



# THE EVERGREEN STATE COLLEGE

June 14, 2012

## Executive Summary

**TO:** Board of Trustees

**FROM:** Thomas L. Purce, President

**REFERENCE:** 2013-2015 Legislative Operating Budget Request

### 1.) Administrative Recommendation

Approve the 2013-15 Proposed Operating Budget Request as summarized below:

2013-15 Legislative Budget Request Outline			
Current Funding Levels for the 2011-13 Biennium	2013-14	2014-15	Total
State General	15,339,000	15,339,000	30,678,000
Education Legacy	2,725,000	2,725,000	5,450,000
Near General Fund Appropriations	18,064,000	18,064,000	36,128,000
TESC Baseline Tuition & Fee Model	34,386,101	34,386,101	68,772,202
GRAND TOTAL BUDGET	52,450,101	52,450,101	104,900,202
Enhancement Request Priorities:			
Priority 1: Obtain A Fully Funded Maintenance Level Budget	594,421	479,094	1,073,515
Priority 2: Improve Faculty and Staff Recruitment and Retention	1,800,642	3,172,861	4,973,503
Priority 3: Improve Basic Information Technology & Business Infrastructure	421,598	301,598	723,196
Priority 4: Improve Student Recruitment, Retention and Success	1,677,673	1,740,346	3,418,019
Total Enhancement Request Priorities			
GRAND TOTAL ENHANCEMENTS (Maintenance and Policy Request)	4,494,334	5,693,899	10,188,233
% above current funding levels	8.6%	10.9%	9.7%
Grand Total Proposed 2013-15 Operating Budget Request	2013-14	2014-15	Total
State General	19,833,334	21,032,899	40,866,233
Education Legacy	2,725,000	2,725,000	5,450,000
Near General Fund Appropriations	22,558,334	23,757,899	46,316,233
TESC Baseline Tuition & Fee Model	34,386,101	34,386,101	68,772,202
GRAND TOTAL BUDGET	56,944,435	58,144,000	115,088,435

### Explanation:

- a) Present Policy: The proposed 2013-15 legislative operating budget request is one element of a set of efforts to minimize further reductions to our core funding structure. Given the prospects for significant shortfalls in the state budget for the 2013-15 period, this budget request focuses on maintaining our current funding structure and obtaining state funding to support our current budget enrollment levels. The details of the operating budget request will be converted into the required decision package format for the biennial operating budget request

submittal to the Governor's Office of Financial Management in early September 2012.

Over the last four years Evergreen has experienced a decline in state funding from 65 percent to 35 percent. Even with cumulative tuition increases of nearly 70 percent during this time, the College has implemented net budget cuts of nearly \$8 million (15 percent) affecting every area of the college, including the loss of 65 positions and for student less academic support, reduced access to high student demand programs, increased time to degree and increased indebtedness. Though the state has continued its investment in student financial aid programs, the actual demand for aid has far exceeded the funding levels provided and potential policy changes at both the federal and state levels place future student accessibility in question. At the same time there continues to be increased demand by policy makers at the national and state levels for increased completions and degree productivity.

The damage from these pressures is becoming clear. After a strong period of growth, most recently propelled by a poor economy, the college participation pipeline has flattened and is on the decline at the state and national levels. Evergreen enrollments reflect this trend. In addition students enrolled and enrolling at Evergreen are demographically more diverse and in need of higher levels of financial and support assistance. Over the last three years, at the state level growth in application for need based aid rose by 64 percent; application have increased by 29% for this same time period at Evergreen. The combination of declining state funds, rising tuition, and a needier student population, leaves little opportunity for the success of a high aid, high tuition model.

There is no question that the college will continue to face significant pressure on the core budget in the ensuing biennium given that state revenues are projected to be well below levels necessary to fund current services levels. We assume that the legislature will continue to be interested in advancing degree production at lowered state subsidy levels in both support for college operations as well as student assistance programs. We will continue to advocate for improved compensation levels for our faculty and staff as we engage in important negotiations on two labor contracts in the coming months.

This proposed budget request has been constructed within this fiscal and political context. In an effort to help simplify the college's message, there are no new requests for funding for new initiatives. Instead, our budget request focuses on making targeted investments in our core operations. In our 2013-15 biennial budget request we will be taking our first steps in advancing a multi-biennial approach to stabilize funding for students, faculty and staff by increasing the per student funding levels. The approach in increasing the per-student funding levels would be used to re-envision the College within the new paradigm that exists for higher education in Washington as it relates to funding, student demand, student need and student demographics.

The recommended action delineates the essential elements necessary to maintain our basic core funding structure with a particular emphasis on maintaining jobs and enrollments at our current levels. Our policy recommendation is to request legislative support to increase our per student state funding levels to support student retention and recruitment of students, faculty and staff, in a way that continues to support state goals within this new paradigm. Components of this strategy include:

- Fully funded Maintenance Level Budget
- Improve Faculty and Staff Recruitment and Retention
- Basic Information Technology and Budget Improvements.
- Improve Student Recruitment, Retention and Success.

Although we are recommending the above mentioned policy initiative framework the final documents may require modification due to continued work through the Council of Presidents work to develop a COP common legislative agenda. At this point we do not assume that these additional processes will materially change the underlying details of our request submittal. If, however, any material modifications to this request become necessary as a result of those processes we will ask the board to consider approving a modified biennial budget request at a subsequent board meeting.

When the state's final budget is set next Spring, we will return to the Board seeking approval of an operating budget spending plan for the 2013-15 biennium.

b) Proposed by: Thomas L. Purce, President

c) Purpose: To approve the 2013-15 Operating Budget Request to be forwarded to the Governor and Legislature.

2.) Scheduling:

Upon approval of the proposed 2013-15 Operating Budget Request, staff will prepare the necessary documentation for submission of the college's operating budget request that is due to OFM in early September 2012.

3.) Fiscal Impact:

The Legislature will determine a final level of state funding for our operating budget and the state need grant program for the 2013-15 biennium. This proposed budget request assumes that state funding will be the exclusive funding source to support this initiative. We will not request that tuition be increased in our request. However we expect that the legislature will continue to establish the parameters for tuition and fee increases. Together, these policy frameworks can hopefully provide the necessary improved state funding support to address our most pressing fiscal priorities.

4.) Program Impact:

The funding increases requested in this recommendation would address significant college concerns regarding the lack of adequate state funding levels to support college operations. Adequate compensation levels for faculty and staff and basic funding sufficient to maintain and serve our current budgeted levels continue to be our highest college priorities.

5.) Legal Process:

Washington State Law and the Board's Delegation of Authority require that the Board formally approve the college's legislative operating budget requests.

6.) Staff Review:

\_\_\_\_\_ Executive Assistant to the President

\_\_\_\_\_ Executive Director of Operational Planning and Budget



## Board of Trustees

June 14, 2012

Draft – 2nd Read

### 2013-15 Legislative Operating Budget Request Outline

Changes since the first reading in May:

Priority 1: Obtain a Fully Funded Maintenance Level Budget

-Elimination of funding associated with non-recurring costs associated with legislative studies being performed by The Washington State Institute for Public Policy.

Priority 4: Improve Student Recruitment, Retention and Success

-Elimination of the software acquisition on-going maintenance costs for the On-line Records Systems project given the lack of product availability in the market place. We will instead focus on attention on developing the system in house.

-Addition of a funding request for a new Virtual Campus Tour subscription to help our overall student recruitment efforts.

## Draft 2013-15 Legislative Budget Request Outline Summary

### Current Funding Levels for the 2011-13 Biennium

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<b>TESC Baseline Tuition &amp; Fee Model A46</b>	<b>34,386,101</b>	<b>34,386,101</b>	<b>68,772,202</b>
<b>GRAND TOTAL BUDGET</b>	<b>52,450,101</b>	<b>52,450,101</b>	<b>104,900,202</b>

### Enhancement Request Priorities:

Priority 1: Obtain A Fully Funded Maintenance Level Budget	594,421	479,094	1,073,515
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Priority 4: Improve Student Recruitment, Retention and Success	1,677,673	1,740,346	3,418,019

### Total Enhancement Request Priorities

<b>GRAND TOTAL ENHANCEMENTS (Maintenance and Policy Request)</b>	<b>4,494,334</b>	<b>5,693,899</b>	<b>10,188,233</b>
% above current funding levels	8.6%	10.9%	9.7%

### Grand Total Proposed 2013-15 Operating Budget Request Level

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<b>GRAND TOTAL BUDGET</b>	<b>56,944,435</b>	<b>58,144,000</b>	<b>115,088,435</b>

**Legislative Priority 1: Obtain a fully funded Maintenance Level Budget**

<b>Priority 1: Obtain a Fully Funded Maintenance Level Budget</b>	<b>2013-14</b>	<b>2014-15</b>	<b>Total</b>
Restore the Temporary 3% Compensation Base Reduction	960,000	960,000	1,920,000
Various Utility & Rate Changes	158,750	306,258	465,008
Maint. Costs for new sq. footage in Communications Building Renovation	3,000	3,000	6,000
Back out one-time WSIPP studies add on-going	(527,329)	(790,164)	(1,317,493)
Any Employee Benefit Cost Changes	Under Const.	Under Const.	Under Const.
<b>Grand Total Maintenance Level Changes</b>	<b>594,421</b>	<b>479,094</b>	<b>1,073,515</b>

**Restore the temporary 3% compensation base reduction** is necessary to add back funds that were reduced from the college budget during the current biennium. The legislature was quite specific that this was a temporary two-year policy. We need to ensure that the amount reduced in the current biennium is added back into the college's carry forward budget calculations for the 2013-15 biennium.

**Utility and Rate Changes** reflect the necessary adjustment to the college budget for anticipated utility rate increases for the 2013-15 biennium. The utility rate increases for 13-15 are expected to be:

- Electrical Rates – currently a proposed 8.1% increase in May 2012; additionally, there will be another increase requested to recover costs incurred as a result of the ice storm. At this point we should plan on requesting a 7% increase for each year given the uncertainty of what rate will actually be approved.
- Natural Gas – actual rates could go up or down depending on the well head price, but it is reasonable to assume that the 3.1% May 2012 rate could be approved and that future increases are also possible. At this point our planning is based on a 5% per year increase level.
- Water & Sewer - Given the uncertainty of actual rate increases at this time our planning assumes 5% per year increases for both water and sewer rates.

**Maintenance Cost for New Square Footage** reflects the on-going maintenance support costs for the additional 1,400 square footage that will be added during the renovation of the Communication Building.

**Adjust for one-time cost for the Washington State Institute for Public Policy (WSIPP)** reflects the adjustments necessary to reduce the college budget for non-recurring legislative study enacted during the 2011-13 biennium and to 'biennialize' costs of legislative studies that will continue into the 2013-15 biennium.

**Employee Benefit Changes** reflects the proposed changes to employer provided employee benefit programs such as health care cost increases and pension matching cost changes. Since these changes are externally decided we are likely not going to have updated information in time for our actual budget request submittal to the Office of Financial Management later this summer. This means that we will likely modify our Maintenance Level request later next Fall once the Governor articulates her recommendation for changes to these particular rates.

**Legislative Priority 2: Improve Faculty and Staff Recruitment and Retention.**

<b>Priority 2: Improve Faculty and Staff Recruitment and Retention</b>	<b>2013-14</b>	<b>2014-15</b>	<b>Total</b>
Create Labor Relations Office	150,000	150,000	300,000
Faculty/Staff Development	300,000	300,000	600,000
Faculty and Professional Staff Salary Increase	1,350,642	2,722,861	4,073,503
Support Governor's Negotiated Classified Salary Inc.	TBD	TBD	TBD
<b>Total Faculty Staff Recruitment &amp; Retention</b>	<b>1,800,642</b>	<b>3,172,861</b>	<b>4,973,503</b>

Improving the quality of academic programs by recruiting and retaining highly qualified faculty and staff and addressing the issue of uncompetitive salary levels for our faculty and staff remains Evergreen's top priority. To improve the College's ability to recruit and retain high-quality faculty and staff while improving staff morale and productivity, we propose: 1) improving our labor relations infrastructure; 2) enhancing our faculty and staff development programs, and 3) implementing salary increases for all employees as outlined below:

**A. Create a Labor Relations Office.** Evergreen now has four labor bargaining units that when combined demand that Evergreen create a centralized Labor Relations office. Although actual bargaining is a large part of the effort, the work doesn't simply start and end with each contract negotiation. Once contracts are collectively bargained there is substantial ongoing work associated with managing our labor relations activity. In the short term, we need to develop capacity on our own staff to lead on labor relations issues. This would require a dedicated labor relations position, probably located in the President's office. Although the position would have at least three internal "clients," such as the management stakeholders for the three collective bargaining agreements, to get the most from this position, it should also have a college-wide role at a senior level. At this level the position would help set strategy and coordinate actions across all employee groups. In the long-term, specific duties would include:

- Serving as the lead negotiator at all tables.
- Playing a role in contract administration. That role may vary for each of the contracts.
- Leading us toward general strategy for employee relations, across all employee groups. This strategy is in the service of a vision that includes improved employee relations, compensation and working conditions.

**B. Faculty/Staff Development .** Faculty development opportunities at Evergreen include sabbaticals, summer institutes, sponsored research and to a small degree, professional travel to participate in professional conferences. This request would add \$200,000 per-year for faculty development and \$100,000 for staff training and development as outlined below:

- Faculty development at Evergreen is critical for teaching members of the staff to remain current in their fields. Development opportunities include: participation in regional, national and international conferences in which Evergreen faculty members share their ideas with colleagues and learn from them; sponsored research, in which Evergreen faculty are supported during the summer to pursue research projects, often in collaboration with students; summer faculty



institutes in which Evergreen faculty members work collaboratively to explore new pedagogical initiatives; and sabbaticals in which Evergreen faculty members have the time to refocus their attention on teaching and creative work to better enable them to interact with students and their peers. These critical activities have been underfunded for an extended period of time and, with recent budget cuts, have actually shrunk. The current request is designed to restore opportunities for faculty to remain professionally engaged with their colleagues.

Because Evergreen embraces a different pedagogical model unlike any other college or university, it is essential that new faculty members entering the Evergreen community be introduced to our methodology early during their time on campus. We propose to create a year-long program for new faculty, beginning in the summer prior to their first quarter, to achieve this goal. This program will include activities designed to build cohesion among new faculty colleagues while introducing them to a range of more experienced colleagues. A mentoring program will also be built to ensure that new faculty members have a support structure in place. Our goal is to enhance retention of faculty while enabling our newest colleagues to more productively interact with our students thus enhancing student retention.

- Funding is also requested to restore staff development and training. As we all recognize, funding for these types of programs is among the first to be eliminated during major state budget reduction activities. This \$100,000 per year request would re-establish a permanent funding base for staff training and development programs. With 468 staff college-wide this is equivalent to an average award of \$214 per staff member.

**C. Faculty and Exempt Professional Staff Salary Increases** reflect the college's long-term strategy to improve faculty and professional staff salaries to competitive levels. In our effort to improve the College's ability to recruit and retain high-quality faculty and professional staff and increase staff productivity, we propose seeking legislative support for a multi-biennium approach to provide salary increases, first to catch-up and then to keep-up salaries to competitive levels during the next three consecutive biennia.

Although we have not kept up our faculty and staff salary comparison information given all the pressure to cut budgets over the past half-decade in response to the Great Recession, we believe that our relative position in the market place is probably close to where we were prior to the economic melt-down. At that time Evergreen's faculty compensation levels were **17.0%** behind the average compensation levels of the marketplace. Using the College and University Personnel Association (CUPA) and local ERI and Milliman comparative salary survey data Evergreen's exempt professional salaries were just under the **50<sup>th</sup> percentile** of the market median salary. Lack of sufficient core funding support to provide adequate compensation levels for faculty and staff continues to be the single most important fiscal issue facing the college.

**D. The State-wide Negotiated Classified Salary Policy** will be not be fully known until after the college submits the 2013-15 biennial budget request. Although we won't know the results of the collective

bargaining effort until early October, we support the need for legislative action to improve salaries for our classified staff. Similar to what we stated for the employee benefit changes, where we won't know what the actual amount will be until after we submit our legislative request to OFM, the classified salary increase request will need to be updated once the Governor's state-wide bargained agreements are known next Fall.

**Legislative Priority 3: Secure Funding for Basic Information Technology & Business Improvements.**

<b>Two Factor Authentication</b>	<b>2013-14</b>	<b>2014-15</b>	<b>Total</b>
Initial Purchase/On-going Maintenance	10,000	10,000	20,000
1 FTE Client Service to develop and maintain	77,942	77,942	155,884
<b>Sub-Total</b>	<b>87,942</b>	<b>87,942</b>	<b>175,884</b>
<b>Identity Management</b>			
Initial Purchase/On-going Maintenance	30,000	30,000	60,000
1 FTE Network Services Yr 1, .5 FTE thereafter	50,418	50,418	100,836
<b>Sub-Total</b>	<b>80,418</b>	<b>80,418</b>	<b>160,836</b>
<b>Archiving System</b>			
Initial Purchase/On-going Maintenance	150,000	30,000	180,000
.5 FTE Network Services	50,418	50,418	100,836
<b>Sub-Total</b>	<b>200,418</b>	<b>80,418</b>	<b>280,836</b>
<b>Student Accounting</b>			
Fiscal Tech. III Addition in Student Accounting	52,820	52,820	105,640
<b>Sub-Total</b>	<b>52,820</b>	<b>52,820</b>	<b>105,640</b>
<b>Grand Total Basic IT &amp; Business Infrastructure</b>	<b>421,598</b>	<b>301,598</b>	<b>723,196</b>

- A. Two Factor Authentication** is a security enhancement to the sign-on process and is a mandated State IT Security Policy. Instead of signing into a system with only a user ID and password, a second access code or device is used to add confidence in the identity of the user. This change would allow faculty and staff more secure access to confidential data from off campus.
- B. Identity Management (IDM)** is an information system that manages user identities, authentication, authorization, roles and privileges to systems within the Evergreen IT enterprise. This would replace our aged/obsolete ID management system and is a necessary prerequisite to enable upgrades to other core systems.
- C. Archiving System** is a data storage system with policies that weigh the economics of storage costs against the need for user access to determine retention times, archival rules and storage formats. This upgrade will add insurance to data retention requirements assisting the college meet the Washington State Archiving Records Retention Requirements. This is particularly important given Evergreen's unique student academic records requirements.
- D. Student Accounting** enhancement will provide for: running administrative reports (daily, bi-weekly, monthly, etc.); creating and maintaining the detail codes related to the new special classes / courses fees; posting VA awards to Banner including credit verification and reporting to two external VA

related websites; and perform physical property inventory every two years in response to an audit exit item.

**Priority 4: Improve Student Recruitment, Retention and Success**

<b>A. OnLine Records System Phase 1 &amp; 2</b>	<b>2013-14</b>	<b>2014-15</b>	<b>Total</b>
Data Storage Expansion	30,000		30,000
Increased Bandwidth	30,000	30,000	60,000
1FTE Admin Computing - Dev. & Maintenance	92,673	92,673	185,346
1FTE Acad. Computing - Development/Training		92,673	92,673
<b>Sub-Total</b>	<b>152,673</b>	<b>215,346</b>	<b>368,019</b>
<b>B. Maintain &amp; Improve Student Recruitment and Retention Efforts</b>			
Continue Out-of-State Recruiter, Regional Counselor and Events	147,000	147,000	294,000
Add 1 full-time dedicated student recruitment/retention researcher	78,000	78,000	156,000
Add 1 full-time financial Aid counselor	70,000	70,000	140,000
You Visit Virtual Campus Tour	23,000	23,000	46,000
Add 2 full-time Academic Advisors	112,000	112,000	224,000
Enhance Support Service & inst. Components to Targeted Entering Students	250,000	250,000	500,000
Reduce class size for 1st year and Other Lower Division Programs	500,000	500,000	1,000,000
Add a half-time Faculty Rotation to Support Student Retention	50,000	50,000	100,000
Add 50% of 1.0FTE in SASS new student transitions	44,000	44,000	88,000
<b>Sub-Total</b>	<b>1,274,000</b>	<b>1,274,000</b>	<b>2,548,000</b>
<b>C. Enhance Support Services for Veterans</b>			
Add 1.0 FTE Coordinator for Vets. Services	55,000	55,000	110,000
Add .5 FTE Student Staff for Peer Mentoring	15,000	15,000	30,000
Goods and Services for Annual Programs & Operations	11,000	11,000	22,000
<b>Sub-Total</b>	<b>81,000</b>	<b>81,000</b>	<b>162,000</b>
<b>D. Other Student Support</b>			
Add 2.0 FTE Science Instructional Technology Specialists for Science Programs	170,000	170,000	340,000
<b>Sub-Total</b>	<b>170,000</b>	<b>170,000</b>	<b>340,000</b>
<b>Grand Total Student Recruitment, Retention and Success Initiatives</b>	<b>1,677,673</b>	<b>1,740,346</b>	<b>3,418,019</b>

**A. On-line Records System Phase 1** will create a new on-line system for the management of evaluations including robust abilities to track, store, and provide workflow allowing student, faculty and staff access as appropriate to student evaluations. This new system would replace our current aged Student Evaluation Process System that has reached the end of its useful life. Phase 2 of this project will enable on-line workflow for the on-going advising and mentoring of students including iterative creation of the Academic Statement, faculty advising comments, and tracking iterative phases to the final submittal of the student transcript. Although not fully scoped, this new system will support the implementation of the Remodeling Teaching and Learning at Evergreen (RTaLE) initiative and would provide the necessary iterative writing, commenting and submission tool for faculty academic advising. The system as currently envisioned could include mentor tracking, student access to transcripts, advising and academic statements. This entire process is intended to significantly improve student success.

**B. Maintain and Improve Student Recruitment and Retention** request would provide resources for the following priorities:

- *Recruitment.* This would provide stable funding that would maintain existing levels of support for student recruitment efforts. The college has had the ability to provide this funding from one-time reserves over the past three years and given the future forecast this strategy is unsustainable. Needless to say, now that Evergreen's funding base is now 65% percent dependent upon tuition collections due to significant reductions in state subsidy since the great recession, failure to maintain this level of support would be detrimental to the overall College budget which is so dependent upon enrollment.
- *Recruitment & Retention Research.* This position is needed to fill in gaps with research that current Institutional Research and Assessment (IR) staff is unable to conduct; to expand on topics where IR staff are able to do some reporting currently but are unable to take on further analysis; to avoid duplication with on-going research in IR; and to leverage information and research already completed.
- *Financial Aid Counselor.* This funding will address anticipated loss of alternative funding (administrative allowances) for current positions and to sustain current levels of service. Noted increase in volume of applications to process, expectation to provide packages in early spring, especially to out of state applicants, and federal regulations continue to result in significant challenges in adequately providing services to students. Financial Aid staffing is directly linked to recruitment and retention – without timely aid packages prospective students do not have adequate information to make college-choice decisions. Adequate advising and timely packaging for current students impacts retention as students determine from the financial perspective whether to continue or not.
- *You Visit Campus Virtual Tour.* These technologies will allow the college to introduce prospective students to our campus in a much more sophisticated fashion than currently available. This system is fully integrated across our Website, Facebook Page, and Mobile devices, and helps generate inquiries, increase physical campus visits, and conversion rates. The funding will provide prospective students and their families the ability to experience Evergreen virtually through online walking tours that include rich media, video content and 360-degree panoramic views. This addition to student recruitment efforts is intended to stimulate interest and increase physical campus visits, quality inquiries, applications, and enrollment.
- *Academic Advisors.* Academic Advising is currently staffed with one Director, one Assistant Director and five advisors. One of these advisors' primary responsibilities is to work with international students and students seeking international study abroad experiences which are about 10% of our student enrollment. This staffing model results in an advisor-to-student ratio of about 1:750. It has been a priority for many years to augment the staffing in this area in order to reach basic service levels and enhance and refine student academic support, yet the division reduced this area by one position (due to an existing vacancy) in FY10 as part of the response to budget cuts. Access, quality, and best practices would be enhanced with additional FTE. A strong and vibrant academic advising program is an important component of a holistic retention plan.

- Enhance Student Support Services and Instructional Components to Targeted Entering Students. Retention of new students from fall-to-fall may be sliced multiple ways. This program will offer strategic attention through the curriculum to select populations of entering students to positively impact retention. These resources will be deployed strategically to provide support for select populations of students who will benefit from further developing their skills to be self-directed and successful in team-taught learning communities. Initiatives might include: 1) pre-enrollment summer programs for students focusing on enhancing their ability to better integrate into the Evergreen academic community by improving reading, writing and seminar skills; 2) creating a year-long peer mentoring program; 3) enhanced advising; and 4) creating a mechanism for assessing student skills, upon entry to the College, in the areas of reading, writing and quantitative literacy.
- Reduce Class Size for First-Year Student and other Lower Division Programs. In an attempt to enhance student learning and improve retention among lower division students, we are requesting a reduced student/faculty ratio in core programs and in lower division programs. Core programs (all seats reserved for freshmen) will be limited to 18 students per faculty member and lower division programs (a 50:50 mix of freshmen and sophomores) will be limited to 20 students per faculty member. We believe that these reduced ratios will permit faculty the flexibility to experiment creatively within their programs and that such pedagogical experimentation will thoroughly engage students and improve overall retention.
- Add a half-time Faculty Rotation to support Student Retention. This position will support the implementation of the Remodeling Teaching and Learning at Evergreen (RTaLE) initiative. The position will focus attention on faculty development and support for complex, but critical, framework as adopted by the faculty including mentor tracking, student access to transcripts, advising and academic statements. This entire process is intended to significantly improve student success.
- Associate/Assistant Dean of SASS. There are insufficient staff resources to sustain the current orientation program. The work is time intensive and has grown to unsustainable levels. In many institutions of this size and nature a professional position is dedicated to work with new student programs year round. This would partner with the revenue generated by the New Student Fee to establish a fully-funded 1.0 FTE with primary responsibility for coordinating year-round new student programs; other responsibilities are yet to be determined however all complementary responsibilities would be closely tied to retention efforts.

**C. Enhance Services for Veterans.** A key recommendation from the Veterans Work Group is to establish a dedicated Center to coordinate services and provide a “home” on campus for student veterans. Research indicates that providing a space for veterans is highly beneficial to their persistence in college. As of fall 2011, 162 students were identified as veterans; this is a 44% increase since fall 2009. In addition records indicate about 68 student dependents of veterans as well as 107 individuals (77 veterans, 30 dependents) that were not enrolled during fall quarter but were still considered to be active. Approximately 59 faculty and staff also identify as veterans. Evergreen has been recognized regionally and nationally for its work with veterans and the number

of student veterans is expected to continue to increase as large numbers of active military become former military and return to Joint Base Lewis-McCord and subsequently access their GI benefits and pursue post-secondary education at Evergreen. Following are short description of costs associated with this college priority:

- Coordinator for Veteran Services. A Center must be staffed with a dedicated position. Our current Team model partnered with a percent of the Assistant Registrar's job responsibilities dedicated to serving student veterans will not be viable once a center is established.
- Student Staff for Peer Mentoring. We know that there is much more to be done to provide appropriate support for those who have served in the military. Student success at Evergreen requires adequate funding to support our commitment to interdisciplinary teaching and to our veteran students' success in their learning experience. The Veteran Student Peer Mentoring program is an effective way to support our veterans during their academic career at Evergreen.
- Goods and Services. The new center would need an on-going basic goods and services support budget level to both provide annual veterans support programs for veterans to provide basic operations support resources for the staff in center.

**D. Support for Science Curriculum.** Two new science support staff positions are needed to meet current and projected new demand in the STEM area of the curriculum. Our science support staff, in collaboration with the faculty, provides the laboratory and instrumentation instructional support to the science laboratory curriculum. Our undergraduate science programs produce more annual average student FTEs than our humanities, social science or art programs. In academic year 2010-11, 23% of the annual average student FTE was enrolled in STEM-based studies. We anticipate this demand to increase, in part, for two reasons: the new Washington State Opportunity Scholarship targeted to need-based student intending to study in one of the STEM fields and; demographic changes that project an increased number of Veterans and Hispanic students. Institutional data indicate that our veterans are disproportionately attracted to the sciences and Hispanic students are disproportionately attracted to the physical and computer sciences. Although the College can (re)assign the faculty to meet shifting demand in the sciences, we need funding to provide the additional staff support to meet current and projected new enrollments in the STEM areas of our curriculum.