



evergreen

SPECIAL REPORT

August 15, 2023

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INTRODUCTION

In 2021, Evergreen completed its Mid-Cycle Accreditation Report. In February 2022, the Northwest Commission on Colleges and Universities (NWCCU) sent The Evergreen State College ('Evergreen') formal notification that the Mid-Cycle Report had been accepted. The Commission found that Evergreen was "substantially in compliance but in need of improvement" with respect to enrollment planning and financial health. To address their recommendations, NWCCU requested that Evergreen prepare for a "Special Report with a Visit" for the Fall of 2023. This *Special Report* responds to the following:

Recommendation 3: The Commission recommended "that The Evergreen State College develop a realistic multi-year enrollment management plan to ensure short term financial health and long-term financial stability and sustainability (2020 Standard 2.E.2)."

Evergreen has made significant progress towards addressing this recommendation. Many of the initiatives that were put into place to address enrollment at the time of our mid-cycle accreditation report are showing signs of significant progress. After several years of decreasing enrollment, we stabilized the size of our student body in fall 2021. Stabilization occurred on the back of a 17% increase in new student enrollments. Now, with three consecutive quarters of increased enrollments, Evergreen's undergraduate student head count in spring 2023 was 130 students more than spring 2022, an 8% increase. Moreover, Evergreen is on track for an enrollment increase of between 120 and 200 students by fall 2023. Since our midcycle accreditation visit we have reduced a 15% budget deficit of \$7.3 million dollars in fiscal year 2022 (FY 2022) to an estimated 2% budget deficit of \$1.2 million dollars in FY 2024. We expect to be able to close the budget deficit within two years without further budget reductions if positive enrollment trends continue. Our reserve position has also improved through a combination of budget reduction measures, salary savings, and leveraging opportunities to secure additional funding.

This report is divided into the three primary areas where we have taken action to achieve these outcomes: recruitment and enrollment, curricular initiatives, and financial stability & sustainability.

RECRUITMENT AND ENROLLMENT

Beginning in 2019, Evergreen began a process to develop a series of initiatives to increase enrollment to address reduced revenue. The initiatives and the plan for implementation are documented in our strategic enrollment plan, "[New Directions for Evergreen.](#)" Below, we provide updates for the enrollment strategies, their implementation status, and pertinent enrollment data.

Recruitment Plan

An essential step in the annual recruitment planning process is to formulate appropriate new student enrollment strategies that are designed to achieve key, established goals. Most goals have multiple strategies. These key strategies should be hierarchical, measurable, clear, specific, and realistic. To this end, Evergreen has developed a new student annual recruitment plan.

In addition to the activities in the plan, Evergreen supports a concomitant "faculty recruitment initiative" which includes yield enhancement activities and a new letter-writing campaign for admitted students. Beginning in January 2022, a group of faculty were organized to communicate with admitted students to improve our yield rates to enrollment. This work has been successful. Initially, we improved our yield rate for new students by 2.1% for Fall 2022. We have continued the initiative for Fall 2023, and over 600 personal conversations have taken place with both first-year and transfer students. Yield rates for first-year students are up 2.0% and the transfer student yield rate is currently up over 4.9%

Greener Web

Evergreen's website is the primary source of information for prospective students, current students, staff, faculty, the legislature, other key stakeholders, and the community at large. To support enrollment recovery and sufficiently compete with other higher education institutions, a full rebuild of Evergreen's website is crucial for the college's future success.

As such, Evergreen initiated a year-long project to completely rebuild www.evergreen.edu for external audiences and develop the college's first-ever intranet platform for internal audiences. We conducted comprehensive research and discovery. Research began by gaining dozens of Evergreen stakeholders' insights, executing a deep dive into our current site's user analytics, performing a full content audit, and redesigning the new sitemap. From this research, the IT Department built a new site that is modern, transformative, mobile-friendly, compliant with current ADA accessibility requirements, and searchable. In addition, unique video content for key pages has been curated to create clarity and elevate the student journey and academic experience. The old site had over 2,700 pages, while the new site has 500 pages with clear calls to action and tailored content. This new website and intranet are set to launch in August 2023.

Recruitment and Outreach

Evergreen has also worked to grow outreach and marketing strategies as part of the recruitment plan. The strategies listed below focus on specific populations or communication goals:

Social Media

As part of the Greener Web project the marketing and communication team has developed a series of nine videos to improve our storytelling about Evergreen to provide necessary information to improve overall yield. These videos will be added to Evergreen's YouTube channel when the website goes live. Evergreen is active on three additional social media channels – Instagram, Facebook and LinkedIn. Instagram has nearly 10,000 followers, Facebook has 24,000 followers and LinkedIn has over 31,000 followers.

Returning Greeners

We created and launched the Returning Greeners Program for Fall 2022 to engage former Evergreen students to return and finish their degree. We identified over 800 former Evergreen students who had stopped/dropped out of school. A special marketing campaign and accompanying scholarships from the Foundation were offered to these students to encourage reenrollment. The Returning Greeners Outreach Strategy included a \$1,000 stipend for the first 75 students who enrolled through this channel. In the first year we had a 42% increase in Returning Greeners. The number of Returning Greeners continues to grow for Fall 2023.

Tacoma Site

In 2022, the marketing team worked closely with colleagues at our Tacoma site to improve recruitment and marketing strategies, campus admission office planning, and communication. Tacoma's new student enrollment doubled to 40 students for Fall 2022. Currently, deposits for Fall 2023 have increased by 65%.

WUE

The Western Undergraduate Exchange (WUE) is America's largest regional interstate tuition savings program. To take advantage of membership in this network and provide more options for prospective students, Evergreen developed the "WUE Marketing, Cultivation, and Recruitment Strategy" with a focus on our three primary WUE states: California, Oregon, and Colorado. This included implementing new communication campaigns and hosting admitted student yield gatherings in these states. It is noteworthy that WUE participation increased from 85 in Fall 2021 to 150 in Fall 2022 following these efforts – an increase of 76%.

Holistic Advising

Evergreen recognizes that improving enrollment goes beyond attracting more new student applications. Excellent support services and advising that help students navigate their paths can improve learning and engagement, leads to better experiences for both new and continuing students, and brings better retention.

To scale up tailored, high-quality support and advising for all students, we are leveraging Title III resources to build in Holistic Advising Services, including hiring an Associate Dean of Holistic Advising and TRIO Programs. The Associate Dean of Holistic Advising and TRIO Programs is leading the launch of vital services and tools, including the initiation of Succeed, an integrated advising feature of our CRM, scheduled to go live in 2023-24. Additionally, Evergreen has developed a holistic advising curriculum designed to empower faculty and staff to guide students successfully along their academic path. Currently, we are on track to have 20% eligible faculty and staff trained in holistic advising.

The New Student Advising Initiative was also created to improve admitted student yield rates and first year student experience and retention. For this work, a group of eight faculty and staff were selected and trained to begin mentoring new students at the point of admission as part of a mandatory new advising program. As of July 1, 2023, 70% of our first-year students have had appointments with our new student advising team, and our aim is that every first-year student will have done so by fall quarter.

Financial Aid

Evergreen has recognized that helping students navigate the financial aid process and receive aid in a timely manner is key to getting and keeping students enrolled and supported in their education.

FAFSA

To increase completion of the FAFSA, we introduced FAFSA completion workshops for the Fall quarter 2023. These workshops help students understand the documentation and informational requirements necessary to complete the FAFSA correctly and on time. Currently, we have over 120 more FAFSAs completed compared to July 2022.

Earlier Award Offers

After analysis of our financial aid award process, stakeholders and subject matter experts worked to streamline the process. New student financial aid award timing improved significantly, and enabled Evergreen to award over 600 student financial aid packages six weeks earlier than in previous years. Evergreen also experienced a corresponding reduction in calls and emails from concerned prospective students to the financial aid helpdesk.

Foundation Funds

We have increased student aid from the Evergreen Foundation by 66% since the start of our comprehensive fundraising campaign in 2019.

Partnerships

Building strong relationships with partners is an important part of both enrollment growth and sustainability. In the past year, Evergreen has grown partnerships in several important ways:

Latinx Youth Summit

Evergreen planned and hosted the Latinx Youth Summit in November 2022 for secondary school students in the region. Over 450 guests attended and engaged with activities and presentations at the summit.

Chief Leschi High School

Evergreen has also reached out to local high schools to partner on seamless high school to college admissions. In 2023, we developed a Memorandum of Understanding (MOU) with Chief Leschi High School, in order to increase communication and support admissions. The MOU also allows Evergreen to generate application and enrollment projections to serve as benchmarks for program efficacy.

Amazon

Evergreen partnered with Amazon Career Choice Program to attract more non-traditional aged students. The Career Choice Program allows Amazon employees to enroll at Evergreen and receive tuition reimbursement from Amazon.

Recruitment Communications

Evergreen is working to improve recruitment communications through new strategies and investments to help maximize the availability of information to prospective students and reduce any barriers to enrollment.

Regional Counselor Model

Having the ability of pre-enrollment counselors to meet with prospective students is an important step in helping them to enroll. To better support this work, Evergreen has moved to a regional counselor model in undergraduate recruitment. So far, we have organized offices with remote counselors in Pierce and Snohomish counties, with further plans to locate a counselor in Portland, Oregon.

Customer Relations Management: Reach

Timely communication with prospective students during recruitment, as well as high-quality data on related campaigns, are key strategies to growing enrollment sustainably. Evergreen's Enrollment team has guided the launch of a new CRM, Reach, for student recruitment. This yearlong effort to move to Reach will be live in August 2023. Reach will allow for significant improvements in automation and data integration in the admissions process. It will also improve inter-departmental communications and tracking of students at each stage of application, admission, and enrollment.

Athletics

Last year, Evergreen initiated conversations to expand athletics offerings. As a result, we have added two new sports: men's and women's wrestling and men's and women's cross-country. As of July, we have over 40 new student athletes committed to Evergreen across these four programs.

Housing

During COVID-19 closures and declining enrollment, Evergreen saw reduced use of residential facilities. Some buildings were taken offline for deferred maintenance. As students return to residential life following the pandemic and enrollments are increasing again, we are seeing a high demand for on-campus housing options. The pressure is compounded by the shortage of acceptable and affordable student housing options in the region. Students have a need for affordable housing and Evergreen has recognized access to an on-campus residential life option as a driver for retention.

With these factors in mind, in fall 2022 Evergreen decided to invest approximately \$4 million in a residence hall that had been closed during the pandemic. This renovation will allow Evergreen to house the additional student need we expect in fall 2023.

Our goal is to provide sufficient safe and supportive housing, along with specialized programming for both first year and returning students. The housing and programming will increase student success through a sense of belonging and connection to the campus. While Evergreen provides many critical support services to all students, the housing program will provide residential students with active support to enhance their sense of community and academic experiences.

Enrollment Data and Reporting

To provide more timely and transparent reporting of enrollment and various stages in the enrollment pipeline, we have instituted several changes:

Tableau

In 2022, Evergreen made the decision to adopt Tableau as an enterprise reporting solution. Dashboards let non-technical users interact with nearly real-time institutional data. In a few clicks, users are able to easily filter data on a variety of criteria. For example, student demographics, multiple and variable time frames, and course or program level views. To develop these interactive dashboards, Evergreen has purchased Tableau Cloud and hired an IT Business Analyst. Dashboards are currently being developed with stakeholders for key institutional programs and metrics such as Greener Sprouts (Admissions), Professional and Continuing Education (PaCE), Greener Foundations (First Year Success Course), and Strategic Enrollment.

The ability to distribute and communicate data via shared dashboards is related to enrollment goals. A key element of the budget development process is setting an enrollment goal for the year. Evergreen's Tableau dashboards will assist college leadership in setting enrollment goals, reviewing enrollment estimates, and provide them with information about potential related cost increases or savings. Instructional planners will be able to use the dashboards to conduct "what if" scenarios on incoming student interest. They will also be able to review key data on actual fill rates, high-demand courses, strategic initiatives (such as PaCE), and numerous other factors to help develop their proposal(s).

Other Enrollment Reporting Strategies

Other strategies that are in development for improving enrollment reports and decision making will include but are not limited to:

- Funnel Report by Inquiry Source FY & TR & Combined
- Contact Rate Report by Admissions Counselor
- Funnel Report by State FY & TR and Combined
- Campus Visit Report by Counselor Territory and Combined for Funnel
- Improve Standard Banner Admission Reports
- Develop REACH/BANNER Enrollment Dashboard for real-time updates.

Enrollment Results and Forecast

After several years of decline we began to see improvement in new student enrollment in fall 2022, signaling that our enrollment initiatives were beginning to have an impact. In fall 2022, the number of new students starting at Evergreen increased 17% compared to fall 2021, and the total number of students enrolled matched the previous year's head count of 2,116. Since then, we have experienced growth for three consecutive quarters—fall 2022, winter 2023, and spring 2023. Evergreen ended the academic year 2022-23 with an increase of 130 undergraduate students compared to the year before, amounting to an 8% increase.

Building on this trend, the new student and overall enrollment forecast for fall 2023 looks very promising. As of July 1, 2023, enrollment deposits are up over 42% (approximately 153 students) compared to the same period a year ago. A strong in-state application pool, which has increased by 37% over this time last year, and an increase in our yield rate (25.6% in 2022 and 30.2% in 2023) are the primary factors contributing to this increase in deposits. Deposits have increased for all student types, including First Year, Transfer and Returning Greeners, and for both our Olympia and Tacoma campuses. While we are budgeting for an increased enrollment of 120 students, we are increasingly optimistic that we will have as many as 200 additional students enrolled in fall 2023 compared to fall 2022. Figures 1 and 2 below illustrate our enrollment trends over the last eight years and our projections for fall 2023. We will have updated figures for fall 2023 after the 10th day of fall quarter on October 6, 2023.

Figure 1: Total Fall Headcount: 2016-2023

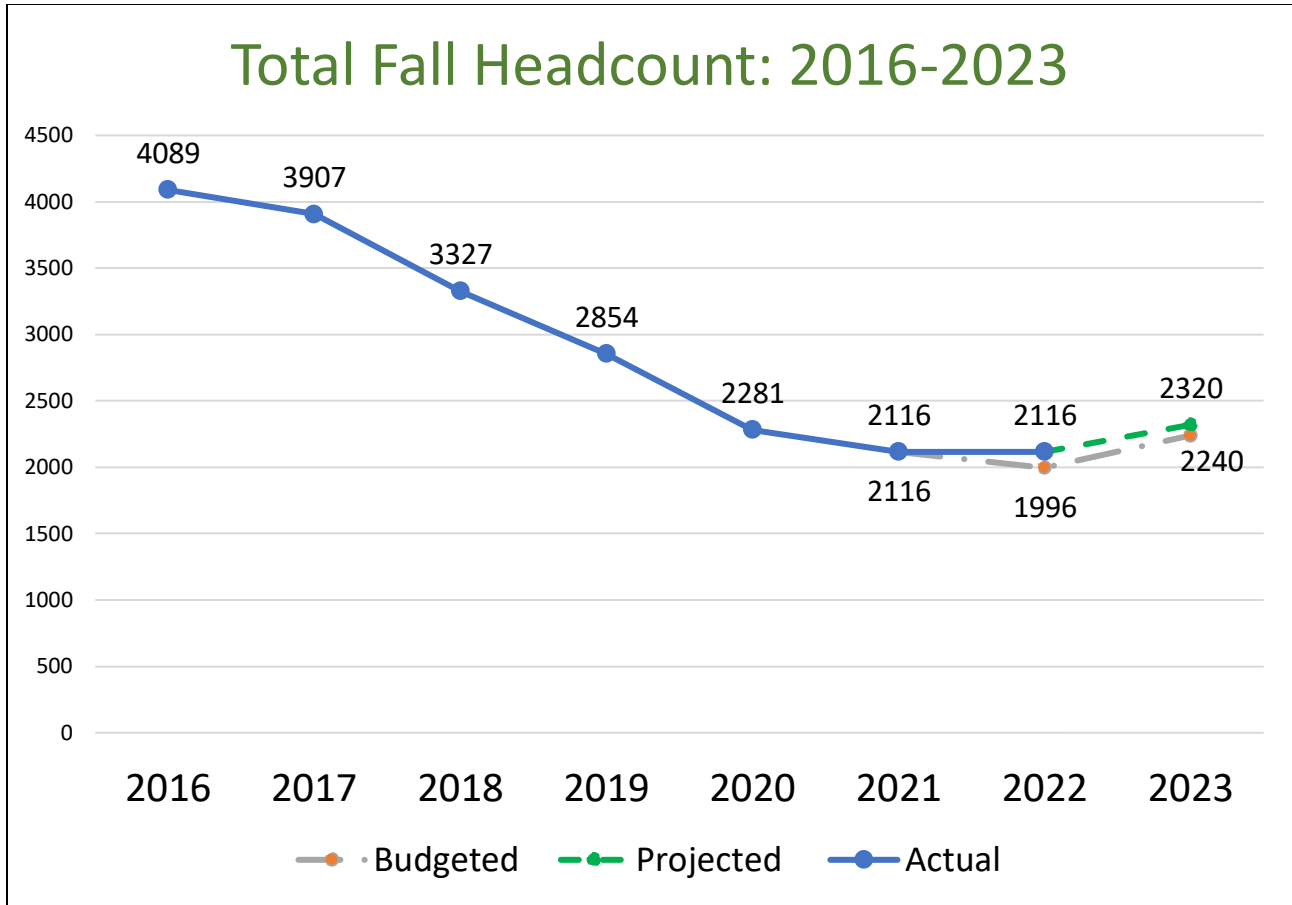


Figure 2: New Undergraduate Fall Headcount: 2016-2023

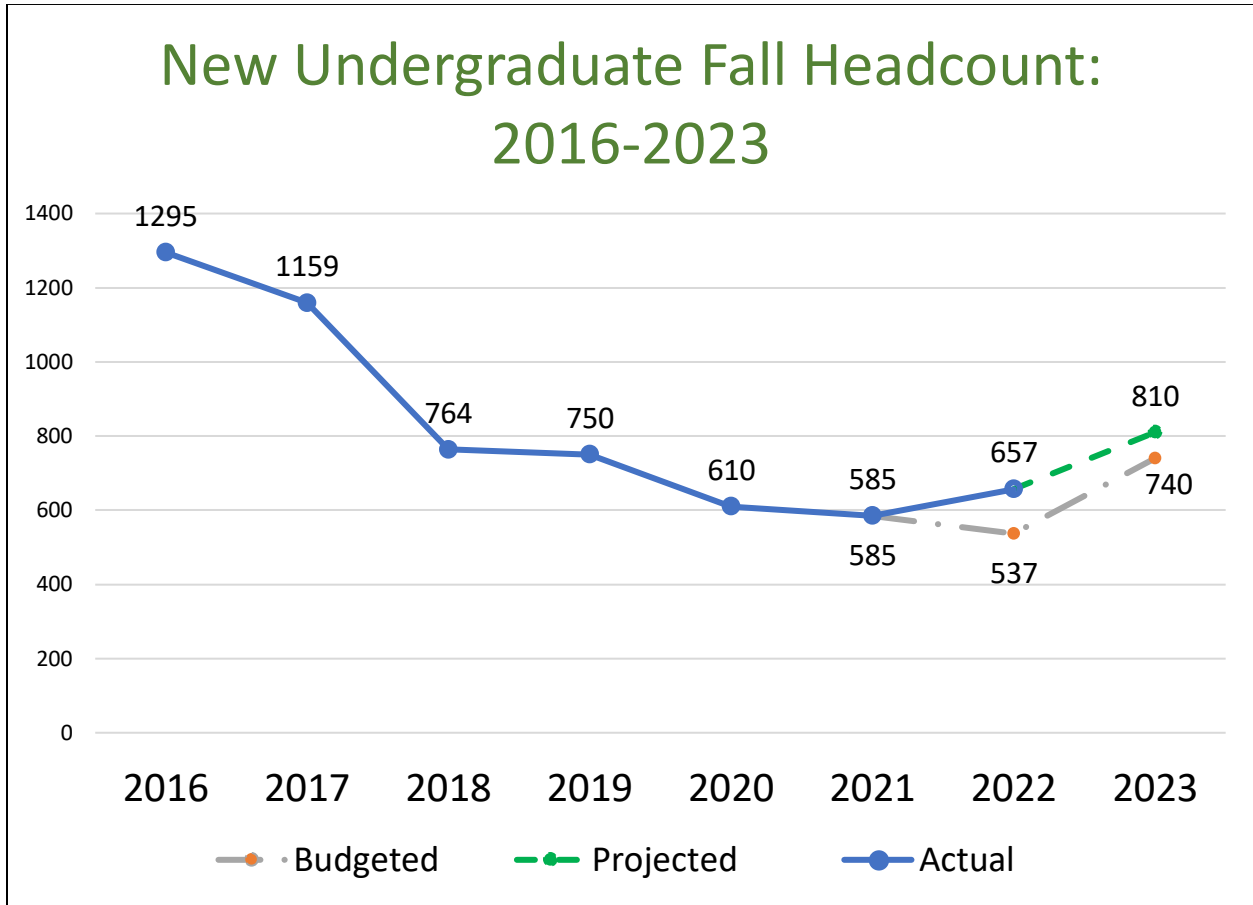


Table 1: 2022-23 Enrollment Highlights

FALL 2022
First Year Students +21% (47)
Resident Transfer Students +7% (19)
Resident Students +12% (50)
Non-Resident First Year Students +24% (16)
Returning Greeners +15% (6)
Tacoma New Students +100% (20)
Special Students +94% (29)
WINTER 2023
Overall Undergraduate Students +5% (86)
New UG Students +21% (34)
Continuing UG Students +3% (52)
New First-Time Students +94% (16)
Special Students +87% (20)
New Resident First Year Students +107% (15)
SPRING 2023
Overall Undergraduate Students +8% (130)
New UG Students +19% (26)
Continuing UG Students +7% (104)
New Transfers +15% (11)
Special Students +33% (13)
Latinx/Hispanic Students +10% (24)

Some of the changes highlighted in Table 1 can be directly attributed to our enrollment initiatives described above and the curricular initiatives we describe below. For example, our Early Childhood Education curriculum helped increase enrollment at Tacoma. Our new Professional and Continuing Education Program helped with increases in our special student enrollment. Hosting the Latinx youth summit in fall 2022 may have contributed to the increase in Latinx students in spring 2023, and our new student recruitment and advising initiative likely helped with enrollment of new first-time first-year students by improving yield.

CURRICULAR INITIATIVES

As reported in our Fall 2021 midcycle report, Evergreen began developing a set of curricular initiatives to address enrollment and financial stability. These initiatives included Continuing Education (PaCE), Paths of Study, Greener Foundations, Early Childhood Education (ECE), and Curriculum Planning for Enrollment Growth (C-PEG). These initiatives are included in Evergreen’s strategic enrollment plan [“New Directions for Evergreen”](#). At the time of the NWCCU midcycle accreditation visit, we were in the early stages of implementation for many of these initiatives. Below we discuss the status of our curricular initiatives:

Professional and Continuing Education (PaCE)

Evergreen’s Professional and Continuing Education (PaCE) initiative was approved by the Board of Trustees in 2022. Our PaCE program is designed to improve enrollment, address regional market needs, and enhance our reputation by offering academic and professional certificates and new degree completion curriculum with a regional career focus. PaCE’s curated curriculum will help students build robust skills for their future endeavors. The 2022-23 academic year was a soft launch for PaCE, with the formal launch in fall 2023. The planned curriculum for 2022-23 has done well in attracting students. There were approximately 105 FTE enrolled in PaCE courses. Of these, roughly 80% are from one or more of the target demographics - either adult learners, students who are schedule bound, or who are unable to study with a full-load. The PaCE [Project Charter](#) sets an objective of growing the PaCE curriculum by 500 FTE over a four-year period (through the 2025-26 academic year). We have built the curriculum in PaCE to support 250 FTE for the 2023-24 academic year. If enrollments are strong, the revenues will be on track to cover new program costs by the end of the 2023-24 academic year.

Evergreen launched a robust marketing campaign to promote Professional and Continuing Education at Evergreen. We designed a suite of digital ads to drive traffic to unique landing pages for each certificate. Marketing was carried out through a number of engagement platforms including billboards, streaming radio, connected TV (smart TV and apps), YouTube, social media, paid search and printed collateral. Data gathered from the engagement platforms was then used to identify prospective students. We finished our marketing process by reaching out to prospective students through inquiries. Paid search allowed us to reach web users while they were actively looking for something by identifying valuable key words that align with Evergreen’s offerings, which then allows our advertising to display at the top of the searcher’s results page. We targeted five main groups for paid search – business and management, environmental issues, computer science, media and design, and eLearning for educators. We are performing above average in all key performance indicators regarding costs per view, impressions, engagement rates, awareness and inquiry generation. Evergreen’s messaging is resonating with target audiences for academic offerings in the PaCE program.

Paths of Study (Paths)

Evergreen's initiative is a multi-year institution-wide, Mellon Foundation supported effort to provide a better student experience with Evergreen's curriculum. The goal of the Paths initiative has been to provide clear and coherent pathways through our unique and dynamic curriculum. The Paths will provide students with guidance on how to go from breadth to depth in 11 interdisciplinary areas where we have strength and consistency. Paths thus serve as both a recruiting and advising tool and can improve overall enrollment through increased rates of new student enrollment and continuing student retention. Paths were formally instituted in fall 2018. We believe Paths has been a successful and beneficial initiative as most students surveyed shared, they are following one or more of Evergreen's Paths, and approximately 25% of respondents to our student survey say that the Paths made it more likely that they would stay at the college.

Greener Foundations (GF)

Greener Foundations (GF) is Evergreen's first-time first year student success course, designed to improve persistence and retention by helping students transition successfully to academic and student life. While it is not a requirement, students new to Evergreen with under 40 credits of college experience are expected to enroll. It was designed as a 4-credit, in-person sequence, with 2-credits in fall quarter and 2-credits in winter quarter. During the course, students connect with the Evergreen community, campus resources and opportunities, develop skills essential for academic success, and discover their own purpose and potential at Evergreen. Greener Foundations was piloted in the 2019-20 academic year in six academic programs. However, GF was not fully implemented as designed until this past 2022-23 academic year, due to COVID.

In the 2021-22 academic year, Evergreen offered the course remotely as a two-quarter sequence, with 2-credits in fall quarter and 2-credits in winter quarter. Fall 2021 to fall 2022 overall retention was 64% for all students who were expected to enroll in GF, with 73% for students who did enroll and have the GF experience and 51% for those who did not. The 2022-23 academic year was the first year we offered the course as designed: a 4-credit *in-person* sequence, with 2-credits in fall quarter and 2-credits in winter quarter. Evaluation shows that 74% of the students who had the GF experience were retained to spring 2023. Further assessment to evaluate the efficacy of Greener Foundations is still underway.

Early Childhood Education (ECE)

Early Childhood Education (ECE) is a new curricular initiative that we began offering at Evergreen Tacoma in spring 2021. ECE provides a pathway for early childhood educators to complete their BA degree. It offers a dual language (Spanish/English) curriculum that prepares students for entry into a variety of different early childhood education certification programs after they complete their degree. Qualifying students are able to receive Department of Child, Youth, and Families (DCYF) funding to cover their tuition. Enrollment at Evergreen Tacoma has grown by 44 FTE since the launch of ECE. The program will continue to expand with an additional cohort beginning in fall 2023.

Curriculum Planning for Enrollment Growth (C-PEG)

Evergreen's faculty retirement incentive was successful in bringing faculty levels into alignment with our reduced enrollment rates. As new recruitment and curricular initiatives are now positively impacting enrollment, we are now able to plan for investments in new faculty appointments for the core coordinated studies part of our curriculum. The provost has charged a workgroup to develop recommendations for areas of the curriculum that should be prioritized for expansion. The first identified area of curriculum expansion will focus on emerging fields of study to encourage further enrollment growth. The Curriculum Plan for Enrollment Growth (C-PEG) will guide resource allocation decisions, inform hiring priorities for regular (tenure-track) faculty positions, and help shape fundraising and legislative asks. Further, C-PEG is a key component of Evergreen's larger strategic planning process.

FINANCIAL STABILITY & SUSTAINABILITY

Evergreen’s financial position has dramatically improved since the mid-cycle accreditation visit in fall 2021, when we were facing a \$7.3 million operating budget deficit. The initial success of the enrollment and curricular initiatives noted above, along with necessary budget cuts over the past two fiscal years, has helped reduce our fiscal year (FY) 2024 budgeted operating deficit to about \$1.2 million. In addition, salary savings have played a large role in the reduced amounts of reserves we’ve used to cover operating budget deficits. The summary of our operating budget and reserves is in Table 2, with a detailed narrative following.

Table 2: Operating Budget and Reserves

Description	FY2022	FY2023	FY2024 (est.)
Total Operating Budget	\$49,433,356	\$53,155,271	\$59,895,269
Beginning Deficit	\$7,328,899	\$3,755,351	\$1,200,000
Budget Cuts	\$2,382,540	\$1,396,500	\$800,000
Use of Reserves to Cover Deficit	\$2,501,119	\$175,600	\$400,000
Year End Operating Reserves ¹	\$11,911,591	\$10,647,591	\$9,158,591

Enrollment Impact on Revenues

As our enrollment decreased over the last several years so did our tuition revenue. Further, our budget reduction measures failed to keep up with losses in revenue, resulting in a growing operating deficit. As a public, state-supported institution, the percentage of our operating budget funded with state appropriations consequently increased from 64% in FY20 to 76% in FY23. It’s important to note that such increases were not completely unexpected. The percentage of state supported operating budget would have increased regardless of tuition revenue because the state funded recurring compensation increased along with direct financial support for new programs.

Expected enrollment increases that we reported above will help reduce both our reliance on state funding and our operating budget deficit. However, even if enrollments increase at the rate we are budgeting for (120 FTE per year), it will take several years to balance our budget. That’s largely because the state funds 85% of legislatively approved compensation increases and requires the college to cover the remaining 15% using tuition dollars. In FY24, the tuition revenue from the first 60 additional students (those over the budgeted 120 FTE) is needed simply to cover our portion of the unfunded compensation increases. Fortunately, our overall enrollment is projected to increase by more than the additional 120 FTE we are budgeting for in FY24.

¹ In addition to the year-end operating reserves, the college also has more than \$4 million in summer school reserves.

Stabilizing the Budget

In FY21 we identified a need to cut the operating budget by about \$7.3 million or 15%. Since \$7.3 million was too large of a cut to make all at once, we decided to spread the cut over the next two fiscal years. In FY22, we implemented a \$2.4 million budget cut, and planned to cut an additional \$3.7 million in FY23.

However, in the spring of FY22, we began to see success in some of the enrollment initiatives we had implemented. By the time we completed budget planning for FY23, we saw an increase in the number of students showing interest in Evergreen. The increase in interest led us to expect higher enrollment. Further, the reserves were built up sufficiently to cover a small deficit, if necessary. Thus, we decided not to implement the planned \$3.7 million budget reduction in FY23.

Our strategy seems to have been successful. Evergreen enrolled about 120 students more in fall 2023 than we budgeted for, creating an additional \$1.7 million of tuition revenue and reducing our budget deficit to about \$2 million. In addition to increased tuition revenue, we cut expenses by offering faculty buy-outs. Those buy-outs reduced faculty lines by an approximate net of 13 positions at the end of FY22 and net of 7 positions at the end of FY23, lowering costs by about \$1,400,000 and \$800,000, respectively. These reduced faculty lines helped to reduce our deficit to approximately \$1.2 million as we enter FY24.

We cut our budget deficit in half and now only need to use about \$175,000 of reserves (instead of the initially projected \$3.7 million) as we close out FY23. That is possible because of the additional tuition revenue from increased enrollments, along with faculty retirements and resignations, plus overall salary savings accumulated during the year.

As we plan the budget for FY24, with a budgeted enrollment increase of 120 FTE and further expense reductions, we have set our budget to end FY24 with an operating deficit of around \$1.2 million. We will plan to cover that deficit using reserves, if salary savings and additional enrollments above what we are budgeting are insufficient to close the gap.

Financial Support and Sustainability

With the help of COVID relief funds to support the college's operating costs, our operating reserves increased to about \$10.7 million. We were able to replenish a board designated Emergency Fund to \$5 million, create a board supported Operating Fund Reserve of \$2.5 million, and carry about \$3.2 million reserves in the on-going operating fund. Evergreen also has over \$4 million in reserves in the summer school fund.

Other financial support includes Evergreen receiving a Title III grant. This grant will help support our current and future students through the provision of more holistic student services. We anticipate this will result in increased retention and thus increased tuition revenue. Over the years, the college has received strong support from the legislature, and evidence for that support has been reinforced over the last several years. We expect this support will continue.

Tables 3 and 4 detail funding the college has received from the legislature since the last accreditation visit:

Table 3: State Appropriations FY21-25 - Operations

Description	FY2021-22	FY2022-23	FY2023-24	FY2024-25
001-1: State General Fund	\$32,198,000	\$32,051,000	\$32,025,000	\$32,545,000
066-1: TESC Capital Projects	\$40,000	\$40,000	\$40,000	\$40,000
08A-1: Education Legacy Trust	\$2,725,000	\$2,725,000	\$2,725,000	\$2,725,000
24J-1: Workforce Education Investment	\$1,953,000	\$1,953,000	\$2,771,000	\$2,783,000
	\$36,916,000	\$36,769,000	\$40,561,000	\$41,093,000

Table 4: State Appropriations FY21-25 - Capital

Description	FY2021-23	FY2023-25
057-1: State Building Construction Account	\$4,945,000	\$32,199,000
066-1: TESC Capital Projects	\$6,760,000	\$9,012,000
706-8: Coronavirus State Fiscal Recovery Fund	\$4,000,000	\$3,454,000
026C: Climate Commitment Account		\$25,000
	\$15,705,000	\$44,690,000

Fundraising Campaign

We are now entering into the public phase of Evergreen’s first comprehensive fundraising campaign, which began quietly in 2019. To date, we have raised \$49.5 million toward a \$55+ million goal. Campaign funds have helped underwrite enrollment initiatives, recruit more student-athletes by expanding athletics, pay for energy conservation projects, and increase our institutional financial aid budget by 66% (from \$802,079 in 2019 to \$1,332,438 in 2024). This fundraising success also creates stability for the college’s future. Roughly \$20 million of the money raised in the campaign will come in future years, including \$7.8 million in commitments for estate gifts.

Summary

Through the success of our new enrollment and curricular initiatives, the support of the legislature, grants and fundraising, and diligent budgeting, our fiscal health is now trending in a positive direction. If these factors continue as expected, Evergreen should have a balanced budget in FY25 or FY26. Faculty and staff are working very intently to ensure Evergreen’s continued growth and success.

APPENDIX A: NWCCU FOCUS ON RECOMMENDATION 3²

A list of the document's initiatives was included on page 33 of the Mid-Cycle Accreditation Report, and initiatives involve obtaining new students (16 of 26, 61.5%) and institutional reputation (6 of 26, 23.1%) in addition to retention efforts (4 of 26, 15.4%). To address reduced revenue due to declining enrollment, the college has developed enrollment management plans, culminating in a document known as "New Academic Directions." A discussion with the Chief Financial Officer and Chief Administration Officer confirmed that proposed initiatives include a "break-even analysis" (also referred to in the documents as a pro forma) prior to being sent to the institution's board for approval. The dates of the planning events range from 2021 to beyond 2023. To date, very few of the listed initiatives have gone through this analysis. One such draft analysis provided to the team showed a final break-even point in the third year of implementation, but the cost of the initiative over five years was in the red (a total expense to the institution rather than a revenue generator in the first five years). Many of the items on the list will take capital to effect (e.g., Initiative 23 is an Institutional Name Change, described in detail on page 12 of the "New Academic Directions" document and in short on page 27 of the Mid-Cycle Accreditation Report. Though creating the initiatives and various plans represent broad and inclusive input (New Strategic Plan 2020-2023I), there is a concern with the implementation timing of the many initiatives in producing the "short term financial health and long-term financial stability and sustainability."

Evaluators reviewed a publicly available document entitled [New Directions for Evergreen Strategic Enrollment Plan 2021-2026](#). This document, coupled with the recent IPEDS data that showcase 2,116 students in Fall 2021 on a plan of 1,940 (+9.1%--though still a year-over-year decrease of 165 students or -7.2%), may represent positive outcomes for the future. The college recognizes the challenges in the report:

Fall 2020 (and projected Fall 2021) enrollment and the impacts of the pandemic make it difficult to know if the college has reached a point of stability in new student enrollment that it can grow from. We know we are not the only college facing uncertainty and changes in enrollment due to the pandemic, but the pandemic has been confounding our enrollment recovery planning. (p. 5)

Further positive indicators include the data that shows fall numbers for graduate students and other non-traditional students are coming to the institution faster than projected. Though the plan appears to lack full marketing support at this point, it provides a clear roadmap for Evergreen.

Enrollments have continued to decline since the 2018 Y7 Report, and based on current IPEDS numbers, it appears that enrollment is, at best, flat. Tuition accounts for a major revenue stream, and its decline impacts staffing levels, program continuations, and early retirements. With the four-phase generative process (Mid-Cycle Accreditation Report, pp. 30-33), Evergreen has created a series of twenty-six initiatives to improve enrollments as a foundation for securing short- and long-term financial sustainability; however, many of those plans are not yet implemented. Though designed with broad input from various voices across the college, many plans are set to be implemented from now to beyond

² From the 2021 Mid-Cycle Peer-Evaluation Report, pages 8-9.

2024. Evergreen anticipates many of these initiatives will have been approved by the board and implemented to produce increased student numbers in advance of the 2023 Policies, Regulations, and Financial Review (PRFR).

There is ample evidence the college has thoughtfully developed a phased plan to address this recommendation. As of the visit, evaluators believe the institution's future enrollments are poised to be favorable. However, the next few years leading to the PRFR review are critical.

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