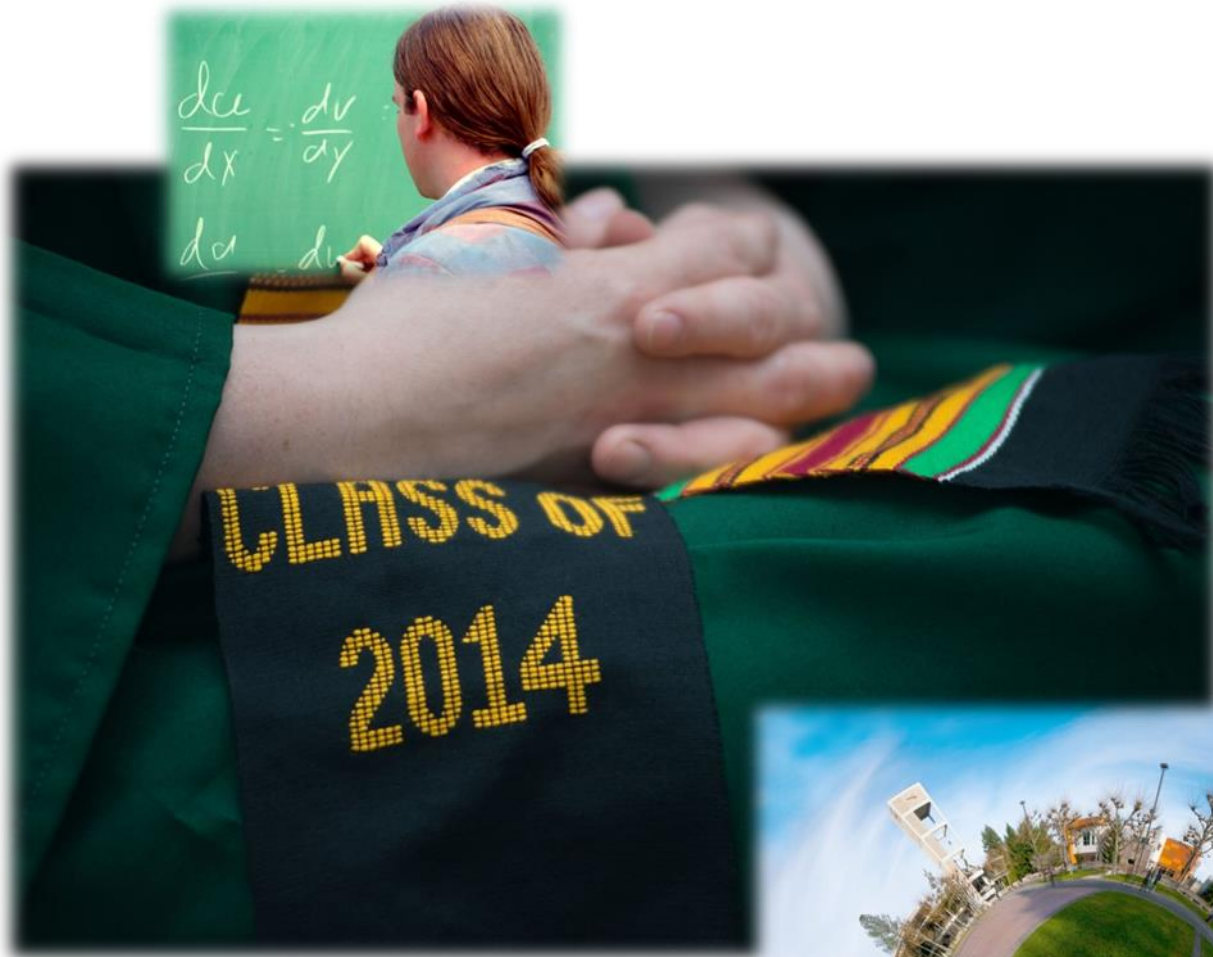
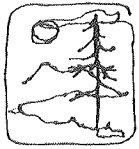




**the evergreen state college**  
olympia, washington

## **2015-2017 Operating Budget Request**





the  
evergreen  
state  
college

David Schumacher, Director  
Office of Financial Management  
PO Box 43113  
Olympia, Washington 98504-3113

Dear Mr. Schumacher,

Enclosed is The Evergreen State College's operating budget request for 2015-17, prepared according to the guidelines published by the Office of Financial Management within the framework approved by the college's Board of Trustees.

As you are well aware, the 2013-15 operating budget provided a tuition freeze and some new general fund support for the college. This was a welcome change after several biennia of dramatically declining state support and rapidly rising tuition. The 15% budget reduction presented here in accordance with OFM instructions would more than reverse those gains. After years of budget reductions, the college would have very few options for absorbing a cut of this magnitude. At the same time, further tuition increases are likely to suppress student demand. Almost 52% of our students last year were low-income students, with incomes  $\leq 150\%$  of federal poverty level. Consequently, we expect that budget cuts of the magnitude called for would result in fewer students served.

We recognize that a reduction in student access runs directly counter to the state's goals for higher education. The decision packages we are submitting with this request represent our best effort to further those goals. With sufficient resources, we would work to expand enrollment by Latino/a students, the fastest growing group of college-age Washingtonians, and a group that is traditionally underrepresented in higher education. We would also expand our offerings in computer science. To accomplish these goals, we need to hire faculty and staff in a labor market that grows increasingly competitive as the economy recovers, a condition that leads to a request for help catching up to prevailing wages for faculty and staff. Finally, years of operating budget reductions have significantly impaired our ability to perform essential plant maintenance, leading to a request for help in recovering that capacity.

We look forward to working with you to support higher education's role in meeting the goals of the state and serving Washingtonians well. Please let us know if you have any questions regarding our submittal.

Sincerely,

Thomas L. Purce  
President

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***Successful Pathways to Educational Opportunities at Evergreen***

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **The Evergreen State College – 2015-17 Operating Budget Request**

#### **Executive Summary**

The Evergreen State College, authorized in 1967 by the Legislature (RCW 28B.040.010), was established as an innovative institution by the Governor and Legislature. Governor Evans expressed the need to “unshackle our educational thinking from traditional patterns”; thoughts that were echoed by Senator Gordon Sandison, Chair of the Temporary Advisory Council on Public Higher Education. “It was not the intent of the Legislature that this would be just another four year college...(the college would be) a unique opportunity to meet the needs of the students today and the future because the planning would not be bound by any rigid structure of tradition as are the existing colleges nor by any overall central authority as is the case in many states.”

Over the last forty years, Evergreen has continued to serve as a national model for student engagement, quality teaching, applied learning and educational innovation. In addition to our Olympia campus, we provide upper-division, off-campus programs to seven tribal sites, Tacoma’s inner city, and the Grays Harbor community. Our public service centers assist legislative policy development and enrich school districts, community colleges, businesses and tribes across the state. Evergreen has earned a national reputation as one of the best liberal arts and sciences colleges in the country.

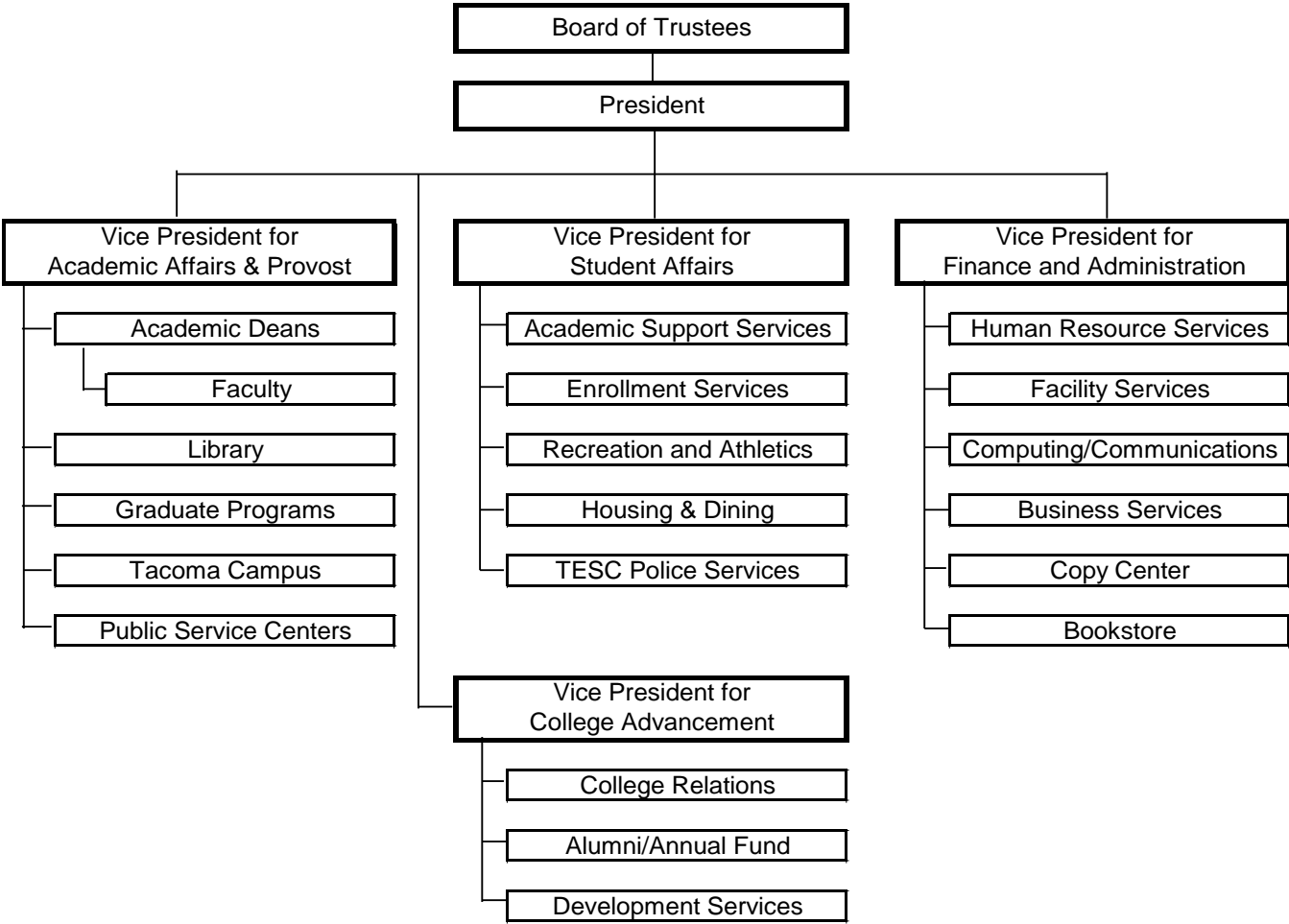
#### **Mission**

Mission Statement: As an innovative public liberal arts college, Evergreen emphasizes collaborative, interdisciplinary learning across significant differences. Our academic community engages students in defining and thinking critically about their learning. Evergreen supports and benefits from local and global commitments to social justice, diversity, environmental stewardship and service in the public interest.

Evergreen is proud of the innovative and energetic public liberal arts education we provide our students. For forty years students have been the center of our teaching and learning focused mission. Evergreen is a small school that nurtures students and enables them to think and act effectively in the regional, national, and global contexts. Few other higher education institutions offer students the opportunity to engage in team-taught, applied, coordinated study; and none provide that opportunity at the scale that Evergreen does, across the whole curriculum. Our students are passionate about pursuing their education here because they want to make a difference in the world. Our staff is passionate about providing a safe, clean, and service-oriented climate for all our students. Our faculty is equally passionate about working directly with all of our students, providing them with interdisciplinary programs that reflect the real world they will work in. Evergreen’s faculty come to the College because they want to teach. This accounts for Evergreen’s strong degree-completion rates that align with statewide institutional efficiency goals. The state’s goal of degree-completion depends on a strong teaching focus, Evergreen already sets a high bar in performance given the College’s expectation that faculty focus 90% of their time on teaching.

**Successful Pathways to Educational Opportunities at Evergreen**

**THE EVERGREEN STATE COLLEGE  
ORGANIZATIONAL CHART**



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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Performance: Meeting the State's Goals for Higher Education**

Evergreen, through the lens of the College's mission, is meeting state goals with a diverse student population. In fall 2013, The Evergreen State College served 4,087 undergraduate students and 311 graduate students. Fifty-eight percent of incoming undergraduates were transfer students. Among all enrolled students, 32% were first generation college students; 25% were students of color; 52% were low-income students (< 150% federal poverty level); and over three-quarters received financial aid.

Evergreen is moving students through to degree attainment. Evergreen is a leader among Washington's public baccalaureate institutions in time to degree and credit efficiency. In addition, Evergreen leads Washington's comprehensive public baccalaureate institutions in four-year graduation rates. Furthermore eighty-one percent of all baccalaureate degrees awarded to Evergreen's Class of 2013 were earned by students who identify as traditionally underserved. More than 50% of all baccalaureate degrees awarded for the 2012-13 academic year were awarded to Pell Grant recipients. Finally Evergreen's graduates are finding post-graduation success. The most recent alumni survey shows 78% of all alumni were employed one year after graduation from Evergreen and 21% are in graduate or professional school.

Evergreen is also a leader among Washington's public baccalaureate institutions in meeting the state's goals to produce more graduates in the fields of science, technology, engineering and mathematics (STEM). Between 2007-08 and 2012-13, Evergreen's high demand degrees increased by 10.3%. Over the last decade, Evergreen has received thirty National Science Foundation grants. In fall 2013, 29% of total degree seeking undergraduates at Evergreen were enrolled in high-demand science programs. While at Evergreen students are engaged in faculty-directed research on: HIV and related retroviruses, biodegradable plastics and polymers, climate change and its impact on insect biodiversity, computer science programming for environmental applications, and the use of microphages for disease prevention and treatment.

Evergreen is preparing future American workers in such high demand employment areas as biomedical research, medicine and allied health, environmental science and sustainability, energy, materials science and a host of other disciplines. Upon graduation Evergreen's STEM graduates find success in both the professional and academic sectors. Evergreen graduates work in private industry around the state and nationally for companies such as Boeing, GlaxoSmithKline, 3M, and Intralytix. Additionally, Evergreen graduates pursue careers as entrepreneurs in their own businesses; in the healthcare industry; and for federal and state agencies such as the USDA and the Washington departments of Natural Resources, Fish & Wildlife, and Ecology. According to the most recent alumni survey, 97% of those graduates who received a Bachelor of Science or a Bachelor of Science and Arts degree, one year out from graduation were employed and/or attending graduate or professional school. Furthermore, among the four comprehensive baccalaureate institutions in Washington, Evergreen's undergraduate enrollment represents 11.8% of the total undergraduate enrollment, yet we produce the second highest percentage of students who go on to get their doctorates in the STEM fields (31%).

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Results Washington – A World-Class Education**

Evergreen provides access to innovative, high-quality opportunities and experiences for students throughout the South Sound and western Washington to attain the 21<sup>st</sup> century skills necessary to succeed in their education, career and community.

- Evergreen assists students in completing their bachelor's degrees with more than **400 articulation agreements** with over 30 Washington community colleges.
- Evergreen ranks in the **top-third of the nation**, per capita, for sending students on to get research doctorates.
- Evergreen is an **incubator of innovation**. Twenty-seven percent of alumni have started a business or are self-employed. Hundreds of Evergreen alumni are small business owners.
- Nearly a quarter of Evergreen alumni are **employed in high-demand science fields**: life, health care, computer, mathematics or physical sciences.
- Evergreen has received **more than thirty** National Science Foundation grants in the past decade alone plus others from federal and private sources.

### ***Increase the Percentage of the Population Enrolled in Postsecondary Education***

- Evergreen serves as a national model for student engagement, quality teaching, applied learning and educational innovation.
- Evergreen leads the state in the proportion of low-income students served in the public baccalaureate sector.
- Eighty-one percent of 2012 graduates belonged to at least one traditionally underserved population.
- Nearly sixty percent of Evergreen students are transfers from other institutions.
- Twenty-nine percent of total degree seeking undergraduates are enrolled in high-demand science programs.

### ***Increase attainment of Postsecondary Education***

- Evergreen is a leader in time to degree among Washington's public baccalaureate institutions.
- Evergreen leads Washington's comprehensive institutions in four-year graduation rates.
- Within one year of graduation 78 percent of Evergreen alumni are employed and 21 percent are in graduate or professional school.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **A Changed Funding Context for Higher Education in Washington**

The current state of higher education in Washington is unsustainable. The combination of declining state funds for institutions and financial aid, rising tuition, increased demand for degree production and a needier student population has created an uncertain path forward for higher education.

Evergreen received nearly \$32 million in operating budget support in 2008-09. In 2012-13 state support for the College declined by approximately 44 percent to \$18 million. The state's portion of Evergreen's operational funding slipped from 62 percent to 38 percent during this time period. Despite a cumulative tuition increase of nearly 70% in this same period, Evergreen still sustained a net budget cut of nearly \$8 million (15 percent) affecting every area of the college, including a loss of 65 positions. The impact for the state and students was less academic support, reduced access to high demand programs, increased time to degree and increased indebtedness.

Recognizing the leadership over the last biennium to support the first investment above maintenance level funding since the beginning of the Great Recession, Evergreen experienced an increase in state funding of 5.2% in the 2013-15 biennium. Prior to this investment state funds represented 36% and tuition 64% of state funding for Evergreen; after this investment progress was made increasing the state's share to 38% and reducing the burden on students and families to 62%. Yet state funds and tuition, even with the enacted biennial budget, (\$55,199) remain far below the level of support received prior to the Great Recession (\$60,610), in FY2015 constant dollars.

Over this same time period, students and families have increasingly bore the burden of financing their college education. Washington has experienced the second steepest tuition increase in the nation since the recession as a result of reductions to higher education during this same time to balance the budget. According to the Washington Budget & Policy Center Washington has cut funding for higher education by 27.8% (\$2,498 decrease per student) since 2008 after adjusting for inflation. To mediate the loss of funding, tuition and fees were allowed to rise by 60.7 percent (\$4,085 for the typical student). Evergreen students and families experienced a nearly 70% increase in tuition during this period, at a time when the College was serving a higher percentage of low-income students.

Though the state has continued its investment in student financial aid, 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 students' accessibility in question. Evergreen has experienced a 12% increase in the number of FAFSA applications received between 2010-11 and 2012-13. The State Need Grant makes up 97% of all state financial aid provide to Evergreen students. From 2010-11 to 2012-13 Evergreen experienced a 29% increase in the number of students eligible for the State Need Grant but un-served. Evergreen is also estimating an increase of 41% in the number of students served through the College Bound Scholarship program from 2012-13 to 2013-14.

The decline of state funding, increase in the financial burden bore by students and families and the uncertainty of financial aid are occurring against a changing backdrop. Nationally over the next decade

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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enrollment levels of students directly from high school are expected to decline and those who do graduate from high school will have a lower higher education participation rate. According to the Western Interstate Commission for Higher Education, Washington has experienced an 8.45% decline in high school graduates from 2009-10 to 2013-14 and is not expected to fully rebound until 2025-26 before small declines begin again.

In Washington, public high school graduates are projected to grow increasingly diverse. Non-white graduates will increase from 27% (2008-09) to 35% by 2019-2020 and grow to 42% in 2027-28. However financial resources will continue to be a growing barrier for students attending higher education and most non-white races/ethnicities will continue earning below the statewide median income for Washington.

Despite declines in per-student funding, changing demographics and an increase in financial need of Evergreen's students, the College continues to move students through to degree attainment. Evergreen is a leader among Washington's public baccalaureate institutions in time to degree and credit efficiency. In addition, Evergreen leads Washington's comprehensive public baccalaureate institutions in four-year graduation rates. Furthermore eighty-one percent of all baccalaureate degrees awarded to Evergreen's Class of 2012 were earned by students who identify as traditionally underserved. More than 50% of all baccalaureate degrees awarded for the 2011-12 academic year were awarded to Pell Grant recipients. At the same time, Evergreen's high demand degrees increased by 10.3% between 2007-08 and 2012-13. Furthermore Evergreen's graduates are finding post-graduation success. The most recent alumni survey shows 78% of all alumni were employed one year after graduation from Evergreen and 21% are in graduate or professional school.

The recruitment, retention and development of staff and faculty challenge the ability of Evergreen to continue to provide a quality, accessible higher education for Washingtonians. Evergreen's compensation levels continue to lag the market place and a larger portion of health benefit coverage are paid by employees. Competitive compensation and faculty and staff retention play key roles in our ability to continue to offer quality academic programs to our students and maintain our strong performance in time to degree and completion.

Comparative data with Global Challenge State institutions rank Evergreen in the 15<sup>th</sup> percentile of that funding comparison group. The American Association of University Professors' annual survey of the IPEDS data places Evergreen faculty compensation 17% below the average of other public baccalaureate institutions in Washington. Evergreen's exempt staff's average compensation levels are approximately 10% below the median for comparable positions. Finally, 173 of the 280 classified positions at Evergreen are at least 25% behind the last statewide market survey.

Compensation remains an important factor in both faculty and staff retention. Increasingly top faculty and staff, in critical areas such as financial aid and institutional research, are being recruited by other institutions, in part based on higher compensation. Evergreen competes for faculty and staff in a national and emerging international market. Though the national and state unemployment rates hover around 8-

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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9%, the unemployment rate for employees we are seeking (often a minimum of a baccalaureate degree and often with advanced degrees) hovers around 4% (U.S. Bureau of Labor Statistics shows 4.1% unemployment rate for baccalaureate degrees or higher for June 2012 both seasonally and not seasonally adjusted).

In addition, staff and faculty are doing more with less as the College freezes hiring for vacant positions combined with a climate of uncertainty with regard to job security. Evergreen faculty are retiring at nearly five percent each year and nearly one-third of our staff will be eligible to retire over the course of the next two to three years, challenging Evergreen's ability to recruit and retain high-quality faculty and staff and creating a critical need for investment in developing and centralizing labor relations within the College.

Evergreen faces substantial challenges associated with the trending of declining state support and increased costs towards students, employees, and local funds. The 2009-11 biennium marked the first time in the history of the College student tuition was the primary revenue source, followed by state funding; a trend that has continued through the current 2013-15 biennium.

Since FY 2008 our state support per student declined from \$8,580 per student to only \$4,860 in FY 2015 in constant dollars; while net per student funding from student tuition collections grew from \$5,414 to \$8,138 during the same time frame. When combined together Evergreen's total funding per full-time equivalent for students has declined \$996 per student. This is equivalent to 7% decrease in actual funding per student in this timeframe. The magnitude of these changes is equivalent to re-setting the combined per-student funding level to what Evergreen was funded at 15 years ago.

### **The Impact**

The current state of higher education in Washington is unsustainable. The combination of declining state funds for institutions and financial aid, rising tuition, increased demand for degree production and a needier student population has created an uncertain path forward for higher education.

Evergreen is past the point of greater efficiency or further reductions to meet state funding levels. The current state of Washington higher education is unsustainable. Washington's public baccalaureate institutions rank in the top five nationally for degree completion and degree production despite ranking 49<sup>th</sup> in total per student funding (tuition and state support). This comes at a time when the state is demanding more degrees, especially in STEM, and student demographics are changing, increasing the College's service to students who require more service, not less.

Any further reductions to state support for Evergreen would reduce services and instruction available to future students and continues to put at risk the quality of education for current students who are already impacted by the nearly half-decade of state funding reductions and tuition increases to higher education in Washington. In addition tuition elasticity at the College has been nearly eliminated based on the student population Evergreen serves.

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### ***Successful Pathways to Educational Opportunities at Evergreen***

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Furthermore, this biennium requires additional state support to fund existing services and programs at the College and to provide enhancements to respond to student and workforce demand for STEM degrees, in particular computer science, and outreach to the increasingly diverse K-12 student pipeline. Without additional state support to maintain Evergreen's commitment to a quality education for current and future students, the College would risk reducing access to students to higher education by serving fewer students.

Throughout the last half decade of state budget cuts, the college has prioritized enrollment and degree production efficiency at the expense of other college priority activities. Given the magnitude of this reduction coupled with cuts that have already been taken in other priority areas there is simply nowhere else to cut and still maintain enrollment levels. In addition, tuition has already increased over 70% during this same period coupled with the state's inability to fully fund state financial aid programs making a 20% tuition increase an unrealistic option given Evergreen's public mission of supporting low-income Washingtonians. With either option enrollment levels will be significantly impacted.

### **An Investment in Higher Education**

Investments in higher education, including The Evergreen State College, are necessary beyond just maintenance in order to offset the impacts to Evergreen with regard to affordability, access and quality. Without this investment, Evergreen is at risk of experiencing an exacerbation of what the College is experiencing today – enrollment declines, incapability to meet increasing demand for financial aid, and an inability to serve the emerging student populations (i.e. underrepresented students, veterans, low-income students). A future that is unacceptable and will require difficult choices be made, such as reducing access to students to higher education in order to preserve access to an affordable quality education for current and future students.

Washington must continue the support for higher education exhibited in the 2013-15 biennium and fully fund institutional maintenance budgets to restore the state as a partner in public higher education. This biennium marks a decision point in which Washington chooses to either continue to develop a long-term partnership with higher education over the next biennium to maintain current programs and services, including support for compensation and maintenance and operations, and provide additional state funding to meet state and student demands for high demand degrees and access to postsecondary education; or Washington chooses to return to a time of disinvestment in higher education and the risk of fewer students attaining a postsecondary education credential and at a higher cost to students and families.

Evergreen's 2015-17 biennial budget request builds off the leadership and investment of the state in higher education in the prior biennium. The 2013-15 biennium served as a first step in a multi-biennial approach to stabilize funding for students, faculty and staff by funding for higher education.

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For Evergreen, any discussion of investment in higher education begins with a stable base of funding

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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support. Our first priority is to maintain the support and investment the College received in the prior biennium. In addition, focus must be given to critical infrastructure that has been neglected during the economic downturn, including market-rate compensation and maintenance and operations of the Colleges infrastructure. Finally, an investment in higher education requires additional support to ensure that current programs and services are maintained at a level that recognizes student and state demands.

Investing in higher education, and Evergreen, requires funding above maintenance to serve the needs of the state and students. As the College looks at how best to maintain performance both in the near-term and long-term, Evergreen is proposing budget packages that will build on Evergreen's quality STEM undergraduate programs and allow the College to meet current demand in the area of computer science as well as reach out to underserved student populations in K-12, in particular Latino/a students, to respond to the demographic changes in our region.

The first step to meet this challenge is to maintain Evergreen's current funding levels and funding for state financial aid programs. Evergreen's first priority is no more reductions. The next step is to begin to rebuild stability and confidence in the College through an investment in the recruitment and retention of students, faculty, and staff.

To be certain, the challenge of the next decade is to increase resources that will enable Evergreen to continue to meet the current and strong level of performance towards state goals for higher education and ensure that the education we provide will continue to equip our graduates with skills necessary to succeed in the emerging economy. We are committed to continuing to be a leader in the state and at the national level.

### **2015-17 Operating Budget Request Highlights**

The no cuts budget to higher education during the 2013-15 biennium prioritized the higher education sector in the State of Washington and should serve as a catalyst for the coming biennia. The Evergreen State College's 2015-17 Operating Budget Request sustains the investment in higher education and continues the effort identified in the 2013-15 biennium to implement a multi-biennial approach to stabilize funding for students, faculty and staff by increasing student funding levels.

For Evergreen, any discussion of investment in higher education begins with a stable base of funding support. Our first priority is to maintain the support and investment the College received in the prior biennium. In addition, focus must be given to critical infrastructure that has been neglected during the economic downturn, including market-rate compensation and maintenance and operations of the Colleges infrastructure. Finally, an investment in higher education requires additional support to ensure that current programs and services are maintained at a level that recognizes student and state demands. It is important to be realistically grounded in the context facing higher education in Washington – a combination of declining state funds for institutions and financial aid, rising tuition, increased demand for degree production and a needier student population has created an uncertain path forward for higher education.

## ***Successful Pathways to Educational Opportunities at Evergreen***

The first step to meet this challenge is to maintain Evergreen's current funding levels and funding for state financial aid programs. Evergreen's first priority is no more reductions. The next step is to begin to rebuild stability and confidence in the College through an investment in the recruitment and retention of students, faculty, and staff.

### **2015-17 Operating Budget Request Priorities**

**Priority 1: Avoid further reductions to the base budget. A 15% general fund reduction would reduce student access by 630 FTE students.**

	<b>2013-14</b>	<b>2014-15</b>	<b>Total</b>
<b><i>TESC Policy Level Adjustments</i></b>	<b>TOTAL</b>	<b>TOTAL</b>	<b>15-17 Biennium</b>
PL-M9 15% Budget Reduction - General Fund	(3,230,100)	(3,198,150)	(6,428,250)
PL-M9 Resulting Loss of Tuition Revenue	(4,767,743)	(4,809,743)	(9,577,486)
<b>Full Impact of a 15% Reduction in State Funds</b>	<b>(7,997,843)</b>	<b>(8,007,893)</b>	<b>(16,005,736)</b>

**Priority 2: Fully fund previously adopted legislative current level changes.**

	<b>2013-14</b>	<b>2014-15</b>	<b>Total</b>
<b><i>OFM Current Level Adjustments</i></b>	<b>TOTAL</b>	<b>TOTAL</b>	<b>15-17 Biennium</b>
02- Operating Costs/Exist Capital Proj.	3,000	-	3,000
06 - Nonappropriated Fund Adjustments	1,700,000	-	1,700,000
23 - WSIPP Review Expanded ITA Criteria	75,000	(50,000)	25,000
26 - WSIPP ECEAP Evaluation	(100,000)	(50,000)	(150,000)
28 - Institutional Funding	1,000	-	1,000
31 - WSIPP Involuntary Treatment Assessment	(50,000)	(50,000)	(100,000)
32 - WSIPP Learning Assistance Program	(33,000)	(1,000)	(34,000)
34 - WSIPP Risk Needs Resp. Model	(50,000)	-	(50,000)
37 - WSIPP Tobacco Prevention Progs.	-	(50,000)	(50,000)
8A- Lean Cuts	(131,000)	(131,000)	(262,000)
92E - AG Legal Services	6,000		6,000
92M Biennialize Salary Step M	20,000		20,000
G05 - PEBB Health Insurance Rate Change	736,000	1,639,000	2,375,000
<b>Total Current Level Changes</b>	<b>2,177,000</b>	<b>1,307,000</b>	<b>3,484,000</b>

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***Successful Pathways to Educational Opportunities at Evergreen***

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**Priority 3: Fully fund maintenance level adjustments necessary for the Washington State Institute for Public Policy to complete expected legislative studies.**

	2013-14	2014-15	Total
<b><i>TESC Maintenance Level Adjustments</i></b>	<b>TOTAL</b>	<b>TOTAL</b>	<b>15-17 Biennium</b>
ML2-CA WSIPP Child Welfare Services	111,493	-	111,493
ML2-CB WSIPP Family Assessments	-	50,705	50,705
<b>Total Maintenance Level Adjustments</b>	<b>111,493</b>	<b>50,705</b>	<b>162,198</b>

**Priority 4: Secure funding for policy request to improve competitive compensation levels, improve plant maintenance, increase access to computer sciences and to improve student completion of Latina/o students.**

	2013-14	2014-15	Total
<b><i>TESC Policy Level Adjustments</i></b>	<b>TOTAL</b>	<b>TOTAL</b>	<b>15-17 Biennium</b>
PL-M9 15% Budget Reduction	(7,997,843)	(8,007,893)	(16,005,736)
PL-NO Re-instate 15% Budget Reduction	7,997,843	8,007,893	16,005,736
PL-NO Faculty Compensation & Development	800,747	1,641,531	2,442,278
PL-N1 Professional Staff Compensation	477,810	974,732	1,452,542
PL-N2 Classified Negotiated Contract	310,603	502,556	813,159
PL-N3 Plant Maintenance & Operations	711,895	711,895	1,423,790
PL-N4 Computer Science Backlog	499,067	499,067	998,134
PL-N5 Latino/Latina Pipeline Development	750,000	750,000	1,500,000
	<b>3,387,573</b>	<b>4,740,173</b>	<b>8,629,903</b>

## Recommendation Summary (CB Detail)

9:08:26AM

Agency: **376 The Evergreen State College**

9/19/2014

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
CB 01 Current Biennium	658.2	35,722	94,486	130,208
<b>2013-15 Current Biennium Total</b>	<b>658.2</b>	<b>35,722</b>	<b>94,486</b>	<b>130,208</b>
CL 02 Operating Costs/Exist Capital Proj		3		3
CL 06 Nonappropriate Fund Adjustment			1,700	1,700
CL 0A AG Legal Services		3	3	6
CL 0B Biennialize Salary Step M		20		20
CL 0C Biennialize Employee PEBB Rate		2,257	118	2,375
CL 23 Review Expanded ITA Criteria		25		25
CL 26 ECEAP Evaluation		(150)		(150)
CL 28 Institutional Funding		1		1
CL 31 Invol Treatment Assessment		(100)		(100)
CL 32 Learning Assistance Program		(34)		(34)
CL 34 Risk Needs Resp Model		(50)		(50)
CL 37 Tobacco Prevention Program		(50)		(50)
CL 8A Efficiency Reductions		(262)		(262)
<b>Total Carry Forward Level</b>	<b>658.2</b>	<b>37,385</b>	<b>96,307</b>	<b>133,692</b>
Percent Change from Current Biennium		4.7%	1.9%	2.7%
M1 90 Maintenance Level Revenue				
<b>Carry Forward plus Workload Changes</b>	<b>658.2</b>	<b>37,385</b>	<b>96,307</b>	<b>133,692</b>
Percent Change from Current Biennium		4.7%	1.9%	2.7%
M2 CA Child Welfare Services	0.2	112		112
M2 CB Family Assessments	0.3	51		51
<b>Total Maintenance Level</b>	<b>658.6</b>	<b>37,548</b>	<b>96,307</b>	<b>133,855</b>
Percent Change from Current Biennium	.1%	5.1%	1.9%	2.8%
PL M9 15% Budget Reduction	(78.8)	(6,428)	(9,577)	(16,005)
PL N0 Re-instate the 15% Budget Reduction	78.8	6,428	9,577	16,005
PL N1 Faculty Compensation		1,940		1,940
PL N2 Professional Staff Compensation		1,453		1,453
PL N3 WSFE Collective Bargaining Agreemen		813		813
PL N4 Plant Maintenance and Operations	13.0	1,424		1,424
PL N5 Computer Science Backlog	3.0	998		998
PL N6 Latina/o Pathway Initiative	4.0	1,500		1,500
<b>Subtotal - Performance Level Changes</b>	<b>20.0</b>	<b>8,128</b>		<b>8,128</b>
<b>2015-17 Total Proposed Budget</b>	<b>678.6</b>	<b>45,676</b>	<b>96,307</b>	<b>141,983</b>
Percent Change from Current Biennium	3.1%	27.9%	1.9%	9.0%

## **M1 90 Maintenance Level Revenue**

The package is designed to load the state systems with Evergreen's local fund revenue estimates that are based on the maintenance level.

## **M2 CA Child Welfare Services**

ESHB 2264, Section 9 directs the Washington State Institute for Public Policy (WSIPP) to evaluate, in consultation with a university-based child welfare research entity the implementation of performance-based contracts by DSHS Children's Administration for the purchase of certain services provided to children and families involved in the child welfare system. An initial report on the conversion to performance based contracting was due June 30, 2014. A second report on the effects of performance based contracting on increased use of evidence based practices and improvements in child safety, child permanency, and child well-being is due June 30, 2016.

## **M2 CB Family Assessments**

This request is to provide the funding necessary for the Washington State Institute for Public Policy (WSIPP) to finalize an evaluation of the implementation of the family assessment response and submit its final report to the Legislature by December 1, 2016 as required in section 9 of ESSB 6555.

## **PL M9 15% Budget Reduction**

In order to meet the 15% state general fund budget reduction package in accordance with the June 13, 2014 directive from the Governor's Office of Financial Management Evergreen would make reductions at the expense of current access to higher education. To illustrate Evergreen would be required to either reduce enrollment equivalent to 630 FTE students or increase resident, undergraduate tuition equivalent to a 20% increase (\$1,450 increase). Although not reflected in the package, any increase in resident undergraduate tuition would also require the state to increase funding for the State Need Grant and College Bound Scholarship program to maintain pace with tuition increases. With either option enrollment levels will be significantly impacted.

As expected by the Legislature, throughout the last half decade of state budget cuts the college has prioritized enrollment and degree production efficiency at the expense of other college priority activities. Given the magnitude of this reduction coupled with cuts that have already been taken in other priority areas there is simply nowhere else to cut and still maintain enrollment levels. In addition, tuition has already increased over 70% during this same period coupled with the state's inability to fully fund state financial aid programs, making a 20% tuition increase an unrealistic option given Evergreen's commitment to support low-income Washingtonians.

Given these realities and in order to maintain Evergreen's commitment to a quality education for current and any future students, the College would likely choose to reduce enrollments which the following table reflects.

## **PL N0 Re-instate the 15% Budget Reduction**

In order to meet the 15% state general fund budget reduction package in accordance with the June 13, 2014 directive from the Governor's Office of Financial Management Evergreen would need to make reductions at the expense of current access to higher education. To illustrate Evergreen would be required to either reduce enrollment equivalent to 630 FTE students or increase resident, undergraduate tuition equivalent to a 20% increase (\$1,450 increase). Although not reflected in the package, any increase in resident undergraduate tuition would also require the state to increase funding for the State Need Grant and College Bound Scholarship program to maintain pace with tuition increases. With either option enrollment levels will be significantly impacted.

As expected by the Legislature, throughout the last half decade of state budget cuts the college has prioritized enrollment and degree production efficiency at the expense of other college priority activities. Given the magnitude of this reduction coupled with cuts that have already been taken in other priority areas there is simply nowhere else to cut and still maintain enrollment levels. In addition, tuition has already increased over 70% during this same period coupled with the state's inability to fully fund state financial aid programs, making a 20% tuition increase an unrealistic option given Evergreen's public commitment to support low-income Washingtonians.

Given these realities and in order to maintain Evergreen's commitment to a quality education for current and any future students, the College requests that the 15% reduction amount be fully avoided.



## **PL N1 Faculty Compensation**

The Evergreen State College seeks funding to achieve and sustain average faculty salaries at the 75th percentile of peers. Competitive salaries are necessary to recruit and retain a quality faculty to advance the Governor's educational agenda, the Washington Student Achievement Council's (WSAC) ten-year roadmap to increase educational attainment in Washington, and deliver Evergreen's interdisciplinary curriculum.

Based on the most recent Integrated Postsecondary Education Data System (IPEDS) of peer institution compensation levels, Evergreen's faculty will lag 5.5% behind in 2015-16 and 7% behind in 2016-17. Recognizing the limits of the state budget and the critical need for compensation Evergreen seeks to close the gap with a multi-biennia funding partnership with the Legislature. Evergreen requests funds to support a 4% per year compensation in 2015-17 and a commitment for additional support in future biennia to achieve and sustain parity with peers.

## **PL N2 Professional Staff Compensation**

The Evergreen State College seeks funding to achieve and sustain average professional staff salaries at the 60th percentile of peers. Competitive salaries are necessary to recruit and retain a quality professional staff in order to maintain the College's commitment to provide the highest quality educational opportunities for students and to advance the Governor's educational agenda and the Washington Student Achievement Council's (WSAC) ten-year roadmap to increase educational attainment in Washington.

Based on the most recent College and University Professional Association for Human Resources (CUPAHR) survey, Evergreen's professional staff compensation levels lag 4% behind the median for comparable positions. The Economic Research Institute survey, which focused on the Olympia labor market, shows Evergreen's professional staff's average compensation levels are approximately 10% below the median for comparable positions. Recognizing the limits of the state budget and the critical need for compensation Evergreen seeks to close the gap with a multi-biennia funding partnership with the Legislature. Evergreen requests funds to support a 4% per year compensation in 2015-17 and a commitment for additional support in future biennia to achieve and sustain parity with the labor market.

## **PL N3 WSFE Collective Bargaining Agreement**

The Evergreen State College is committed to providing the highest quality educational opportunities to students, to maintain and remain an innovative public liberal arts college, advance the Governor's education agenda and the Washington Student Achievement Council's (WSAC) ten-year roadmap to increase educational attainment in Washington. To do this, it is imperative Evergreen is able to attract and retain a high quality staff. Equally important is the process of building morale for Evergreen's classified staff where years of budget cuts, stagnant wages and sacrifice have had a direct impact. The Evergreen State College seeks funding to achieve and sustain classified staff salaries consistent with general government employees.

The 2015-17 collective bargaining agreement with the Washington Federation of State Employees provides for modest compensation increases, an increase in vacation accrual and other leave provisions. This request focuses only on the monetary aspects of the general salary increases reflected in the agreement. The contract provides compensation increases of 3% in FY16 and 1% in FY17, and a guaranteed "me too" clause if the general government contract provides better general salary increase terms for represented employees. Given that general government reached an agreement for 1.8% in FY 17, Evergreen is seeking legislative authorization and funding support for the agreement.

## **PL N4 Plant Maintenance and Operations**

Maintenance and preservation of Evergreen's capital assets not only protects the State's investment in these facilities by extending their useful life, it provides a quality learning environment for students. Evergreen's current staffing levels in maintenance and custodial services are below industry standards in all categories. This request reflects an increase over last biennium to incrementally work toward the goal of adequate staffing levels to preserve and maintain the College's facilities.

## **PL N5 Computer Science Backlog**

The Evergreen State College seeks funding to support current demand in computer science, with a focus on enhancing recruitment and retention of students of color and women. If funded, this package would build on Evergreen's quality STEM undergraduate programs taught within interdisciplinary learning communities. The investment would provide three key components required to successfully move students, in particular students of color and women, through in the area of computer science: (1) support for a permanent project team and faculty, (2) additional financial aid, and (3) development of an annual curriculum summit.

**PL N6 Latina/o Pathway Initiative**

The Evergreen State College seeks funding to improve Latina/o student completion, with a focus on enhancing recruitment and retention of students. If funded, this package would build on Evergreen's success with the recruitment and retention of underrepresented students. This investment would provide three key components required to successfully move Latina/o students through to completion: (1) support for a permanent recruitment and retention coordinator and liaisons, (2) development and implementation of a weekend and a summer academic college experience for K-12 students, and (3) establish a public service center to serve as a clearinghouse for best practices and engage leaders in higher education, K-12, Latina/o communities and organizations to develop best practices for the recruitment and retention of Latina/o students in higher education.

## 376 - The Evergreen State College

### A001 Agency Overhead

The agency overhead activity includes administrative and management costs that support the entire College. As such, these functions are not directly attributable to specific College activities. The following functions are included: the Board of Trustees, Offices of the President, Provost, Vice President for Finance and Administration, Institutional Research, and Operational Planning and Budget.

#### Program 080 - Institutional Support

Account	FY	FY	Biennial Total
<b>FTE</b>			
001-1 State	8.0	8.0	8.0
149-6 Non-Appropriated	12.5	8.3	10.4
<b>FTE Total</b>	<b>20.5</b>	<b>16.3</b>	<b>18.4</b>
<b>001 General Fund</b>			
001-1 State	\$689,825	\$592,645	\$1,282,470
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$1,761,006	\$2,061,986	\$3,822,992

**Statewide Result Area:** World Class Education

**Statewide Strategy:** Provide convenient and efficient post-secondary education

#### Expected Results

Improve the value of a university education for citizens of Washington State.

### A002 Instruction

The Evergreen State College is a public liberal arts college serving Washington State. Its mission is to help students realize their potential through innovative, interdisciplinary educational programs in the arts, social sciences, humanities, and natural sciences. In addition to preparing students within their academic fields, Evergreen provides graduates with the fundamental skills to communicate, solve problems, and work collaboratively and independently in addressing real issues and problems. Evergreen serves 4,000 undergraduate and 250 graduate students seeking degrees or desiring continuing education. Approximately 1,000 students are served through evening/weekend options and off-campus, community-based programs located in Tacoma and on tribal reservation sites (Makah, Skokomish, Muckelshoot, Port Gamble S'Klallam, Puyallup, and Quinault).

Appropriation Period: 2015-17 Activity Version: 10 - Current Level

**Program 010 - Instruction**

Account	FY	FY	Biennial Total
<b>FTE</b>			
001-1 State	111.6	106.7	109.2
148-6 Non-Appropriated	31.0	36.4	33.7
149-6 Non-Appropriated	118.3	117.3	117.8
<b>FTE Total</b>	<b>260.9</b>	<b>260.4</b>	<b>260.7</b>
<b>08A Education Legacy Trust Account</b>			
08A-1 State	\$2,725,000	\$2,725,000	\$5,450,000
<b>001 General Fund</b>			
001-1 State	\$10,757,760	\$11,226,473	\$21,984,233
<b>148 Institutions of Higher Education - Dedicated Local Account</b>			
148-6 Non-Appropriated	\$3,374,265	\$3,295,215	\$6,669,480
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$13,583,388	\$11,712,187	\$25,295,575

**Program 040 - Primary Support**

Account	FY	FY	Biennial Total
<b>FTE</b>			
001-1 State	10.7	10.7	10.7
149-6 Non-Appropriated	16.8	16.8	16.8
<b>FTE Total</b>	<b>27.5</b>	<b>27.5</b>	<b>27.5</b>
<b>001 General Fund</b>			
001-1 State	\$977,984	\$1,019,240	\$1,997,224
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$1,842,911	\$1,900,851	\$3,743,762

**Program 050 - Library**

Account	FY	FY	Biennial Total
<b>FTE</b>			
001-1 State	17.8	17.9	17.9
149-6 Non-Appropriated	28.0	28.0	28.0
<b>FTE Total</b>	<b>45.8</b>	<b>45.9</b>	<b>45.9</b>
<b>001 General Fund</b>			
001-1 State	\$1,264,313	\$1,335,405	\$2,599,718
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$2,597,800	\$2,662,948	\$5,260,748

**Program 060 - Student Services**

Account	FY	FY	Biennial Total
<b>FTE</b>			

Appropriation Period: 2015-17 Activity Version: 10 - Current Level

**Program 060 - Student Services**

Account	FY	FY	Biennial Total
001-1 State	29.5	29.5	29.5
148-6 Non-Appropriated	12.0	12.0	12.0
149-6 Non-Appropriated	39.8	40.0	39.9
<b>FTE Total</b>	<b>81.3</b>	<b>81.5</b>	<b>81.4</b>
<b>001 General Fund</b>			
001-1 State	\$2,506,161	\$2,633,259	\$5,139,420
<b>148 Institutions of Higher Education - Dedicated Local Account</b>			
148-6 Non-Appropriated	\$1,124,486	\$1,150,678	\$2,275,164
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$3,027,779	\$3,122,972	\$6,150,751

**Program 080 - Institutional Support**

Account	FY	FY	Biennial Total
<b>FTE</b>			
001-1 State	34.0	34.0	34.0
148-6 Non-Appropriated	1.0	1.0	1.0
149-6 Non-Appropriated	53.0	51.0	52.0
<b>FTE Total</b>	<b>88.0</b>	<b>86.0</b>	<b>87.0</b>
<b>001 General Fund</b>			
001-1 State	\$2,681,021	\$2,943,376	\$5,624,397
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$4,606,026	\$5,775,811	\$10,381,837

**Program 090 - Plant Operations and Maintenance**

Account	FY	FY	Biennial Total
<b>FTE</b>			
001-1 State	34.0	33.0	33.5
149-6 Non-Appropriated	35.0	40.0	37.5
<b>FTE Total</b>	<b>69.0</b>	<b>73.0</b>	<b>71.0</b>
<b>001 General Fund</b>			
001-1 State	\$2,027,962	\$2,213,316	\$4,241,278
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$5,305,334	\$5,480,512	\$10,785,846

**Statewide Result Area: World Class Education****Statewide Strategy: Provide convenient and efficient post-secondary education****Expected Results**

Improve the value of a university education for citizens of Washington State.

**A003      Public Service**

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An important part of Evergreen's educational mission is engagement with the community, the state, and the nation. One focus of this engagement is through the work of public service centers that both disseminate the best work of the College and bring back to the College the best ideas of the wider community. The Evergreen State College's commitment to public services is demonstrated by its six public service entities: Washington State Institute for Public Policy, the Labor Education and Research Center, the Longhouse Education and Cultural Center, the Washington Center for Improving the Quality of Undergraduate Education, the Evergreen Center for Educational Improvement (K-12 Center), and the Northwest Indian Applied Research Institute.

Appropriation Period: 2015-17 Activity Version: 10 - Current Level

**Program 030 - Public Service**

Account	FY	FY	Biennial Total
<b>FTE</b>			
001-1 State	3.1	3.3	3.2
148-6 Non-Appropriated	2.0	2.8	2.4
149-6 Non-Appropriated	5.3	6.5	5.9
<b>FTE Total</b>	<b>10.4</b>	<b>12.6</b>	<b>11.5</b>
<b>001 General Fund</b>			
001-1 State	\$725,112	\$714,936	\$1,440,048
<b>148 Institutions of Higher Education - Dedicated Local Account</b>			
148-6 Non-Appropriated	\$317,033	\$334,950	\$651,983
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$661,687	\$682,489	\$1,344,176

**Program 060 - Student Services**

Account	FY	FY	Biennial Total
<b>FTE</b>			
148-6 Non-Appropriated	1.0	1.0	1.0
<b>148 Institutions of Higher Education - Dedicated Local Account</b>			
148-6 Non-Appropriated	\$98,192	\$100,479	\$198,671

**Program 080 - Institutional Support**

Account	FY	FY	Biennial Total
<b>001 General Fund</b>			
001-1 State	\$234,109	\$257,020	\$491,129

**Program 090 - Plant Operations and Maintenance**

Account	FY	FY	Biennial Total
<b>FTE</b>			
001-1 State	1.0	1.0	1.0
<b>001 General Fund</b>			
001-1 State	\$177,085	\$193,271	\$370,356
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$463,271	\$478,567	\$941,838

**Statewide Result Area: World Class Education****Statewide Strategy: Offer university services to the community****Expected Results**

Improve the value of a university education for citizens of Washington State.

**A004      Research**

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Public and private organizations purchase or sponsor research, instruction, or consultative services from the College. Locally-funded research provides limited opportunities (\$133,228 per biennium) for The Evergreen State College's faculty to maintain and enhance their scholarship while providing knowledge in areas of concern to the citizens of the state. Federal, state, and local grants, state student financial aid, and educational opportunity grants are included in this activity.



Appropriation Period: 2015-17 Activity Version: 10 - Current Level

**Program 020 - Research**

Account	FY	FY	Biennial Total
<b>FTE</b>			
149-6 Non-Appropriated	0.8	0.8	0.8
<b>001 General Fund</b>			
001-1 State	\$364	\$810	\$1,174
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$57,705	\$59,519	\$117,224

**Program 060 - Student Services**

Account	FY	FY	Biennial Total
<b>FTE</b>			
148-6 Non-Appropriated	1.0	1.0	1.0
<b>148 Institutions of Higher Education - Dedicated Local Account</b>			
148-6 Non-Appropriated	\$71,024	\$72,678	\$143,702

**Program 080 - Institutional Support**

Account	FY	FY	Biennial Total
<b>FTE</b>			
001-1 State	2.0	2.0	2.0
149-6 Non-Appropriated	3.0	3.0	3.0
<b>FTE Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
<b>001 General Fund</b>			
001-1 State	\$172,681	\$185,908	\$358,589

**Program 090 - Plant Operations and Maintenance**

Account	FY	FY	Biennial Total
<b>FTE</b>			
001-1 State	3.0	3.0	3.0
149-6 Non-Appropriated	2.0	2.0	2.0
<b>FTE Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
<b>001 General Fund</b>			
001-1 State	\$74,139	\$71,219	\$145,358
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$335,093	\$346,158	\$681,251

**Program 100 - Sponsored Research and Programs**

Account	FY	FY	Biennial Total
<b>FTE</b>			
145-6 Non-Appropriated	61.5	61.5	61.5
<b>145 Institutions of Higher Education - Grant and Contracts Account</b>			
145-6 Non-Appropriated	\$6,190,000	\$6,202,000	\$12,392,000

*Appropriation Period: 2015-17    Activity Version: 10 - Current Level*

**Statewide Result Area: World Class Education**

**Statewide Strategy: Provide access to high-quality research opportunities**

**Expected Results**

Improve the value of a university education for citizens of Washington State.

**Grand Total**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>Biennial Total</b>
<b>FTE's</b>	678.7	678.5	678.6
<b>GFS</b>	\$22,288,516	\$23,386,878	\$45,675,394
<b>Other</b>	\$48,142,000	\$48,165,000	\$96,307,000
<b>Total</b>	\$70,430,516	\$71,551,878	\$141,982,394

## ***Successful Pathways to Educational Opportunities at Evergreen***

### **2015-17 Operating Budget Request Summary**

	<b>Near General Fund</b>	<b>Student Tuition Collection</b>	<b>Combined Budget Level</b>
<b>CURRENT BIENNIUM</b>	<b>41,172,000</b>	<b>67,523,000</b>	<b>108,695,000</b>
<b>CARRY FORWARD LEVEL</b>	<b>42,835,000</b>	<b>68,526,000</b>	<b>111,361,000</b>
<i>Percent Change from Current Biennium</i>			<i>2.5%</i>
<b><i>Maintenance Level Requests:</i></b>			
ML1-90 Maintenance Level Revenues	-	-	
ML2-CA WSIPP Child Welfare Services	111,493	-	
ML2-CA WSIPP Family Assessments	50,705	-	
<b>Sub-Total Maintenance Level Budget</b>	<b>42,997,198</b>	<b>68,526,000</b>	<b>111,523,198</b>
<i>Percent Change from Carry Forward Level</i>			<i>0.1%</i>
<b><i>Policy Level Requests:</i></b>			
PL-M9 15% Budget Reduction	(6,428,250)	(9,577,486)	
PL-NO Re-instate 15% Budget Reduction	6,428,250	9,577,486	
PL-NO Faculty Compensation & Development	1,940,121	-	
PL-N1 Professional Staff Compensation	1,452,542	-	
PL-N2 Classified Negotiated Contract	813,159	-	
PL-N3 Plant Maintenance & Operations	1,423,790	-	
PL-N4 Computer Science Backlog	998,134	-	
PL-N5 Latino/Latina Pipeline Development	1,500,000	-	
<b>Sub-Total Policy Requests</b>	<b>8,127,746</b>	<b>-</b>	<b>8,127,746</b>
<i>Percent Change from Carry Forward Level</i>			<i>7.3%</i>
<b>TOTAL 2015-17 OPERATING BUDGET REQUESTS</b>	<b>51,124,944</b>	<b>68,526,000</b>	<b>119,650,944</b>
<i>Percent Change from Carry Forward Level</i>			<i>7.4%</i>
<i>Percent Change from Current Biennium</i>			<i>10.1%</i>

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***Successful Pathways to Educational Opportunities at Evergreen***

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**Maintenance Level Adjustments:**

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- **ML1-90 Maintenance Level Revenues**
- **ML2-CA WSIPP Child Welfare Services**
- **ML2-CB WSIPP Family Assessments**

## ***Successful Pathways to Educational Opportunities at Evergreen***

### **376 The Evergreen State College**

### **Decision Package : ML1-90, Total Maintenance Level Revenues**

Budget Period: 2015-17

Budget Level: Policy Level

#### **Agency Recommendation Summary Text**

The package is designed to load the state systems with Evergreen's local fund revenue estimates that are based on the maintenance level.

#### **Fiscal Detail:**

Date: September 2, 2014	Maintenance Level Est.	
	FY 2016	FY 2017
<b>066 - TESC Capital Projects</b>		
0409 Local Investment/Interest Earnings	50	50
0633 Normal School Trust Funds	2,400	2,400
0424 Tuition and Fees	1,312	1,312
<b>TOTAL 066</b>	<b>3,762</b>	<b>3,762</b>
<b>145 - Higher Education Grants and Contracts</b>		
0347 Nat Science Foundation	210	210
0315 Dept. of Interior	100	100
0384 Dept of Education	2,200	2,200
0393 Dept of Health Human Services	20	20
0541 Contributions Grants	1,750	1,750
0546 Federal Revenue	145	145
<b>TOTAL 145</b>	<b>4,425</b>	<b>4,425</b>
<b>148 - Higher Education Dedicated Local</b>		
0384 Dept of Education	40	40
0402 Income from Property	7	7
0405 Fines, Forfeits	65	65
0420 Charges for Services	290	290
0424 Tuition and Fees	3,200	3,200
0430 Dedicated Student Fees	2,925	2,925
0499 Other Revenue	335	335
0541 Contributions Grants	26	26
<b>TOTAL 148</b>	<b>6,888</b>	<b>6,888</b>
<b>149 - Higher Education Operating Fees</b>		
0409 Local Investment/Interest Earnings	75	75
0424 Tuition and Fees	34,242	34,284
<b>TOTAL 149</b>	<b>34,317</b>	<b>34,359</b>

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***Successful Pathways to Educational Opportunities at Evergreen***

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**376 The Evergreen State College**  
**Decision Package : ML2-CA, Child Welfare Services**

Budget Period: 2015-17

Budget Level: Policy Level

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**Agency Recommendation Summary Text**

ESHB 2264, Section 9 directs the Washington State Institute for Public Policy (WSIPP) to evaluate, in consultation with a university-based child welfare research entity the implementation of performance-based contracts by DSHS Children's Administration for the purchase of certain services provided to children and families involved in the child welfare system. An initial report on the conversion to performance based contracting was due June 30, 2014. A second report on the effects of performance based contracting on increased use of evidence based practices and improvements in child safety, child permanency, and child well-being is due June 30, 2016.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>Total</b>
001-1 State General Fund	\$111,943	\$0	\$111,943
149-6 Operating Fees	-0-	-0-	-0-
<i>Total Cost</i>	\$111,943	0	\$111,943
FTE's	.73	0	0
A - Salaries	69,107	0	69,107
B - Employee Benefits	18,988	0	18,988
C - Contracts	23,848	0	23,848
E - Goods & Services	0	0	0
G - Travel	0	0	0
J - Equipment	0	-0-	0
<i>Total Objects</i>	\$111,943	\$0	\$111,943

**Package Description**

**Background:**

**Current Situation:**

WSIPP is prepared to complete the evaluation and reporting as expected but requires the fiscal resources to do so.

**Proposed Solutions:**

Evergreen proposes that the college maintenance level budget be increased to accomplish this legislative expectation.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Narrative Justification and Impact Statement**

#### **What specific performance outcomes does the college expect?**

The Washington State Institute for Public Policy has a long track record of performing quality evaluations. Adequate fiscal resources are necessary to accomplish the expectations outlined in ESHB 2264 and enable WSIPP to maintain a strong performance record.

#### **Performance Measure Detail**

WSIPP will report on the effects of performance based contracting on increased use of evidence based practices and improvements in child safety, child permanency, and child well-being on or before June 30, 2016 as expected by the legislature.

#### **Is this decision package essential to implement a strategy identified in the college's strategic plan?**

The college, located in the seat of state government, has a strong commitment to public and community service. The Washington State Institute for Public Policy, as part of Evergreen's public service mission is committed to carry out practical, non-partisan, research – at legislative direction – on issues of importance to Washington State.

#### **Reason for Change**

The reason for this change is to provide the actual funding for the evaluation and final report as expected by law.

#### **Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?**

Yes, completion of this evaluation of performance based contracting of child protective services supports both the Health and Safe Communities as well as the Efficient, Effective and Accountable Government goals that are outlined in the Governor's Results Washington priorities.

#### **What are the other important connections or impacts related to this proposal?**

None that aren't indicated elsewhere in this package.

#### **Impact on Clients and Services:**

The primary client for this particular is the Washington state legislature. Completing this assessment will meet the service level expectation the legislature explicitly expressed in ESHB 2264.

#### **Impact on other state programs:**

This work will provide a review of measurable effects of the Department of Social and Health Services use of new performance-based contracting for providers who serve children and families in the child welfare system.

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***Successful Pathways to Educational Opportunities at Evergreen***

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**What alternatives were explored and why was this alternative chosen?**

No other alternatives were explored.

**What are the consequences of not funding this package?**

WSIPP would not be able to complete the work expected by the 2014 Legislature and identified in ESHB 2264.

**What is the relationship, if any, to the state's capital budget?**

None.

**What changes would be required to existing statutes, rules, or contracts, in order to implement the change?**

None.

**Expenditure and Revenue Calculations and Assumptions**

**Revenue Calculations and Assumptions:**

None.

**Expenditure Calculations and Assumptions:**

In fiscal year 2016 the project would be staffed by 0.58 FTE of a senior researcher, 0.05 FTE of a programmer/analyst, and 0.10 FTE of office support to help prepare the final report.

**Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?**

All costs associated with this initiative are one-time.



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***Successful Pathways to Educational Opportunities at Evergreen***

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**376 The Evergreen State College  
Decision Package : ML2-CB, Family Assessments**

Budget Period: 2015-17

Budget Level: Policy Level

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**Agency Recommendation Summary Text**

This request is to provide the funding necessary for the Washington State Institute for Public Policy (WSIPP) to finalize an evaluation of the implementation of the family assessment response and submit its final report to the Legislature by December 1, 2016 as required in section 9 of ESSB 6555.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>Total</b>
001-1 State General Fund	\$0	\$50,705	\$50,705
149-6 Operating Fees	-0-	-0-	-0-
<i>Total Cost</i>	0	\$50,705	\$50,705
FTE's	0	.48	.48
A – Salaries	0	31,362	31,362
B - Employee Benefits	0	8,702	8,702
C – Contracts	0	0	0
E - Goods & Services	0	10,641	10,641
G – Travel	0	0	0
J – Equipment	0	-0-	0
<i>Total Objects</i>	\$0	\$50,705	\$50,705

**Package Description**

**Background:**

This evaluation and reporting is an expressed legislative expectation and is therefore an appropriate maintenance level request. The legislative expectation is that at a minimum the study will evaluate child safety measures, out-of-home placement rates, re-referral rates, and caseload sizes and demographics.

**Current Situation:**

WSIPP is prepared to complete the evaluation and reporting as expected but requires the fiscal resources to do so.

**Proposed Solutions:**

Evergreen proposes that the college maintenance level budget be increased to accomplish this legislative expectation.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Narrative Justification and Impact Statement**

#### **What specific performance outcomes does the college expect?**

The Washington State Institute for Public Policy has a long track record of performing quality evaluations. Adequate fiscal resources are necessary to accomplish the expectations outlined in ESSB 6555 and enable WSIPP to maintain a strong performance record.

#### **Performance Measure Detail**

WSIPP will report on the effects of performance based contracting on increased use of evidence based practices, and improvements in child safety, child permanency, and child well-being on or before December 1, 2016 as expected by the legislature.

#### **Is this decision package essential to implement a strategy identified in the college's strategic plan?**

The college, located in the seat of state government, has a strong commitment to public and community service. The Washington State Institute for Public Policy, as part of Evergreen's public service mission is committed to carry out practical, non-partisan, research – at legislative direction – on issues of importance to Washington State.

#### **Reason for Change**

The reason for this change is to provide the actual funding for the evaluation and final report as expected by law.

#### **Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?**

Yes, completion of this evaluation of family assessments supports both the health and safe communities as well as the efficient, effective and accountable government goals that are outlined in the Governor's Results Washington priorities.

#### **What are the other important connections or impacts related to this proposal?**

None that aren't indicated elsewhere in this package.

#### **Impact on Clients and Services:**

The primary client for this particular is the Washington state legislature. Completing this assessment will meet the service level expectation the legislature explicitly expressed in ESSB 6555.

#### **Impact on other state programs:**

This work will provide third party expert review and evaluation of family assessment strategies used by the Department of Social and Health Services.

#### **What alternatives were explored and why was this alternative chosen?**

No other alternatives were explored.

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***Successful Pathways to Educational Opportunities at Evergreen***

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**What are the consequences of not funding this package?**

WSIPP would not be able to complete the work expected by the 2014 legislature in terms of ESSB 6555.

**What is the relationship, if any, to the state's capital budget?**

None.

**What changes would be required to existing statutes, rules, or contracts, in order to implement the change?**

None.

**Expenditure and Revenue Calculations and Assumptions**

**Revenue Calculations and Assumptions:**

**Expenditure Calculations and Assumptions:**

In FY 2017 WSIPP will assign 0.25 FTE of a senior researcher to conduct data analysis and write the final report. WSIPP will assign 0.1 FTE of office support to help with production of the final report.

**Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?**

All costs associated with this initiative are one-time.

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***Successful Pathways to Educational Opportunities at Evergreen***

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**Policy Level Adjustments:**

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- **PL-M9 15% Budget Reduction**
- **PL-N0 Re-instate 15% Budget Reduction**
- **PL-N1 Faculty Compensation**
- **PL-N2 Professional Staff Compensation**
- **PL-N3 WFSE Collective Bargaining Agreement**
- **PL-N4 Plant Maintenance and Operations**
- **PL-N5 Baccalaureate Computer Science Backlog**
- **PL-N6 Latina/o Pathway Initiative**

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***Successful Pathways to Educational Opportunities at Evergreen***

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**376 The Evergreen State College**  
**Decision Package: PL-M9: 15% Budget Reduction**

Budget Period: 2015-17

Budget Level: Policy Level

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**Agency Recommendation Summary Text**

In order to meet the 15% state general fund budget reduction package in accordance with the June 13, 2014 directive from the Governor's Office of Financial Management Evergreen would make reductions at the expense of current access to higher education. To illustrate Evergreen would be required to either reduce enrollment equivalent to 630 FTE students or increase resident, undergraduate tuition equivalent to a 20% increase (\$1,450 increase). Although not reflected in the package, any increase in resident undergraduate tuition would also require the state to increase funding for the State Need Grant and College Bound Scholarship program to maintain pace with tuition increases. With either option enrollment levels will be significantly impacted.

As expected by the Legislature, throughout the last half decade of state budget cuts the college has prioritized enrollment and degree production efficiency at the expense of other college priority activities. Given the magnitude of this reduction coupled with cuts that have already been taken in other priority areas there is simply nowhere else to cut and still maintain enrollment levels. In addition, tuition has already increased over 70% during this same period coupled with the state's inability to fully fund state financial aid programs, making a 20% tuition increase an unrealistic option given Evergreen's commitment to support low-income Washingtonians.

Given these realities and in order to maintain Evergreen's commitment to a quality education for current and any future students, the College would likely choose to reduce enrollments which the following table reflects.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>Total</b>
001-1 State General Fund	(\$3,230,100)	(\$3,198,150)	(\$6,428,250)
149-6 Operating Fees	(4,767,743)	(4,809,743)	(9,577,486)
<b><i>Revenue Change</i></b>	<b>(\$7,997,843)</b>	<b>(\$8,007,893)</b>	<b>(\$16,005,736)</b>
FTE's	(78.8)	(78.8)	(78.8)
A - Salaries	(4,934,671)	(4,934,079)	(9,868,750)
B - Employee Benefits	(1,679,549)	(1,679,347)	(3,358,896)
C - Contracts	(79,321)	(79,318)	(158,639)
E - Goods & Services	(1,178,682)	(1,161,865)	(2,340,547)
G - Travel	(47,985)	(48,927)	(96,912)
J - Equipment	(77,635)	(104,357)	(181,992)
<b><i>Expenditure Change</i></b>	<b>(\$7,997,843)</b>	<b>(\$8,007,893)</b>	<b>(\$16,005,736)</b>

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Package Description**

#### **Background:**

The current state of higher education in Washington is unsustainable. The combination of declining state funds for institutions and financial aid, rising tuition, increased demand for degree production and a needier student population has created an uncertain path forward for higher education.

Evergreen received nearly \$32 million in operating budget support in 2008-09. In 2012-13 state support for the College declined by approximately 44 percent to \$18 million. The state's portion of Evergreen's operational funding slipped from 62 percent to 38 percent during this time period. Despite a cumulative tuition increase of nearly 70% in this same period, Evergreen still sustained a net budget cut of nearly \$8 million (15 percent) affecting every area of the college, including a loss of 65 positions. The impact for the state and students was less academic support, reduced access to high demand programs, increased time to degree and increased indebtedness.

Recognizing the leadership over the last biennium to support the first investment above maintenance level funding since the beginning of the Great Recession, Evergreen experienced an increase in state funding of 5.2% in the 2013-15 biennium. Prior to this investment state funds represented 36% and tuition 64% of state funding for Evergreen; after this investment progress was made increasing the state's share to 38% and reducing the burden on students and families to 62%. Yet state funds and tuition, even with the enacted biennial budget, (\$55,199) remain far below the level of support received prior to the Great Recession (\$60,610), in FY2015 constant dollars,.

Though the state has continued its investment in student financial aid, 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 students' accessibility in question. Evergreen has experienced a 12% increase in the number of FAFSA applications received between 2010-11 and 2012-13. The State Need Grant makes up 97% of all state financial aid provided to Evergreen students. From 2010-11 to 2012-13 Evergreen experienced a 29% increase in the number of students eligible for the State Need Grant but un-served. Evergreen is also estimating an increase of 41% in the number of students served through the College Bound Scholarship program from 2012-13 to 2013-14.

Despite declines in per-student funding and an increase in financial need of Evergreen's students, the College is moving students through to degree attainment. Evergreen is a leader among Washington's public baccalaureate institutions in time to degree and credit efficiency. In addition, Evergreen leads Washington's comprehensive public baccalaureate institutions in four-year graduation rates. Furthermore eighty-one percent of all baccalaureate degrees awarded to Evergreen's Class of 2012 were earned by students who identify as traditionally underserved. More than 50% of all baccalaureate degrees awarded for the 2011-12 academic year were awarded to Pell Grant recipients. At the same time, Evergreen's high demand degrees increased by 10.3% between 2007-08 and 2012-13. Furthermore Evergreen's graduates are finding post-graduation success. The most recent alumni survey shows 78% of all alumni were employed one year after graduation from Evergreen and 21% are in graduate or professional school.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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Evergreen's increased productivity, despite state funding challenges, are occurring against a changing backdrop. Nationally over the next decade enrollment levels of students directly from high school are expected to decline and those who do graduate from high school will have a lower higher education participation rate. According to the Western Interstate Commission for Higher Education, Washington has experienced an 8.45% decline in high school graduates from 2009-10 to 2013-14 and is not expected to fully rebound until 2025-26 before small declines begin again. In Washington, public high school graduates are projected to grow increasingly diverse. Non-white graduates will increase from 27% (2008-09) to 35% by 2019-2020 and grow to 42% in 2027-28. However financial resources are expected to continue to be a growing barrier for students attending higher education and most non-white races/ethnicities are expected to continue earning below the statewide median income for Washington.

### **Current Situation:**

In fall 2013, The Evergreen State College served 4,087 undergraduate students and 311 graduate students. Fifty-eight percent of incoming undergraduates were transfer students. Among all enrolled students, 32% were first generation college students, 25% were students of color, and 52% were low-income students (< 150% federal poverty level). Over three-quarters of Evergreen students received financial aid.

Evergreen is past the point of greater efficiency or further reductions to meet state funding levels. The current state of Washington higher education is unsustainable. Washington's public baccalaureate institutions rank in the top five nationally for degree completion and degree production despite ranking 49<sup>th</sup> in total per student funding (tuition and state support). This comes at a time when the state is demanding more degrees, especially in STEM, and student demographics are changing, increasing the College's service to students who require more service, not less.

Any further reductions to state support for Evergreen would reduce services and instruction available to future students and continues to put at risk the quality of education for current students who are already impacted by the nearly half-decade of state funding reductions and tuition increases to higher education in Washington. In addition tuition elasticity at the College has been nearly eliminated based on the student population Evergreen serves.

### **Proposed Solutions:**

Throughout the last half decade of state budget cuts, the college has prioritized enrollment and degree production efficiency at the expense of other college priority activities. Given the magnitude of this reduction coupled with cuts that have already been taken in other priority areas there is simply nowhere else to cut and still maintain enrollment levels. In addition, tuition has already increased over 70% during this same period coupled with the state's inability to fully fund state financial aid programs making a 20% tuition increase an unrealistic option given Evergreen's public mission of supporting low-income Washingtonians. With either option enrollment levels will be significantly impacted.

Given these realities and in order to maintain Evergreen's commitment to a quality education for current and any future student, the College would likely choose to reduce enrollments.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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In order to meet the states reduction, Evergreen would reduce enrollments equivalent to 630 student FTE or increase resident, undergraduate tuition equivalent to a 20% increase. An increase in resident, undergraduate tuition would require an increase in funding for the State Need Grant and College Bound Scholarship program to maintain pace with tuition.

### **Narrative Justification and Impact Statement**

#### **What specific performance outcomes does the college expect?**

A decline in enrollment leading to a decline in the number of degrees produced.

#### **Performance Measure Detail**

Overall performance would suffer as a result of an enrollment reduction equivalent to 630 FTE students. Alternatively, it is anticipated that given the student population served by Evergreen combined with the limited tuition elasticity, an increase in tuition would also reduce enrollment at the College. In general performance would decrease in terms of the number of degrees conferred and increase in time to degree.

#### **Is this decision package essential to implement a strategy identified in the college's strategic plan?**

No, this reduction level would be a setback for the advancement of the College strategic initiatives.

#### **Reason for Change**

A 15% reduction of state support to Evergreen.

#### **Does this decision package provide essential support to one of the Governor's priorities?**

This package directly contradicts the goals identified in the Governor's Results Washington for a world-class education by directly denying access to an education that prepares Washingtonians for a healthy and productive life through the development and attainment of skills necessary to succeed in school, a career and in communities in the 21<sup>st</sup> century. In addition, this package would directly impede the goal set forth by the Washington Student Achievement Council to achieve the completion of a postsecondary credential by at least 70% of Washington adults, ages 25-44, by 2023.

#### **Does the decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government Process?**

This package would directly impede 1.3a, 2.3, and 2.3a goals identified in Washington Results. This package would decrease the number of students enrolled in STEM in the public baccalaureate sector and decrease the attainment of degrees to meet the 2023 goals identified in Washington Results.

#### **What are the other important connections or impacts related to this proposal?**

A reduction to Evergreen at this level will likely have negative long-term impacts to the state because of the benefits gained to society from postsecondary education. Research strongly supports that higher

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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education provides multiple benefits to society including larger tax revenues, better health, less reliance on government social programs, decline in incarceration rates, and increased engagement in civic activities. In addition, reductions to higher education limit the opportunities available to high school graduates to pursue the required post-secondary education for future employment and returning workers pursuing education to upgrade their skills.

### **Impact on Clients and Services:**

This package would impede the College's ability to meet student and industry demand for postsecondary degrees in Washington.

### **Impact on other state programs:**

A reduction to Evergreen at this level will likely have negative long-term impacts to the state because of the benefit gained to society from postsecondary education ranging from larger tax revenues to less reliance on government social programs. In addition, reductions to higher education limit the opportunities available to high school graduates to pursue the required post-secondary education for future employment and returning workers pursuing education to upgrade their skills.

### **What alternatives were explored and why was this alternative chosen?**

The nearly half decade of declining state support provides no other choices for Evergreen in meeting future state support reductions. Evergreen has considered the decision to raise tuition to offset this package. Based on the student population Evergreen serves and the need to maintain our commitment to current and future students to a quality education the College would likely choose to reduce enrollments.

### **What are the consequences of not funding this package?**

This package would directly deny access to a convenient and efficient high quality postsecondary education for students in Washington, undermining career preparation beyond high school and decreasing opportunities for current and returning workers to upgrade their skills.

### **What is the relationship, if any, to the state's capital budget?**

No direct relationship.

### **What changes would be required to existing statutes, rules, or contracts, in order to implement the change?**

The legislature would need to reduce or eliminate the enrollment level proviso in the operating budget.

## **Expenditure and Revenue Calculations and Assumptions**

### **Revenue Calculations and Assumptions:**

This package is based on the assigned target reduction amount in near general fund and assumes that impact would result in substantial enrollment reductions that would significantly reduce the level of operating fees collected.

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***Successful Pathways to Educational Opportunities at Evergreen***

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**Expenditure Calculations and Assumptions:**

Expenditure changes assume a pro-rata reduction to levels currently allocated.

**Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?**

If past history is a valid predictor of the future, reductions would be a permanent adjustment.

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***Successful Pathways to Educational Opportunities at Evergreen***

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**376 The Evergreen State College**

**Decision Package: PL-N0: Re-instate the 15% Budget Reduction**

Budget Period: 2015-17

Budget Level: Policy Level

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**Agency Recommendation Summary Text**

In order to meet the 15% state general fund budget reduction package in accordance with the June 13, 2014 directive from the Governor's Office of Financial Management Evergreen would need to make reductions at the expense of current access to higher education. To illustrate Evergreen would be required to either reduce enrollment equivalent to 630 FTE students or increase resident, undergraduate tuition equivalent to a 20% increase (\$1,450 increase). Although not reflected in the package, any increase in resident undergraduate tuition would also require the state to increase funding for the State Need Grant and College Bound Scholarship program to maintain pace with tuition increases. With either option enrollment levels will be significantly impacted.

As expected by the Legislature, throughout the last half decade of state budget cuts the college has prioritized enrollment and degree production efficiency at the expense of other college priority activities. Given the magnitude of this reduction coupled with cuts that have already been taken in other priority areas there is simply nowhere else to cut and still maintain enrollment levels. In addition, tuition has already increased over 70% during this same period coupled with the state's inability to fully fund state financial aid programs, making a 20% tuition increase an unrealistic option given Evergreen's public commitment to support low-income Washingtonians.

Given these realities and in order to maintain Evergreen's commitment to a quality education for current and any future students, the College requests that the 15% reduction amount be fully avoided.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>Total</b>
001-1 State General Fund	\$3,230,100	\$3,198,150	\$6,428,250
149-6 Operating Fees	4,767,743	4,809,743	9,577,486
<b><i>Revenue Change</i></b>	<b>\$7,997,843</b>	<b>\$8,007,893</b>	<b>\$16,005,736</b>
FTE's	78.8	78.8	78.8
A - Salaries	4,934,671	4,934,079	9,868,750
B - Employee Benefits	1,679,549	1,679,347	3,358,896
C - Contracts	79,321	79,318	158,639
E - Goods & Services	1,178,682	1,161,865	2,340,547
G - Travel	47,985	48,927	96,912
J - Equipment	77,635	104,357	181,992
<b><i>Expenditure Change</i></b>	<b>\$7,997,843</b>	<b>\$8,007,893</b>	<b>\$16,005,736</b>

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Package Description**

#### **Background:**

The current state of higher education in Washington is unsustainable. The combination of declining state funds for institutions and financial aid, rising tuition, increased demand for degree production and a needier student population has created an uncertain path forward for higher education.

Evergreen received nearly \$32 million in operating budget support in 2008-09. In 2012-13 state support for the College declined by approximately 44 percent to \$18 million. The state's portion of Evergreen's operational funding slipped from 62 percent to 38 percent during this time period. Despite a cumulative tuition increase of nearly 70% in this same period, Evergreen still sustained a net budget cut of nearly \$8 million (15 percent) affecting every area of the college, including a loss of 65 positions. The impact for the state and students was less academic support, reduced access to high demand programs, increased time to degree and increased indebtedness.

Recognizing the leadership over the last biennium to support the first investment above maintenance level funding since the beginning of the Great Recession, Evergreen experienced an increase in state funding of 5.2% in the 2013-15 biennium. Prior to this investment state funds represented 36% and tuition 64% of state funding for Evergreen; after this investment progress was made increasing the state's share to 38% and reducing the burden on students and families to 62%. Yet state funds and tuition, even with the enacted biennial budget, (\$55,199) remain far below the level of support received prior to the Great Recession (\$60,610), in FY2015 constant dollars,.

Though the state has continued its investment in student financial aid, 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 students' accessibility in question. Evergreen has experienced a 12% increase in the number of FAFSA applications received between 2010-11 and 2012-13. The State Need Grant makes up 97% of all state financial aid provided to Evergreen students. From 2010-11 to 2012-13 Evergreen experienced a 29% increase in the number of students eligible for the State Need Grant but un-served. Evergreen is also estimating an increase of 41% in the number of students served through the College Bound Scholarship program from 2012-13 to 2013-14.

Despite declines in per-student funding and an increase in financial need of Evergreen's students, the College is moving students through to degree attainment. Evergreen is a leader among Washington's public baccalaureate institutions in time to degree and credit efficiency. In addition, Evergreen leads Washington's comprehensive public baccalaureate institutions in four-year graduation rates. Furthermore eighty-one percent of all baccalaureate degrees awarded to Evergreen's Class of 2012 were earned by students who identify as traditionally underserved. More than 50% of all baccalaureate degrees awarded for the 2011-12 academic year were awarded to Pell Grant recipients. At the same time, Evergreen's high demand degrees increased by 10.3% between 2007-08 and 2012-13. Furthermore Evergreen's graduates are finding post-graduation success. The most recent alumni survey shows 78% of all alumni were employed one year after graduation from Evergreen and 21% are in graduate or professional school.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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Evergreen's increased productivity, despite state funding challenges, are occurring against a changing backdrop. Nationally over the next decade enrollment levels of students directly from high school are expected to decline and those who do graduate from high school will have a lower higher education participation rate. According to the Western Interstate Commission for Higher Education, Washington has experienced an 8.45% decline in high school graduates from 2009-10 to 2013-14 and is not expected to fully rebound until 2025-26 before small declines begin again. In Washington, public high school graduates are projected to grow increasingly diverse. Non-white graduates will increase from 27% (2008-09) to 35% by 2019-2020 and grow to 42% in 2027-28. However financial resources are expected to continue to be a growing barrier for students attending higher education and most non-white races/ethnicities are expected to continue earning below the statewide median income for Washington.

### **Current Situation:**

In fall 2013, The Evergreen State College served 4,087 undergraduate students and 311 graduate students. Fifty-eight percent of incoming undergraduates were transfer students. Among all enrolled students, 32% were first generation college students, 25% were students of color, and 52% were low-income students (< 150% federal poverty level). Over three-quarters of Evergreen students received financial aid.

Evergreen is past the point of greater efficiency or further reductions to meet state funding levels. The current state of Washington higher education is unsustainable. Washington's public baccalaureate institutions rank in the top five nationally for degree completion and degree production despite ranking 49<sup>th</sup> in total per student funding (tuition and state support). This comes at a time when the state is demanding more degrees, especially in STEM, and student demographics are changing, increasing the College's service to students who require more service, not less.

Any further reductions to state support for Evergreen would reduce services and instruction available to future students and continues to put at risk the quality of education for current students who are already impacted by the nearly half-decade of state funding reductions and tuition increases to higher education in Washington. In addition tuition elasticity at the College has been nearly eliminated based on the student population Evergreen serves.

### **Proposed Solutions:**

Throughout the last half decade of state budget cuts, the college has prioritized enrollment and degree production efficiency at the expense of other college priority activities. Given the magnitude of this reduction coupled with cuts that have already been taken in other priority areas there is simply nowhere else to cut and still maintain enrollment levels. In addition, tuition has already increased over 70% during this same period coupled with the state's inability to fully fund state financial aid programs making a 20% tuition increase an unrealistic option given Evergreen's public mission of supporting low-income Washingtonians. With either option enrollment levels will be significantly impacted.

Given these realities and in order to maintain Evergreen's commitment to a quality education for current and any future student, for any further cut levels the College would likely choose to reduce enrollment

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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equivalent to 630 student FTE. Evergreen proposes no further reductions to the public subsidy level for Evergreen in order to avoid enrollment reductions.

### **Narrative Justification and Impact Statement**

#### **What specific performance outcomes does the college expect?**

A decline in enrollment leading to a decline in the number of degrees produced. If further cuts were avoided Evergreen would maintain degree production performance levels

#### **Performance Measure Detail**

Overall performance would suffer as a result of an enrollment reduction equivalent to 630 FTE students. Alternatively, it is anticipated that given the student population served by Evergreen combined with the limited tuition elasticity, an increase in tuition would also reduce enrollment at the College. In general performance would decrease in terms of the number of degrees conferred and increase in time to degree. Avoiding further cuts to the base budget would not degrade the college's performance.

#### **Is this decision package essential to implement a strategy identified in the college's strategic plan?**

Yes, the college's strategic plan calls for sufficient funding to carry out Evergreen's public mission.

#### **Reason for Change**

To avoid a 15% reduction of state support to Evergreen.

#### **Does this decision package provide essential support to one of the Governor's Results Washington priorities?**

This package directly supports the goals identified in the Governor's Results Washington for a world-class education by providing access to an education that prepares Washingtonians for a healthy and productive life through the development and attainment of skills necessary to succeed in school, a career and in communities in the 21<sup>st</sup> century. In addition, this package would directly impact the goal set forth by the Washington Student Achievement Council to achieve the completion of a postsecondary credential by at least 70% of Washington adults, ages 25-44, by 2023.

This package would directly support 1.3a, 2.3, and 2.3a goals identified in Washington Results. This package would help maintain the number of students enrolled in STEM in the public baccalaureate sector and support the attainment of degrees to meet the 2023 goals identified in Washington Results.

#### **What are the other important connections or impacts related to this proposal?**

Research strongly supports that higher education provides multiple benefits to society including larger tax revenues, better health, less reliance on government social programs, decline in incarceration rates, and increased engagement in civic activities. In addition, avoiding reductions to higher education would not limit opportunities available to high school graduates to pursue the required post-secondary education

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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for future employment and returning workers pursuing education to upgrade their skills.

### **Impact on Clients and Services:**

This package would maintain the College's ability to meet student and industry demand for postsecondary degrees in Washington.

### **Impact on other state programs:**

Continued funding to Evergreen at a fully funded maintenance level will likely have positive long-term impacts to the state because of the benefit gained to society from postsecondary education ranging from larger tax revenues to less reliance on government social programs. In addition, opportunities would continue to be available to high school graduates to pursue the required post-secondary education for future employment and returning workers pursuing education to upgrade their skills.

### **What alternatives were explored and why was this alternative chosen?**

The nearly half decade of declining state support provides no other choices for Evergreen in meeting future state support reductions but to reduce enrollments. Evergreen has considered the decision to raise tuition to offset the 15% reduction targets. Based on the student population Evergreen serves and the need to maintain our commitment to current and future students to a quality education the College would likely choose to reduce enrollments.

### **What are the consequences of not funding this package?**

If the 15% reduction is required then approximately 630 FTE students would be declined access. See decision package PL-M9 15% Budget Reduction for full explanation.

### **What is the relationship, if any, to the state's capital budget?**

No direct relationship.

### **What changes would be required to existing statutes, rules, or contracts, in order to implement the change?**

None.

## **Expenditure and Revenue Calculations and Assumptions**

### **Revenue Calculations and Assumptions:**

This package is based on full reversal of PL-M9 15% Budget Reduction decision package.

### **Expenditure Calculations and Assumptions:**

Expenditure changes assume a full reversal of PL-M9 15% Budget Reduction decision package.

### **Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?**

The avoidance of further budget cuts would be an on-going base budget decision.

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***Successful Pathways to Educational Opportunities at Evergreen***

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**376 The Evergreen State College**  
**Decision Package : PL – N1 Faculty Compensation**

Budget Period: 2015-17

Budget Level: Policy Level

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**Agency Recommendation Summary Text**

The Evergreen State College seeks funding to achieve and sustain average faculty salaries at the 75<sup>th</sup> percentile of peers. Competitive salaries are necessary to recruit and retain a quality faculty to advance the Governor's educational agenda, the Washington Student Achievement Council's (WSAC) ten-year roadmap to increase educational attainment in Washington, and deliver Evergreen's interdisciplinary curriculum.

Based on the most recent Integrated Postsecondary Education Data System (IPEDS) of peer institution compensation levels, Evergreen's faculty will lag 5.5% behind in 2015-16 and 7% behind in 2016-17. Recognizing the limits of the state budget and the critical need for compensation Evergreen seeks to close the gap with a multi-biennia funding partnership with the Legislature. Evergreen requests funds to support a 4% per year compensation in 2015-17 and a commitment for additional support in future biennia to achieve and sustain parity with peers.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2015-16</b>	<b>FY 2016-1</b>	<b>Total</b>
001-1 State General Fund	\$638,198	\$1,301,923	\$1,940,121
149-6 Operating Fees	-0-	-0-	-0-
<b><i>Total Cost</i></b>	<b>\$638,198</b>	<b>\$1,301,923</b>	<b>\$1,940,121</b>
FTE's	0	0	0
A – Salaries	545,468	1,112,754	1,658,222
B - Employee Benefits	92,730	189,169	281,899
C - Contracts	0	0	0
E - Goods & Services	0	0	0
G - Travel	0	0	0
J - Equipment	0	-0-	0
<b><i>Total Objects</i></b>	<b>\$638,198</b>	<b>\$1,301,923</b>	<b>\$1,940,121</b>

**Package Description**

**Background:**

The recruitment, retention and development of faculty challenge the ability of Evergreen to continue to provide a quality, accessible higher education for Washingtonians. Evergreen's compensation levels

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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continue to lag the market place and a larger portion of health benefit coverage is paid by employees. Competitive compensation and faculty retention play key roles in Evergreen's ability to continue to offer quality academic programs to students and maintain strong performance in time to degree and completion.

Comparative data with Global Challenge State institutions rank Evergreen in the 15<sup>th</sup> percentile of that funding comparison group. The American Association of University Professors' annual survey of the IPEDS data places Evergreen faculty compensation 17% below the average of other public baccalaureate institutions in Washington.

Compensation remains an important factor in faculty retention. Increasingly top faculty are being recruited by other institutions, in part based on higher compensation. Evergreen competes for faculty in a national and emerging international market. Though the national and state unemployment rates hover around 5-6%, the unemployment rate for employees we are seeking (often a minimum of a baccalaureate degree and often with advanced degrees) hovers around 3-3.5% (U.S. Bureau of Labor Statistics shows an unemployment rate for baccalaureate degrees or higher for August 2014 of 3.2% seasonally adjusted and 3.6 not seasonally adjusted).

### **Current Situation:**

Evergreen faculty are retiring at nearly five percent each year, challenging Evergreen's ability to recruit and retain high-quality faculty and creating a critical need for investment in developing and centralizing labor relations within the College.

In addition, each public institution of higher education is now responsible to collect and present meaningful peer salary data to local collective bargaining units and the Legislature to determine the funding needed to achieve a competitive salary goal (typically expressed as reaching a desired percentile of a peer group) and a strategy to achieve that goal.

Based on the most recent IPEDS analysis of peer institution compensation levels, Evergreen's faculty will lag 5.5% behind in 2015-16 and 7% behind in 2016-17. Recognizing the limits of the state budget and the critical need for compensation Evergreen seeks to close the gap with a multi-biennia funding partnership with the Legislature. Evergreen requests funds to support a 4% per year compensation in 2015-17 and a commitment for additional support in future biennia to achieve and sustain parity with peers.

Finally, a funding partnership with the state to close the compensation gap for Evergreen is critical. Students and families have increasingly bore the burden of financing their college education. Tuition cannot fund the College's compensation needs alone. Washington has experienced the second steepest tuition increase in the nation since the recession as a result of reductions to higher education during this same time to balance the budget. According to the Washington Budget & Policy Center Washington has cut funding for higher education by 27.8% (\$2,498 decrease per student) since 2008 after adjusting for inflation. To mediate the loss of funding, tuition and fees were allowed to rise by 60.7 percent (\$4,085 for the typical student). Evergreen students and families experienced a nearly 70% increase in tuition

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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during this period, at a time when the College was serving a higher percentage of low-income students.

### **Proposed Solutions:**

Competitive compensation and faculty retention play key roles in Evergreen's ability to continue to offer quality academic programs to students and maintain strong performance in time to degree and completion. The Evergreen State College seeks a long-term funding partnership with the state to achieve and sustain average faculty salaries at the 75<sup>th</sup> percentile of peers. The College requests a 4% increase per year in the 2015-17 biennium and a commitment to partner for additional support in the future to reach the goal of 75<sup>th</sup> percentile of peers.

Evergreen has selected the Council of Public Liberal Arts and Colleges (COPLAC) complemented with the three Washington state regionals universities (Western, Central and Eastern Universities) as the most meaningful peer group. The selection of this smaller peer group will guarantee accurate, readily available annual data with institutions with similar missions and scale.

COPLAC is a consortium of 29 public colleges and universities in 26 states and one Canadian province. Established in 1987, COPLAC advances the aims of its member institutions and drives awareness of the value of public liberal arts education in a student-centered, residential environment.

COPLAC serves both external and internal constituencies. It communicates to state and federal policy makers the vital importance and benefits of providing students with comprehensive public higher education in the liberal arts and sciences. It collaborates with major national higher education organizations like the Association of American Colleges and Universities to advance the aims of liberal learning in a global society. And it partners with the Council on Undergraduate Research to advance student learning through a recognized high impact practice.

COPLAC campuses are small-to-medium sized (800-7000 students) and the focus is primarily on undergraduate education. As public institutions, COPLAC colleges and universities combine an egalitarian concern for access with academic rigor. Member institutions work to provide a transformative liberal arts education commensurate with that offered by North America's finest private colleges. Essential to this goal is a commitment to an extensive, integrated arts and sciences core curricula.

### **Narrative Justification and Impact Statement**

#### **What specific performance outcomes does the college expect?**

The recruitment, retention and development of faculty challenge the ability of Evergreen to continue to provide a quality, accessible higher education for Washingtonians. Competitive compensation and faculty retention play key roles in Evergreen's ability to continue to offer quality academic programs to students and maintain strong performance in the goals of time to degree and completion, increasing participation and preparedness required to meet Washington's growing economy.

### **Performance Measure Detail**

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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Peer group annual salary data will be available to evaluate and address the gap to the stated goal of the 75<sup>th</sup> percentile.

### **Is this decision package essential to implement a strategy identified in the college's strategic plan?**

Yes, improving faculty compensation to achieve competitive salary levels is a very high priority in the college's strategic plan.

### **Reason for Change**

### **Does this decision package provide essential support to one of the Governor's Results Washington priorities?**

This package is aligned with Governor Inslee's proclamation to provide a world-class education and, generally, a commitment to "the continuous improvement of services, outcomes, and performance of state government, to realize a safe, beautiful and healthy place to live and work". In addition this package is aligned with the Governor's commitment in Results Washington to create an economic climate where good-paying jobs can thrive and provide great livings and communities for generations of Washingtonians.

### **What are the other important connections or impacts related to this proposal?**

This package will promote the Washington Student Achievement Council's Roadmap Washington 2013 goal to foster excellence in educational attainment.

### **Impact on Clients and Services:**

Faculty engagement is necessary to provide a quality educational experience for current and future students. Evergreen faculty's focus on direct student engagement is a cornerstone of the College's academic mission and exceeds that of our peers.

### **Impact on other state programs:**

N/A

### **What alternatives were explored and why was this alternative chosen?**

A funding partnership with the state to close the compensation gap for Evergreen is critical. Students and families have increasingly bore the burden of financing their college education. Tuition cannot fund the College's compensation needs alone. Washington has experienced the second steepest tuition increase in the nation since the recession as a result of reductions to higher education during this same time to balance the budget. According to the Washington Budget & Policy Center Washington has cut funding for higher education by 27.8% (\$2,498 decrease per student) since 2008 after adjusting for inflation. To mediate the loss of funding, tuition and fees were allowed to rise by 60.7 percent (\$4,085 for the typical student). Evergreen students and families experienced a nearly 70% increase in tuition during this period,

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### ***Successful Pathways to Educational Opportunities at Evergreen***

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at a time when the College was serving a higher percentage of low-income students. Evergreen requires a long-term strategy and partnership with the Legislature.

#### **What are the consequences of adopting or not adopting this package?**

The funding required for competitive faculty salaries cannot be passed on to students after a decade of tuition increases that have more than doubled the cost of attendance. Failure to provide legislative support for competitive salaries will put Evergreen increasingly behind the college's peers.

#### **What is the relationship, if any, to the state's capital budget?**

None

#### **What changes would be required to existing statutes, rules, or contracts, in order to implement the change?**

None

### **Expenditure and Revenue Calculations and Assumptions**

#### **Revenue Calculations and Assumptions:**

#### **Expenditure Calculations and Assumptions:**

<b>Cost of Faculty Salary Increase</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2015-17</b>
<b>2014-15 Base</b>	<b>13,636,690</b>	<b>13,636,690</b>	<b>27,273,380</b>
Percent Increase Year 1	4.0%	4.0%	
Salary Increase Amount	545,468.00	545,468	1,090,936
Associated Benefits	92,730	92,730	185,460
<b>Total Cost of First Year Increase</b>	<b>638,198</b>	<b>638,198</b>	<b>1,276,396</b>
Percent Increase Year 2		4.0%	
Salary Increase Amount		567,286	567,286
Associated Benefits		96,439	96,439
<b>Total Cost of Second Year Increase</b>		<b>663,725</b>	<b>663,725</b>
<b>Grand Total Cost of Increase</b>	<b>638,198</b>	<b>1,301,923</b>	<b>1,940,121</b>

#### **Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?**

All costs associated with compensation increases are on-going.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **376 The Evergreen State College**

#### **Decision Package : PL – N2 Professional Staff Compensation**

Budget Period: 2015-17

Budget Level: Policy Level

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#### **Agency Recommendation Summary Text**

The Evergreen State College seeks funding to achieve and sustain average professional staff salaries at the 60<sup>th</sup> percentile of peers. Competitive salaries are necessary to recruit and retain a quality professional staff in order to maintain the College's commitment to provide the highest quality educational opportunities for students and to advance the Governor's educational agenda and the Washington Student Achievement Council's (WSAC) ten-year roadmap to increase educational attainment in Washington.

Based on the most recent College and University Professional Association for Human Resources (CUPAHR) survey, Evergreen's professional staff compensation levels lag 4% behind the median for comparable positions. The Economic Research Institute survey, which focused on the Olympia labor market, shows Evergreen's professional staff's average compensation levels are approximately 10% below the median for comparable positions. Recognizing the limits of the state budget and the critical need for compensation Evergreen seeks to close the gap with a multi-biennia funding partnership with the Legislature. Evergreen requests funds to support a 4% per year compensation in 2015-17 and a commitment for additional support in future biennia to achieve and sustain parity with the labor market.

#### **Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2015-16</b>	<b>FY 2016-1</b>	<b>Total</b>
001-1 State General Fund	\$477,810	\$974,732	\$1,452,542
149-6 Operating Fees	-0-	-0-	-0-
<b><i>Total Cost</i></b>	<b>\$477,810</b>	<b>\$974,732</b>	<b>\$1,452,542</b>
FTE's	0	0	0
A - Salaries	\$408,385	\$424,720	\$833,105
B - Employee Benefits	\$69,425	\$72,202	\$141,627
C - Contracts	0	0	0
E - Goods & Services	0	0	0
G - Travel	0	0	0
J - Equipment	0	-0-	0
<b><i>Total Objects</i></b>	<b>\$477,810</b>	<b>\$974,732</b>	<b>\$1,452,542</b>

#### **Package Description**

##### **Background:**

The recruitment and retention of professional staff challenges the ability of Evergreen to continue to provide a quality, accessible higher education for Washingtonians. Evergreen's compensation levels continue to lag the market place and a larger portion of health benefit coverage is paid by employees.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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Competitive compensation and professional staff retention play key roles in Evergreen's ability to continue to support quality academic programs and services to students necessary to maintain strong performance in time to degree and completion.

Based on the most recent College and University Professional Association for Human Resources survey, Evergreen's professional staff lag 4% behind the median for comparable positions. The Economic Research Institute survey, which focused on the Olympia labor market, shows Evergreen's professional staff's average compensation levels are approximately 10% below the median for comparable positions.

Compensation remains an important factor in professional staff retention. Increasingly professional staff are being recruited by other institutions, in part based on higher compensation. Evergreen competes for professional staff in a national market. Though the national and state unemployment rates hover around 5-6%, the unemployment rate for employees we are seeking (often a minimum of a baccalaureate degree and often with advanced degrees) hovers around 3-3.5% (U.S. Bureau of Labor Statistics shows an unemployment rate for baccalaureate degrees or higher for August 2014 of 3.2% seasonally adjusted and 3.6 not seasonally adjusted).

### **Current Situation:**

Nearly one-third of the college's staff will be eligible to retire over the course of the next two to three years, challenging Evergreen's ability to recruit and retain high-quality professional staff and creating a critical need for investment in developing and centralizing labor relations within the College. In addition, staff are doing more with less as the College freezes hiring for vacant positions combined with a climate of uncertainty with regard to job security.

Furthermore, each public institution of higher education is now responsible to collect and present meaningful peer salary data to local collective bargaining units and the Legislature to determine the funding needed to achieve a competitive salary goal (typically expressed as reaching a desired percentile of a peer group) and a strategy to achieve that goal.

Based on the most recent College and University Professional Association for Human Resources survey, Evergreen's professional staff lag 4% behind the median for comparable positions. The Economic Research Institute survey, which focused on the Olympia labor market, shows Evergreen's professional staff's average compensation levels are approximately 10% below the median for comparable positions. Recognizing the limits of the state budget and the critical need for compensation Evergreen seeks to close the gap with a multi-biennia funding partnership with the Legislature. Evergreen requests funds to support in 2015-17 and a commitment for additional support in future biennia to achieve and sustain parity with the labor market.

Finally, a funding partnership with the state to close the compensation gap for Evergreen is critical. Students and families have increasingly bore the burden of financing their college education. Tuition cannot fund the College's compensation needs alone. Washington has experienced the second steepest tuition increase in the nation since the recession as a result of reductions to higher education during this

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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same time to balance the budget. According to the Washington Budget & Policy Center Washington has cut funding for higher education by 27.8% (\$2,498 decrease per student) since 2008 after adjusting for inflation. To mediate the loss of funding, tuition and fees were allowed to rise by 60.7 percent (\$4,085 for the typical student). Evergreen students and families experienced a nearly 70% increase in tuition during this period, at a time when the College was serving a higher percentage of low-income students.

### **Proposed Solutions:**

Competitive compensation and professional staff retention play key roles in Evergreen's ability to continue to support quality academic programs and services to students necessary to maintain strong performance in time to degree and completion. The Evergreen State College seeks a long-term funding partnership with the state to achieve and sustain average professional staff salaries at the 60<sup>th</sup> percentile of peers. The College requests a 4% increase per year in the 2015-17 biennium and a commitment to partner for additional support in the future to reach the goal of 60<sup>th</sup> percentile of peers.

Evergreen has selected the several salary surveys to in order to benchmark professional staff compensation rates to the appropriate peer groups. The selection of these peer groups will guarantee accurate, readily available annual data with similar positions in the labor market.

### **Narrative Justification and Impact Statement**

#### **What specific performance outcomes does the college expect?**

The recruitment and retention of professional staff challenges the ability of Evergreen to continue to provide a quality, accessible higher education for Washingtonians. Competitive compensation and professional staff retention play key roles in Evergreen's ability to continue to support quality academic programs and services to students necessary to maintain strong performance in time to degree and completion.

#### **Performance Measure Detail**

Peer group annual salary data will be available to evaluate and address the gap to the stated goal of the 60<sup>th</sup> percentile.

#### **Is this decision package essential to implement a strategy identified in the college's strategic plan?**

Yes, improving professional staff compensation to achieve competitive salary levels is a very high priority in the college's strategic plan.

#### **Reason for Change**

#### **Does this decision package provide essential support to one of the Governor's Results Washington priorities?**

This package is aligned with Governor Inslee's proclamation to provide a world-class education and, generally, a commitment to "the continuous improvement of services, outcomes, and performance of state government, to realize a safe, beautiful and healthy place to live and work". In addition this package

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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is aligned with the Governor's commitment in Results Washington to create an economic climate where good-paying jobs can thrive and provide great livings and communities for generations of Washingtonians.

### **What are the other important connections or impacts related to this proposal?**

This package will promote the Washington Student Achievement Council's Roadmap Washington 2013 goal to foster excellence in educational attainment.

### **Impact on Clients and Services:**

Professional staff engagement is necessary to provide support to a quality educational experience for current and future students. Evergreen professional staff's focus on direct student engagement and service is a cornerstone of the College's mission and is necessary to maintain Evergreen's strong performance in time to degree and completion.

### **Impact on other state programs:**

NA

### **What alternatives were explored and why was this alternative chosen?**

A funding partnership with the state to close the compensation gap for Evergreen is critical. Students and families have increasingly bore the burden of financing their college education. Tuition cannot fund the College's compensation needs alone. Washington has experienced the second steepest tuition increase in the nation since the recession as a result of reductions to higher education during this same time to balance the budget. According to the Washington Budget & Policy Center Washington has cut funding for higher education by 27.8% (\$2,498 decrease per student) since 2008 after adjusting for inflation. To mediate the loss of funding, tuition and fees were allowed to rise by 60.7 percent (\$4,085 for the typical student). Evergreen students and families experienced a nearly 70% increase in tuition during this period, at a time when the College was serving a higher percentage of low-income students. Evergreen requires a long-term strategy and partnership with the Legislature.

### **What are the consequences of adopting or not adopting this package?**

The funding required for competitive professional salaries cannot be passed on to students after a decade of tuition increases that have more than doubled the cost of attendance. Failure to provide legislative support for competitive salaries will put Evergreen increasingly behind the labor market.

### **What is the relationship, if any, to the state's capital budget?**

None

### **What changes would be required to existing statutes, rules, or contracts, in order to implement the change?**

None



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***Successful Pathways to Educational Opportunities at Evergreen***

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**Expenditure and Revenue Calculations and Assumptions**

**Revenue Calculations and Assumptions:**

**Expenditure Calculations and Assumptions:**

<b>Cost of Professional Staff Salary Increase</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2015-17</b>
<b>2014-15 Base</b>	<b>10,209,627</b>	<b>10,209,627</b>	<b>20,419,255</b>
Percent Increase Year 1	4.0%	4.0%	
Salary Increase Amount	408,385.00	408,385	816,770
Associated Benefits	69,425	69,425	138,850
<b>Total Cost of First Year Increase</b>	<b>477,810</b>	<b>477,810</b>	<b>955,620</b>
Percent Increase Year 2		4.0%	
Salary Increase Amount		424,720	424,720
Associated Benefits		72,202	72,202
<b>Total Cost of Second Year Increase</b>		<b>496,922</b>	<b>496,922</b>
<b>Grand Total Cost of Increase</b>	<b>477,810</b>	<b>974,732</b>	<b>1,452,542</b>

**Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?**

All costs associated with compensation increases are on-going.

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***Successful Pathways to Educational Opportunities at Evergreen***

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**376 The Evergreen State College**

**Decision Package : PL – N3 WFSE Collective Bargaining Agreement**

Budget Period: 2015-17

Budget Level: Policy Level

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**Agency Recommendation Summary Text**

The Evergreen State College is committed to providing the highest quality educational opportunities to students, to maintain and remain an innovative public liberal arts college, advance the Governor's education agenda and the Washington Student Achievement Council's (WSAC) ten-year roadmap to increase educational attainment in Washington. To do this, it is imperative Evergreen is able to attract and retain a high quality staff. Equally important is the process of building morale for Evergreen's classified staff where years of budget cuts, stagnant wages and sacrifice have had a direct impact. The Evergreen State College seeks funding to achieve and sustain classified staff salaries consistent with general government employees.

The 2015-17 collective bargaining agreement with the Washington Federation of State Employees provides for modest compensation increases, an increase in vacation accrual and other leave provisions. This request focuses only on the monetary aspects of the general salary increases reflected in the agreement. The contract provides compensation increases of 3% in FY16 and 1% in FY17, and a guaranteed "me too" clause if the general government contract provides better general salary increase terms for represented employees. Given that general government reached an agreement for 1.8% in FY 17, Evergreen is seeking legislative authorization and funding support for the agreement.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2015-16</b>	<b>FY 2016-1</b>	<b>Total</b>
001-1 State General Fund	\$310,603	\$502,556	\$813,159
149-6 Operating Fees	-0-	-0-	-0-
<i>Total Cost</i>	\$310,603	\$502,556	\$813,159
FTE's	0	0	0
A – Salaries	265,473	429,581	695,054
B - Employee Benefits	45,130	72,975	118,105
C – Contracts	0	0	0
E - Goods & Services	0	0	0
G – Travel	0	0	0
J – Equipment	0	-0-	0
<i>Total Objects</i>	\$310,603	\$502,556	\$813,159

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Package Description**

#### **Background:**

The Evergreen State College has reached a tentative agreement on a collectively bargained agreement with the Washington Federation of State Employees for the 2015-17 biennium that now requires final legislative authorization and funding support to implement the agreement.

#### **Current Situation:**

Nearly one-third of the college's staff will be eligible to retire over the course of the next two biennia, challenging Evergreen's ability to recruit and retain high-quality staff. In addition, staff are doing more with less as the College has eliminated over 10% of the staff positions during the great recession. In addition wages have been stagnant for the last half-decade, and the climate regarding job security continues to be uncertain. The result has been a dramatic decline in staff morale.

A funding partnership with the state to address compensation issues for Evergreen is critical. Student and families have increasingly bore the burden of financing their college education. Tuition cannot fund the College's compensation needs alone. Washington has already implemented the second steepest tuition increases in the nation since the recession as a result of higher education reductions during this same time frame. According to the Washington Budget & Policy Center Washington has cut funding for higher education by 27.8% resulting in a \$2,498 decrease per student since 2008, after adjusting for inflation. To mediate the loss of funding, tuition and fees were allowed to rise by 60.7 percent (\$4,085 per students). Evergreen students and families experienced a nearly 70% increase in tuition during this period, at a time when the College has served a higher percentage of low-income students.

#### **Proposed Solutions:**

Competitive compensation and classified staff retention play key roles in Evergreen's ability to continue to support quality academic programs and services to students necessary to maintain strong performance in time to degree and completion. The Evergreen State College has approved a two-year collectively bargained agreement with the Washington Federation of State Employees for 2015-17. The contract provides compensation increases of 3% in FY16 and 1% in FY17, and a guaranteed "me too" clause if the general government contract provides better general salary increase terms for represented employees. Given that general government reached an agreement for 1.8% in FY 17, Evergreen is seeking legislative authorization and funding support for the agreement.

### **Narrative Justification and Impact Statement**

#### **What specific performance outcomes does the college expect?**

Competitive compensation plays a key role in recruiting and retaining represented employees, who are often frontline employees working directly with students. Employees covered by this contract play crucial roles in Evergreen's ability to continue to support quality academic programs and services to students necessary to maintain strong performance in time to degree completion.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Performance Measure Detail**

Maintaining salary increases at least to the level authorized for general government employees performing similar responsibilities.

### **Is this decision package essential to implement a strategy identified in the college's strategic plan?**

Yes, improving represented staff compensation to achieve and maintain competitive compensation levels is a high priority in the college's strategic plan.

### **Reason for Change**

The purpose of this request is to fund and implement the 2015-17 collective bargaining agreement with the Washington Federation of State Employees at Evergreen.

### **Does this decision package provide essential support to one of the Governor's Results Washington priorities?**

This package is aligned with Governor Inslee's proclamation to provide a world-class education and, generally, a commitment to "the continuous improvement of services, outcomes, and performance of state government, to realize a safe, beautiful and healthy place to live and work". In addition this package is aligned with the Governor's commitment in Results Washington to create an economic climate where good-paying jobs can thrive and provide great livings and communities for generations of Washingtonians.

### **What are the other important connections or impacts related to this proposal?**

This proposal will promote the Washington Student Achievement Council's Roadmap Washington 2013 goal to foster excellence in educational attainment.

### **Impact on Clients and Services:**

Represented staff engagement is necessary to provide support to a quality educational experience for current and future students. As front line employees, represented staff focus on direct student engagement and service, a cornerstone of the College's mission and critical to maintain Evergreen's strong performance in time to degree and completion.

### **Impact on other state programs:**

The agreement is consistent with the agreement reached for other general government employees.

### **What alternatives were explored and why was this alternative chosen?**

A funding partnership with the state to close the compensation gap for Evergreen is critical. Students and families have increasingly bore the burden of financing their college education. Tuition cannot fund the College's compensation needs alone. Washington has experienced the second steepest tuition increase in the nation since the recession as a result of reductions to higher education during this same time to

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## ***Successful Pathways to Educational Opportunities at Evergreen***

balance the budget. According to the Washington Budget & Policy Center Washington has cut funding for higher education by 27.8% (\$2,498 decrease per student) since 2008 after adjusting for inflation. To mediate the loss of funding, tuition and fees were allowed to rise by 60.7 percent (\$4,085 for the typical student). Evergreen students and families experienced a nearly 70% increase in tuition during this period, at a time when the College was serving a higher percentage of low-income students. Evergreen requires a long-term strategy and partnership with the Legislature to fund collectively bargained labor agreements.

### **What are the consequences of adopting not adopting this package?**

The funding required for competitive represented staff salaries cannot be passed on to students after a decade of tuition increases that have more than doubled the cost of attendance. Failure to provide legislative support for the contract will put Evergreen increasingly behind the labor market.

### **What is the relationship, if any, to the state's capital budget?**

None.

### **What changes would be required to existing statutes, rules, or contracts, in order to implement the change?**

None.

## **Expenditure and Revenue Calculations and Assumptions**

### **Revenue Calculations and Assumptions:**

### **Expenditure Calculations and Assumptions:**

Bargaining Unit - Washington Federation of State Employees									
Total Salary Base \$12,368,611									
Fund Source	001-1		145-6		148-6		Service & Auxiliary		Grand Total
Total 2014 Salary Base	8,849,110		157,327		414,955		2,947,219		12,368,611
Fiscal Year	2015-16	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16 2016-17
3% general increase 7/1/2015	310,604	310,604	5,522	5,522	14,565	14,565	103,447	103,447	434,138 434,138
1.8% general increase 7/1/2016		191,953		3,413		9,001		63,930	- 268,297
<b>Totals</b>	<b>310,604</b>	<b>502,557</b>	<b>5,522</b>	<b>8,935</b>	<b>14,565</b>	<b>23,566</b>	<b>103,447</b>	<b>167,377</b>	<b>434,138 702,435</b>

### **Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?**

All costs associated with compensation increases are on-going.

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***Successful Pathways to Educational Opportunities at Evergreen***

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**376 The Evergreen State College**

**Decision Package: PL—N4 Plant Maintenance & Operations**

Budget Period: 2015-17

Budget Level: Policy Level

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**Agency Recommendation Summary Text**

Maintenance and preservation of Evergreen's capital assets not only protects the State's investment in these facilities by extending their useful life, it provides a quality learning environment for students. Evergreen's current staffing levels in maintenance and custodial services are below industry standards in all categories. This request reflects an increase over last biennium to incrementally work toward the goal of adequate staffing levels to preserve and maintain the College's facilities.

**Fiscal Detail:**

Operating Expenditures	FY 2015-16	FY 2016-1	Total
001-1 State General Fund	\$711,895	\$711,895	\$1,423,790
149-6 Operating Fees	-0-	-0-	-0-
<i>Total Cost</i>	\$711,895	\$711,895	\$1,423,790
Additional FTEs	13.0	13.0	13.0
A - Salaries	474,846	474,846	949,692
B - Employee Benefits	203,505	203,505	196,722
C - Contracts	0	0	0
E - Goods & Services	30,258	30,258	59,635
G - Travel	3,782	3,782	7,454
J - Equipment	0	-0-	0
<i>Total Objects</i>	\$711,895	\$711,895	\$1,423,790

**Package Description**

**Background:**

Maintenance staff is responsible for maintaining the major building systems of 1.3 million square feet on campus. These major building systems include HVAC (heating, ventilation, and cooling), electrical, exterior envelope: roofs, windows, doors, elevators, fire safety systems (alarms and sprinklers), and specialty systems such as compressed air and gas at the science laboratory classrooms.

Custodial staff is responsible for cleaning this same square footage. Keeping classrooms and restrooms clean play into the recruitment and retention of students. Parents of prospective students do not want to

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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spend money at an institution where the restrooms are not clean or stocked with paper products. Keeping the classrooms clean and functional shows the students that the College cares about their learning environment and the quality of education they receive.

The grounds staff maintains 311 acres. As with custodial services, the grounds crew plays a role with recruitment and retention through keeping the campus presentable and clean. Evergreen is nationally recognized for the beauty of the campus, an element which plays into the recruitment and retention strategy of the College.

### **Current Situation:**

Over the past several biennia, budget cuts have reduced the college's staffing levels in maintenance and operations. Using the APPA (an international organization of higher education facility managers) standard for maintenance staffing by zone, the College should meet 62,000 SF per FTE. Applying this rate, Evergreen's maintenance staff of 19.6 FTE maintains 68,000 SF each. An additional 2 FTE would bring the staffing level up to the APPA standard.

The Florida Center for Community Design + Research has prepared Maintenance and Operation Administrative Guidelines for School Districts and Community Colleges for the Florida Department of Education. The Florida Guidelines advise 1 FTE per 45,000 SF plus 1 FTE of support staff for every 6.8 FTE of maintenance staff. Using this formula, the college's maintenance staffing level should be 34 FTE, or an additional 14.5 FTE.

Custodial staff have fared far worse as a result of budget reductions in recent years. Using the APPA Raw Square Footage Method of 25,000 sf per FTE per day, Evergreen should be staffed at 50 FTE. Currently the college has 30.5 FTE who service 41,000 sf each. Using the Florida Guidelines, Evergreen should be at 67.5 FTE, or 19,000 sf per FTE.

Grounds staff have fared slightly better. The Florida Guidelines recommend 1 FTE per 40 acres plus 1 FTE for every 500,000 sf of athletic fields. This translates to a recommended staffing level of 10 FTE; Evergreen is currently at 7 FTE.

### **Proposed Solutions:**

With a 10% enhancement to the college's current funding level, Evergreen would increase the college's custodial staff by 5 FTE, narrowing the gap measured against the more conservative APPA standard of 20 by 25%. Evergreen would also add 1 FTE of maintenance staff and 0.5 FTE of grounds staff. Using the more conservative measurement for each staffing category, the college would decrease the staffing gap for maintenance by 50% and 18% for grounds staff.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Narrative Justification and Impact Statement**

#### **What specific performance outcomes does the college expect?**

The College expects to maintain and preserve institutional capital assets to protect the State's investment in the College facilities by extending their useful life and to provide a world-class learning environment for Evergreen students.

#### **Performance Measure Detail**

Demonstrate an increase in recruitment and retention by supporting the Academic Programs through providing a safe, warm, and dry educational environment that promotes student learning.

#### **Is this decision package essential to implement a strategy identified in the college's strategic plan?**

Yes, the College's 2007 revised Strategic Plan established three goals: Educational, Support, and Financial. Within each of the goals there are a number of strategic directions. Maintenance and operations impact many of the strategic directions.

Under the Educational Goal maintenance and operations address the following strategic directions:

- Improve student recruitment and retention.
- Recruit, retain and revitalize faculty and staff.
- Provide institutional-wide support for diversity and equity initiatives.

Maintenance and operations meets this strategic direction by maintaining clean, well-functioning spaces for learning. This helps to draw and retain students, faculty, and staff. As for diversity and equity initiatives, maintenance and operations has made recent modifications to existing restroom and locker room facilities to address the needs of the transgender population on campus.

Under the Support Goal maintenance and operations directly impacts these strategic directions:

- Evergreen's physical resources will imaginatively enhance the learning and working environment.
- Evergreen—a place for sustainability.
- Use technology to enhance teaching and learning and administrative support.

Sustainability is a high priority for the Evergreen community. Often the Facilities Department works with students to integrate sustainability improvements into their curriculum. Facilities Services has implemented many energy conservation projects toward this goal. For example, Evergreen uses HVAC control technology to more efficiently manage the comfort level in classroom spaces.

Finally, under the Financial Goal maintenance and operations reflects this strategic direction:

- Keep the growth of operating expenditures to sustainable levels.

Sustainable needs to be maintainable. If Evergreen has sufficient staff to adequately maintain and

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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operate college facilities, this will stave off the need for major renovations and maximize the life of major building systems and equipment.

Additionally, one of the evaluation criteria in the College's 2013 Year Three Peer-Evaluation Report for accreditation by the Northwest Commission on Colleges and Universities requires the College "to maintain physical facilities that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support the institution's mission, program, and services."

### **Reason for Change**

The reason for change is to address decreased staffing levels over the past decade so that Evergreen can better meet the college's goal of providing a clean, well-functioning learning environment.

### **Does this decision package provide essential support to one of the Governor's priorities?**

Yes, well-maintained facilities promote a world-class education.

### **Does the decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government Process?**

This decision package indirectly contributes to the Governor's goal of providing a world-class education.

### **What are the other important connections or impacts related to this proposal?**

Funding this proposal would enable Evergreen to maintain instructional facilities in a state-of-the-art condition. This would also help improve the retention of current staff. Evergreen's staff takes great pride in their work; it is discouraging to them when they are unable to meet the standards they take pride in due to limited resources.

### **Impact on Clients and Services:**

An increase in staff would allow the college to serve students, faculty and staff in a more responsive manner. Staff reductions over the past decade as conversely increased the workload of remaining staff, making it more difficult to perform repairs and regular maintenance in a timely manner.

### **Impact on other state programs:**

There is no impact to other state programs.

### **What alternatives were explored and why was this alternative chosen?**

The College examined contracting out some of the work. Due to prevailing wage requirements, there was not an apparent cost savings. In addition the College would lose the advantage of having and developing staff that are familiar with institutional systems and have a sense of ownership in how well they perform. Additionally, eliminating classified positions would create a demand to bargain issue for the Union; while not insurmountable, this would be an obstacle that would need to be overcome if the College were to implement contracted work in lieu of bargaining unit work.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **What are the consequences of not funding this package?**

Business will continue as usual, with limited ability to serve students, faculty and staff in a more responsive manner and the negative impact that carries with it in regard to staff retention.

### **What is the relationship, if any, to the state's capital budget?**

There is a direct relationship to the capital budget. Evergreen's ability to maintain building systems properly extends the useful life of these systems, thereby reducing the need for capital funds to replace major systems sooner rather than later. Good maintenance also delays the need for major renovations.

### **What changes would be required to existing statutes, rules, or contracts, in order to implement the change?**

No changes to statutes, rules, or contracts would be required to make this change.

## **Expenditure and Revenue Calculations and Assumptions**

### **Revenue Calculations and Assumptions:**

### **Expenditure Calculations and Assumptions:**

Facilities Section	Current Operating Staffing Costs (Annual)	FTE	\$/FTE	APPA Std.	Shortfall	FTE	Florida Guidelines	Shortfall	FTE
Custodial	\$1,453,987	30.5	\$47,672	\$2,287,413	(\$833,426)	50.3	\$3,066,550	(\$1,612,563)	67.5
Maintenance	\$1,281,065	19.6	\$65,528	\$1,411,841	(\$130,776)	21.5	\$2,231,263	(\$950,197)	34.1
Grounds	\$423,877	7.0	\$60,554	\$591,916	(\$168,039)	9.8	\$591,916	(\$168,039)	9.8
<b>Totals</b>	<b>\$3,158,929</b>	<b>57.1</b>	<b>\$55,371</b>	<b>\$4,291,170</b>	<b>(\$1,132,241)</b>	<b>81.7</b>	<b>\$5,889,728</b>	<b>(\$2,730,800)</b>	<b>111.3</b>

### **Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?**

In order to become adequately staffed to the more conservative staffing guidelines, an incremental increase would be needed for 2 biennia. Operations and Maintenance would then be adequately staffed in the 2017-19 biennium. Please see the chart below for our proposed implementation plan.

### ***Successful Pathways to Educational Opportunities at Evergreen***

<b>Implementation Plan</b>	<b>Position</b>	<b>Annual \$/FTE</b>	<b>Add'l FTE</b>	<b>Totals</b>	<b>FTE gap</b>
<b>2015-17 Biennium 1</b> Incremental Increase	Custodial	\$47,672	10.0	\$483,868	10
	Maintenance	\$65,528	2.0	\$133,021	0
	Grounds	\$60,554	1.0	\$61,462	1
				<u>\$678,351</u>	
<b>2017-19 Biennium 2</b> Incremental Increase	Custodial	\$50,575	10.0	\$510,301	0
	Maintenance	\$69,518	0.0	\$0	0
	Grounds	\$64,242	1.0	\$65,205	0
				<u>\$575,506</u>	

Assumes 3% inflation per biennium.

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***Successful Pathways to Educational Opportunities at Evergreen***

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**376 The Evergreen State College**

**Decision Package : PL-N5, Baccalaureate Computer Science Backlog**

Budget Period: 2015-17

Budget Level: Policy Level

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**Agency Recommendation Summary Text**

The Evergreen State College seeks funding to support current demand in computer science, with a focus on enhancing recruitment and retention of students of color and women. If funded, this package would build on Evergreen's quality STEM undergraduate programs taught within interdisciplinary learning communities. The investment would provide three key components required to successfully move students, in particular students of color and women, through in the area of computer science: (1) support for a permanent project team and faculty, (2) additional financial aid, and (3) development of an annual curriculum summit.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2015-16</b>	<b>FY 2016-1</b>	<b>Total</b>
001-1 State General Fund	\$499,067	\$499,067	\$998,134
149-6 Operating Fees	-0-	-0-	-0-
<b>Total Cost</b>	<b>\$499,067</b>	<b>\$499,067</b>	<b>\$998,134</b>
FTE's	3.0	3.00	3.00
A - Salaries	217,582	217,582	435,164
B - Employee Benefits	61,485	61,485	122,970
C - Contracts	0	0	0
E - Goods & Services	30,000	30,000	60,000
G - Travel	10,000	10,000	20,000
J - Equipment	50,000	50,000	100,000
N-Grants (financial aid)	130,000	130,000	260,000
<b>Total Objects</b>	<b>\$499,067</b>	<b>\$499,067</b>	<b>\$998,134</b>

**Package Description**

**Background:**

The Bureau of Labor Statistics predicts that in the next six years the demand for computer programmers will exceed the supply by at least one million. Washington is a leader nationwide in job openings requiring postsecondary education in computer science. At the same time national demographic trends project that women and people of color will make up a substantial part of the workforce population. Despite this demographic trend, women and people of color still remain underrepresented in the area of computer science.

To meet the explosive demand for computer science degrees and education in Washington, institutions must promote and provide opportunities to earn a degree for students underrepresented in this field.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Current Situation:**

Evergreen is a leader in meeting the demand for STEM degrees. During the period 2007-08 to 2012-13, Evergreen's high demand degrees rose by 10.3%. In fall 2013, 29% of total degree seeking undergraduates at Evergreen were enrolled in high-demand science programs. While at Evergreen students are engaged in faculty-directed research on: HIV and related retroviruses, biodegradable plastics and polymers, climate change and its impact on insect biodiversity, computer science programming for environmental applications, and the use of microphages for disease prevention and treatment.

Upon graduation Evergreen's STEM graduates find success in both the professional and academic sectors. Evergreen graduates work in private industry around the state and nationally for companies such as Boeing, GlaxoSmithKline, 3M, and Intralytix. Additionally, Evergreen graduates pursue careers as entrepreneurs in their own businesses; in the healthcare industry; and for federal and state agencies such as the USDA and the Washington departments of Natural Resources, Fish & Wildlife, and Ecology. Fourteen percent of Evergreen alumni are employed in "high demand" science fields within one year of graduation. Furthermore, among the four comprehensive baccalaureate institutions in Washington, Evergreen's undergraduate enrollment represents 11.8% of the total undergraduate enrollment, yet Evergreen produces the second highest percentage of students who go on to get their doctorates in the STEM fields (31%).

Despite Evergreen's overall success in the area of STEM, in recent years the College has faced an inability to meet the student and industry demand for computer science. In fall 2013 Evergreen double-enrolled its computer science offerings and experienced a waitlist of 50 full-time students. In fall 2014 enrollment shows a similar pattern. In addition, institutional data shows that Evergreen is challenged in serving in particular students of color and women within this field. For example, currently women are 53% of Olympia undergraduates, but are only 15% of computer science enrollments.

### **Proposed Solutions:**

Increasing the number of computer science educated students in the workplace, requires high-quality instruction within the field of computer science. At the same time, the advancement of computer science combined with current demographic trends requires institutions to seek opportunities to retain and reach out to underrepresented populations within the field of computer science.

Evergreen is committed to meeting current demand and reaching out to more students to consider computer science, in particular students of color and women. This package would serve to meet the intersection between state workforce needs and an existing unmet student demand in computer science at Evergreen. Finally, this package would build on Evergreen's record of success with recruiting and retaining underrepresented students.

If funded this package would provide \$500k per year of the biennium to meet student demand in the field of computer science to be measured based on retention and completion outcomes. This package would provide Evergreen with the ability to focus on increasing retention and outreach in the area of computer science; increase the number of students who complete in the area of computer science; strengthen

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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undergraduate opportunities for students of color and women in this field; integrate student support, especially advising and career development, within these academic disciplines; and provide undergraduate research and industry opportunities.

This package would build on Evergreen's quality STEM undergraduate programs taught within interdisciplinary learning communities. The investment would provide three key components required to successfully move students through in the area of computer science, in particular students of color and women: (1) \$360K to support the addition of three new faculty and support budgets to permanently establish a committed project team and faculty, (2) \$130k of additional financial aid to support financial access for students, in particular students of color and women, and (3) \$10k to support annual curriculum summits to engage faculty to ensure that curriculum delivery is inclusive and cutting-edge and to re-evaluate the program to ensure the program is meeting identified outcomes.

### **Narrative Justification and Impact Statement**

#### **What specific performance outcomes does the college expect?**

To meet student demand in the field of computer science and demonstrate improved enrollment, retention and completion of undergraduates, in particular students of colors and women, in computer science.

#### **Performance Measure Detail**

Demonstrate an increase in the enrollment of students in the field of computer science. Demonstrate an increase in the retention and enrollment of the number of students of color and women in the field of computer science.

#### **Is this decision package essential to implement a strategy identified in the college's strategic plan?**

Evergreen's Year Three Self-Evaluation accreditation report advances the goal to improve the breadth and depth of learning at the College. To meet this goal Evergreen is committed to improving students' demonstrated ability to use qualitative, quantitative and creative modes of inquiry. The most recent data illustrates that while 98% of undergraduates' transcript show evidence that the expectation for qualitative modes of inquiry was met, only 77% met the expectation for quantitative inquiry and 83% met the expectation for creative modes of inquiry. This package directly responds to work of the College to improve and focus, in particular, on increasing quantitative and creative modes of inquiry in the curriculum.

#### **Reason for Change**

Despite Evergreen's overall success in the area of STEM, the College, in recent years, has faced an inability to meet the student and industry demand for computer science. In fall 2013 Evergreen double-enrolled its computer science offerings and experienced a waitlist of 50 full-time students. In fall 2014 enrollment shows a similar pattern. In addition, institutional data shows that Evergreen is challenged in serving students of color and women within this field. For example, currently women are 53% of Olympia undergraduates, but are only 15% of computer science enrollments. Increasing the number of

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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computer science educated students in the workplace, requires high-quality instruction within the field of computer science. At the same time, the advancement of computer science combined with current demographic trends requires institutions to seek opportunities to retain and reach out to underrepresented populations within the field of computer science. This package would serve to meet the intersection between state workforce needs and an existing unmet student demand in computer science at Evergreen.

### **Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?**

This package directly supports the goals identified in the Governor's Results Washington for a world-class education by providing access to an education that prepares Washingtonians for a healthy and productive life through the development and attainment of skills necessary to succeed in school, a career and in communities in the 21<sup>st</sup> century. The successful enrollment, retention and completion of students is critical in Evergreen's current success to meet the state's goals for higher education. More specifically, the enrollment, retention and completion of students in the area of computer science assists the College in meeting the Governor's priorities as follows:

- Evergreen serves as a national model for student engagement, quality teaching, applied learning and educational innovation.
- Evergreen ranks as high-performing for level of academic challenge the National Survey of Student Engagement (NSSE).
- Evergreen's undergraduate enrollment represents 11.8 percent of the total undergraduate enrollment among Washington's four comprehensive baccalaureate institutions and it produces the second highest number of STEM doctorates (31 percent).
- One year after graduation, 78 percent of 2012 Evergreen graduates were employed and 21 percent were attending graduate or professional school.
- In the last nine years Evergreen has received National Science Foundation grants for STEM, including scholarships totaling approximately \$1.9 million.

### **Does the decision package make key contributions to statewide results? Would it rate as a high priority in the Priorities of Government Process?**

This package directly contributes to 1.3a, 2.3, and 2.3a goals identified in Washington Results. If funded this package will increase the number of students enrolled in STEM in the public baccalaureate sector and through the retention of students in this area will increase attainment of degrees to meet the 2023 goals identified in Washington Results, especially in the STEM fields.

### **What are the other important connections or impacts related to this proposal?**

This package would serve to meet the intersection between state workforce needs and an existing unmet student demand in computer science at Evergreen, in particular students of color and women.

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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### **Impact on Clients and Services:**

This package would provide the College with the ability to meet the student and industry demand for computer science. In fall 2013 Evergreen double-enrolled its computer science offerings and experienced a waitlist of 50 full-time students. In fall 2014 enrollment shows a similar pattern. In addition, institutional data shows that Evergreen is challenged in serving in particular students of color and women within this field. For example, currently women are 53% of Olympia undergraduates, but are only 15% of computer science enrollments.

### **Impact on other state programs:**

No impact to other state programs.

### **What alternatives were explored and why was this alternative chosen?**

In prior years Evergreen has implemented efforts to meet the student demand for computer science within existing resources (i.e. faculty, financial aid). The result has compromised the ability for the College to successfully meet demand, retain and complete students in computer science. This package would provide the College with the resources necessary to meet student demand for computer science, to reach out to underrepresented populations in this field with a focus on women and students of color, and focus on the retention and completion of students within this field.

### **What are the consequences of not funding this package?**

The consequences of not funding this package is the inability of the College to meet the student and industry demand for computer science.

### **What is the relationship, if any, to the state's capital budget?**

No impact to the state's capital budget.

### **What changes would be required to existing statutes, rules, or contracts, in order to implement the change?**

No changes would be required.

## **Expenditure and Revenue Calculations and Assumptions**

### **Revenue Calculations and Assumptions:**

### **Expenditure Calculations and Assumptions:**

### **Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?**

All expenditures reflected in this package are ongoing costs.



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**Successful Pathways to Educational Opportunities at Evergreen**

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**376 The Evergreen State College  
Decision Package : PL—N6 Latina/o Pathway Initiative**

Budget Period: 2015-17

Budget Level: Policy Level

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**Agency Recommendation Summary Text**

The Evergreen State College seeks funding to improve Latina/o student completion, with a focus on enhancing recruitment and retention of students. If funded, this package would build on Evergreen's success with the recruitment and retention of underrepresented students. This investment would provide three key components required to successfully move Latina/o students through to completion: (1) support for a permanent recruitment and retention coordinator and liaisons, (2) development and implementation of a weekend and a summer academic college experience for K-12 students, and (3) establish a public service center to serve as a clearinghouse for best practices and engage leaders in higher education, K-12, Latina/o communities and organizations to develop best practices for the recruitment and retention of Latina/o students in higher education.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>Total</b>
001-1 State General Fund	\$750,000	\$750,000	\$1,500,000
149-6 Operating Fees	-0-	-0-	-0-
<i><b>Total Cost</b></i>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$1,500,000</b>
FTE's	0	0	0
A - Salaries	312,910	312,910	625,820
B - Employee Benefits	64,090	64,090	128,180
C - Contracts	30,000	30,000	60,000
E - Goods & Services	75,000	75,000	150,000
G - Travel	268,000	268,000	536,000
J - Equipment	0	-0-	0
<i><b>Total Objects</b></i>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$1,500,000</b>

**Package Description****Background:**

In 2010, the U.S. Census reported that over the past decade the Latina/o population grew from 35.3 million to 50.5 million. This accounted for more than half of the nation's total population growth. Today, Latinas/os make up 16% of the total U.S. population and 23% of the population under the age of 18. Ten years ago, 17% of Americans under the age of 18 were Latina/o. It has been projected that by 2035, one in three children will be Latina/o.

According to the recently updated projection of high school graduates published by the Western Interstate Commission on Higher Education, Washington state's public graduating classes are projected

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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to grow increasingly diverse from 27% of the total in 2008-09, to 35% in 2019-20 and then to 42% in 2027-28 mostly due to the a significant growth in Latina/o graduates. Hispanic high school graduates will increase from 10% to 20% of total graduates from 2008-09 to 2019-20.

The growth of the Latina/o population in the United States, however, is not reflected in their participation in higher education. In Washington, for example, the latest statistics presented by the Chronicle of Higher Education indicate that although Latino/as represent 11.7% of the statewide population, they represent only 8.5% of college matriculants.

### **Current Situation:**

Evergreen is a leader among Washington's public baccalaureate institutions in serving a diverse student population. In fall 2012-13 Evergreen led the public baccalaureate institutions in serving the highest percentage of Native American and African-American students.

In recent years, Evergreen experienced growth in serving Latina/o students, from 6.4% to 2010-11 to 7.2% in 2012-13. This is a measure of the College's efforts to better support Latina/o students. Evergreen provides programs and outreach initiatives focused on Latina/o students and their families including undergraduate and graduate programs, student tutors/mentors in local Latina/o community-based organizations and schools, and ongoing collaborations with local Latina/o-serving schools. These efforts collectively enhance the College's ongoing work to serve Latina/o students through such federal programs as Gear-Up, Summer Bridge and Upward Bound.

Despite Evergreen's success serving underrepresented student populations the College still lags in the recruitment and retention of Latina/o students when compared to the public baccalaureate sector and to the current proportion of Latina/o population in Washington (11%). At the same time, it is challenging to identify and implement best practices as a single institution without the opportunity for active and deliberate collaboration from other education sectors, organizations, and Latina/o communities.

### **Proposed Solutions:**

Increasing the college participation rate of Latina/o students requires institutional programming and resources to recruit and retain Latina/o students. At the same time, to support current Latina/o students combined with the current demographic trends for this student population in the education pipeline requires higher education to seek collaborative and active engagements with community partners, education institutions, and students and families to identify and institutionalize best practices to improve Evergreen's K-12 and community college Latina/o student recruitment and retention efforts.

Evergreen is committed to increasing the Latina/o student college participation rate at the College and reaching out to future students while in K-12. This package would provide the opportunity to increase Latina/o students' college completion at Evergreen and establish the space and infrastructure to actively engage with leaders in Washington to ensure that Latina/o student recruitment and retention is improved and evaluated based on best practices. Finally, this package would build on Evergreen's record of success

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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with recruiting and retaining underrepresented students and history as a public service institution in Washington.

If funded this package would provide \$750k per year of the biennium to increase college participation of Latina/o students at Evergreen. This package would provide Evergreen with the ability to increase outreach and retention of Latina/o students, strengthen opportunities for Latina/o students to experience academic success early and consistently within their education, establish new and strengthen existing partnerships between the community and education to increase educational awareness and opportunities among Latina/os, and engage students and their families to raise the level of awareness and understanding about the financial, academic and student service opportunities in higher education.

This package would build on Evergreen's leadership and foundation for serving underrepresented students and the College's long and successful history providing public service on critical cultural and social policy areas to Washington. This investment would provide three key components required to successfully move Latina/o students through to completion: (1) support for a permanent recruitment and retention coordinator and liaisons, (2) development and implementation of a weekend and a summer academic college experience for K-12 students, and (3) establish a public service center to serve as a clearinghouse for best practices and engage leaders in higher education, K-12, Latina/o communities and organizations to develop best practices for the recruitment and retention of Latina/o students in higher education.

### **Narrative Justification and Impact Statement**

#### **What specific performance outcomes does the college expect?**

To demonstrate improved recruitment, retention and completion of Latina/o students.

#### **Performance Measure Detail**

Demonstrate an increase in the recruitment and retention of the number of Latina/o students.

#### **Is this decision package essential to implement a strategy identified in the college's strategic plan?**

Evergreen's strategic plan calls for an aggressive bilingual marketing and student recruitment effort to increase the Latina/o applicant pool. In particular, the College's strategic plan identifies the need to increase opportunities that increase Evergreen's market share of Washington state high school and transfer students, develops sustainable partnerships with selected two-year colleges and other local educational institutions, and increases applications from diverse and traditionally underserved students through programs such as Gear-up and Summer Bridge program partnerships with community colleges.

#### **Reason for Change**

Despite Evergreen's success serving underrepresented student populations the College still lags in the recruitment and retention of Latina/o students when compared to the public baccalaureate sector and to the current proportion of Latina/o population in Washington (11%). At the same time, it is challenging to identify and implement best practices as a single institution without the opportunity for active and

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## ***Successful Pathways to Educational Opportunities at Evergreen***

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deliberate collaboration from other education sectors, organizations, and Latina/o communities. This package would provide the opportunity to increase Latina/o students' college completion at Evergreen and establish the space and infrastructure to actively engage with leaders in Washington to ensure that Latina/o student recruitment and retention is improved and evaluated based on best practices.

### **Does this decision package provide essential support to one or more of the Governor's Results Washington priorities?**

This package directly contributes to 2.2c, 2.2h, and 2.3 goals identified in Washington Results. If funded this package will lead to an increase in the number of students enrolled in the public baccalaureate sector and through the retention of students will increase attainment of degrees to meet the 2023 goals identified in Washington Results. In addition, this package would directly impact the Washington Student Achievement Council's adopted Roadmap goals, which focuses on increasing educational attainment of Washingtonians.

### **What are the other important connections or impacts related to this proposal?**

This package would serve to meet the intersection between state workforce needs and the changing demographic profile of our state population.

### **Impact on Clients and Services:**

### **Impact on other state programs:**

### **What alternatives were explored and why was this alternative chosen?**

Although there are other models designed to support Latina/o students once they matriculate, this package is designed around the models identified as best practices which incorporate efforts with students and their families as early as possible in the students' educational careers, and continue these efforts through college completion.

### **What are the consequences of adopting or not adopting this package?**

If adopted, the college would actively work with young Latina/o students and their families, as well as education and community organizations to demonstrate improvement in the college completion of Latina/o students by focusing on improving retention and recruitment of this student population.

If the program is not adopted, improvements in the rate at which Latino/a students matriculate in institutions of higher education and persist to graduation will not be achieved, making it increasingly difficult for the state to achieve its goal of having a larger percentage of its population earn baccalaureate degrees.

### **What is the relationship, if any, to the state's capital budget?**

None

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***Successful Pathways to Educational Opportunities at Evergreen***

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**What changes would be required to existing statutes, rules, or contracts, in order to implement the change?**

None

**Expenditure and Revenue Calculations and Assumptions**

**Revenue Calculations and Assumptions:**

We do not assume immediate revenues due to the nature of pathway programs that begin with pre-college aged students.

**Expenditure Calculations and Assumptions:**

**Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?**

All costs are assumed to be on-going activities for the foreseeable future.

Agency: 376 The Evergreen State College  
Version: 10 2015-17 Biennial Budget  
Date: September 18, 2014

Attachment A-1

**Estimated Cumulative Value  
Of Locally-Authorized Salary Increases  
Initially Reported As GF-S or Operating Fee Expenditures on CIM  
(Dollars in Thousands)**

	Non-Represented Employees	Represented (Collectively-Bargained) Employees (Specify Bargaining Unit)		
		WSFSE	UFE	NOTES:
1997-99	\$385,000			Prior to Faculty Union
1999-01				Prior to Faculty Union
2001-03	\$267,000			Prior to Faculty Union
2003-05				Prior to Faculty Union
2005-06				Prior to Faculty Union
2006-07				Prior to Faculty Union
2007-08				Prior to Faculty Union
2008-09			\$ 655,000.0	Prior to Faculty Union
2009-10			\$167,500	
2010-11			\$169,144	
2011-12				
2012-13				
2013-14			\$868,342	
2014-15				
<b>TOTAL</b>	\$652,000	\$0	\$1,859,986	

*\* Please report only the estimated cumulative value of (a) the locally-authorized amounts in excess of the standard state-funded salary increases in the biennial budget; that (b) were reported as a GF-S or 149-6 cost on your institution's initial 2008 CIM submission. See the Special Budget Instructions narrative for the amounts estimated on your institution's 2007 "Attachment A" report.*

ATTACHMENT A-2  
Non-Faculty Collective Bargaining Agreement Impact Template

Please provide this information for each negotiated compensation adjustment, other than those negotiated by the OFM Labor Relations Office.  
This information should be provided in addition to the cost summary by fiscal year and by fund described in the special higher education budget instructions.

Agency: The Evergreen State College

Bargaining Unit: Washington Federation of State Employees non-supervisory

Bargaining Unit Code: 00WF

For EACH Increase:	Increase Amount - %	or	Increase Amount - \$ Amount	Effective Date	End Date (if Any)
Cost of 3% increase for both years	3.0%			7/1/2015	NA
Cost of 1.8% increase for second year only	1.8%			7/1/2016	NA

Describe increase:

Both adjustments are general salary increases for all employees within the bargaining unit.

In addition to the above information, provide additional information for certain types of increases:

For Increases to Specific Job Classes:	Job Class Code	Job Class Title
(add rows as needed)		

OR

For longevity pay (increase after certain years of service), seniority pay (increase after certain years in job class), additional leave time	Job Class Code	Job Class Title	Employee ID Number	Employee Name
(add rows as needed)				

OR

For assignment pay, special skills pay, shift differentials, locality or geographic pay:	Job Class Code	Job Class Title	Employee ID Number	Employee Name	Expected Number of Hours per Year
(add rows as needed)					

**Agency: 376 The Evergreen State College**  
**Version: 10 2015-17 Biennial Budget**  
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**ATTACHMENT A-3**  
**Faculty Collective Bargaining Agreement Summary Template**

*Please provide this information for the most recent agreement and the preceding agreement.*

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
<b>All-Fund Salary Base (non-represented faculty administrators excluded)</b>	\$16,660,437	\$17,418,503	\$17,803,649	\$17,879,661	\$18,147,441	\$18,138,696	\$18,361,071	\$16,830,136	\$0	\$0
<b>Across-the-board increase (State+149) *</b>	\$474,642	\$961,144	\$167,500	\$169,144	\$0	\$0	\$868,342	\$0	\$0	\$0
<b>Across-the-board increase (other funds)</b>	na	na	na	na	na	na	na	na	na	na
<b>Longevity Increase (State+149)</b>	Costs already included in base	Costs already included in base	Costs already included in base	Costs already included in base	Costs already included in base	Costs already included in base	Costs already included in base	Costs already included in base	Costs already included in base	Costs already included in base
<b>Longevity Increase (other funds)</b>	na	na	na	na	na	na	na	na	na	na
<b>Assignment Pay; Dean/Chair Stipends (State+149)</b>	na	na	na	na	na	na	na	na	na	na
<b>Assignment/stipends (other funds)</b>	na	na	na	na	na	na	na	na	na	na



Agency: 376 The Evergreen State College  
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Attachment B-1  
Tuition Waivers -- Operating Fee (Fund 149-6) Portion Only

Institution: The Evergreen State College

RCW	Waiver Type	FY 2009		FY 2010		FY 2011		FY 2012		FY 2013		FY 2014	
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (estimate)
STATE SUPPORT WAIVERS													
28B.15.556	Foreign Student	7	56,438	16	46,963	4	21,059	4	19,357	9	95,648	8	92,204
28B.15.621	Vets & Guard	26	39,730	50	97,752	123	145,448	128	214,867	127	232,079	135	223,010
28B.15.740	Financial Need	448	1,045,236	596	1,394,086	882	2,280,659	790	1,824,104	1,123	2,158,057	924	2,301,056
28B.15.740 (1)	Other @ 2%	339	415,250	344	319,033	192	201,942	99	249,866	102	206,516	84	149,023
28B.15.740 (2)	Gender Equity	-	-	-	-	-	-	-	-	-	-	-	-
	Subtotal State-Support	820	1,556,654	1,006	1,857,834	1,201	2,649,108	1,021	2,308,194	1,361	2,692,300	1,151	2,765,293
NON-STATE SUPPORT WAIVERS													
28B.15.910	Scholastic Achievement	258	652,898	649	790,705	611	922,482	672	1,393,397	672	1,622,916	658	1,529,095
28B.15.910	Athletic Waiver	53	82,772	59	92,861	62	113,581	71	154,090	71	177,995	81	210,030
	Subtotal Non-State-Support	311	735,670	708	883,566	673	1,036,063	743	1,547,487	743	1,800,911	739	1,739,125
	TOTAL ALL WAIVERS	1,131	2,292,324	1,714	2,741,400	1,874	3,685,171	1,764	3,855,681	2,104	4,493,211	1,890	4,504,418

Agency: 376 The Evergreen State College  
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Date: September 10, 2012

Attachment B-2  
State-Supported Tuition Waivers by Purpose

Institution: The Evergreen State College

		FY 2011				FY 2012				FY 2013				FY 2014			
	Purpose for Granting The Waiver	Residents		Non-Residents		Residents		Non-Residents		Residents		Non-Residents		Residents		Non-Residents	
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (estimates)	Headcount	\$ (estimates)
UNDERGRADUATE STUDENTS																	
	Adult Basic Ed/ESL	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
	Veteran	110	\$125,367	0	\$0	107	\$170,413	12	\$31,173	101	\$177,283	14	\$14,616	109	\$172,591	12	\$28,514
	Gender Equity	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
	Over 18 Credits	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
	Merit	0	\$0	2	\$25,684	1	\$5,763	2	\$13,254	0	\$0	0	\$0	0	\$0	0	\$0
	Financial Need	869	\$2,109,008	13	\$52,442	675	\$1,600,905	9	\$47,667	1006	\$1,947,722	7	\$35,178	809	\$2,057,397	8	\$50,380
	Reciprocity Agreement	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
	Other	62	\$80,455	30	\$73,634	59	\$174,373	30	\$57,725	62	\$148,752	35	\$130,217	52	\$73,897	30	\$150,879
	Subtotal State-Support	1041	\$2,314,830	45	\$151,760	842	\$1,951,454	53	\$149,819	1169	\$2,273,757	56	\$180,011	970	\$2,303,885	50	\$229,773
GRADUATE STUDENTS																	
	Graduate Student Asst.	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
	Veteran	13	\$20,081	0	\$0	9	\$13,282	0	\$0	12	\$40,180	0	\$0	14	\$21,905	0	\$0
	WWAMI	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
	Reciprocity	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
	Financial Need	67	\$96,346	14	\$22,863	88	\$130,829	18	\$44,702	94	\$124,919	16	\$50,238	88	\$123,034	19	\$70,245
	Other	17	\$36,229	4	\$6,999	11	\$18,108	0	\$0	12	\$18,562	2	\$4,633	10	\$16,451	0	\$0
	Subtotal State-Support	97	\$152,656	18	\$29,862	108	\$162,219	18	\$44,702	118	\$183,661	18	\$54,871	112	\$161,390	19	\$70,245
	TOTAL STATE SUPPORT	1138	\$2,467,486	63	\$181,622	950	\$2,113,673	71	\$194,521	1287	\$2,457,418	74	\$234,882	1082	\$2,465,275	69	\$300,018

NOTE: Please enter unduplicated headcounts and revenues waived in the cells above. In instances in which a student qualifies for multiple waivers (e.g. a veteran enrolled in excess of 18 credits), please count the student and include all operating fees waived on their behalf on the first row applicable to their situation.

Agency: 376 The Evergreen State College  
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Attachment B-3  
Financial Aid from Non-State Sources

Institution: The Evergreen State College

	FY 2010		FY 2011		FY 2012		FY 2013		FY 2014 (est)	
	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (est actuals)	Headcount	\$ (est actuals)
Federal Grants	1864	\$ 8,464,713	2043	\$ 9,295,459	2123	\$ 9,118,413	2120	\$ 8,972,788	2090	\$ 9,080,860
Federal Student Loans (Stafford)	2435	\$ 17,024,165	2588	\$ 18,565,967	2707	\$ 20,247,897	2676	\$ 20,290,324	2592	\$ 19,388,319
Federal PLUS Loans (Parent and Graduate)	286	\$ 3,081,911	343	\$ 4,171,558	354	\$ 4,469,077	310	\$ 3,998,340	294	\$ 3,936,483
Private Grants*	342	\$ 1,235,935	328	\$ 1,200,195.00	198	\$ 673,538	222	\$ 738,103	216	\$ 656,501
Private Loans	250	\$ 736,273	222	\$ 708,785						
Three and One Half Percent Set Aside**	73	\$ 659,754	78	\$ 857,436	100	\$ 1,020,689	86	\$ 981,180	70	\$ 748,976
RCW 28B.15.067(10) Revenues for Institutional Financial Aid***	517	\$ 1,229,636	637	\$ 1,302,793	862	\$ 1,625,178	583	\$ 1,326,632	932	\$ 2,048,821
RCW 28B.15.067(9) Set Aside (Graduate Students)****										

\* Private Grants: Grants or loans funded with contributions, endowment funds, foundation resources, or other private sources under the institution's control excluding funds from RCW 28B.15.067(1), (9) and (10).

\*\* RCW 28B.15.820(1) requires that each institution of higher education shall deposit a minimum of three and one-half percent of revenues collected from tuition and services and activities fees in an institutional financial aid fund

\*\*\* RCW 28B.15.067(10) requires that any tuition increases above seven percent shall fund costs of instruction, library and student services, utilities and maintenance, other costs related to instruction as well as institutional financial aid. On this line, report ONLY funds from these revenues used for financial aid.

\*\*\*\* RCW 28B.15.067(9) requires that for academic years 2003-04 through 2012-13, institutions of higher education shall use an amount equivalent to 10 percent of all revenues received as a result of graduate academic school tuition increases to assist needy low and middle-income resident graduate academic students.

**Agency: 376 The Evergreen State College**  
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**Attachment B-4**

**Institution:** The Evergreen State College

Academic Year	Total Students Receiving Bachelor's Degree	Number Receiving Bachelor's Degree with Loan Debt*	Percentage of those receiving Bachelor's Degrees Who Have Loan Debt*	Mean Loan Debt* at Graduation	Median Loan Debt* at Graduation	Total Loan Debt* for All Students
2008-09	1086	644	59%	\$ 13,521		\$ 9,582,909
2009-10	1187	700	59%	\$ 16,176		\$ 11,322,898
2010-11	1269	744	59%	\$ 17,422		\$ 12,961,630
2011-12	1289	823	64%	\$ 16,013		\$ 13,178,627
2012-13	1189	781	66%	\$ 16,800		\$ 13,120,944
2013-14						
2014-15						

\*Loan debt from Federal, State or Private loans received while attending this institution.

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Attachment F (In Thousands)

2015-17 Summarized Revenue by Account & Source

Date: September 2, 2014	Maintenance Level Est.		Policy Level Est.		Total Revenue Projection	
	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017
<b>066 - TESC Capital Projects</b>						
0409 Local Investment/Interest Earnings	50	50	-	-	50	50
0633 Normal School Trust Funds	2,400	2,400	-	-	2,400	2,400
0424 Tuition and Fees	1,312	1,312	-	-	1,312	1,312
<b>TOTAL 066</b>	<b>3,762</b>	<b>3,762</b>	<b>-</b>	<b>-</b>	<b>3,762</b>	<b>3,762</b>
<b>145 - Higher Education Grants and Contracts</b>						
0347 Nat Science Foundation	210	210	-	-	210	210
0315 Dept. of Interior	100	100	-	-	100	100
0384 Dept of Education	2,200	2,200	-	-	2,200	2,200
0393 Dept of Health Human Services	20	20	-	-	20	20
0541 Contributions Grants	1,750	1,750	-	-	1,750	1,750
0546 Federal Revenue	145	145	-	-	145	145
<b>TOTAL 145</b>	<b>4,425</b>	<b>4,425</b>	<b>-</b>	<b>-</b>	<b>4,425</b>	<b>4,425</b>
<b>148 - Higher Education Dedicated Local</b>						
0384 Dept of Education	40	40	-	-	40	40
0402 Income from Property	7	7	-	-	7	7
0405 Fines, Forfeits	65	65	-	-	65	65
0420 Charges for Services	290	290	-	-	290	290
0424 Tuition and Fees	3,200	3,200	-	-	3,200	3,200
0430 Dedicated Student Fees	2,925	2,925	-	-	2,925	2,925
0499 Other Revenue	335	335	-	-	335	335
0541 Contributions Grants	26	26	-	-	26	26
<b>TOTAL 148</b>	<b>6,888</b>	<b>6,888</b>	<b>-</b>	<b>-</b>	<b>6,888</b>	<b>6,888</b>
<b>149 - Higher Education Operating Fees</b>						
0409 Local Investment/Interest Earnings	75	75	-	-	75	75
0424 Tuition and Fees	34,242	34,284	-	-	34,242	34,284
<b>TOTAL 149</b>	<b>34,317</b>	<b>34,359</b>	<b>-</b>	<b>-</b>	<b>34,317</b>	<b>34,284</b>

Agency: 376 The Evergreen State College  
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WORKING CAPITAL RESERVES

Attachment G:

		FUND ADMINISTRATOR AGENCY ONLY	FUND ADMINISTRATOR AGENCY ONLY
		Recommended Ending Fund Balance	Recommended Ending Fund Balance
FUND	FUND TITLE	Current Biennium	Ensuing Biennium
145	Inst. of Hi. Ed. - Grants/Contract Acct.	35,000	25,000
148	Inst. of Hi. Ed. - Dedicated Local Acct.	16,500,000	16,100,000
149	Inst. of Hi. Ed. - Operating Fees Acct.	6,087,500	3,542,130

Code	Agency
376	The Evergreen State College

Appendix H:

## 2015-17 Federal Funding Estimates Summary

DATE: September 18, 2014

CFDA NO.*	Agency/	Federal Fiscal Year	State Fiscal Year	State Match Amounts
	Agency Total			
	FY 2010	12,105,160	12,105,160	432,705
	FY 2011	12,733,241	12,733,241	364,146
	FY 2012	12,666,159	12,666,159	324,802
	FY 2013	12,204,494	12,204,494	309,597
	FY 2014	12,673,122	12,673,122	352,874
NAT. ENDOW. FOR ARTS				
45.024	NEA NATIVE AMERICAN ART			
	FY 2010	50,000	50,000	-
	FY 2011	-	-	-
	FY 2012	55,819	55,819	-
	FY 2013	44,181	44,181	-
	FY 2014	-	-	-
NAT. SCIENCE FDNT.				
47.049	Math & Physical Sciences			
	FY 2010	58,548	58,548	-
	FY 2011	39,234	39,234	-
	FY 2012	23,000	23,000	-
	FY 2013	17,327	17,327	-
	FY 2014	10,182	10,182	-
47.074	TROPICAL CANOPY			
	FY 2010	207,713	207,713	-
	FY 2011	319,654	319,654	-
	FY 2012	99,373	99,373	-
	FY 2013	40,193	40,193	-
	FY 2014	70,509	70,509	-
64.12	VA GRANT			
	FY 2010	584,682	584,682	-
	FY 2011	631,660	631,660	-
	FY 2012	984,793	984,793	-
	FY 2013	1,258,122	1,258,122	-
	FY 2014	1,651,418	1,651,418	-

Code	Agency
376	The Evergreen State College

Appendix H:

## 2015-17 Federal Funding Estimates Summary

DATE: September 18, 2014

CFDA NO.*	Agency/	Federal Fiscal Year	State Fiscal Year	State Match Amounts
<b>DEPT. OF ED.</b>				
84.007	SEOG			
	FY 2010	253,391	253,391	63,348
	FY 2011	239,700	239,700	59,925
	FY 2012	260,900	260,900	65,225
	FY 2013	253,758	253,758	63,440
	FY 2014	253,356	253,356	63,339
<b>DEPT. OF ED.</b>				
84.033	CWSP			
	FY 2010	315,400	315,400	78,850
	FY 2011	298,156	298,156	74,539
	FY 2012	315,400	315,400	78,850
	FY 2013	315,400	315,400	78,850
	FY 2014	344,822	344,822	86,206
<b>DEPT. OF ED.</b>				
84.042	ED. SUPP. - KEY			
	FY 2010	297,320	297,320	-
	FY 2011	310,796	310,796	-
	FY 2012	304,162	304,162	-
	FY 2013	315,587	315,587	-
	FY 2014	282,728	282,728	
<b>DEPT. OF ED.</b>				
84.334	GEAR-UP			
	FY 2010	1,268,643	1,268,643	290,507
	FY 2011	1,003,181	1,003,181	229,682
	FY 2012	789,545	789,545	180,727
	FY 2013	730,917	730,917	167,307
	FY 2014	888,289	888,289	203,329



Code	Agency
376	The Evergreen State College

Appendix H:

## 2015-17 Federal Funding Estimates Summary

DATE: September 18, 2014

CFDA NO.*	Agency/	Federal Fiscal Year	State Fiscal Year	State Match Amounts
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### DEPT. OF ED.

84.063	PELL			
	FY 2010	7,901,599	7,901,599	-
	FY 2011	8,710,522	8,710,522	-
	FY 2012	8,924,031	8,924,031	-
	FY 2013	8,696,597	8,696,597	-
	FY 2014	8,816,665	8,816,665	-

### DEPT. OF ED.

84.116	FIPSE			
	FY 2010	-	-	-
	FY 2011	136,967	136,967	-
	FY 2012	171,809	171,809	-
	FY 2013	16,224	16,224	-
	FY 2014	150	150	-

### NIFA/USDA

10.310	PHAGE CONFERENCE			
	FY 2010	-	-	-
	FY 2011	-	-	-
	FY 2012	-	-	-
	FY 2013	-	-	-
	FY 2014	10,000	10,000	

### DEPT. OF THE INTERIOR

15.000A	JBLM			
	FY 2010	-	-	-
	FY 2011	-	-	-
	FY 2012	-	-	-
	FY 2013	25,000	25,000	
	FY 2014	95,939	95,939	

Code	Agency
376	The Evergreen State College

Appendix H:

## 2015-17 Federal Funding Estimates Summary

DATE: September 18, 2014

CFDA NO.\*    Agency/                      Federal Fiscal Year                      State Fiscal Year                      State Match Amounts

### DEPT. OF HEALTH & HUMAN SERVICES

15.999	MT. RAINIER FIELD PROJECT			
	FY 2010	-	-	-
	FY 2011	4,815	4,815	-
	FY 2012	5,410	5,410	-
	FY 2013	2,704	2,704	-
	FY 2014	9,377	9,377	-

### CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

94.006	AMERICORP			
	FY 2010	208,204	208,204	-
	FY 2011	224,868	224,868	-
	FY 2012	238,715	238,715	-
	FY 2013	210,785	210,785	-
	FY 2014	3,415	3,415	

### NAT. SCIENCE FDNT.

47.070	BDEI			
	FY 2010	66,334	66,334	-
	FY 2011	19,580	19,580	-
	FY 2012			-
	FY 2013			
	FY 2014			

### NAT. SCIENCE FDNT.

47.076	NSF			
	FY 2010	490,240	490,240	-
	FY 2011	372,464	372,464	-
	FY 2012	428,853	428,853	-
	FY 2013	242,463	242,463	
	FY 2014	217,520	217,520	

Code	Agency
376	The Evergreen State College

## 2015-17 Federal Funding Estimates Summary

DATE: September 18, 2014

CFDA NO.*	Agency/	Federal Fiscal Year	State Fiscal Year	State Match Amounts
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### ENVIRONMENTAL PROTECTION AGENCY

66.951	Education Grants			
	FY 2010	8,880	8,880	-
	FY 2011			-
	FY 2012			-
	FY 2013			
	FY 2014			

### DEPARTMENT OF HEALTH AND HUMAN SERVICES

93.859	NIH GRANTS			-
	FY 2010	36,770	36,770	-
	FY 2011	947	947	-
	FY 2012			-
	FY 2013			
	FY 2014			

### DEPT. OF ED.

84.376	SMART			
	FY 2010	155,353	155,353	-
	FY 2011	174,365	174,365	-
	FY 2012			-
	FY 2013			-
	FY 2014			

### DEPT. OF ED.

84.375	ACG			
	FY 2010	111,846	111,846	-
	FY 2011	114,597	114,597	-
	FY 2012	-	-	-
	FY 2013			
	FY 2014	-	-	

Code	Agency
376	The Evergreen State College

## 2015-17 Federal Funding Estimates Summary

DATE: September 18, 2014

CFDA NO.*	Agency/	Federal Fiscal Year	State Fiscal Year	State Match Amounts
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### DEPT. OF ED.

84.379	TEACH			
	FY 2010	20,291	20,291	-
	FY 2011	30,666	30,666	-
	FY 2012	41,336	41,336	-
	FY 2013	35,236	35,236	
	FY 2014	18,752	18,752	

### DEPARTMENT OF HEALTH AND HUMAN SERVICES

93.701	NIH GRANTS ARRA			
	FY 2010	69,946	69,946	-
	FY 2011	101,069	101,069	-
	FY 2012	23,013	23,013	-
	FY 2013			
	FY 2014			

## Attachment I:

Code	Agency
376	The Evergreen State College

## LOCAL FUND SUMMARY

DATE: August 11, 2014

Fund Code	Fund Name	7/1/2013 Fund Balance	Est. 6/30/15 Fund Balance	2015-16 Estimated Revenue	2016-17 Estimated Revenue	2015-17 Estimated Revenue	2015-16 Estimated Expenses	2016-17 Estimated Expenses	2015-17 Estimated Expenses	Est. 6/30/17 Fund Balance
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
066	TESC Capital	3,260,060	2,700,000	2,996,162	2,493,161	5,489,323	3,786,000	3,786,000	7,572,000	617,323
145	Grants and Contracts Fund	72,617	35,000	4,925,000	4,925,000	9,850,000	4,930,000	4,930,000	9,860,000	25,000
148	Dedicated Local Funds	16,545,969	16,500,000	6,750,000	6,750,000	12,500,000	6,450,000	6,450,000	12,900,000	16,100,000
149	Operating Fee Account	8,797,925	6,087,500	34,242,000	34,284,000	68,526,000	35,535,685	35,535,685	71,071,370	3,542,130
	<b>Sub-Total</b>	<b>25,416,511</b>	<b>22,622,500</b>	<b>45,917,000</b>	<b>45,959,000</b>	<b>90,876,000</b>	<b>46,915,685</b>	<b>46,915,685</b>	<b>93,831,370</b>	<b>19,667,130</b>
440	Stores Fund	198,244	165,000	112,000	112,000	224,000	140,000	140,000	280,000	109,000
448	Printing Fund	16,720	70,000	160,000	160,000	320,000	131,000	131,000	262,000	128,000
450	Other Facilities Fund	675,083	750,000	2,650,000	2,650,000	5,300,000	2,400,000	2,400,000	4,800,000	1,250,000
460	Motor Pool Fund	(370,392)	(165,000)	280,000	280,000	560,000	330,000	330,000	660,000	(265,000)
522	Associated Students Fund	4,870,556	4,600,000	3,800,000	3,800,000	7,600,000	4,000,000	4,000,000	8,000,000	4,200,000
524	Bookstore Fund	(247,060)	(320,000)	1,385,000	1,385,000	2,770,000	1,470,000	1,470,000	2,940,000	(490,000)
528	Parking Fund	468,293	450,000	465,000	465,000	930,000	480,000	480,000	960,000	420,000
573	Housing & Dining	9,385,379	11,350,000	5,900,000	5,900,000	11,800,000	6,500,000	6,500,000	13,000,000	10,150,000
846	Grants-In-Aid Fund	134,894	160,000	21,100,000	21,100,000	42,200,000	21,100,000	21,100,000	42,200,000	160,000
849	Student Loan Fund	4,768,974	4,600,000	15,000	15,000	30,000	8,600	8,600	17,200	4,612,800
859	College Endowments	2,504,928	2,300,000	44,000	44,000	88,000	44,000	44,000	88,000	2,300,000
860	Guaranteed Student Loan Fund	724,528	575,000	24,500,000	24,500,000	49,000,000	24,500,000	24,500,000	49,000,000	575,000
	<b>Sub-Total</b>	<b>23,130,147</b>	<b>24,535,000</b>	<b>60,411,000</b>	<b>60,411,000</b>	<b>120,822,000</b>	<b>61,103,600</b>	<b>61,103,600</b>	<b>122,207,200</b>	<b>23,149,800</b>
	<b>Grand Total</b>	<b>51,806,718</b>	<b>49,857,500</b>	<b>109,324,162</b>	<b>108,863,161</b>	<b>217,187,323</b>	<b>111,805,285</b>	<b>111,805,285</b>	<b>223,610,570</b>	<b>43,434,253</b>

## ELECTRONIC SUBMITTAL CONFIRMATION FORM

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**Agency Number:** 376

**Agency Name:** The Evergreen State College

Agencies are required to provide electronic access to each decision package in their budget request as part of the submittal process. Confirm Option 1 or 2 below:

Option 1:

- ☐ This agency posts all decision packages for our 2015-17 budget request to our public facing website at the following URL:

URL: http://www.evergreen.edu/president/budget/home.htm

Option 2:

- ☐ This agency does not post decision packages and has forwarded copies via e-mail to [OFM.Budget@ofm.wa.gov](mailto:OFM.Budget@ofm.wa.gov).

These decision packages conform to our agency's ADA accessibility compliance policy.

Agency Contact: Steve Trotter

Contact:

(360) 867-6185

Contact Phone:

[trotters@evergreen.edu](mailto:trotters@evergreen.edu)

Contact E-mail:

Date: September 18, 2014