emphasis on diversity — sounds Evergreenesque, there's a reason. Feiner is a graduate of Evergreen, class of 1975.

During fall 1974, Feiner was one of a group of students who enrolled in a contract taught by Chuck Nesbit that studied the relationship between politics and economics. Besides Feiner, three other members of that group contract have gone on to teach at the university level. Geoff Rothwell '75 teaches economics and public policy at Stanford. John Foster '75 teaches sociology at the University of Oregon. And Robert McChesney '76 is a communications professor at the University of Wisconsin-Madison.

All four credit Evergreen with providing them with the foundation to succeed as researchers and educators in their respective fields. And each has taken something of the Evergreen model of teaching and learning and applied it in the classroom.

Foster, for example, says, "I emphasize a broad approach that pulls together elements of economics, political science, philosophy, sociology and literature to give students a breadth of knowledge they wouldn't get in a traditional class. For some students it can be threatening to have to learn about an issue from the point of view of several disciplines, but for others it sparks a genuine excitement and interest in learning."

These alumni are just four of hundreds of Evergreen graduates now teaching at colleges and universities. As a group, they have a subtle but significant impact on the way individual students learn. And as they make their personal contributions to higher education, they spread Evergreen's educational concepts to classrooms across the country and around the world.

ReView interviewed McChesney, Foster, Rothwell and Feiner and asked them about what they learned at Evergreen, what they took with them when they left and how they pass those lessons on to students and faculty at other institutions. Their experiences mirror the successes and frustrations of other Greeners who bring an Evergreen-style approach to more traditional institutions that don't necessarily share Evergreen's overarching commitment to concepts such as interdisciplinary studies, teaching across differences and narrative evaluations.

Taking risks and exploring ideas

Sociologist John Foster recalls with enthusiasm the influence that participation in the political economy group contract had on his intellectual life and his continuing interest in research and education.

"Chuck Nesbit aimed to open up debate, rather than close it off as you see in so many classrooms," he says. "We also had a very dynamic group of students who were interested in learning about both mainstream and critical economics. We wanted to break the boundaries of traditional study, and the environment at Evergreen allowed us to do that."

"My Evergreen training established my basic orientation," says Foster, who was drawn to sociology because its approach is more interdisciplinary than related fields like political science or economics. Characteristically, Foster is interested in environmental sociology, an interdisciplinary field that examines the connections between political economy and environmental issues.

Foster says the importance of being able to think across disciplines is one of the most critical lessons she took from her student days at Evergreen. It's a lesson she works hard to pass on to her colleagues as well as her students.

"I learned a lot about good teaching at Evergreen," says Feiner, who credits Evergreen faculty, especially the late Beryl Crowe, with having had a profound influence on her life. "I learned how to encourage students to think independently. It's a lot more challenging for them, but they like it."

Like their instructors at Evergreen, Rothwell, McChesney, Foster and Feiner avoid the use of traditional textbooks in all but the most basic introductory classes. Students must read and interpret original works instead of allowing a textbook editor to decide what they should know, they insist. "Textbooks offer no room for interpretation: they're designed to close off debate," Foster says. "I want to encourage debate in my classroom."

The highly interactive Evergreen-style approach to education is very effective at getting students involved in what they're studying, the four educators agree. And students who are involved learn more, retain what they've learned and are more likely to succeed at college. The Evergreen approach, with its emphasis on reading, writing, researching, collaborative learning communities, opportunities for open discussions and the view that the professor is a co-learner along with the students, is one of the best ways to capture the interest and commitment of students.

"Often the way the average college student learns about an area of study is very arbitrary and they end up missing a lot of tools to learn what's going on and think coherently," Foster says. "It's more effective when people are able to focus on the problem rather than a single discipline that boxes them in and becomes an obstacle to understanding."

Rothwell believes that undergraduate education should help students discover those areas in which they have unique talents and can excel. Undergraduate institutions rarely focus on this aspect of education, particularly those that encourage students to specialize in fields that will yield the biggest monetary return, he says. So after 11 years of watching Stanford students suffer the effects of this approach, Rothwell says he tries to develop in each of his students the confidence and skills to create their own careers.

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I learned how to encourage students to think independently. It's a lot more challenging for them, but they like it.'

—Susan Feiner '75

The Evergreen Review Winter/Spring 1997
"I teach my students how to communicate, because once they’re out in the real world with real jobs, that’s what they’re going to be expected to do," says Rothwell.

Still, it’s not always easy or practical for professors at large universities to use a teaching style designed for Evergreen, with its 23:1 faculty-student ratio. When called upon to teach upwards of 200 freshmen in an Introduction to Sociology class, Foster says, he has no choice but to use the traditional textbook-and-lecture approach.

"I don’t always get to teach in Evergreen mode because some of my classes are so big," he says. "But for smaller upper-division and grad classes, I use seminar-style teaching and learning as much as possible."

For McChesney, one of the most important elements of his Evergreen undergraduate education — the evaluation system — is the one element he can’t employ at a traditional university that relies on a grading system. Using evaluations rewards students who are internally driven and who pursue areas of study that excite them, he says, while grading’s work discourages students from straying away from the class syllabus.

"When students compete for grades, they don’t take risks in learning. They’re always worried about how their performance will affect their GPA," says McChesney. "But where evaluations are used, like at Evergreen, the students develop a genuine interest and enthusiasm for exploring ideas."

Rethinking, reforming education

The key to creating a dynamic learning environment is breaking down the traditional barriers between student and teacher, Feiner says. Encouraging colleges to rethink the student-teacher relationship is one of the most important contributions that Evergreen and similar institutions have made to higher education, she says.

"Most professors see themselves as the experts and the students as the blank slate, with teachers providing information and students processing it and giving it back. Students benefit more from give-and-take interaction." Another obstacle that prevents students from taking risks and exploring ideas is the trend toward specialization that starts early in many college students’ educational careers, says Foster. Students who are not encouraged to examine problems from different perspectives lack the ability to gain a deeper, more sophisticated understanding of social, economic or political issues.

"The problems our society faces are more generalized and universal," Foster says. "To address those problems, we don’t need people who are just technicians, we need people who have a broad understanding of all the issues that contribute to those problems."

Teaching people to examine issues from a broad perspective is what Feiner’s work is all about. With funding from the National Science Foundation, she’s put together a series of hands-on workshops that teach college instructors how to incorporate interdisciplinary learning and an appreciation for diversity into their economics courses.

The goal, says Feiner, is to eliminate race and gender bias that only serves to exclude women and people of color. The best way to do that is to teach from the perspective that economics can be best understood in historical, political and social context.

"The study of economics, or for that matter anything, only becomes relevant if it is understood within the broader reality of the human condition," Feiner says. "That’s what interdisciplinary education is all about."
Evergreen's Day in the Sun
Under the Dome

This year's Washington Legislature not only helped Evergreen celebrate its 25th anniversary, it officially conferred the name Evergreen to the college. Both the House and Senate passed Senate Bill 522 by unanimous consent on March 12 that recognized the college's founding 30 years ago, saluted those who supported the creation and development of the college and celebrated 25 years of innovative, effective teaching and learning.

"The magnitude of what took place on March 12 in both legislative chambers is tremendous," wrote Christina Meserve '75, an Olympia attorney and Evergreen trustee, in a letter to The Olympian newspaper. "Throughout the years, Evergreen has challenged both the Olympia community and the Legislature by breaking with tradition, yet this resolution had 40 sponsors from across the political spectrum."

Former governor and past Evergreen President Dan Evans and more than 20 legislators gave moving speeches in support of the resolution, citing everything from personal experience with Evergreen to pride of the tradition of innovation now associated with Evergreen across the nation. "It's not just a dedication to lifelong learning, creative thinking and intellectual challenge."

State legislators and more than 200 Evergreen alumni joined together at the state Capitol March 12 to celebrate the 30th anniversary of the college's founding, "opening "an eye" at the reception, legislators and alumni spoke about the importance of the college to the local community and its contribution to higher education in Washington state.

Evans, who was governor when the Legislature voted to create Evergreen in March 1967, said he is proud of the tradition of innovation now associated with Evergreen across the nation. "It's not just a college like any other college," he said. "Evergreen's impact on reform in higher education has been felt across the country."

Sen. Karen Fraser of Lacey, prime sponsor of the Senate resolution, said it's an honor to have watched Evergreen develop, having observed everything from the intensive years of construction and curriculum building to the college's evolution into a national leader in educational reform.

Rep. Cathy Wolfe of Olympia, co-prime sponsor of the resolution in the House, spoke fondly of her experience with Evergreen's programs and commended the college's expanding Part-Time Studies efforts geared toward working adults.

Rep. Sandra Romero of Olympia, the other co-prime sponsor in the House, said, "Evergreen is a national model for effective education and educational reform."

Senate Higher Education Committee Chair Jeannette Wood of Edmonds called Evergreen "an integral part of Washington's higher education system."

House Higher Education Committee Chair Don Carlson of Vancouver, a former high school teacher, said he's impressed by Evergreen's thematic approach and had sent some of his best students to the college.

Rep. Richard DeBolt of Chehalis called Evergreen graduates "some of the best and the brightest in our state."

House Higher Education Committee member Rep. Dawn Mason, a graduate of Evergreen's Tacoma campus and mother of a Greener grad, emphasized Evergreen's importance in providing the people of Southwest Washington with better access to public higher education.

And Senate Higher Education Committee member Jeanne Kohl of Seattle praised the college's "dedication to lifelong learning, creative thinking and intellectual challenge."

Alumni Gather With Legislators

Passage of the House and Senate resolutions recognizing Evergreen's Founding and its first 25 years was followed by a reception in the state Capitol March 12 that was attended by more than 200 Evergreen alumni and numerous legislators. Sponsored by the Evergreen Alumni Association, the event gave guests and legislators from around the state a chance to talk about the college's role in higher education, said Evergreen Governmental Relations Assistant Kim Meritman. "It was a great teaching moment, an opportunity for alumni to talk to legislators about how much they value their Evergreen education," she said. "The success of the event was a real testament to how well Evergreen has done its job over the years."

Thurston County Honors Evergreen

On March 10, the Thurston County Commissioners honored The Evergreen State College, recognizing the 30th anniversary of the college's founding and 25 years of distinguished teaching and learning. The commissioners adopted the proclamation to honor Evergreen for its commitment to cultural diversity, its holistic and comprehensive coordinated studies approach to education, its growth with and in Thurston County, and the unique learning experience the college has provided for the community.

Dear Returns

Joe "Drew" Pauley "resigned as chief of the federal Occupational Safety and Health Administration to become chief of staff to newly elected Washington Governor Gary Locke in December. Dear headed Washington's Department of Labor and Industries for six years before he was selected by President Clinton for the OSHA post in 1993."

Student Named Ms. Woman of the Year

Evergreen student and "zine writer/publisher Nomy Lamm was named one of Ms. magazine's "Women of the Year in its February issue. Ms. says Lamm, a "zine maker, portrait artist and revolutionary girl, has created a "zine that dares to take on fact oppression as a form of discrimination and oppression."

"Her writing is extremely personal, calling up incidents of harassment and shame in a way that is vulnerable and brave, and sometimes hilarious," writes Ms. "The trail to liberation she is blazing is shared and supported by other activists and feminists who have been tackling fat oppression for years."

NSF Supports Exporting Seminars

The National Science Foundation is supporting institutes of which Evergreen faculty will teach their counterparts from across the state about seminar-style instruction in the sciences. The three-year program, funded with a $163,000 grant, will inform college instructors about the successful Evergreen-style interdisciplinary learning communities by having them participate in short summer programs that represent some of the college's best blendings of art, natural science and social science.

Which Would You Choose?

In 1983, the board of trustees officially approved the "tree" as the official college emblem and also approved the use of the tree in an official college seal. In 1983, the board of trustees officially approved the "tree" as the official college emblem and also approved the use of the tree in an official college seal. The logo and seal approved officially in 1983 (used unofficially since 1973).

Please review the current and 25th anniversary logos and mail us your choice on the form provided. As we enter our next quarter century, we are considering whether we should adopt the logo designed for our 25th anniversary celebration year as the new, official college emblem. The logo approved officially in 1983 (used unofficially since 1973).

Please return this form by June 6, 1997 to:

The evergreen Alumni Association
2215 G St.
Olympia, WA 98501
Library 3109

College Continues Move Toward Armored Officers

Evergreen continues its work toward providing limited access to firearms for its Department of Police Services officers. Last year, trustees voted to give officers limited access to firearms and President June Jurvitis set in motion an extensive process for determining how and when officers would be armed. As a result, additional officers have been hired to ensure that all department officers are on duty at all times, an extensive program of officer training has been completed and the college is moving through the final stages of updating the complex Standard Operating Procedures document that provides guidelines for officer response to a full range of situations.

True the SOP document is completed, the college will move toward having officers carry firearms while on duty between the hours of 8 p.m. and 6 a.m. During the day, officers will have access to a firearm kept in a box in their patrol vehicles.

The new policy provides for a much quicker response time to emergencies requiring an armed response than the Thurston County Sheriff's Office has been able to provide, while placing responsibility for campus safety into the hands of officers who are familiar with the campus and its constituents.

Oil Smart Award

Evergreen won the "Most Creative Employee Incentive Program" award in December from local organizers of the state's month-long Oil Smart Campaign, designed to promote decreased dependence on commuting in single-occupant vehicles.

Toward Arming Officers

Once the SOP document is completed, the college will move toward having officers carry firearms while on duty between the hours of 8 p.m. and 6 a.m. During the day, officers will have access to a firearm kept in a box in their patrol vehicles. The new policy provides for a much quicker response time to emergencies requiring an armed response than the Thurston County Sheriff's Office has been able to provide, while placing responsibility for campus safety into the hands of officers who are familiar with the campus and its constituents.

The logo and seal approved officially in 1983 (used unofficially since 1973). Designed by the college's first graphic designer, Cassie Hubbard.

Which Would You Choose?

As we enter our next quarter century, we are considering whether we should adopt the logo designed for our 25th anniversary celebration year as the new, updated logo for the college. The trustees are charged with the authority to make this decision. We are seeking your input. Feedback from alumni and the community will inform the board of trustees decision. Please review the current and 25th anniversary logos and mail us your choice on the form provided.

A

B

The logo and seal approved officially in 1983 (used unofficially since 1973). Designed by the college's first graphic designer, Cassie Hubbard.

Please return this form by June 6, 1997 to:

The President's Office
Library 3109

or send E-mail with your preference to tescalum@elwha.evergreen.edu

The evergreen Alumni Association
2215 G St.
Olympia, WA 98501

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June 14, 1997

Super Saturday offers full plate of alumni events

Alumni Breakfast and Annual Meeting

Does the idea of sharing breakfast with some of your fellow alumni sound appetizing? Fresh muffins, pastries, bagels and cream cheese, fresh fruit, plenty of coffee, tea and juices and an endless supply of good company—all will be available on the morning of Super Saturday, June 14. And the cost is only $6.

Your whole family is welcome to come to the campus Greener Site in the CUB building for breakfast starting at 10 a.m. This will be a good chance for you to learn about your Alumni Association’s international programs and membership opportunities. Join us for breakfast. To RSVP, please call the Alumni Office at (360) 866-6900, ext. 5029. You will receive a breakfast ticket in the mail.

The Alumni Association will elect new board members at its annual meeting following the breakfast. You are invited to stay and participate. All Evergreen graduates are automatically members of the Alumni Association and have an important voice in alumni programs and services. Current board members will attend the meeting to discuss your ideas and interests. Alumni Association board members play a vital role in shaping activities, programs and events for all alumni.

Nomination letters are being sought for board positions for the 1997-98 term of office. Any graduate is eligible to run for a seat on the board and self-nominations are welcome. To learn more about becoming a board member, please contact Alumni Association President Tim Peterson at (360) 748-7514 or Alumni Affairs Interim Director Jerylyn Delaney at (360) 866-6900, ext. 6502 or by E-mail at delaneyj@elwha.evergreen.edu.

Greener Lounge

Please join us for an evening of socializing and dancing to the music of Matrix 7 in Library 4300. Festivities start at 7 p.m. and continue until 10 p.m. Catch up with friends in a laid-back ambiance with food, beer and soft drinks.

GeoGear Merchandise Booth

We’ve added some hot items lately! New offerings include a briefcase/carryall and a logo watch. Of course, you can also purchase the old stalwarts—the umbrellas, T-shirts, baseball caps and drink mugs—in the booth in Red Square and in the Bookstore. Proceeds support Alumni Association programming, including student scholarships and Greener Gatherings around the country. Evergreen logo plate information will also be available at the booth. Stop by and let us know what you’ve been doing.

Nostalgia Exhibit

Once again there will be a nostalgia exhibit in the exhibit this year that will honor the college’s 25th anniversary. The exhibit will be located in the Library, second floor lobby, and is presented courtesy of Evergreen Archivist Randy Stilson and the Evergreen Library.

Volunteers are needed to help staff these events. Please call the Alumni Affairs office at (360) 866-6900, ext. 5029 to volunteer. Thank you!

Did you participate in any of the following programs?

A Greener Return

The Evergreen State College 25th Anniversary Reunion Friday, August 22 through Sunday, August 24, 1997

Want to see more of your classmates and classmates again? Play volleyball or hacky-sack on Red Square? Want to work through the night in the Computer Center or the Com Building (not really) or take a hike down to the beach? Return to campus to relive your Greener days. Bring family and friends.

So far we’re planning:

- Learning tracks where you can re-engage the Evergreen way in activities across familiar disciplines
- Recreational activities for the whole family
- First People’s Dinner and Distinguished Alumni Awards Ceremony
- Mini-reunions for some of Evergreen’s programs
- Missions to some of Evergreen’s programs
- Historical and interactive art exhibits

Dorm lodging, food plans and child care will be available. Watch for a registration brochure in June.

Self evaluations will not be required.

For information call (800) 781-7861 or locally 866-6900, ext. 6300 or E-mail barry@elwha.evergreen.edu

A Greener Gathering

a nationwide phenomenon

Interest in get-togethers for Evergreen graduates continues to grow following several successful events across the country. These "Greener Gatherings" are usually informal and give alumni a chance to visit and network with one another.

This academic year, the college hosted gatherings throughout the state of Washington, including the 1996 Catholicis Reunion and the Washington, D.C. Reunion. On March 15, 36 Evergreen alumni and group members gathered at the office of the President in Olympia for a reception and dinner. In June, alumni gathered for a reunion in the Evergreen Library, including some faculty members, filled the Presidential Suite of the Washington D.C. Hilton to munch hors d’oeuvres and catch up. Many participants expressed a desire to meet again next year.

In the works are gatherings in the following areas: Victoria/Pearson, Grants Harbor and Seattle.

If you want to meet with your fellow graduates, but haven’t been able to make it yet, please contact the Office of Alumni Affairs by calling (360) 866-6900, ext. 5029, sending a fax to (360) 866-6799 or sending E-mail to tescalum@elwha.evergreen.edu.

Alumni News

http://www.evergreen.edu

Transition in Alumni Post

Valerie Manion ’90, Evergreen’s director of Alumni Affairs and Development since 1993, left the college in January to become the annual fund director for Lakeside School, an independent school (grades 5-12) in North Seattle. The college is conducting a national search to replace Manion and expects to have new directors in place by mid-year.

Current, the page lists commonly asked questions and answers, upcoming alumni events and information about the Tacoma Alumni Chapter. It also allows you to send E-mail to current board members. Interested in purchasing GeoGear merchandise? The GeoGear page lists the items and describes how to contact the bookstore.

Check it out—visit the Office of Alumni Affairs Web site if you have access to the World Wide Web, you have access to the latest alumni news. You can also update your address and find a lost friend with a click of your mouse. The Alumni Affairs Office has just begun to develop features to help you connect with the college and other graduates.

Currently, the page lists commonly asked questions and answers, upcoming alumni events and information about the Tacoma Alumni Chapter. It also allows you to send E-mail to current board members. Interested in purchasing GeoGear merchandise? The GeoGear page lists the items and describes how to contact the bookstore.

Alumni Affairs office at (360) 866-6000, ext. 5029 to volunteer.

Volunteers are needed to help staff these events. Please call the Alumni Affairs office at (360) 866-6900, ext. 5029 to volunteer. Thank you!

Thank you!
Volunteer as an Evergreen Emissary

Would you be willing to welcome alumni newly arrived in your area into the Evergreen community? We invite you to consider volunteering as an Evergreen Emissary. We are looking for alumni volunteers in your area to answer phone calls over the year. Call Alumni Affairs, (360) 866-6000, ext. 6551, to learn more about becoming an Evergreen Emissary.

AlumniNotes is an update on alumni and their lives after Evergreen. We look forward to reading about where life has taken you and your current endeavors.

Class of 1973

Patricia S. Lott, Seattle, is enrolled in the Master of Public Administration program at Seattle University. Raymond J. Pavelko, West Salem, Ore., earned his doctorate in psychology.

Class of 1976

Pamela L. Farb, Olympia, married last July and says life is good. Ronald S. Gold, Haddonfield, N.J., has a self-employed forestry consultant for the past 10 years. His company focuses on high-quality environmental construction, road building, selective thinning and river restoration projects. Before setting out on his own business, Ron worked for the U.S. Forest Service in the Olympic National Forest for 11 years.

Christine (McPhaden) Marshall, Seattle, still plays music and sings, and works as a nurse at the Women's Health Care Clinic at University Medical Center. She has a 9-year-old son named Gus and a husband named Roy.

Mark H. Smith, Los Angeles, is a screenwriter adapting the book Gangland for Columbia Pictures. He wrote Playing God, a movie starring David Duchovny (X Files) that opens in May, and Apocalypse, opening April 18.

Carol S. Bowman, Pomona, N.Y., is completing her doctorate in Biomedical Education at Teacher's College.

Candace L. Carrey Miyata, Chester, Pa., married a Shiatsu practitioner in 1995 and is an alternative education teacher at a Waldorf school.

Karen S. Lohman, Olympia, owns Mushima Landscaping. Her commissions include Seven Oaks Park in Olympia, the stone amphitheater at Bigelow Park and the president's house at Evergreen. She is currently working to make Old Olympic artisans well known in public parks.

Joseph A. Dear, Olympia, re-signed his post as director of the U.S. Occupational Safety and Health Administration to join Governor Locke's cabinet. His new position brought him from Washington D.C. back to Washington state, where he served as director of the Department of Labor and Industries for the two years before signing on with OSHA.

Class of 1978

Raymond E. Kirby, Sequim, and his son, Raymond A. Kirby, both graduated from Evergreen in 1978 and son in 1983.

Alma Newhouse, Los Angeles, is an interior designer and architectural color consultant working in Los Angeles. She recently completed the renovation of A&M Records' world headquarters (formerly Charlie Chaplin's movie studio). She and her husband Mark Smith have two children, Olivia, 8, and Julian, 5.

Lawrence E. Kvamme, Ellensburg, works at the University of Washington in 1979. She met her husband Edward Lowe at an airport -- they're both pilots. They have a 1-year-old daughter named Piper Ann.

Carolyn A. McCann, Tacoma, tells the class of 1981 to beware Evergreen's upcoming 25th anniversary.

Rachel (Burke) Cusack, Olympia, and husband John have three children, ages 7, 2 and 7 months.

Mary Jo Wilson, Seattle, works 20 hours a week for the Evergreen Senior Project that he began with faculty members Peter Jones and non-faculty staff into a union. An evergreen senior project that he founded with faculty members Peter Jones and non-faculty staff into a union. An Evergreen senior project that he founded with faculty members Peter Jones and non-faculty staff into a union.

Class of 1980

Carole E. Cooper, Seattle, is a test engineer/lead with Volt Systems. She earned her bachelor's degree in 1978 with a minor in computer science at Portland's Portland State University. Before joining the University of Washington, she worked with a gray whale skeleton. She also raises salmon and has won a state salmon competition. She is currently working to make her Old Olympic, art artisans well known in public parks.

Randy V. Nett, St. Louis, Mo., earned his doctorate in psychology in 1996. His company focuses on high-quality environmental construction, road building, selective thinning and river restoration projects. Before setting out on his own business, Ron worked for the U.S. Forest Service in the Olympic National Forest for 11 years.

Class of 1982

Rachel (Burke) Cusack, Olympia, and husband John have three children, ages 7, 2 and 7 months.

Class of 1983

Amy F. Holonics, Anchorage, AK, received her Bachelor of Science degree in psychology this summer. M. Courtney (Stokes) Haswell, West Chester, Ohio, married Harvey Bowers, and is a Greener, and received her Master of Science in Management degree from Antioch University this summer. In 1996, an advertising manager at Microsoft, she is transitioning into management consulting.

Class of 1984

Susan B. Dyer, Seattle, finished her master's in human development, specializing in educational administration.

Class of 1985

Douglas A. MacKay, Tacoma, is the vice president of policy for the California Medical Association. In 1994 she changed careers and now works as a social worker who is a Greener.

Class of 1986

Beth A. Baltall, Glendale, Calif., and her husband, Dean Baltall '85, have a daughter, Erin, who will be born in April. Dean is a television writer working on the TV series Buffy the Vampire Slayer.

Kimberly (Fielder) Bowen, West Vancouver, B.C., married Harvey Bowers, and is a Greener, and received her Master of Science in Management degree from Antioch University in 1996. An advertising manager at Microsoft, she is transitioning into management consulting.

Class of 1987

Patricia S. Lott, San Francisco. Her life has taken you and your current endeavors.
Class of 1991
Susan F. Trazzullo '91 and MIT '86, Olympia, is a happy gardener and mother of a 14-year-old, long-haired, guitar-playing son. She accepted a job teaching eighth grade for the Olympia School District and married the man of her dreams. Future goals include learning, experiencing, applying and creating more, more, more.

Jeremy J. Best, Olympia, teaches U.S. History at Tumwater High School. His son, Tristan, is five.

Renee L. Carpenter, Spokane, WA is currently a master's degree in Physical Therapy degree from Eastern Washington University.

Jessica S. Judy, Seattle, graduated in June 1996 from Antioch with a Master in teaching/education degree.

Ted L. Kelleher, Olympia, is a program coordinator for the Washington State Department of Community, Trade, and Economic Development, where he helps organize the Governor's Council on Substance Abuse and manages public health and safety grant funds. He says "get your Web-based free E-mail at http://www.hotmail.com."

Edith G. Shea, Centralia, WA, has retired after nearly 30 years at the Centralia Timberland Library. She will continue to volunteer at the library, where she has brought books to the community through the bookmobile, the outreach program and as a circulation director. She has six children.

Class of 1992

Douglas A. Camp, Seattle, will be a family practice resident with Tacoma Family Medicine for the next three years.

Eric M. Larsen, Olympia, is a habitat biologist for the Washington Department of Fish and Wildlife, where he coordinates the priority habitats and species program. He lives on his sailboat with his dog, Shadow.

Mark S. McKenney, Vancouver, is in his first year at the Graduate School of Social Work at Portland State University, where his concentration is on children's, adolescent and family mental health. He's particularly interested in narrative family therapy. He is doing his internship this year at the Parry Center for Children in Portland.

Susan L. Pittman, Tenwater, teaches special education at Mountain View Elementary School.

Aaron L. Powell, Nine Mile Falls, is regional administrator for the Division of Child Support of the Department of Social and Health Services.

Jeffrey A. Rocker, Newport, CA, is working on his Master in Library Science degree.

Class of 1993

Stacey D. Anderson, Shelton, recently graduated with a Master in teaching degree from Evergreen. She is developing a new alternative middle school with the Shelton School District.

Gretchen A. Bakke, Astoria, OR, completed oral hygiene school in Portland in 1994 and, along with Ross Farr '92, is currently volunteering for B.R.U.S.H. Africa! in Kenya and Tanzania. Both are loving it.

Thomas A. Griffith, Olympia, works at "The Shiek," a drag cabaret in Lacey.

Eric B. Henry, Seattle, is a tutor and shares a home with Ann Lackland '91. He plans to earn a Master of Education degree when Ann finishes her.

Tracy Maldin, Ecuador, teaches English in Quito at the Lingua Franca School Cassilda 17-16-18, where she can reach her. She says "hello" to all her friends at Evergreen.

Chris Mendoza, Olympia, is helping organize a retirement party for emeritus faculty member Larry Hickman. Former students who want to participate should contact him at 302 NE 46th Ave., Olympia 98506, (360) 705-9025, cudda@msn.com.

Abby L. Peterson, Park City, UT, will attend the Utah School of Massage and Therapy.

Erik J. Siehl, Seattle, works as a backcountry ranger in the Olympic National Park during the summer and an Emergency Medical Technician for an ambulance company during the winter.

Class of 1994

John W. Krausser, Eugene, OR, is attending graduate school in landscape architecture, concentrating on sustainable development and permaculture.

Eric H. Wepple, Pomona, CA, is doing great in his second year of medical school at Western University of Health Sciences and looks forward to beginning his third year clerkship soon. This summer he will have two clerkships in Portland and two at Madigan Army Medical Center. He accepted the Army's Health Professions Scholarship for Medicine, which paid for four years of tuition, books and medical equipment. He says he greatly values his educational experience at Evergreen and what it has enabled him to accomplish, and is deeply grateful to the many people here who helped him strive to better himself.

Robert P. Allen, Olympia, is involved in an experimental program to increase Chinook salmon survival rates during migration. He works for Long Live the Kings, a non-profit organization working to replicate natural conditions in salmon hatcheries to better prepare the fish for release in the wild.

Vanessa R. Gaston, Tacoma, says, "Continue to pursue your dreams and in the end your dreams will become reality."

Glenn A. Hergenhan, Olympia, recently founded TFEaster Three, a theater company in Bellingham.

Dante G. Salvatierra, Olympia, finished a year of national service with AmeriCorps and is beginning his first year in the Master in Teaching program at Evergreen.

Many of the information for AlumNotes is collected by telephone. A review has made every effort to ensure the accuracy of this material and regrets errors resulting from this method of collection. AlumNotes is compiled by the Office of Alumni Affairs and Annual Fund. Call the office at (360) 866-6000, ext. 4551 with any corrections, or e-mail trace@ecs.ewu.edu.

Whether you drive a BMW or a VW, now you can make an impression on Washington and support scholarships for The Evergreen State College! The only designer license plate worth hanging on your ride is now available from the Washington State Department of Licensing. The Evergreen plate features our 25th anniversary logo and the words "TESC Geoducks." The price of a plate is $36 the first year and $30 each year after, with $28 of the annual fee going directly to student scholarships.

Visit your local Department of Licensing office to purchase your Evergreen plate. For more information, call the Alumni Affairs Office, (360) 866-6000, ext. 5029, or send E-mail to tescauthor@ewu.ewa.evergreen.edu.

Whether you travel by plane, train, horse or in a car with Greener plates, don't miss a Greener Return: The Ultimate Gathering.

Come back to Evergreen for the 25th Anniversary Reunion, Friday, August 22 through Sunday, August 24. We'll be doing everything from semi-sagging in interdisciplinary mini-programs to reunions with friends to checking out the ol' haunts in downtown Olympia. Activities and events are planned for the whole family. For details, see page 17 of this ReView. Self evaluations will not be required.

No Matter What you Drive... Hang an Evergreen License Plate on Your Bumper and Support Scholarships.
Order Form

Briefcase $65.00 x = $

Watch $44.95 x = $

Umbrella $22.30 x = $

Evergreen logo T-shirt 100% cotton
☐ Ash gray - green logo
☐ Forest green - white logo
☐ M ☐ L ☐ XL ☐ XXL $15 x = $

Sweatshirt high cotton content
☐ Ash gray - green logo
☐ Forest green - white logo
☐ L ☐ XL ☐ XXL $38.95 x = $

Geoduck T-shirt 100% cotton
Oxford gray with five-color screened geoduck
☐ M ☐ L ☐ XL ☐ XXL $18 x = $

Baseball cap with Evergreen logo $15 x = $

Mugs
☐ Geoduck on white mug $10 x = $
☐ Evergreen logo etched on green mug $10 x = $

Alumni car license plate holder $10 x = $

“Greener Grad” window decal $2 x = $

Key Ring
☐ Leather $10 x = $
☐ Lucite $5 x = $

add $2 shipping per order + $2
WA residents add 8% sales tax

TOTAL $ 

Prices subject to change without notice.

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Fax orders: (360) 866-6793
Phone orders: (360) 866-6000, ext. 6212
Mail orders: The Evergreen State College Bookstore
            Olympia, WA 98505

Order now! Proceeds from the sale of these items support alumni programming and your Alumni Association.

New Item! Briefcase/Carry-all
This Jansport briefcase, made of water repellent and abrasion resistant cordura material, displays the Evergreen logo and features a molded handle and non-slip shoulder strap, organizer panel for pens and pencils and 1,200 cubic inch storage capacity.

New Item! Evergreen Logo Watch
This watch showcases an electroplated Evergreen Logo. Features water resistant alloy casing, 18K gold plated trim, water resistant leather band and all Seiko movement.

New Item! Umbrella
Green-and-white TESC umbrella folds to a convenient 18 inches, and with the touch of its auto-open button, expands to a spacious 45 inches in diameter.

Evergreen logo sweatshirts and T-shirts
Distinctive Evergreen alumni sweatshirt or short-sleeved T-shirt with the memorable Evergreen logo specially modified to show your alumni status. See order form for color choices.

Geoduck T-shirt
This 100% cotton, short-sleeved T-shirt features a special geoduck design created by an alum.

Cotton canvas baseball cap
Canvas baseball cap has the Evergreen logo embroidered in green. Off-white with green bill.

Ceramic mugs
Two styles available. The Evergreen-logo version is green with the logo etched into the mug. Also available, the alumni geoduck design appears in full color on a white mug. Mugs are dishwasher safe, microwave safe.

Car license plate holder
“Alumni” on top and “The Evergreen State College” on bottom. Yin and yang for the automotive set.

Window decal
Green lettering on clear sticker.

Key Rings
Two styles available. Round lucite with laser-etched Evergreen logo or a green leather key chain/ID holder.

Evergreen license plates are now available from the Washington State Department of Licensing.

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