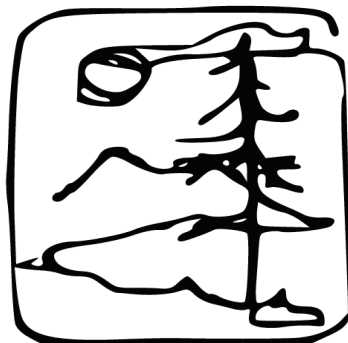


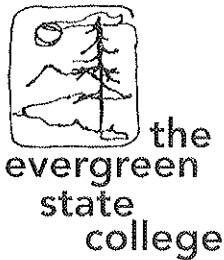
# The Evergreen State College

## 2013-2015 Operating Budget Request



EVERGREEN

THE EVERGREEN STATE COLLEGE  
OLYMPIA, WASHINGTON



August 17, 2012

Mr. Marty Brown, Director  
Office of Financial Management  
Insurance Building  
PO Box 43113  
Olympia, Washington 98504-3113

Subject: 2013-15 Operating Budget Request Submittal

Dear Mr. Brown,

The Evergreen State College is submitting the College's 2013-15 Operating Budget request in accordance with the guidelines published June 7, 2012. Evergreen's biennial budget request reflects significant changes that the College has undertaken over the last several years. Evergreen is not the same institution it was at the beginning of the economic downturn. This request reflects the necessary investments required to move the College forward within a new funding and policy paradigm and to enable Evergreen to continue to meet the state's objectives.

In the 2012 supplemental budget the Governor and the Legislature for the first time in several years successfully implemented no additional reductions to higher education for the second year of the biennium. Though we expect that state funding will be limited in the upcoming biennium, we believe that the 2013-15 biennial budget serves as a critical decision point for Washington higher education. While the steps taken in the 2012 session were critical, they must serve as the springboard that restores the "public" in public higher education. Without this shift, Washington will negatively impact, perhaps permanently, the state's ability to continue to rebuild our economy and create a well-prepared citizenry of the future. Affordability, quality, and access are all very much still at risk in Washington. Any further reductions to higher education threaten to escalate this risk statewide.

With the state funding and policy context in mind and Evergreen's dedication to continue to serve Washingtonians in meeting the state's higher education goals, the College has developed a 2013-15 biennial budget that meets the criteria identified by the Governor with an emphasis on maintaining performance and outcomes and fixing elements of the current budget. The investments in this request focus on improving student, staff, and faculty retention and recruitment to enable Evergreen to continue to be a national and state leader in moving students successfully through to their degree goals.

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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**The Evergreen State College -- 2013-15 Operating Budget Request**

**Executive Summary**

The Evergreen State College was authorized in 1967 by the Legislature (RCW 28B.040.010). Evergreen serves 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. 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.

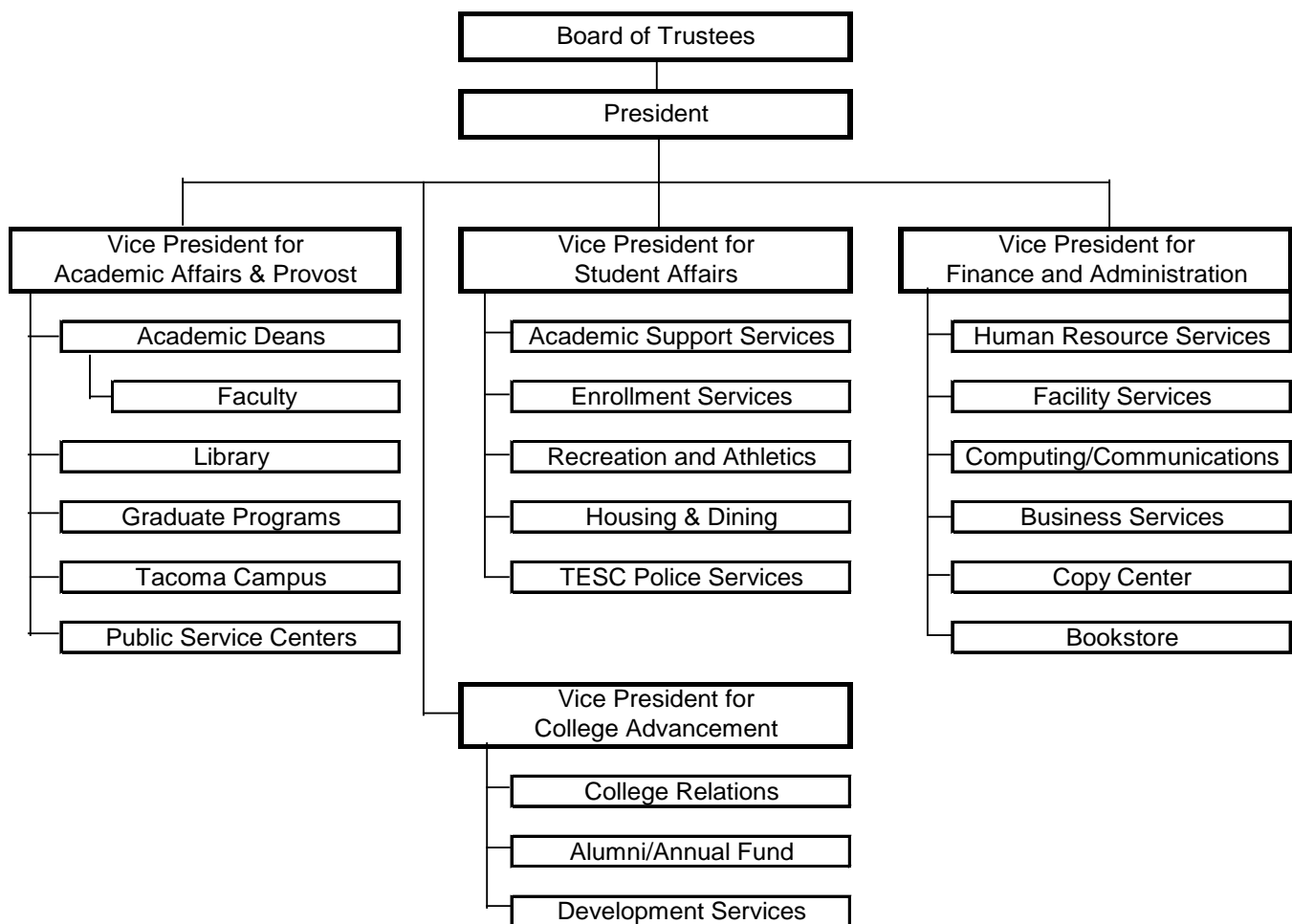
Our faculty is equally passionate about working directly with all of our students, providing them with interdisciplinary programs that reflect the real world they will work in. Evergreen's faculty come to the College because they want to teach. This accounts for Evergreen's strong degree-completion rates that align with state-wide 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.

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## THE EVERGREEN STATE COLLEGE ORGANIZATIONAL CHART



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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 and challenged student population. In fall 2011, The Evergreen State College served 4,467 undergraduate students and 327 graduate students. Sixty percent of incoming undergraduates were transfer students. Among all enrolled students, 29% were first generation college students; 22% were students of color; and 47% were low-income students (< 150% federal poverty level).

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 ranks second among Washington's public baccalaureate institutions in four-year graduation rates. Furthermore eighty-one percent of all baccalaureate degrees awarded to Evergreen's Class of 2011 were earned by students who identify as traditionally underserved. Nearly 50% of all baccalaureate degrees awarded for the 2010-11 academic year were awarded to Pell Grant recipients. Finally, the most recent alumni survey (2010) shows 71% of all Evergreen alumni were employed one year after graduation from Evergreen and 80% of alumni who applied to graduate or professional school were accepted for admission.

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).

Over the last decade, Evergreen has received thirty National Science Foundation grants. Approximately 20% of Evergreen's state-funded undergraduate full-time enrollment is generated through enrollment in high demand sciences. Recent data shows that while Evergreen represents approximately 12% of undergraduate enrollments at Washington public, non-research baccalaureate institutions, Evergreen represents nearly 33% of all STEM doctorates by institution of origin for the last decade. Evergreen ranks second only behind Western Washington University which represents nearly 35% of undergraduate enrollments and approximately 37% of STEM doctorates.

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. Evergreen's STEM graduates currently work in private industry around the state and nationally for companies like Boeing, GlaxoSmithKline, 3M, and Intralytix; as entrepreneurs in their own businesses; in the healthcare industry; and for federal and state agencies such as the United States Department of Agriculture and the Washington State Departments of Natural Resources, Fish & Wildlife, and Ecology. According to the most recent alumni survey (2010), 97% of

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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.

### **Priorities of Government – Improving the Success of Postsecondary Learning**

Evergreen provides access to convenient and efficient high-quality postsecondary education and research opportunities for students throughout the South Sound and western Washington.

- Evergreen assists students in completing their bachelor's degrees with more than **354 articulation agreements** with over 25 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**. Twelve percent of alumni have started a business or are self-employed. Hundreds of Evergreen alumni are small business owners.
- Evergreen has received **more than thirty** National Science Foundation grants in the past decade alone plus others from federal and private sources.

### ***Supporting Career Preparation Beyond High Schools***

- Evergreen serves as a national model for student engagement, quality teaching, applied learning and educational innovation.
- Evergreen Expands opportunities for students through research grants, including projects funded by, but not limited to, the Murdock Foundation, Gates Foundation, and Ford Foundation.
- Evergreen ranks as high-performing for level of academic challenge the National Survey of Student Engagement (NSSE).

### ***Supporting Services to Students and the Community***

- The mission of The Evergreen State College is to sustain a vibrant academic community and offer students and education that will help them excel in their intellectual, creative, professional and community service goals. As the nation's leading public interdisciplinary liberal arts and sciences college, Evergreen has a long history of academic innovation and outstanding student achievement.

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- Evergreen encourages community service and volunteerism. More than 70% of Evergreen students will have served and/or volunteered in the local community by the time they graduate. Evergreen's public service centers research and promote a wide range of state priorities including: public policy research; K-12 and higher education advancements; and Native American art, culture, and community development. Finally, Evergreen is nationally recognized for its service to veterans. Evergreen is honored by G.I. Jobs as an institution in the top 20 percent of institutions doing the most to embrace America's veterans as students and is ranked by Military Times Magazine at 16<sup>th</sup> among all colleges in the nation in assisting veterans.

### ***Upgrading Skill to Current and Returning Workers***

- Evergreen supports the goals of Washington by educating the state's workforce. According to the 2010 alumni survey within one year after earning a baccalaureate degree 71% of alumni were employed.
- Evergreen educates student in Washington's *High Demand Fields*. Fourteen percent of Evergreen alumni are employed in "high demand" science fields alone.

### ***Ensuring Efficiency, Performance and Accountability to Students and the Public***

- Evergreen is a leader among Washington's public baccalaureate institutions in time to degree and credit efficiency.
- Evergreen ranks second among Washington's public baccalaureate institutions in four-year graduation rates.
- Eighty-one percent of all baccalaureate degrees awarded to Evergreen's Class of 2011 were earned by students who identify as traditionally underserved.
- Nearly 50% of all baccalaureate degrees awarded for the 2010-11 academic year were awarded to Pell Grant Recipients.



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**Changing Funding Paradigm for Higher Education in Washington**

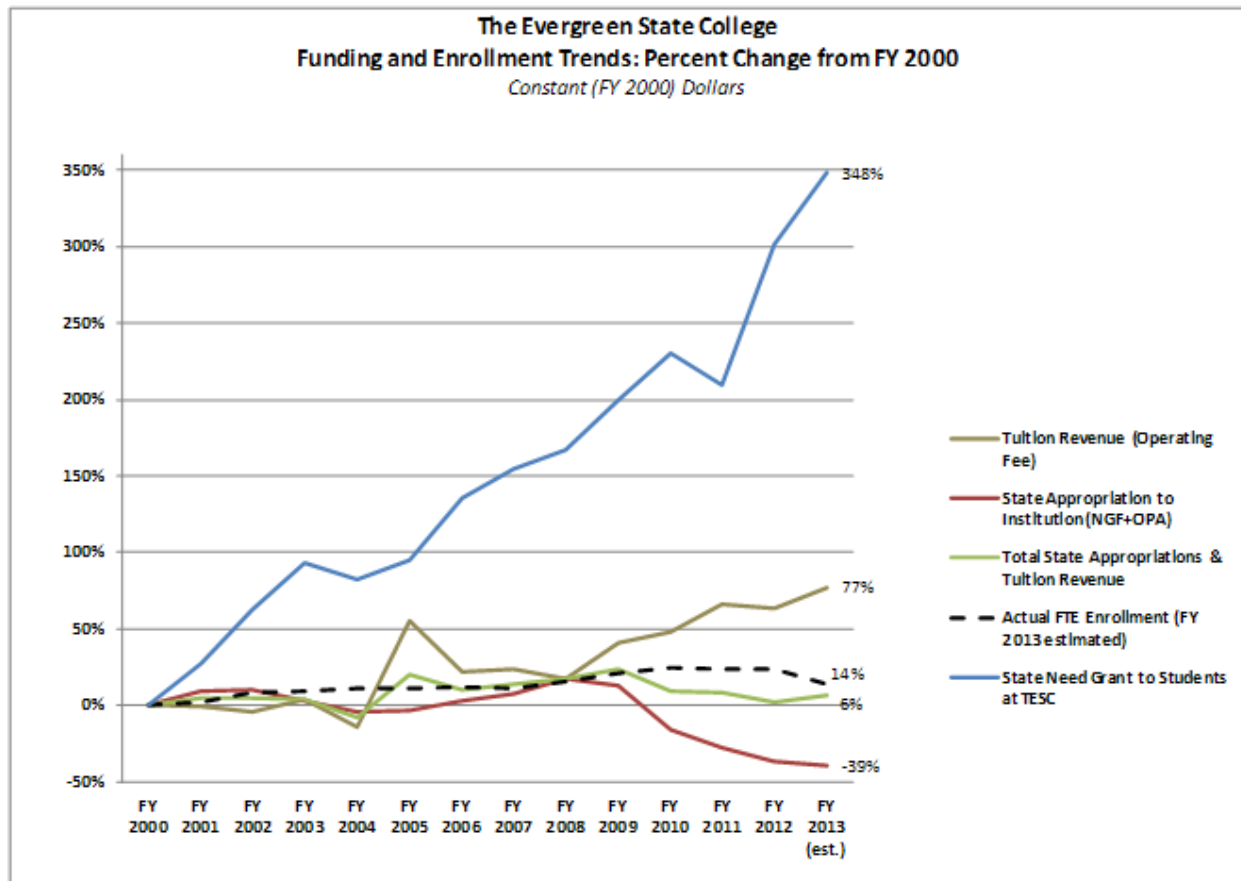
Evergreen continues to face great uncertainty about state funding levels and support for state and federal financial aid programs. While recognizing the leadership it took to prevent additional reductions to higher education in the 2012 supplemental budget, within the larger funding context, the 2012 budget occurred in the middle of a biennium in which Evergreen is implementing a 28% budget reduction. This is in addition to a series of reductions the College implemented over the last four years. Overall, Evergreen received nearly \$32 million in operating budget support in 2008-09 and the level of state funding has declined to only \$18 million in 2012-13. This is nearly a 44 percent loss of state support since the beginning of the Great Recession.

The state's portion of Evergreen's operational funding has slipped from 65 percent to 35 percent in just four years (down from 78 percent two decades ago). Even with cumulative tuition increases of nearly 70 percent in that period, Evergreen has still sustained a net budget cut of nearly \$8 million (15 percent) affecting every area of the college, including a loss of 65 positions. For our students this translates to less academic support, reduced access to high-demand programs, increased time to degree and increased indebtedness.

While Washington has made a strong and consistent commitment to funding state financial aid programs the current budget shortfall and the potential for future budget shortfalls puts at risk the ability for policymakers to continue the level of investment they have made in financial aid. This is paralleled at the federal level where the Pell Grant was significantly changed in the 2012 budget and the ability for Congress to continue to maintain current funding levels is at risk.

The following chart was prepared by Washington Student Achievement Council (WASAC) staff as part of their new role to focus Legislative attention on the overall funding needs of the higher education system that will enable Washington to meet its stated goals for degree production. The analysis focuses on the decline in state funding – both overall and per FTE – from 2000 through the current biennium. This particular chart reflects the trends as measured in constant dollars.

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It is noteworthy that Evergreen's student population was already becoming increasingly dependent upon the State Need Grant as a way to help finance the cost of their education prior to the Great Recession. As the chart indicates that trend sharply increased as the state drastically cut state funding in the last half-decade placing increased pressure to increase tuition levels. These trends, particularly in terms of tuition and financial aid, are having a direct impact on accessibility given the unique characteristic of who Evergreen serves where 44% are Pell-eligible, 22% are students of color and 29% are underrepresented minority. The following tables reflect the changing profile for the last decade (2000-01 and 2010-11).

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**The Evergreen State College: Institutional Profile**

**Pride Points**

- Evergreen serves a high disadvantaged and underrepresented student population while successfully moving these students through to completion
- Approximately 23% of Evergreen's state-funded undergraduate FTE is generated through enrollment in high demand sciences. Evergreen is preparing students for careers in areas such as biomedical research, medicine and allied health, environmental science, and sustainability, energy, physical sciences, and other science related disciplines
- Evergreen continues to be nationally recognized for its quality academic programs, teaching, interdisciplinary approach to the curriculum and access to an comparatively affordable education.

**Student Enrollment**

Annual Average FTE		Evergreen
2010-11	Undergraduate	4,232.2
	Graduate/Professional	323.5
	Total	4,555.7
2000-01	Undergraduate	3,570.0
	Graduate/Professional	237.2
	Total	3,807.2

Annual Average FTE		Evergreen
2010-11	Distance Learning (75% or more on-line delivery)	0
	Self-Sustaining	16.1
2000-01	Distance Learning (75% or more on-line delivery)	0
	Self-Sustaining	22.3

**Research Expenditures\***

2010-11	\$74,862 (pre-final IPEDS Finance FY 11)
2000-01	\$1,225,855 (IPEDS Finance FY 01)

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### **Undergraduate Student Body Profile**

Percentage of Undergraduates		Evergreen	Headcount
Fall 2011	Fall Headcount	4,467	4,467
	% Resident	75%	3,328
	% Pell-Eligible	47%	2,078
	% Students of Color	22%	969
	% Underrepresented Minority	19%	845
Fall 2001	Fall Headcount	4055	4055
	% Resident	77%	3132
	% Pell-Eligible	43%	1728
	% Students of Color	18%	735
	% Underrepresented Minority	14%	554

Students of color: Includes Hispanic/Latino of any race, Black/African-American, Asian, American Indian/Alaskan Native, Native Hawaiian/Pacific Islander, Two or more Races.

URM: Includes Hispanic/Latino of any race, Black/African-American, American Indian/Alaskan Native, Native Hawaiian/Pacific Islander, Two or more Races

\*Note: Research expenditure data varies suspiciously for these two fiscal years, which may reflect the change in accounting method for IPEDS reporting in that period. We could consider obtaining expenditures from LEAP sponsored research (program code 020) as another source for this data element.

Complete Undergraduate Applications		Evergreen
2010-11	Total	4,109
	Resident	2,052
	Non-Resident	2,057
	% Admit rate – residents	90%
2000-01	Total	3,897
	Resident	2,358
	Non-Resident	1,539
	% Admit rate – residents	83%

## Celebrating 40 Years of Successful Pathways to Educational Opportunities

### Changing Student Demographics

The tables below are extracts from the “Knocking at the College Door” report published by the Western Interstate Commission for Higher Education (WICHE) and the College Board that focuses on projections of high school graduation rates by State and Race/Ethnicity for the period 1992-2022 for Evergreen’s top 10 feeder states. Only Texas and Idaho are expected to have a larger number of high school graduates while all other states will experience declines in the number of high school directs seeking higher education opportunities.

TOP 10 FEEDER STATES THAT GENERATE 90% OF TOTAL ENROLLMENTS								
		All High School Graduates						
	Memo Only		Five- Year Changes			Ten-Year Changes		
	TESC's 2007	High School	High School			High School		
State of Origin	UG & Grad by	Graduation	Graduation	Change	% Change	Graduation	Change	% Change
	Home State	2009-10	2014-15			2019-20		
Washington	3,427	69,519	67,457	(2,062)	-3.0%	68,129	(1,390)	-2.0%
California	201	419,638	399,487	(20,151)	-4.8%	401,760	(17,878)	-4.3%
Oregon	123	34,458	33,434	(1,024)	-3.0%	34,597	139	0.4%
Colorado	65	50,548	50,397	(151)	-0.3%	60,231	9,683	19.2%
Illinois	63	146,084	137,482	(8,602)	-5.9%	137,471	(8,613)	-5.9%
Minnesota	56	62,911	59,695	(3,216)	-5.1%	63,072	161	0.3%
New York	47	188,531	165,168	(23,363)	-12.4%	160,185	(28,346)	-15.0%
Massachusetts	45	71,320	64,703	(6,617)	-9.3%	65,131	(6,189)	-8.7%
Texas	44	280,802	301,783	20,981	7.5%	337,406	56,604	20.2%
Idaho	29	17,839	18,882	1,043	5.8%	21,415	3,576	20.0%
<b>TOTAL</b>	<b>4,100</b>	<b>1,341,650</b>	<b>1,298,488</b>	<b>(43,162)</b>	<b>-3.2%</b>	<b>1,349,397</b>	<b>7,747</b>	<b>0.6%</b>

It is important to note that in addition to the overall decline in the absolute number of high school graduates there are substantial changes in demographics that are likely to affect the actual level of participation in higher educational opportunities. The following display reflects the largest changes within these high school graduate levels where the projection anticipates substantial declines in white graduates and an equally substantial offsetting increase in Hispanic students.

## Celebrating 40 Years of Successful Pathways to Educational Opportunities

White Public High School Graduates								
			Five- Year Changes			Ten-Year Changes		
State of Origin	High School Graduation	High School Graduation	Change	% Change	High School Graduation	Change	% Change	
	2009-10	2014-15			2019-20			
Washington	46,268	40,940	(5,328)	-11.5%	37,929	(8,339)	-18.0%	
California	127,342	101,734	(25,608)	-20.1%	93,564	(33,778)	-26.5%	
Oregon	24,337	21,222	(3,115)	-12.8%	20,387	(3,950)	-16.2%	
Colorado	32,647	30,353	(2,294)	-7.0%	32,305	(342)	-1.0%	
Illinois	81,744	72,183	(9,561)	-11.7%	67,301	(14,443)	-17.7%	
Minnesota	47,357	42,440	(4,917)	-10.4%	41,558	(5,799)	-12.2%	
New York	97,397	84,785	(12,612)	-12.9%	78,915	(18,482)	-19.0%	
Massachusetts	44,833	39,114	(5,719)	-12.8%	36,519	(8,314)	-18.5%	
Texas	109,520	102,442	(7,078)	-6.5%	101,881	(7,639)	-7.0%	
Idaho	14,678	15,194	516	3.5%	16,836	2,158	14.7%	
<b>TOTAL</b>	<b>626,123</b>	<b>550,407</b>	<b>(75,716)</b>	<b>-12.1%</b>	<b>527,195</b>	<b>(98,928)</b>	<b>-15.8%</b>	

Hispanic Public High School Graduates								
			Five- Year Changes			Ten-Year Changes		
State of Origin	High School Graduation	High School Graduation	Change	% Change	High School Graduation	Change	% Change	
	2009-10	2014-15			2019-20			
Washington	7,110	8,986	1,876	26.4%	11,634	4,524	63.6%	
California	159,780	166,765	6,985	4.4%	175,965	16,185	10.1%	
Oregon	4,394	6,449	2,055	46.8%	8,754	4,360	99.2%	
Colorado	10,062	11,941	1,879	18.7%	18,410	8,348	83.0%	
Illinois	19,239	21,834	2,595	13.5%	26,243	7,004	36.4%	
Minnesota	2,116	3,175	1,059	50.0%	5,425	3,309	156.4%	
New York	22,510	20,649	(1,861)	-8.3%	21,877	(633)	-2.8%	
Massachusetts	6,475	7,018	543	8.4%	8,436	1,961	30.3%	
Texas	107,074	127,524	20,450	19.1%	156,043	48,969	45.7%	
Idaho	1,816	2,131	315	17.3%	2,650	834	45.9%	
<b>TOTAL</b>	<b>340,576</b>	<b>376,472</b>	<b>35,896</b>	<b>10.5%</b>	<b>435,437</b>	<b>94,861</b>	<b>27.9%</b>	

These combined conditions of funding consequences reflected in the WASAC trend lines and the forecasted demographics of high school graduation levels are creating the condition for a smaller enrollment pipeline. In other words the trends reflected in these charts do not align with the state's desire to increase degree production.

## Celebrating 40 Years of Successful Pathways to Educational Opportunities

### Non-Competitive Compensation Levels

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 degree production.

Comparative data with Global Challenge State institutions rank Evergreen in the 15<sup>th</sup> percentile of that funding comparison group.

Institution Name	Average salary equated to 9-month contracts of full-time instructional staff - all ranks(DRVHR2009)	GCS percentile	Average salary equated to 9-month contracts of full-time instructional staff - professors(DRVH R2009)	Average salary equated to 9-month contracts of full-time instructional staff - associate professors(DRVH R2009)	Average salary equated to 9-month contracts of full-time instructional staff - assistant professors(DRVH R2009)
Ramapo College of New Jersey	85,089	100%	108,907	85,691	67,028
California State University-San Marcos	78,770	92%	95,507	77,696	68,306
Humboldt State University	75,789	85%	91,301	70,168	58,108
California State University-Stanislaus	75,717	77%	93,045	69,426	62,818
Eastern Connecticut State University	73,817	69%	91,444	70,920	57,325
California State University-Monterey Bay	71,075	62%	91,771	73,497	62,284
Christopher Newport University	68,138	54%	97,514	74,682	57,802
Worcester State College	67,306	46%	80,758	66,988	55,327
University of Mary Washington	66,761	38%	83,831	64,069	53,512
Westfield State College	65,193	31%	79,266	65,104	53,615
Coppin State University	64,166	23%	90,034	68,262	61,080
The Evergreen State College	64,048	15%	66,929	52,027	44,063
Longwood University	59,295	8%	74,310	63,104	52,504
average	70,397		88,047	69,356	57,982
median	68,138		91,301	69,426	57,802
Note: Evergreen salary by "rank" is estimated using shadow ranking, which is NOT reported to IPEDS.					
Full professor (17 or more experience yrs), Associate prof (11-16 exp yrs), Assistant prof (1-10 exp yrs).					

According to the American Association of University Professors' annual survey of the Integrated Postsecondary Education Data System (IPEDs) Evergreen faculty compensation levels were 13% below the average of other public baccalaureate institutions.

### ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

HECB AAUP/IPEDS 2008-09 Salary Survey	Faculty	Compensation	Average	Gap to	% Behind
Market Gap to Average Compensation	Lines	Outlay	Salary	Average	Average
			Peer Average	70,484	
Central Washington University	348	22,862,944	65,698	(4,786)	-7.3%
Eastern Washington University	313	20,589,261	65,780	(4,704)	-7.2%
Western Washington University	465	32,101,754	69,036	(1,448)	-2.1%
Comprehensive Average Compensation	1126	75,553,959	67,099	(3,385)	-5.0%
The Evergreen State College	164	10,217,094	62,299	(8,185)	-13.1%
HECB AAUP/IPEDS 2008-09 Salary Survey	Faculty	Compensation	Average	Gap to	% Behind
Market Gap to 75%ile Goal	Lines	Outlay	Salary	75%ile	Average
			Peer 75%ile	77,910	
Central Washington University	348	22,862,944	65,698	(12,212)	-18.6%
Eastern Washington University	313	20,589,261	65,780	(12,130)	-18.4%
Western Washington University	465	32,101,754	69,036	(8,874)	-12.9%
Comprehensive Average Compensation	1126	75,553,959	67,099	(10,811)	-16.1%
The Evergreen State College	164	10,217,094	62,299	(15,611)	-25.1%

The context is similar for staff at the College. For exempt staff at Evergreen, average compensation levels are approximately 10% below the median for comparable positions; for classified staff at Evergreen, 173 of our 280 position are at least 25% behind the last state-wide 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 8-9%, 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).



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## ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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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.

### **Greater Dependence on Local Funds**

Evergreen faces substantial challenges associated with the trending of 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 2011-13 biennium.

Further shifting of costs from the state to Evergreen has dramatically increased the pressure on local funds (i.e. timber trust dollars and student fees). Since FY 2008 our state support per student declined from \$7,444 per student to only \$4,244 in FY 2013 while student tuition grew from \$4,024 to \$7,082 during the same time frame. When combined together Evergreen's total funding per full-time equivalent for students has declined \$1,579 per student. Local funds are also increasingly responsible for shifts from operating dollars to capital dollars. Due to shift of Maintenance and Operations dollars from the operating budget to the capital budget during the 2009-11 biennium 95 percent of Evergreen's facilities budget, including custodians and supplies, was placed on local dollars compared to the prior biennium.

### **The Impact**

Within this external context the damage is emerging on Evergreen's campus. After a strong period of growth, most recently propelled by a poor economy, the college participation pipeline has flattened and is on the decline at the state and national level. Evergreen enrollments reflect this trend, which we predicted was a risk in the College's 2011-13 biennial budget request.

Among the most significant of these challenges are changes to the pipeline and student market for higher education. 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

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Higher Education, between 2009-10 and 2014-15, Washington is expected to experience a decline of 3% in high school graduates; and a 2% decline in the next decade.

In addition students enrolled and enrolling in Evergreen are demographically more diverse and in need of higher levels of financial assistance. Over the last three years, at the state level growth in applications for need-based aid rose by 64 percent; applications have increased by 29% for this same time period at Evergreen. The combination of declining state funds, rising tuition, and a needier student population, has pushed students to a price point on tuition leaving little opportunity for the success of a high aid, high tuition model.

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

Investments in higher education, including The Evergreen State College, are necessary beyond just maintenance in order to offset the acceleration of the impacts to Evergreen with regard to affordability, access and quality. Without this investment, Evergreen is likely to experience 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).

Washington must use the steps taken in the 2012 supplemental budget to prevent further reductions to higher education as a springboard to restore the state as a partner in public higher education. The path to this outcome is to stabilize through re-envisioning higher education. In 2013-15, Evergreen is taking the first steps in a multi-biennial approach to stabilize funding for students, faculty and staff by increasing student funding levels. The increase in student funding levels will be used to re-envision the College within the new paradigm that exists for higher education in Washington as it relates to funding, student demand, student need and student demographics by supporting the retention and recruitment of students, faculty, and staff, in a way that continues to meet state goals.

For Evergreen, any discussion of rebuilding and expansion begins with the restoration of a stable base of funding support. Our first concern necessarily is restoring the temporary cuts in the 2011-13 biennium. We then need to give focused attention to critical infrastructure that has been neglected during the economic downturn, including investments in institutional technology and market-rate compensation. If we are rebuilding toward new program expansion, it is important to be realistically grounded in demography. Fewer, traditional students are in the pipeline. The students who will be coming to us are more likely to be from historically underserved populations and are likely to need enhanced financial,

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academic and social support to be successful. Without resources to provide this support, expansion is extremely difficult without further jeopardizing student success.

In addition rebuilding requires targeted investments in the College where the challenges are the greatest. As the College looks at how best to maintain performance both in the near-term and long-term, Evergreen is undertaking efforts to compile data and information to strategically invest in maintaining our leadership in many of the metrics included in the state negotiated performance plan and to continue to make improvements in other areas. Among the efforts currently underway include specific work on retention and retention of students, faculty and staff.

For example, Evergreen's biennial budget decision packages focus on innovation by investing in professional development for faculty and staff to identify and implement new approaches to serving students and teaching in the classroom as well as the retention and recruitment of students. Specifically, this includes investments to retain and recruit students, recognizing student demand, need, and demographics by increasing support for advising, the creation of a veterans' center, technology and STEM support.

Evergreen will begin the biennium by carrying a heavy load with less from the state and more from students, faculty, and staff. This trend is no longer a viable one nor is it acceptable. The challenge of this biennium is to recognize the fiscal challenges while acknowledging that maintenance is insufficient and that some level of investment is now necessary to avoid the a downward trend in performance.

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 reverse these trends by finding ways 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.

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## **2013-15 Operating Budget Request Highlights**

### **Pathways to Educational Opportunities at Evergreen “Stabilize through Re-Envisioning”**

The no cuts budget to higher education during the 2012 legislative session prioritized the higher education sector in the State of Washington and should serve as a catalyst for coming biennia. The Evergreen State College’s 2013-2015 Operating Budget Request takes the first steps in a multi-biennial approach to stabilize funding for students, faculty and staff by increasing student funding levels. The increase in student funding levels will be used to re-envision the College within the new paradigm that exists for higher education in Washington as it relates to funding, student demand, student need and student demographics.

After four consecutive years of significant budget decline, The Evergreen State College has entered a new paradigm where funding, student demand, student need and student demographics are starkly different than the start of the recession. As a result, the College’s first priority begins with a full-funded maintenance level budget.

The College’s first concern is restoring the temporary 3% compensation base reductions imposed in 2011-2013. Temporary in nature, this restoration is the first critical step in order to begin discussing rebuilding and expansion. Just as critical is funding toward various utility rate increases and maintenance costs toward new square footage of our Communication building. The request also includes one-time cost adjustments related to non-recurring studies enacted during the 2011-2013 biennium at the Washington State Institute for Public Policy, and proposed changes to employee benefit programs such as health care cost increases and pension matching cost changes.

**Priority 1: Full funding to biennialize previously adopted legislative authorized changes in both the 2011-13 regular session and 2011 and 2012 regular sessions.**

**Current Authorized Level Adjustments**

**\$1,886,000 GF-State  
\$2,213,000 Tuition  
**\$4,099,000 TOTAL****

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	Total 2013-15 Biennium	
	Average	Combined
OFM Carry Forward Adjustments:	Staff FTE	State & Tuition
Higher Education Reductions	-	2,952,000
Child Welfare/Contracting Out	0.2	50,000
WSIPP Commitment of SVP Study	-	(75,000)
Domestic Violence Study	-	(46,000)
Expanded Family Caregiver Study	-	(75,000)
State Need Grant Study	-	(100,000)
Pension Benefits Study	-	(65,000)
Forest Fire Protection Study	-	(100,000)
Competency Resotration Treatment	-	(17,000)
Self Insurance Premium	-	30,000
Central Service Reform	-	(16,000)
Procurement Rate Reduction	-	12,000
Biennialize Health Insurance Rate	-	(382,000)
Pension Rate Biennialization	-	11,000
Restore 3% Salary Cut	-	1,920,000
Total Changes	0.2	4,099,000

**Priority 2: Full Funding of basic on-going maintenance level adjustments and adjust local funds to reflect actual projections.**

**Maintenance Level Adjustments**

**\$ 400,202 GF-State  
(\$3,844,145) Tuition  
(\$3,454,943) TOTAL**

	Total 2013-15 Biennium	
	Average	Combined
TESC Maintenance Level Request	Staff FTE	State & Tuition
Local Funds Adjustment	-	(3,855,145)
Utility Rate Adjustments	-	394,202
Operating Costs/Capital Projects	-	6,000
Total Changes	-	(3,454,943)

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<b>Priority 3: Improve Faculty and Staff Recruitment and Retention.</b>
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**Faculty and Staff Recruitment & Retention**

**\$ 900,000 GF-State**  
**\$ -0- Tuition**  
**\$ 900,000 TOTAL**

	Total 2013-15 Biennium	
	Average	Combined
Improve Faculty& Staff Recruit. & Retention	Staff FTE	State & Tuition
Create Labor Relations Office	1.0	300,000
Faculty/Steaff Development	-	600,000
Faculty & Professional Exempt Salary Inc.	-	Narrative Req.
Support Governor's Classified Salary Recom.	-	Narrative Req.
Total Changes	1.0	900,000

Improving the quality of academic programs by recruiting and retaining highly qualified faculty and staff and addressing the issue of uncompetitive salary levels for our faculty and staff remains Evergreen's top priority. To improve the College's ability to recruit and retain high-quality faculty and staff while improving staff morale we propose: 1) improving our labor relations infrastructure; 2) enhancing our faculty and staff development programs, and 3) implementing salary increases for all employees. Evergreen fully recognizes the limits on the state budget will not allow for full gap closure on compensation levels in a single biennium. However, we request that the Governor and Legislature partner with the college to establish a multi-biennium strategy to make purposeful incremental improvements towards competitive salary levels.

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<b>Priority 4: Secure Funding for Basic Information Technology and Business Improvements.</b>
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**Basic IT and Business Improvements**

**\$ 723,156 GF-State**  
**\$ -0- Tuition**  
**\$ 723,156 TOTAL**

	Total 2013-15 Biennium	
	Average	Combined
	Staff FTE	State & Tuition
Basic IT and Business Improvements		
Two Factor Authentication	1.0	175,844
Identity Management	0.5	160,836
Archiving System	0.5	280,836
Student Accounting	1.0	105,640
Total Changes	3.0	723,156

Two factor authentication is a security enhancement to the sign-on process and is a mandated State IT Security Policy. Identity Management (IDM) is an information system that manages user identities, authentication, authorization, roles and privileges to systems with the Evergreen IT enterprise. The archiving system is a data storage system with policies that weight the economics of storage costs against the need for user access to determine retention times, archival rules and storage formats. Student accounting will provide for: running administrative reports; creating and maintaining the detailed codes needed for new special class/course fees; timely posting for Veteran awards including credit verification and reporting to the VA and to perform mandatory physical property inventories every two years.

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<b>Priority 5: Improve Student Recruitment, Retention and Success.</b>
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**Student Recruitment, Retention and Success**

**\$3,418,019 GF-State**  
**\$ -0- Tuition**  
**\$3,418,019 TOTAL**

	Total 2013-15 Biennium	
	Average	Combined
Improve Student Recruit/Retention/Success	Staff FTE	State & Tuition
On-line Records Systems Phase 1 & 2	2.0	368,019
Maint/Improve Student Rec/Retention Efforts	14.0	2,548,000
Enhance Support Services for Veterans	1.5	162,000
Science Instructional Tech. Specialist	2.0	340,000
Total Changes	19.5	3,418,019

Improve Student Recruitment and Retention efforts would expand our recruitment outreach capacity, add to our financial aid counselors, provide two new academic advisors, enhance student support services and instructional components to targeted entering students, lower class size for first year students, dedicate a faculty to support student retention and add a new associate dean to coordinate year round student retention programming. We intend to establish a dedicated Veterans Center to coordinate services and provide a 'home' on campus for student veterans. Two new science support staff would help meet the projected demand in the STEM area of the curriculum. Finally, an On-line records project will create a new on-line system for the management of student evaluations including robust abilities to track, store, and provide workflow allowing student, faculty and staff access as appropriate to student records.



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**Agency Activity Report**

**A001 Agency Overhead**

This agency overhead categorization 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.

**Statewide Result Area:** Improve the value of Postsecondary Learning

**Expected Results:** Improve the value of a university education for citizens of Washington State.

<b>Fiscal Year</b>	<b>Total</b>	<b>General Fund State</b>	<b>Other Funds</b>	<b>FTE's</b>
FY 2014	\$2,176,134	\$463,423	\$1,712,711	20.50
FY 2015	\$2,214,134	\$269,825	\$1,944,309	20.50

**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 4,232 undergraduate and 324 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.

**Statewide Result Area:** Improve the value of Postsecondary Learning

**Expected Results:** Improve the value of a university education for citizens of Washington State.

<b>Fiscal Year</b>	<b>Total</b>	<b>General Fund State</b>	<b>Other Funds</b>	<b>FTE's</b>
FY 2014	\$49,100,606	\$17,924,944	\$31,175,662	524.48
FY 2015	\$49,687,890	\$17,808,579	\$31,879,311	522.28

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**A003 Public Service**

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 five public service entities: Washington State Institute for Public Policy, 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.

**Statewide Result Area:** Improve the value of Postsecondary Learning

**Expected Results:** Improve the value of a university education for citizens of Washington State

<b>Fiscal Year</b>	<b>Total</b>	<b>General Fund State</b>	<b>Other Funds</b>	<b>FTE's</b>
FY 2014	\$2,037,682	\$749,134	\$1,288,548	26.37
FY 2015	\$2,050,649	\$753,946	\$1,296,703	26.37

**A004 Research**

Public and private organization purchase or sponsor research, instruction, or consultative services from the College. Locally-funded research provides limited opportunities (\$149,658 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 and account for the remainder of the estimated expenditure levels in this aspect of the College's mission.

**Statewide Result Area:** Improve the value of Postsecondary Learning

**Expected Results:** Improve the value of an university education for citizens of Washington State

<b>Fiscal Year</b>	<b>Total</b>	<b>General Fund State</b>	<b>Other Funds</b>	<b>FTE's</b>
FY 2014	\$2,805,907	\$202,401	\$2,603,506	44.35
FY 2015	\$2,821,327	\$214,649	\$2,606,678	44.35

2013-14 Maintenance Level											
	State		149	148	145	Totals	State	149	148	145	Totals
	Approps						Approps				
010	10,957,745	12,238,291	1,532,891	-	24,728,927	94.80	108.45	29.28	-	232.53	
020	-	56,122	-	-	56,122	-	0.75	-	-	0.75	
030	457,195	643,540	150,692	-	1,251,427	3.80	5.32	1.10	-	10.22	
040	932,156	1,792,370	-	-	2,724,526	10.73	16.77	-	-	27.50	
050	1,169,980	2,526,556	-	-	3,696,536	17.89	27.98	-	-	45.87	
060	1,521,797	2,944,743	579,417	-	5,045,957	25.50	39.88	8.30	-	73.68	
080	2,332,809	4,476,789	-	-	6,809,598	39.35	61.55	-	-	100.90	
081	463,423	1,712,711	-	-	2,176,134	8.00	12.50	-	-	20.50	
090	1,513,562	5,936,305	-	-	7,449,867	25.84	40.41	-	-	66.25	
100	-	-	-	2,190,000	2,190,000	-	-	-	35.60	35.60	
TOTAL	19,348,667	32,327,427	2,263,000	2,190,000	56,129,094	225.91	313.61	38.68	35.60	613.80	
	19,198,000	35,236,000	2,296,000	2,175,000	3.88% Percent Overhead Using 081 def.						
	(150,667)	2,908,573	33,000	(15,000)						613.80	
MISSION BREAKOUT											
A001 -- Agency Overhead		Indirect Allocation Basis			Actuals for Sub-Program 081						
081	463,423	1,712,711	-	-	2,176,134	8.00	12.50	-	-	20.50	
A002 -- Instruction		Indirect Allocation Basis			86.92%	% of Total Costs					
Direct 010	10,957,745	12,238,291	1,532,891	-	24,728,927	95.39	109.37	29.97	-	234.73	
Direct 040	932,156	1,792,370	-	-	2,724,526	10.73	16.77	-	-	27.50	
Direct 050	1,169,980	2,526,556	-	-	3,696,536	17.89	27.98	-	-	45.87	
Direct 060	1,521,797	2,944,743	503,402	-	4,969,942	25.50	39.88	7.00	-	72.38	
Direct 080	2,027,677	4,477,573	-	-	6,505,250	34.00	53.00	-	-	87.00	
Prop. 090	1,315,589	5,159,836	-	-	6,475,425	22.00	35.00	-	-	57.00	
Rounding		-	-	-	-						
TOTALS	17,924,944	29,139,369	2,036,293	-	49,100,606	205.51	282.00	36.97	-	524.48	
A003 -- Public Service		Indirect Allocation Basis			7.59%	% of Total Costs					
030	457,195	643,540	150,692	-	1,251,427	3.80	5.32	1.10	-	10.22	
Prop. 040	-	-	-	-	-	-	-	-	-	-	
Prop. 050	-	-	-	-	-	-	-	-	-	-	
Prop. 060	-	-	44,205	-	44,205	-	-	1.00	-	1.00	
Prop. 080	177,060	(455)	-	-	176,605	6.70	11.10	-	-	17.80	
Prop. 090	114,879	450,566	-	-	565,445	5.68	6.82	-	-	12.50	
TOTALS	749,134	1,093,651	194,897	-	2,037,682	16.18	23.24	2.10	-	41.52	
A004 -- Sponsored Research		Indirect Allocation Basis			5.49%	% of Total Costs					
020	-	56,122	-	-	56,122	-	0.75	-	-	0.75	
100	-	-	-	2,190,000	2,190,000	-	-	-	35.60	35.60	
Prop. 040	-	-	-	-	-	-	-	-	-	-	
Prop. 050	-	-	-	-	-	-	-	-	-	-	
Prop. 060	-	-	31,810	-	31,810	-	-	-	-	-	
Prop. 080	128,072	(329)	-	-	127,743	2.00	3.00	-	-	5.00	
Prop. 090	74,329	325,903	-	-	400,232	1.00	2.00	-	-	3.00	
TOTALS	202,401	381,696	31,810	2,190,000	2,805,907	3.00	5.75	-	35.60	44.35	
Total All	19,339,902	32,327,427	2,263,000	2,190,000	56,120,329	232.69	323.49	39.07	35.60	630.85	
	19,348,667	32,327,427	2,263,000	2,190,000	56,129,094	225.91	313.61	38.68	35.60	613.80	
Allocation Methodology											
Agency Overhead is defined as all expenditures contained in sub-program 081 -- Institutional Management											
Agency Activity are broken down based on College mission (e.g. Instruction, Research and Public Service)											
All Indirect Costs are pro-rated to agency activities based on the percentage calculation from the HECB educational costs studies.											

2014-15 Maintenance Level										
	State 149		148	145	Totals	State 149		148	145	Totals
	Approps					Approps				
010	10,786,259	11,043,778	1,505,225	-	23,335,262	94.80	108.45	29.28	-	232.53
020	-	56,122	-	-	56,122	-	0.75	-	-	0.75
030	457,195	643,540	154,692	-	1,255,427	3.80	5.32	1.10	-	10.22
040	932,156	1,792,370	-	-	2,724,526	10.73	16.77	-	-	27.50
050	1,169,980	2,510,975	-	-	3,680,955	17.89	27.98	-	-	45.87
060	1,521,797	2,944,745	603,083	-	5,069,625	25.50	39.88	8.30	-	73.68
080	2,555,893	5,446,188	-	-	8,002,081	39.35	61.55	-	-	100.90
081	269,825	1,944,309	-	-	2,214,134	8.00	12.50	-	-	20.50
090	1,663,819	5,945,401	-	-	7,609,220	25.84	40.41	-	-	66.25
100	-	-	-	2,190,000	2,190,000	-	-	-	35.60	35.60
TOTAL	19,356,924	32,327,428	2,263,000	2,190,000	56,137,352	225.91	313.61	38.68	35.60	613.80
	19,047,000	33,274,000	2,263,000	2,190,000	3.94% Percent Overhead Using 081 def.					
	(309,924)	946,572	-	-						613.80
MISSION BREAKOUT										
A001 -- Agency Overhead		Indirect Allocation Basis		Actuals for Sub-Program 081						
081	269,825	1,944,309	-	-	2,214,134	8.00	12.50	-	-	20.50
A002 -- Instruction		Indirect Allocation Basis		86.92%	% of Total Costs					
Direct 010	10,786,259	11,990,350	1,505,225	-	24,281,834	94.80	108.45	29.28	-	232.53
Direct 040	932,156	1,792,370	-	-	2,724,526	10.73	16.77	-	-	27.50
Direct 050	1,169,980	2,510,975	-	-	3,680,955	17.89	27.98	-	-	45.87
Direct 060	1,521,797	2,944,745	524,200	-	4,990,742	25.50	39.88	7.00	-	72.38
Direct 080	2,221,582	5,443,703	-	-	7,665,285	34.00	53.00	-	-	87.00
Prop. 090	1,176,805	5,167,743	-	-	6,344,548	22.00	35.00	-	-	57.00
Rounding		-	-	-	-					
TOTALS	17,808,579	29,849,886	2,029,425	-	49,687,890	204.92	281.08	36.28	-	522.28
A003 -- Public Service		Indirect Allocation Basis		7.59%	% of Total Costs					
030	457,195	643,540	154,692	-	1,255,427	3.80	5.32	1.10	-	10.22
Prop. 040	-	-	-	-	-	-	-	-	-	-
Prop. 050	-	-	-	-	-	-	-	-	-	-
Prop. 060	-	-	45,774	-	45,774	-	-	1.00	-	1.00
Prop. 080	193,991	1,441	-	-	195,432	3.35	5.55	-	-	8.90
Prop. 090	102,760	451,256	-	-	554,016	2.84	3.41	-	-	6.25
TOTALS	753,946	1,096,237	200,466	-	2,050,649	9.99	14.28	2.10	-	26.37
A004 -- Sponsored Research		Indirect Allocation Basis		5.49%	% of Total Costs					
020	-	56,122	-	-	56,122	-	0.75	-	-	0.75
100	-	-	-	2,190,000	2,190,000	-	-	-	35.60	35.60
Prop. 040	-	-	-	-	-	-	-	-	-	-
Prop. 050	-	-	-	-	-	-	-	-	-	-
Prop. 060	-	-	33,109	-	33,109	-	-	-	-	-
Prop. 080	140,320	1,044	-	-	141,364	2.00	3.00	-	-	5.00
Prop. 090	74,329	326,403	-	-	400,732	1.00	2.00	-	-	3.00
TOTALS	214,649	383,569	33,109	2,190,000	2,821,327	3.00	5.75	-	35.60	44.35
Total All	19,046,999	33,274,001	2,263,000	2,190,000	56,774,000	225.91	313.61	38.38	35.60	613.50
	19,356,924	32,327,428	2,263,000	2,190,000	56,137,352	225.91	313.61	38.68	35.60	613.80
Allocation Methodology										
Agency Overhead is defined as all expenditures contained in sub-program 081 -- Institutional Management										
Agency Activity are broken down based on College mission (e.g. Instruction, Research and Public Service)										
All Indirect Costs are pro-rated to agency activities based on the percentage calculation from the HECB educational costs studies.										

***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

**State of Washington  
Recommendation Summary**

Dollars in Thousands	Annual Average FTEs	General Fund State	Other Funds	Total Funds
<b>2011-13 Current Biennium Total</b>	<b>614.7</b>	<b>30,800</b>	<b>80,796</b>	<b>111,596</b>
<b><i>Current Level Adjustments:</i></b>				
CL 1A Higher Education Reductions		752	2,200	2,952
CL 3B Child Welfare/Contracting Out	0.2	50		50
CL 3C WSIPP Commitment for SVP Study		(75)		(75)
CL 3D Domestic Violence Study		(46)		(46)
CL 3F Expanded Family Care Giver Study		(75)		(75)
CL 3G State Need Grant Study		(100)		(100)
CL 3P Pension Benefits Study		(65)		(65)
CL 3Q Forest Fire Protection Study			(100)	(100)
CL 3R Competency Restoration Treatment		(17)		(17)
CL 9X Self Insurance Premium		15	15	30
CL AA Central Service Reforms		(8)	(8)	(16)
CL AB Procurement Rate Reduction		6	6	12
CL AC Biennialize Health Insurance Rate		(382)	(25)	(407)
CL AD Pension Rate Biennialization		11		11
CL AE Restore 3% Salary Cut		1,920		1,920
<b>Total Carry Forward Level</b>	<b>614.9</b>	<b>32,786</b>	<b>82,884</b>	<b>115,670</b>
Percent Change from Current Biennium	.0%	6.4%	2.6%	3.7%
<b><i>Maintenance Level Requests:</i></b>				
M2 8U Utility Rate Adjustments		465		465
M2 9V Operating costs for new capital projects		5		5
M2 M1 Local Fund Adjustments			(3,873)	(3,873)
<b>Total Maintenance Level</b>	<b>614.9</b>	<b>33,256</b>	<b>79,011</b>	<b>112,267</b>
Percent Change from Current Biennium	.0%	8.0%	(2.2)%	.6%
<b><i>Policy Level Requests:</i></b>				
PL P1 Faculty/Staff Recruitment & Retention	1.0	900		900
PL P2 Basic IT & Business Infrastructure	3.0	723		723
PL P3 Student Recruit, Retention & Success	19.4	3,418		3,418
<b>Subtotal - Performance Level Changes</b>	<b>23.4</b>	<b>5,041</b>		
<b>2013-15 Total Proposed Budget</b>	<b>638.3</b>	<b>38,297</b>	<b>79,011</b>	<b>117,308</b>
Percent Change from Current Biennium	3.8%	24.3%	(2.2)%	5.1%

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**CL 1A Higher Education Reductions**

Reflects OFM's adjustment to biennialize the net state general fund and operating fees associated with state-wide budget reduction strategies.

**CL 3B Child Welfare/Contracting Out**

Eliminates non-recurring costs associated with one-time studies performed by the Washington State Institute for Public Policy.

**CL 3C WSIPP Commitment for SVP Study**

Eliminates non-recurring costs associated with one-time studies performed by the Washington State Institute for Public Policy.

**CL 3D Domestic Violence Study**

Eliminates non-recurring costs associated with one-time studies performed by the Washington State Institute for Public Policy.

**CL 3F Expanded Family Care Giver Study**

Eliminates non-recurring costs associated with one-time studies performed by the Washington State Institute for Public Policy.

**CL 3G State Need Grant Study**

Eliminates non-recurring costs associated with one-time studies performed by the Washington State Institute for Public Policy.

**CL 3P Pension Benefits Study**

Eliminates non-recurring costs associated with one-time studies performed by the Washington State Institute for Public Policy.

**CL 3Q Forest Fire Protection Study**

Eliminates non-recurring costs associated with one-time studies performed by the Washington State Institute for Public Policy.

**CL 3R Competency Restoration Treatment**

Eliminates non-recurring costs associated with one-time studies performed by the Washington State Institute for Public Policy.

**CL 9X Self Insurance Premium**

Adjustments for new self insurance premium payment level.

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**CL AA Central Service Reforms**

Adjustment to adjusted Evergreen's budget for reforms in Central Services.

**CL AB Procurement Rate Reduction**

The adjusted Evergreen's budget to reflect the increased procurement recharge level.

**CL AC Biennialize Health Insurance Rate**

Adjustment necessary to biennialize the health insurance rate reductions implemented in 2012-13

**CL AE Restore 3% Salary Cut**

This adjustment restores the temporary 3% salary reduction taken in the 2011-13 biennium.

**M2 8U Utility Rate Adjustments**

This request would fund anticipated electrical, natural gas and water/sewer rate increase for the 2013-15 biennium.

**M2 9V Operating costs for new capital projects**

Operating costs for just completed capital projects reflects the on-going maintenance support costs of the additional 1,400 square footage that will be added during the renovation of the Communications Building.

**M2 M1 Local Fund Adjustments**

This maintenance level adjustment corrects overall budget assumption totals reflected in OFM's current level calculations for Evergreen's local funds including tuition, local dedicated funds and for grants and contracts.

**PL P1 Faculty/Staff Recruitment & Retention**

To improve Evergreen's ability to recruit and retain high-quality faculty and staff while improving staff morale and productivity, the College is seeking a multi-biennial partnership with the Governor and Legislature to address faculty and staff compensation levels and to make immediate improvements in institutional labor relations infrastructure and to enhance faculty and staff development programs.

**PL P2 Basic IT & Business Infrastructure**

The Evergreen State College is committed to providing the highest quality educational opportunities to students. In order to maintain this quality and remain an innovative public liberal arts college, it is imperative a focus is provided to critical infrastructure that has been neglected during the economic downturn, including investments in institutional technology. Without resources to provide this support, expansion is extremely difficult without further jeopardizing student success.

**PL P3 Student Recruit, Retention & Success**

To improve student recruitment, retention and success and maintain Evergreen's current high performance on state goals, the College is seeking funds to create an on-line records system, maintain and improve student recruitment and retention efforts, enhance support services for veterans, and increase support for the College's science curriculum.

## 2013-15 Agency Budget Levels by Program

Agency: 376 The Evergreen State College

8/14/2012

1:44:28PM

Dollars in Thousands

	Current Biennium		Carry Forward Level		Maintenance Level		Performance Level	
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
<b>Program: 010 Instruction</b>								
FTEs	234.8	232.6	234.8	232.6	234.8	232.6	245.4	243.2
FTEs-Annual Average		233.7		233.7		233.7		244.3
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	7,548	7,204	8,233	8,061	8,233	8,061	9,403	9,231
08A-1 Education Legacy Trust Account-State	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	1,561	1,505	1,555	1,505	1,533	1,505	1,533	1,505
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	12,437	12,500	15,147	11,990	12,238	11,043	12,238	11,043
<b>Total All Funds - Program 010</b>	<b>24,271</b>	<b>23,934</b>	<b>27,660</b>	<b>24,281</b>	<b>24,729</b>	<b>23,334</b>	<b>25,899</b>	<b>24,504</b>
<b>Biennial Total All Funds - Program 010</b>		<b>48,205</b>		<b>51,941</b>		<b>48,063</b>		<b>50,403</b>

## Program: 020 Research

FTEs	.8	.8	.8	.8	.8	.8	.8	.8
FTEs-Annual Average		.8		.8		.8		.8
<b>Fund - Appropriation Type</b>								
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	56	56	56	56	56	56	56	56
<b>Biennial Total All Funds - Program 020</b>		<b>112</b>		<b>112</b>		<b>112</b>		<b>112</b>



## 2013-15 Agency Budget Levels by Program

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Dollars in Thousands

	Current Biennium		Carry Forward Level		Maintenance Level		Performance Level	
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
<b>Program: 030 Community Service</b>								
FTEs	9.8	10.2	10.2	10.2	10.2	10.2	10.2	10.2
FTEs-Annual Average		10.0		10.2		10.2		10.2
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	572	633	457	457	457	457	457	457
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	151	155	151	155	151	155	151	155
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	644	644	644	644	644	644	644	644
190-1 Forest Fire Protection Assessment-State		100						
<b>Total All Funds - Program 030</b>	<b>1,367</b>	<b>1,532</b>	<b>1,252</b>	<b>1,256</b>	<b>1,252</b>	<b>1,256</b>	<b>1,252</b>	<b>1,256</b>
<b>Biennial Total All Funds - Program 030</b>		<b>2,899</b>		<b>2,508</b>		<b>2,508</b>		<b>2,508</b>

## Program: 040 Primary Support Services

FTEs	27.5	27.5	27.5	27.5	27.5	27.5	27.5	27.5
FTEs-Annual Average		27.5		27.5		27.5		27.5
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	900	883	932	932	932	932	932	932
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	1,792	1,792	1,792	1,792	1,792	1,792	1,792	1,792
<b>Total All Funds - Program 040</b>	<b>2,692</b>	<b>2,675</b>	<b>2,724</b>	<b>2,724</b>	<b>2,724</b>	<b>2,724</b>	<b>2,724</b>	<b>2,724</b>
<b>Biennial Total All Funds - Program 040</b>		<b>5,367</b>		<b>5,448</b>		<b>5,448</b>		<b>5,448</b>

## 2013-15 Agency Budget Levels by Program

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Dollars in Thousands

	Current Biennium		Carry Forward Level		Maintenance Level		Performance Level	
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
<b>Program: 050 Libraries</b>								
FTEs	45.9	45.9	45.9	45.9	45.9	45.9	45.9	45.9
FTEs-Annual Average		45.9		45.9		45.9		45.9
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	1,112	1,088	1,170	1,170	1,170	1,170	1,170	1,170
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	516	524	516	524	516	524	516	524
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	2,527	2,511	2,527	2,511	2,527	2,511	2,527	2,511
<b>Total All Funds - Program 050</b>	<b>4,155</b>	<b>4,123</b>	<b>4,213</b>	<b>4,205</b>	<b>4,213</b>	<b>4,205</b>	<b>4,213</b>	<b>4,205</b>
<b>Biennial Total All Funds - Program 050</b>		<b>8,278</b>		<b>8,418</b>		<b>8,418</b>		<b>8,418</b>
<b>Program: 060 Student Services</b>								
FTEs	73.5	73.5	73.5	73.5	73.5	73.5	80.3	80.3
FTEs-Annual Average		73.5		73.5		73.5		80.3
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	1,474	1,440	1,521	1,522	1,521	1,522	2,076	2,077
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	78	79	75	79	64	79	64	79
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	2,945	2,945	2,945	2,945	2,945	2,945	2,945	2,945
<b>Total All Funds - Program 060</b>	<b>4,497</b>	<b>4,464</b>	<b>4,541</b>	<b>4,546</b>	<b>4,530</b>	<b>4,546</b>	<b>5,085</b>	<b>5,101</b>
<b>Biennial Total All Funds - Program 060</b>		<b>8,961</b>		<b>9,087</b>		<b>9,076</b>		<b>10,186</b>

## 2013-15 Agency Budget Levels by Program

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Dollars in Thousands

	Current Biennium		Carry Forward Level		Maintenance Level		Performance Level	
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
<b>Program: 080 Instructional Support</b>								
FTEs	121.5	121.5	121.5	121.5	121.5	121.5	127.5	127.5
FTEs-Annual Average		121.5		121.5		121.5		127.5
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	2,733	2,652	2,796	2,826	2,796	2,826	3,620	3,593
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	6,196	7,371	6,190	7,390	6,190	7,390	6,190	7,390
<b>Total All Funds - Program 080</b>	<b>8,929</b>	<b>10,023</b>	<b>8,986</b>	<b>10,216</b>	<b>8,986</b>	<b>10,216</b>	<b>9,810</b>	<b>10,983</b>
<b>Biennial Total All Funds - Program 080</b>		<b>18,952</b>		<b>19,202</b>		<b>19,202</b>		<b>20,793</b>

## Program: 090 Plant Operations

FTEs	66.2	66.2	66.2	66.2	66.2	66.2	66.2	66.2
FTEs-Annual Average		66.2		66.2		66.2		66.2
<b>Fund - Appropriation Type</b>								
001-1 General Fund - Basic Account-State	1,296	1,265	1,354	1,354	1,514	1,664	1,514	1,664
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	5,936	5,945	5,936	5,945	5,936	5,945	5,936	5,945
<b>Total All Funds - Program 090</b>	<b>7,232</b>	<b>7,210</b>	<b>7,290</b>	<b>7,299</b>	<b>7,450</b>	<b>7,609</b>	<b>7,450</b>	<b>7,609</b>
<b>Biennial Total All Funds - Program 090</b>		<b>14,442</b>		<b>14,589</b>		<b>15,059</b>		<b>15,059</b>

## 2013-15 Agency Budget Levels by Program

Agency: 376 The Evergreen State College

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Dollars in Thousands

	Current Biennium		Carry Forward Level		Maintenance Level		Performance Level	
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
<b>Program: 100 Grants and Contracts</b>								
FTEs	35.6	35.6	35.6	35.6	35.6	35.6	35.6	35.6
FTEs-Annual Average		35.6		35.6		35.6		35.6
<b>Fund - Appropriation Type</b>								
145-6 Inst of Hi Ed-Grants/Contracts Acct-Non-Appropriated	2,191	2,190	2,175	2,190	2,190	2,190	2,190	2,190
<b>Biennial Total All Funds - Program 100</b>		<b>4,381</b>		<b>4,365</b>		<b>4,380</b>		<b>4,380</b>
<b>Agency FTEs</b>	<b>615.6</b>	<b>613.8</b>	<b>616.0</b>	<b>613.8</b>	<b>616.0</b>	<b>613.8</b>	<b>639.4</b>	<b>637.2</b>
<b>Agency Annual Average FTEs</b>		<b>614.7</b>		<b>614.9</b>		<b>614.9</b>		<b>638.3</b>
<b>Agency Totals by Fund</b>								
001-1 General Fund - Basic Account-State	15,635	15,165	16,463	16,322	16,623	16,632	19,172	19,124
08A-1 Education Legacy Trust Account-State	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725
145-6 Inst of Hi Ed-Grants/Contracts Acct-Non-Appropriated	2,191	2,190	2,175	2,190	2,190	2,190	2,190	2,190
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated	2,306	2,263	2,297	2,263	2,264	2,263	2,264	2,263
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated	32,533	33,764	35,237	33,273	32,328	32,326	32,328	32,326
190-1 Forest Fire Protection Assessment-State		100						
<b>Total All Funds</b>	<b>55,390</b>	<b>56,207</b>	<b>58,897</b>	<b>56,773</b>	<b>56,130</b>	<b>56,136</b>	<b>58,679</b>	<b>58,628</b>
<b>Biennial Total All Funds</b>		<b>111,597</b>		<b>115,670</b>		<b>112,266</b>		<b>117,307</b>

\*Agency totals on the OFM Program Summary may slightly differ from the OFM Recommendation Summary agency totals due to rounding.

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**2013-15 Operating Budget Request Summary:**

	<b>Near General Fund</b>	<b>Student Tuition Collection</b>
<b>Current Biennium</b>	<b>38,350,000</b>	<b>66,297,000</b>
<b>Carry Forward Level</b>	<b>38,236,000</b>	<b>68,510,000</b>
<b><i>Maintenance Level Requests:</i></b>		
Local Funds Adjustments	-	(3,855,145)
Utility Rate Increases	394,202	-
Operating Costs/Capital Projects	6,000	-
<b>Sub-Total Maintenance Level Budget</b>	<b>38,636,202</b>	<b>64,654,855</b>
<b><i>Policy Level Requests:</i></b>		
Faculty & Staff Recruitment and Retention	900,000	-
Basic IT & Business Infrastructure	723,156	-
Student Recruitment, Retention and Success	3,418,019	-
<b>TOTAL 2013-15 OPERATING BUDGET REQUEST</b>	<b>43,677,377</b>	<b>64,654,855</b>

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**Maintenance Level Adjustments:**

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- Local Funds Adjustments
- Utility Rate Increases
- Operating Costs/Capital Projects

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**376 The Evergreen State College**  
**Decision Package: ML2-M1 Local Funds Adjustments**

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Budget Period: 2013-15  
Budget Level: Maintenance Level

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**Agency Recommendation Summary Text:**

This corrects overall budget assumption totals in OFM's current level calculations for Evergreen's local funds including tuition account, local dedicated funds and grants and contracts.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>Total</b>
145-6 Operating Fees	\$15,000	-0-	\$15,000
148-6 Operating Fees	(33,000)	-0-	(33,000)
149-6 Operating Fees	(2,908,573)	(946,572)	(3,855,145)
<b><i>Total Funds</i></b>	<b>(\$2,926,573)</b>	<b>(\$946,572)</b>	<b>(\$3,873,145)</b>

**Description:**

The budget assumptions for Evergreen's local funds are incorrect in OFM's recently released current services level budget estimate. The adjustments for both the local dedicated accounts and grants and contract makes consistent the fiscal year amounts to more accurately reflect our internal college estimates.

The largest adjustment needed is to Evergreen's net tuition estimate available to support college operations. Specifically the estimated amounts from OFM included in the 2014-15 levels do not reflect Evergreen's internal policy decision to apply waiver capacity to support needy students in light of the recent 14% per year tuition hikes. Waivers, by their nature are forgone revenues and should not be counted as additional revenues supporting college operations. The adjustment in 2013-14 simply backs down the unexplainable increase reflected in the OFM calculations for the first year and makes each fiscal year reflect the same net tuition revenue available to support college operations.

**Narrative Justification and Impact Statement:**

***How the package contributes to the strategic plan:***

These adjustments are intended to correct inaccurate budget amounts in the College's local

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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funds.

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

No not directly. Instead these adjustments more accurately reflect the correct budget amounts for Evergreen's local funds.

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

No.

**Does the decision package make key contributions to statewide results?** No.

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

Inclusion of accurate tuition revenue for the College is a critical aspect of budget determinations. In recent years there has been a direct relationship to state funding levels and tuition revenue.

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

The only alternative considered was to allow the existing inaccurate budget estimates to be posted in the State budget systems.

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

Nothing directly, as this is about correcting local revenue projections, not about making general fund appropriations. The existing information was overstating the true level of tuition available for college operations. The inclusion of accurate tuition revenue for the College is a critical aspect of budget determinations. In recent years there has been a direct relationship to state funding levels and tuition revenue.

**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? Expenditure and revenue calculations and assumptions. Which costs and functions are one-time? Which are ongoing? What are the impacts in future biennia?** None.



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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**376 The Evergreen State College**  
**Decision Package: ML2-8U Utility Rate Increases**

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Budget Period: 2013-15  
Budget Level: Maintenance Level

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**Agency Recommendation Summary Text:**

This request would fund anticipated electrical, natural gas and water/sewer rate increases for the 2013-15 biennium.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>Total</b>
001-1 State General Fund	\$128,800	\$265,402	\$394,202
149-6 Operating Fees	-0-	-0-	-0-
<b>Total Cost</b>	<b>\$128,800</b>	<b>\$265,402</b>	<b>\$394,202</b>
Staffing (total FTE's)	-0-	-0-	-0-
E-Goods and Services	\$128,800	\$265,402	\$394,202
<b>Total Objects</b>	<b>\$128,800</b>	<b>\$265,402</b>	<b>\$394,202</b>

**Description:**

This package reflects the necessary adjustments to the college budget for anticipated utility and rate increases for the 2013-15 biennium. We assume that electrical rates will increase by 7% per year next biennium while all other utilities including natural gas, water and sewer, increase by 5% per year.

**Narrative Justification and Impact Statement:**

***How the package contributes to the strategic plan:***

The funding to cover the electrical rate increases will allow the college to pay normal energy costs while continuing to make progress on our energy reduction goals.

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

This maintenance level adjustment will fund the increased costs of local utility rates for the coming biennium. This request directly relates to our financial goal of keeping the growth of operating expenditures to a sustainable level.

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

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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As mentioned before, this maintenance level request will allow the college to continue to 'maintain' the value of our built environment supporting postsecondary education at the Olympia campus.

**Does the decision package make key contributions to statewide results?**

Our assumption is that POG process would continue to rank basic utility rate increases among their highest priorities.

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

None.

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

The college has substantially reduced consumption of utilities but is struggling to further reduce load given the campus 24-7 operation. We are hopeful through the capital program to have further success with the state's ESCO program to hopefully mitigate the impact of future increases.

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

Lack of state funding to support on-going electrical payments would amount to a significant financial hardship to the facilities department because we would need to make further internal re-allocations to pay our bills. Reallocation of funds would require us to potentially use funds for utility payments that would be designated for maintenance and preservation of physical space focused on maximizing the learning environment for our students.

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

As mentioned earlier, the college is continuing to look for ways to lower our utility demand. A large part of this is the ongoing supported ESCO project work that is part of the state's capital program.

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

None.

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**Expenditure and revenue calculations and assumptions:**

	<b>Total</b>	<b>Elect.</b>	<b>Nat'l Gas</b>	<b>Water</b>	<b>Sewer</b>
Gross Expenditure Levels	2,563,978	1,163,978	1,000,000	160,000	240,000
Less recharges to non-operating	(377,000)	(191,410)	(119,884)	(26,798)	(38,908)
Net Operating Budget Level	2,186,978	972,568	880,116	133,202	201,092
Electrial Rate Increase 7% in 13-14	68,080	68,080			
Electrial Rate Increase 7% in 14-15	140,925	140,925			
Natural Gas Increase 5% in 13-14	44,006		44,006		
Natural Gas Increase 5% in 14-15	90,212		90,212		
Water Increase 5% in 13-14	6,660			6,660	
Water Increase 5% in 14-15	13,653			13,653	
Sewer Increase 5% in 13-14	10,055				10,055
Sewer Increase 5% in 14-15	20,612				20,612
Total Increases in 13-14	128,800	68,080	44,006	6,660	10,055
Total Increases in 14-15	265,402	140,925	90,212	13,653	20,612

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

Electrical payments are on-going costs.

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**376 The Evergreen State College**  
**Decision Package: ML2-9V Operating Costs/Capital**

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Budget Period: 2013-15  
Budget Level: Maintenance Level

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**Agency Recommendation Summary Text:**

This maintenance level request will provide the on-going maintenance cost associated with the addition of 1,400 square feet that was added as part of the Communications building renovation project

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2013-14</b>	<b>FY 2013-15</b>	<b>Total</b>
001-1 State General Fund	\$917	\$3,666	\$4,583
149-6 Operating Fees	-0-	-0-	-0-
<b>Total Cost</b>	<b>\$917</b>	<b>\$3,666</b>	<b>\$4,583</b>
E- Goods & Services	917	3,666	4,583
<b>Total Objects</b>	<b>\$917</b>	<b>\$3,666</b>	<b>\$4,483</b>

**Package Description:**

The College is undertaking a major renovation and slight expansion to its Communication Building as part of approved 2011-13 capital budget approved by the legislature. The programming of the building justifies the addition of 1,400 new square feet to the building to meet program requirements. We plan to increase the building efficiency through the renovation activities and do not anticipate the additional square footage will require any increases in utility costs. However, the on-going maintenance costs associated with this project can't be absorbed within current resources given the impact of all the various budget cuts taken as a result of the great recession.

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

The minor funding improvement will allow the college to attend to the proper cleaning and overall appearance for the additional square footage that will be added as part of this major capital renovation project.

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

This request directly relates to our financial goal of keeping the growth of operating expenditures to a sustainable level. It also contributes significantly to our goal to enhance the learning and working environment in the college's physical resources.

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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This major capital construction project is well documented in our campus master plan, the state ten-year capital plan, and the strategic master plan.

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

As mentioned before, this maintenance level request will allow the college to continue to 'maintain' the value of our built environment supporting postsecondary education at the Olympia campus.

**Does the decision package make key contributions to statewide results?**

Our assumption is that POG process would continue to rank basic maintenance and operating costs associated with major state capital construction projects among their highest priorities.

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

This project will provide a direct benefit to students and the added resources will ensure that the new square footage is well maintained, clean and safe.

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

Lack of state funding to support the maintenance and operating costs of major capital renovation projects would be a financial hardship for our facilities department. Reallocation of funds would require us to use funds that are already stretched in terms of maintaining current square feet to maximize the learning environment for our students.

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

Lack of state funding to support the maintenance and operating impacts of this major state capital project would amount to a significant financial hardship to the facilities department because we need to re-allocate existing staff to maintain this new square footage. This would likely amount to a noticeable reduced level of cleanliness and overall appearance of campus buildings. This would likely become a significant employee/union management issue as well.

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

This is a direct relationship to a legislatively approved major capital project. This request is consistent with a long history of maintenance level state funding for the maintenance and operating costs associated with state buildings.

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

None.

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**Expenditure and revenue calculations and assumptions:**

See Attachment E in the special reports section of this request document for further details.

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

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**Policy Level Adjustments:**

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- Faculty and Staff Recruitment and Retention
- Basic IT and Business Infrastructure
- Student Recruitment, Retention and Success

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**376 The Evergreen State College**

**Decision Package: PL-P1 -- Faculty & Staff Recruitment & Retention**

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Budget Period: 2013-15

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. In order to maintain this quality and remain an innovative public liberal arts college, it is imperative Evergreen is able to attract and retain a high quality faculty and staff. Equally important, is the process of building back morale after years of back-to-back budget cuts and sacrifice. Grossly underpaid in comparison to peer institutions, Evergreen is beginning to see and feel the negative effects of the past five years.

Increasingly Evergreen has experienced multiple failed searches for faculty and staff vacancies, with salary cited as a primary reason for declination. Further, top Evergreen faculty and staff are being recruited by other institutions, in large part based on higher compensation. Evergreen competes for faculty and staff in a national and emerging international market, and our ability to provide competitive compensation has reached a critical point.

Comparative data with GCS (Global Challenge States) institutions rank Evergreen in the 15<sup>th</sup> percentile of that funding comparison group and The American Association of University Professors' annual survey of the IPEDs data places Evergreen faculty compensation 13% below the average of other public baccalaureate institutions in Washington. For exempt staff at Evergreen, average compensation levels are about 10% below the median for comparable positions and for classified staff at Evergreen, 173 of our 280 position are at least 25% behind the last state-wide market survey.

Our inability to compensate faculty and staff in a competitive fashion is directly hindering our ability to effectively recruit and retain the quality faculty and staff needed to sustain our high levels of performance and meet our commitments to the state's higher education goals. Our goal is to begin making progress toward more competitive compensation levels in the next legislative session by establishing a multi-biennial plan that will begin to address market disparities.

The multi-biennial plan, in addition to partnering with the Governor and Legislature to address faculty and staff compensation, includes two key proposals directed towards improving the quality of academic programs through the recruitment and retention of highly qualified faculty and staff: (1) Improving the College's labor relations infrastructure and (2) Enhancing the College's faculty and staff development programs.



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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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Improving Labor Relations Infrastructure through Creation of a Labor Relations Office

Currently, Evergreen has four labor bargaining units that, when combined, demand the creation of a centralized Labor Relations Office. Although actual bargaining is a large part of the effort, work does not simply start and end with each contract negotiation. Once contracts are collectively bargained there is substantial ongoing work associated with managing our labor relations activity. This requires the College to develop capacity of institutional staff to lead on labor relations issues through the creation of a Labor Relations Office.

Enhancing Faculty and Staff Development Programs

Faculty development at Evergreen is critical for teaching members of the staff to remain current in their fields. Development opportunities include: participation in regional, national and international conferences in which Evergreen faculty members share their ideas with colleagues and learn from them; sponsored research, in which Evergreen faculty are supported during the summer to pursue research projects, often in collaboration with students; summer faculty institutes in which Evergreen faculty members work collaboratively to explore new pedagogical initiatives; and sabbaticals in which Evergreen faculty members have the time to refocus their attention on teaching and creative work to better enable them to interact with students and their peers. These critical activities have been underfunded for an extended period of time, and with recent budget cuts, have actually shrunk. The current request is designed to restore opportunities for faculty to remain professionally engaged with their colleagues through the development of a year-long program and mentoring for new faculty to increase retention and recruitment efforts and restoration of staff development and training.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2013-14</b>	<b>FY 2013-15</b>	<b>Total</b>
001-1 State General Fund	\$450,000	\$450,000	\$900,000
149-6 Operating Fees	-0-	-0-	-0-
<i>Total Cost</i>	450,000	450,000	\$900,000
FTE's	1.00	1.00	1.00
A - Salaries	105,000	105,000	210,000
B - Employee Benefits	31,500	31,500	63,000
C - Contracts	-0-	-0-	-0-
E - Goods & Services	313,500	313,500	627,000
J - Equipment	-0-	-0-	-0-
<i>Total Objects</i>	\$450,000	\$450,000	\$900,000

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## ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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### **Package Description:**

To improve Evergreen's ability to recruit and retain high-quality faculty and staff while improving staff morale and productivity, the College is seeking funds to improve institutional labor relations infrastructure and enhance faculty and staff development programs.

#### Create a Labor Relations Office

Establish a Labor Relations Office staffed by a dedicated labor relations position. This request would add \$150,000 per year for the Office and position.

The position would have at least three internal clients including the management stakeholders for the three collective bargaining agreements. In addition the position would also serve in a college-wide role at the senior level to help set strategy and coordinate actions across all employee groups. Specific duties of the Office and position would include:

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

#### Faculty and Staff Development

Establish and enhance faculty development opportunities at Evergreen. This request would add \$200,000 per year for faculty development and \$100,000 for staff training and development.

Funds would be used to create a year-long program for new faculty, beginning in the summer prior to their first quarter, to introduce new faculty to the College's unique pedagogical model early during their time on campus. This program would include activities designed to build cohesion among new faculty colleagues while introducing them to a range of more experienced colleagues. A mentoring program would also be established to ensure that new faculty members have a support structure in place.

Funds would also be used to restore staff development and training opportunities. This request would restore programs eliminated during the past five years as a result of major state budget reduction activities. The request would allow for the permanent re-establishment of a funding base for staff training and development programs.

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

This request is a first-step in a multi-biennial effort to improve Evergreen's ability to recruit and retain high-quality faculty and staff while improving staff morale and productivity. The

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## ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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recruitment and retention of faculty directly impacts students in the classroom. Without the ability to attract highly qualified staff and faculty the ability for the College to ensure a quality and continuous curriculum for students to achieve their degree goals is at risk. As a result this places at risk Evergreen's current high performance with regard to degree completion and time to degree.

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

The funding to improve faculty and staff recruitment and retention will allow the college to continue to make progress on strategic goals while operating in an ever increasingly complex changing labor and management environment. Specifically these funds would be used to enhance Evergreen's tradition as an experimental public liberal arts college devoted to scholarship, teaching, and learning. This would reflect a continued commitment to our original principles, while adapting to growth, new students, and a new generation of faculty. Evergreen would achieve this by implementing the strategy to deepen the teaching and learning experience at Evergreen by focusing on student success and the recruitment, retention, and revitalization of faculty and staff.

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

This package directly contributes to the goals identified in the Governor's Priorities of Government for higher education by directly providing access to convenient and efficient high-quality postsecondary education and research opportunities for students throughout the South Sound and western Washington. Faculty and staff are critical in Evergreen's current success in degree completion and time to degree. More specifically, the recruitment and retention of high-quality staff and faculty assists the College in meeting the Governor's priorities as follows:

- Maintaining and expanding the more than 354 articulation agreements Evergreen has with over 25 Washington community colleges.
- Ranking in the top-third of the nation, per capita, for sending students on to receive research doctorates.
- Igniting innovation through entrepreneurial activities. Twelve percent of alumni have started a business or are self-employed.
- Receiving over 30 National Science Foundation grants in the past decade alone.
- Ranking as high-performing for level of academic challenge in the National Survey of Student Engagement.

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## ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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### **Does the decision package make key contributions to statewide results?**

Improving the recruitment and retention of high-quality faculty directly impacts statewide results for degree completion, time to degree, and credit efficiency for higher education in Washington. Evergreen leads Washington's public baccalaureates in time to degree and credit efficiency. Evergreen ranks second in four-year graduation rates among Washington's public baccalaureate institutions. Finally Evergreen is serving key student populations identified as priority groups by the state including low-income students, first generation, and students of color. Eighty-one percent of all baccalaureate degrees awarded to Evergreen's Class of 2011 were earned by students who identify as traditionally underserved. Nearly 50% of all baccalaureate degrees awarded in the 2010-11 academic year were awarded to Pell Grant recipients.

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

There is a direct relationship to the level of K-12 and Community College graduates who are expecting access to academic programming at Washington's public baccalaureate institutions. This is especially true with the first graduating class of eligible College Bound students from K-12.

In addition the ability for Evergreen to move students successfully and in a timely manner to degree completion directly impacts efforts by the state to reduce unemployment levels and to educate Washingtonians for Washington careers. According to the most recent Evergreen alumni survey (2010) within one year of earning a baccalaureate degree 71% of alumni were employed.

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

Evergreen did explore continuing a partnership with the Washington Labor Relations Office with regard to bargaining. However given the unique nature of the bargaining units on campus, their complexity, and their growing number, the College believes that taking this role on internally is both cost effective and critical to the improvement of faculty and staff recruitment and retention in the long-term.

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

Without additional funding to support efforts to improve faculty and staff recruitment and retention Evergreen's current performance in meeting the state's goals for higher education is at risk. The recruitment and retention of faculty and staff play key roles in the College's ability to continue to offer quality academic programs to Evergreen's students and maintain strong performance in time to degree and degree production.

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**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:**

<b>Operating Expenditures</b>	<b>FY 2013-14</b>	<b>FY 2013-15</b>	<b>Total</b>
001-1 State General Fund	\$450,000	\$450,000	\$900,000
Create Labor Relations Office	\$150,000	\$150,000	\$300,000
Faculty & Staff Development	\$300,000	\$300,000	\$600,000
149-6 Operating Fees	-0-	-0-	-0-
<i>Total Cost</i>	\$450,000	\$450,000	\$900,000

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

Funding for the establishment of a new faculty program, a faculty mentoring program and re-establishment of staff professional development programs are all ongoing expenses.

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**376 The Evergreen State College**  
**Decision Package: PL-P2 -- Basic IT and Business Improvements**

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Budget Period: 2013-15

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. In order to maintain this quality and remain an innovative public liberal arts college, it is imperative a focus is provided to critical infrastructure that has been neglected during the economic downturn, including investments in institutional technology. Without resources to provide this support, expansion is extremely difficult without further jeopardizing student success.

**Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2013-14</b>	<b>FY 2013-15</b>	<b>Total</b>
001-1 State General Fund	\$421,598	\$301,598	\$723,196
149-6 Operating Fees	-0-	-0-	-0-
<i>Total Cost</i>	421,598	301,598	\$723,196
FTE's	3.00	3.00	3.00
A - Salaries	162,119	162,119	324,238
B - Employee Benefits	69,479	69,479	138,958
C - Contracts	-0-	-0-	-0-
E - Goods & Services	40,000	70,000	110,000
J - Equipment	150,000	-0-	150,000
<i>Total Objects</i>	\$421,598	\$301,598	\$723,196

**Package Description:**

To improve Evergreen's institutional technology and business practices, the College is seeking funds to enhance security, data storage, and current reporting systems.

Enhance security

Implement two-factor authentication system. This request would add \$175,884 for the biennium for the initial purchase of the system, on-going maintenance and to fund 1 FTE for a client service professional to develop and maintain the system. The two-factor authentication system is a security enhancement to the sign-on-process and is a mandated State IT Security Policy. Instead of signing into a system with only a user ID and password, a second access code or device is used

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## ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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to add confidence in the identity of the user. This change would allow faculty and staff more secure access to confidential data from off-campus and enhance their ability to serve students who are increasingly interacting with faculty and staff 24/7 and often through off-campus technology-driven methods.

In addition, these funds would be used to implement the Identity Management (IDM) system. This request would add \$160,836 for the biennium for the initial purchase of the system, on-going maintenance, and 1 FTE for network services for a year and a 0.5 FTE thereafter. The IDM system is an information system that manages user identities, authentication, authorization, roles and privileges to systems within the Evergreen IT enterprise. This would replace the College's aged/obsolete ID management system and is a necessary prerequisite to enable upgrades to other core systems.

### Enhance Data Storage

Implement an archiving system. This request would add \$280,836 for the biennium for the initial purchase of the system, on-going maintenance, and 0.5 FTE in network services. The archiving system is a data storage system with policies that weigh the economic costs against the need for user access to determine retention times, archival rules and storage formats. This upgrade will add insurance to data retention requirements assisting the college meet the Washington State Archiving Records Retention Requirements. This is particularly important given Evergreen's unique student academic records requirements associated with the College's narrative transcript model.

### Enhance Current Reporting Systems

Administer enhancements to current student accounting reports. This request would add \$105,640 for the biennium for a Fiscal Tech III addition in student accounting. Enhancements to Evergreen's current student accounting reports will allow the college to run administrative reports (daily, bi-weekly, monthly); create and maintain the detail codes related to new special class/course fees; post Veterans awards to Banner including credit verification and reporting to two external Veterans related websites; and perform physical property inventory every two years in response to an audit exit item.

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

Evergreen expects greater service to students through enhancement of security, data storage and reporting. Enhancement to security and data storage will provide the College with the opportunity to improve services to students by allowing for a secure and accurate provision of data between staff and faculty and students that reflects the current 24/7 and technology driven demand for information by students. Faculty and staff will be able to access accurate information

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## ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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in a timely and professional manner that will enhance their ability to effectively communicate and advise students. In addition, enhancements to current reporting in student accounts will enable Evergreen to improve service to students, in particular veterans, with regard to timely and accurate reporting of information regarding benefits as well as allow the College to more effectively respond to external requests for data.

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

The funding to enhance institutional technology will allow the college to continue to make progress on strategic goals while operating in an ever increasingly technologically, data-driven environment. Specifically these funds would be used to strive for an administrative culture that mirrors and supports Evergreen's pedagogy (interdisciplinary, collaborative learning environments) and uses human and physical resources to support teaching and learning. Evergreen would achieve this by using the college's physical resources imaginatively to enhance the learning and work environment of the College and to use technology to enhance teaching and learning and administrative support at Evergreen.

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

This package directly contributes to the goals identified in the Governor's Priorities of Government for higher education by directly supporting career preparation beyond high schools and services to students and the community. As the nation's leading public interdisciplinary liberal arts and sciences college, Evergreen has a long history of academic innovation and outstanding student achievement. Specifically, the enhancement of institutional technology assists the College in meeting the Governor's priorities as follows:

- Serving as a national model for student engagement, quality teaching, applied learning and educational innovation.
- Sustaining a vibrant academic community.
- Offering students an education that will help them excel in their intellectual, creative, professional and community service goals.

### **Does the decision package make key contributions to statewide results?**

Enhancing Evergreen's institutional technology through improvements in security, data storage, and reporting directly impacts statewide results for moving students successfully through to degree completion. Enhancement of institutional technology at the College allows for the effective use of the college's physical resources imaginatively to enhance the learning and work environment of the College and to use technology to enhance teaching and learning and



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## ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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administrative support at Evergreen.

A modern and effective institutional technology program degree assists the College in providing for the required technological framework needed to assure successful degree completion, time to degree, and credit efficiency for higher education in Washington. Evergreen leads Washington's public baccalaureates in time to degree and credit efficiency. Evergreen ranks second in four-year graduation rates among Washington's public baccalaureate institutions.

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

Enhancement to security and data storage will provide the College with the opportunity to improve services to students by allowing for a secure and accurate provision of data between staff and faculty and students that reflects the current 24/7 and technology driven demand for information by students. Faculty and staff will be able to access accurate information in a timely and professional manner that will enhance their ability to effectively communicate and advise students. In addition, enhancements to current reporting in student accounts will enable Evergreen to improve service to students, in particular veterans, with regard to timely and accurate reporting of information regarding benefits as well as allow the College to more effectively respond to external requests for data.

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

Evergreen looked at alternative systems as well as creating an internal system to meet these demands. The time and costs associated with both options were much higher than those proposed in this decision package.

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

Without additional funding to support efforts to enhance Evergreen's institutional technology framework Evergreen will be limited in the College's ability to provide the critical infrastructure needed to respond to increasing technology-driven requests for data and information by the state, students, staff and faculty. This places at risk Evergreen's ability to respond to requests in a timely and accurate manner and to inform both internal and external decision-making processes to maximize the benefit to Evergreen's students, faculty, and staff.

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

None

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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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:**

<b>Operating Expenditures</b>	<b>FY 2013-14</b>	<b>FY 2013-15</b>	<b>Total</b>
001-1 State General Fund	\$421,598	\$301,598	\$723,196
<b>Two-Factor Authentication</b>			
Initial Purchase/On-Going Maintenance	\$10,000	\$10,000	\$20,000
1 FTE Client Service to develop and maintain	\$77,942	\$77,942	\$155,884
<b>Identity Management</b>			
Initial Purchase/On-going Maintenance	\$30,000	\$30,000	\$60,000
1 FTE Network Services Yr 1, 0.5 FTE thereafter	\$50,418	\$50,418	\$100,836
<b>Archiving System</b>			
Initial Purchase/On-going Maintenance	\$150,000	\$30,000	\$180,000
0.5 FTE Network Services	\$50,418	\$50,418	\$100,836
<b>Student Accounting</b>			
Fiscal Tech. III Addition in Student Accounting	\$52,820	\$52,820	\$105,640
149-6 Operating Fees	-0-	-0-	-0-
<b>Total Cost</b>	<b>\$421,598</b>	<b>\$301,598</b>	<b>\$723,196</b>

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

Funding for the initial purchase of a two-factor authentication system, identity management system, and archiving system is a one-time cost. Funding for on-going maintenance and staffing to support these new systems are ongoing expenses.

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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**376 The Evergreen State College**

**Decision Package : PL-P3 Student Recruitment Retention & Success**

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Budget Period: 2013-15

Budget Level: Policy Level

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**Agency Recommendation Summary Text:**

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. Our students are passionate about pursuing their education here because they want to make a difference in the world.

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 ranks second among Washington's public baccalaureate institutions in four-year graduation rates. Furthermore, eighty-one percent of all baccalaureate degrees awarded to Evergreen's Class of 2011 were earned by students who identify as traditionally underserved. Nearly 50% of all baccalaureate degrees awarded for the 2010-11 academic year were awarded to Pell Grant recipients. Finally, the most recent alumni survey (2010) shows 71% of all Evergreen alumni were employed one year after graduation from Evergreen and 80% of alumni who applied to graduate or professional school were accepted for admission.

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). Over the last decade, Evergreen has received thirty National Science Foundation grants. Approximately 20% of Evergreen's state-funded undergraduate full-time enrollment is generated through enrollment in high demand sciences.

Evergreen continues to face great uncertainty about state funding levels and support for state and federal financial aid programs. The state's portion of Evergreen's operational funding has slipped from 65 percent to 35 percent in just four years (down from 78 percent two decades ago). Even with cumulative tuition increases of nearly 70 percent in that period, Evergreen has still sustained a net budget cut of nearly \$8 million (15 percent) affecting every area of the college, including a loss of 65 positions. For our students this translates to less academic support, reduced access to high-demand programs, increased time to degree and increased indebtedness.

Within this external context the damage is emerging on Evergreen's campus. After a strong

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### ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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period of growth, most recently propelled by a poor economy, the college participation pipeline has flattened and is on the decline at the state and national level. Evergreen enrollments reflect this trend, which we predicted was a risk in the College's 2011-13 biennial budget request.

Among the most significant of these challenges are changes to the pipeline and student market for higher education. 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. In addition, students enrolled and enrolling in Evergreen are demographically more diverse and in need of higher levels of financial assistance. Over the last three years, at the state level growth in applications for need-based aid rose by 64 percent and; applications have increased by 29% for this same time period at Evergreen. The combination of declining state funds, rising tuition, and a needier student population, has pushed students to a price point on tuition leaving little opportunity for the success of a high aid, high tuition model.

Our hope this session is to make progress to ensure that Evergreen can maintain its current high performance on state identified benchmarks as well as make progress towards improving student recruitment, retention and success. To achieve this goal Evergreen has developed a plan that includes four key proposals directed towards improving the quality of academic programs and student success: (1) Create a new on-line records system, (2) Provide resources to maintain and improve student recruitment and retention efforts, (3) Enhance support services to Veterans, and (3) Increase support for Evergreen's science curriculum.

#### **Fiscal Detail:**

<b>Operating Expenditures</b>	<b>FY 2013-14</b>	<b>FY 2013-15</b>	<b>Total</b>
001-1 State General Fund	\$1,677,673	\$1,740,346	\$3,418,019
149-6 Operating Fees	-0-	-0-	-0-
<i><b>Total Cost</b></i>	<b>1,677,673</b>	<b>1,740,346</b>	<b>\$3,418,019</b>
FTE's	19.35	19.35	19.35
A - Salaries	1,070,071	1,134,942	2,205,013
B - Employee Benefits	458,602	486,404	945,006
C - Contracts	23,000	23,000	46,000
E - Goods & Services	41,000	41,000	82000
G - Travel	55,000	55,000	110,000
J - Equipment	30,000	-0-	30,000
<i><b>Total Objects</b></i>	<b>\$1,677,673</b>	<b>\$1,740,346</b>	<b>\$3,418,019</b>

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## ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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### **Package Description:**

To improve student recruitment, retention and success and maintain Evergreen's current high performance on state goals, the College is seeking funds to create an on-line records system, maintain and improve student recruitment and retention efforts, enhance support services for veterans, and increase support for the College's science curriculum.

### Online Records System

Create a new on-line system for the management of evaluations, the College's methodology for assessing student learning, to improve Evergreen's ability to track, store and provide workflow allowing students, faculty and staff access as appropriate to student evaluations. This request would add \$368,019 for the biennium to expand data storage, increase bandwidth, and two FTE in computing for development, training and maintenance of the system.

The Online Records System would replace Evergreen's current Student Evaluation Process System that has not been replaced or modernized in nearly twenty years. Phase I will create the new online system which will allow for robust abilities to track, store, and provide workflow for the institution. Phase II will enable on-line workflow for the on-going advising and mentoring of students including iterative creation of the Academic Statement – the main component of Evergreen's recently revised advising process for students; faculty advising comments; and tracking iterative phases to the final submittal of the student transcript. The new system would support Evergreen's implementation of its revised advising process - the Academic Statement Initiative - and would provide the necessary iterative writing, commenting, and submission tool for faculty academic advising. The system would also offer the opportunity for Evergreen to establish mentor tracking, student access to transcripts, advising and academic statements.

### Maintain and Improve Student Recruitment and Retention

Provide resources to prioritize nine key components identified by Evergreen as necessary to maintain and improve the College's current student recruitment and retention efforts. This request would add \$2,548,000 for the biennium for recruitment, recruitment and retention research, a financial aid counselor, an improved website, additional staff in academic advising, enhance student support for entering students, reduced class size for first-year students and lower division programs, an additional faculty member to support student retention efforts, and enhance the College's current orientation program.

Resources would be used to provide stable funding to maintain existing levels of support for student recruitment efforts. In recent years, Evergreen has used one-time reserves to support this work in an environment of declining state resources. However, given the future forecast for the state this strategy is unsustainable. In addition, funds would be used to ensure that existing and

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### ***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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future resources are targeted and effective in improving student outcomes around retention and recruitment. Part of these funds would be used to support a position focused on recruitment and retention research. Specifically this position would assist the College in filling in current data gaps and expand on current analysis and develop new analysis.

Resources would also be targeted to improve Evergreen's current recruitment work. A key part of this would be the development of a "You Visit Campus Virtual Tour". This system is fully integrated across Evergreen's website, Facebook page, and mobile devices. In addition this system helps the College make clear and measureable improvements in recruitment efforts through increases in the generation of inquiries, physical campus visits and conversation rates. This technology will allow the College to introduce prospective students to Evergreen in a much more sophisticated and modern way. In addition for students and their families this technology would offer the ability to experience Evergreen virtually through online walking tours that include rich media, video content and 360-degree panoramic views allowing them the opportunity to get to know Evergreen from the comfort of their home.

Further funds would be used to enhance the experience and academics for first-year students. Evergreen proposes two key strategies to improve retention of first-year students. The first is to enhance student support services and instructional components to targeted entering students. This effort will offer strategic attention through the curriculum to select populations of entering students to positively impact retention. These resources will be deployed strategically to provide support for selective populations of students who will benefit from further developing their skills to be self-directed and successful in team-taught learning communities. Initiatives may include: (1) pre-enrollment summer programs for students focusing on enhancing their ability to better integrate into the Evergreen academic community by improving reading, writing and seminar skills; (2) Creating a year-long peer mentoring program; (3) Enhancing advising, and (4) Creating a mechanism for assessing student skills, upon entry into the College, in areas of reading, writing, and quantitative literacy.

The second strategy focuses on reducing class sizes for first-year students and other lower division programs. The College is requesting a reduced student/faculty ratio in core programs and in lower division programs to enhance student learning and improve retention among lower division students. Under this plan, Core Programs (all seats reserved for freshmen) would be limited to 18 students per faculty member and lower division programs (a 50:50 mix of freshmen and sophomores) will be limited to 20 students per faculty member.

Finally the resources to maintain and improve student recruitment and retention would be used to strategically increase staffing in critical high-need areas on campus including advising, financial aid, and retention. Funds would be used to provide stable staffing in anticipation of the loss of

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alternative funding for current positions and to sustain current levels of service. Funds would be used to specifically establish the following positions:

One Financial Aid Counselor. An increase in volume of applications for financial aid, the high demand to provide financial aid packages to students and families earlier in the admissions process, and federal regulations continue to result in significant challenges in adequately providing services to students. An additional Financial Aid Counselor is required to assist with these growing demands.

Two full-time Academic Advisors. Academic Advising is currently staffed with one Director, one Assistant Director, and five advisors. This staff model results in an advisor-to-student ratio of approximately 1:750. While it has been a priority for Evergreen over the last several years to augment staffing in this area in order to reach basic service levels and enhance student academic support, the College has actually reduced this area by one position as part of the institution's response to budget reductions.

A half-time Faculty Rotation to Support Student Retention. This position will support the implementation of the revised advising process – the Academic Statement Initiative – at Evergreen. The position will focus attention on faculty development and support for a complex, but critical, framework as adopted by faculty including mentor tracking, student access to transcripts, advising and academic statements.

One FTE Associate/Assistant Dean of SASS. Establish a position with the primary responsibility for coordinating year-round new student programs; other responsibilities are yet to be determined but would be directly tied to retention efforts at the College. These funds would be used with funds generated from the New Student Fee.

#### **Enhance Services for Veterans**

Establish a dedicated Veterans Center to coordinate services and provide a “home” on campus for student veterans. This request would add \$162,000 for the biennium to staff the Center with a Coordinator for Veterans Services and student staff for a peer mentoring model in addition to goods and services for annual programs and operations.

Research indicates that providing a space for veterans is highly beneficial to the persistence of Veterans in College. As of fall 2011, 162 students were identified as veterans; this is an increase of 44% since fall 2009. In addition, data indicates approximately 68 student dependents of veterans and 107 individuals that were not enrolled during fall quarter but were still considered to be active. Evergreen has been recognized regionally and nationally for its work with Veterans and the number of student veterans is expected to continue to increase.

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### Support for Science Curriculum

Create two new science support staff positions to meet current and projected new demand in the STEM area of the curriculum. This request would add \$340,000 for the biennium to provide additional staff support needed to meet current and projected new enrollments in the curricular areas of STEM.

Evergreen's science support staff, in collaboration with faculty, provide the laboratory and instrumentation instructional support to the science laboratory curriculum. Evergreen's undergraduate science programs produce more annual average FTEs than the College's humanities, social sciences and art programs. In academic year 2010-11, 23% of the annual average student FTE was enrolled in STEM-based studies. The College anticipates this demand to increase for two reasons: (1) The new Washington State Opportunity Scholarship targeted to need-based students intending to study in one of the STEM fields and (2) demographic changes that project an increased number of Veterans and Hispanic students. Institutional data indicates that Evergreen's Veterans and Hispanic students are disproportionately attracted to the sciences

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

This request is in direct response to the College's state negotiated performance plan. Evergreen's state negotiated performance plan indicates that the benchmark that requires the most improvement by the College is in the area of retention. This package directly responds to that challenge by creating a multi-prong approach to improving the overall recruitment and retention rates of students at Evergreen with a focus on lower-division, STEM, and Veterans. The successful recruitment and retention of students benefits the College's and state's goals of providing access to an affordable quality education. Through robust recruitment practices and strong retention rates, Evergreen provides a clear pathway to degree completion that minimizes costs to students and their families as well as the state. Without the ability to implement improvements in the area of recruitment and retention the College places at risk the institutions ability to move students through in an affordable and timely manner. As a result this places at risk Evergreen's current high performance with regard to degree completion and time to degree as well as our success in serving students who are financial needy.

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

The funding to maintain and improve student recruitment and retention will allow the college to continue to make progress on strategic goals while operating in a climate of declining resources, increased student financial need, and increased student demand for quality academic



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postsecondary educational opportunities. Specifically these funds would be used to enhance Evergreen's tradition as an experimental public liberal arts college devoted to scholarship, teaching, and learning, and strengthening its commitment to our original principles remains intact, while adapting to growth, new students, and a new generation of faculty. Evergreen would achieve this by implementing the strategy to deepen the teaching and learning experience at Evergreen by focusing on student success and improving student recruitment and retention

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

This package directly contributes to the goals identified in the Governor's Priorities of Government for higher education by directly providing access to convenient and efficient high-quality postsecondary education and research opportunities for students throughout the South Sound and western Washington. The successful recruitment and retention of students is critical in Evergreen's current success in degree completion and time to degree. More specifically, the recruitment and retention of students assists the College in meeting the Governor's priorities as follows:

- Ranking in the top-third of the nation, per capita, for sending students on to receive research doctorates.
- Igniting innovation through entrepreneurial activities. Twelve percent of alumni have started a business or are self-employed.
- Ranking as high-performing for level of academic challenge in the National Survey of Student Engagement.

### **Does the decision package make key contributions to statewide results?**

Improving the recruitment and retention of students directly impacts statewide results for degree completion, time to degree, and credit efficiency for higher education in Washington. Evergreen leads Washington's public baccalaureates in time to degree and credit efficiency. Evergreen ranks second in four-year graduation rates among Washington's public baccalaureate institutions. Finally Evergreen is serving key student populations identified as priority groups by the state including low-income students, first generation, and students of color. Eighty-one percent of all baccalaureate degrees awarded to Evergreen's Class of 2011 were earned by students who identify as traditionally underserved. Nearly 50% of all baccalaureate degrees awarded in the 2010-11 academic year were awarded to Pell Grant recipients.

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

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***Celebrating 40 Years of Successful Pathways to Educational Opportunities***

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There is a direct relationship to the level of K-12 and Community College graduates who are expecting access to academic programming at Washington's public baccalaureate institutions. This is especially true with the first graduating class of eligible College Bound students from K-12.

In addition the ability for Evergreen to move students successfully and in a timely manner to degree completion directly impacts efforts by the state to reduce unemployment levels and to educate Washingtonians for Washington careers. According to the most recent Evergreen alumni survey (2010), within one year of earning a baccalaureate degree 71% of alumni were employed.

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

Evergreen has spent the last three years developing a comprehensive recruitment and retention strategy with the support and buy-in of faculty, students, and staff. This decision package reflects the outcome of this discussion and the efforts identified that would maximize the impact on student recruitment and retention moving forward.

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

Without additional funding to support efforts to improve student recruitment and retention Evergreen's current performance in meeting the state's goals for higher education is at risk. The recruitment and retention of students play key roles in the College's ability to maintain strong performance in time to degree and degree production and to serve students successfully in meeting their educational goals in an affordable and quality way.

**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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**Expenditure and revenue calculations and assumptions:**

<b>Operating Expenditures</b>	<b>FY 2013-14</b>	<b>FY 2013-15</b>	<b>Total</b>
001-1 State General Fund	\$1,677,673	\$1,740,346	\$3,418,019
On-Line Records System Phase 1 & 2	\$152,673	\$215,346	\$368,019
Maintain & Improve Student Recruitment & Retention Efforts	\$1,274,000	\$1,274,000	\$2,548,000
Enhance Support Services for Veterans	\$81,000	\$81,000	\$162,000
Support for Science Curriculum	\$170,000	\$170,000	\$340,000
149-6 Operating Fees	-0-	-0-	-0-
<b><i>Total Cost</i></b>	<b>\$1,677,673</b>	<b>\$1,740,346</b>	<b>\$3,418,019</b>

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

Funding for this package are all ongoing expenses.

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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				Prior to Faculty Union
2009-10			\$167,500	
2010-11			\$169,144	
2011-12				
2012-13				
<b>TOTAL</b>	<b>\$652,000</b>	<b>\$0</b>	<b>\$336,644</b>	

\* 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-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
<b>All-Fund Salary Base (non-represented faculty administrators excluded)</b>	\$16,185,704	\$17,892,965	\$17,803,648	\$17,879,660	\$18,246,326	\$18,027,817	\$18,932,889	\$18,907,962
<b>Across-the-board increase (State+149) *</b>	\$0	\$1,435,605	\$167,500	\$169,144	\$0	\$0	\$952,552	\$0
<b>Across-the-board increase (other funds)</b>	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
<b>Longevity Increase (other funds)</b>	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
<b>Assignment/stipends (other funds)</b>	na	na	na	na	na	na	na	na

[\*] Include effective date of increase in narrative submittal.

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Attachment B-1

Tuition Waivers -- Operating Fee (Fund 149-6) Portion Only

Institution:

RCW	Waiver Type	FY 2009		FY 2010		FY 2011		FY 2012	
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)
STATE SUPPORT WAIVERS									
28B.15.556	Foreign Student	7	56438	16	46963	4	21059		
28B.15.621	Vets & Guard	26	39730	50	97752	123	145448		
28B.15.740	Financial Need	448	1045236	596	1394086	882	2280659		
28B.15.740 (1)	Other @ 2%	339	415250	344	319033	192	201942		
28B.15.740 (2)	Gender Equity	0	0	0	0	0	0		
	Subtotal State-Support								
NON-STATE SUPPORT WAIVERS									
28B.15.910	Scholastic Achievement	258	652898	649	790705	611	922482		
28B.15.910	Athletic Waiver	53	82772	59	92861	62	113581		
	Subtotal Non-State-Support								
	TOTAL ALL WAIVERS								

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Attachment B-2  
 State-Supported Tuition Waivers by Purpose

Institution:

Purpose for Granting The Waiver	FY 2011				FY 2012			
	Residents		Non-Residents		Residents		Non-Residents	
	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)
<b>UNDERGRADUATE STUDENTS</b>								
Adult Basic Ed/ESL	0	\$0	0	\$0	0	\$0	0	\$0
Veteran	110	\$125,367	0	\$0				
Gender Equity	0	\$0	0	\$0	0	\$0	0	\$0
Over 18 Credits	0	\$0	0	\$0	0	\$0	0	\$0
Merit	0	\$0	2	\$25,684	0	\$0	0	\$0
Financial Need	869	\$2,109,008	13	\$52,442				
Reciprocity Agreement	0	\$0	0	\$0	0	\$0	0	\$0
Other	62	\$80,455	30	\$73,634				
<i>Subtotal State-Support</i>	1041	\$2,314,830	45	\$151,760	0	\$0	0	\$0
<b>GRADUATE STUDENTS</b>								
Graduate Student Asst.	0	\$0	0	\$0	0	\$0	0	\$0
Veteran	13	\$20,081	0	\$0				
WWAMI	0	\$0	0	\$0				
Reciprocity	0	\$0	0	\$0	0	\$0	0	\$0
Financial Need	67	\$96,346	14	\$22,863				
Other	17	\$36,229	4	\$6,999				
<i>Subtotal State-Support</i>	97	\$152,656	18	\$29,862	0	\$0	0	\$0
<b>TOTAL STATE SUPPORT</b>	<b>1138</b>	<b>\$2,467,486</b>	<b>63</b>	<b>\$181,622</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>

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.

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**Attachment B-3**  
**Financial Aid from Non-State Sources**

Institution: The Evergreen State College

	FY 2010		FY 2011		FY 2012 (est)	
	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (est actuals)
Federal Grants	1864	\$ 8,464,713	2043	\$ 9,295,459	2123	\$ 9,120,538
Federal Student Loans (Stafford)	2435	\$ 17,024,165	2588	\$ 18,565,967	2704	\$ 20,264,865
Federal PLUS Loans (Parent and Graduate)	286	\$ 3,081,911	343	\$ 4,171,558	345	\$ 4,402,587
Private Grants*	342	\$ 1,235,935	328	\$ 1,200,195.00	278	\$ 1,078,363
Private Loans	73	\$ 659,754	78	\$ 857,436	80	\$ 1,013,188
Three and One Half Percent Set Aside**	517	\$ 1,229,636	637	\$ 1,302,793	869	\$ 1,744,788
RCW 28B.15.067(10) Revenues for Institutional Financial Aid***						
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.



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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						

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

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Attachment E                      **Maintenance & Operations Costs**  
**For New Facilities Projected to Come On-Line in 2013-15**

Please submit separate forms for Maintenance Level vs. Performance Level requests. At ML, institutions may propose ongoing state support for facilities constructed or expanded with bond or cash assistance in the state capital budget. Performance Level decision packages may be submitted and considered for (1) instructional facilities constructed with financing contracts authorized in the state capital budget; or (2) instructional or research facilities constructed with non-state funds.

Institution: The Evergreen State College

Total gross square feet of campus facilities supported by State Funds: 1,339,534  
Total net assignable square feet supported by State Funds: 1,157,834

Project Name	Capital Budget Project Code	Total Project Gross Square Feet*	Gross Square Feet Replaced by Project	Renovated In Project	Projected Occupancy Date	Projected Percentage of Year Occupied		Proposed State-Supported Cost Per Square Foot**		Requested State Support		
						FY 12	FY 13	FY 12	FY 13	FY 12	FY 13	TOTAL
COMM Bldg	30000002	97,290	3030	94260	3/30/2013	25%	100%	\$1.21	\$1.21	\$917	\$3,666	\$4,583
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0

\*If building square footage exceeds by more than 5% the amount identified in the project C-2 that was submitted to OFM and the Legislature prior to the session during which construction funding was appropriated, please explain why in the "Expenditure and Revenue Calculations" section of the decision package.

\*\*Please identify and explain the basis for the proposed rate per square foot, by component function, in the table below. If this cost exceeds your institution's actual FY 10 cost per square foot for the function, please explain why.

Component	Proposed Rate per GSF		Estimation Basis for Proposed Rate
	FY 12	FY 13	
091 - Utilities	0.96	0.96	We expect improved energy efficiency from these renovations
092 - Bldg & Utilities Maintenance	0.10	0.10	Newly renovated facilities will only require preventive maintenance services. Custodians currently handle around 38,000 gsf per custodian. The small increase in size, 3030 gsf, will not require any additional custodial support. There has been no increase in the improved grounds as a result of this project. Therefore, there is a small increase in operational funding required for this project.
093 - Custodial & Grounds Svcs.	0.15	0.15	
094 - Ops & Maintenance Support	-	-	The renovation of the space and the small increase in size will not increase the operational costs for this project.
TOTAL	1.21	1.21	

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Attachment F (In Thousands)

2013-15 Summarized Revenue by Account & Source

Date: September 2, 2010

	Maintenance Level Est.		Policy Level Est.		Total Revenue Projection	
	FY 2014	FY 2015	FY 2014	FY 2015	FY 2014	FY 2015
<b>066 - TESC Capital Projects</b>						
0409 Local Investment/Interest Earnings	43	43	-	-	43	43
<b>0409 DNR</b>	2,362	2,362	-	-	2,362	2,362
0424 Tuition and Fees	1,413	1,413	-	-	1,413	1,413
<b>TOTAL 066</b>	<b>3,818</b>	<b>3,818</b>	-	-	<b>3,818</b>	<b>3,818</b>
<b>145 - Higher Education Grants and Contracts</b>						
0305 Nat Endowment Arts	56	56	-	-	56	56
0347 Nat Science Foundation	552	552	-	-	552	552
0315 Dept. of Interior	5	5	-	-	5	5
0384 Dept of Education	2,002	2,002	-	-	2,002	2,002
0393 Dept of Health Human Services	22	22	-	-	22	22
0541 Contributions Grants	2,069	2,069	-	-	2,069	2,069
0546 Federal Revenue	20	20	-	-	20	20
<b>TOTAL 145</b>	<b>4,726</b>	<b>4,726</b>	-	-	<b>4,726</b>	<b>4,726</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	78	78	-	-	78	78
0409 Local Investment/Interest Earnings	30	30	-	-	30	30
0420 Charges for Services	262	262	-	-	262	262
0424 Tuition and Fees	3,897	3,897	-	-	3,897	3,897
0430 Dedicated Student Fees	3,016	3,016	-	-	3,016	3,016
0499 Other Revenue	459	459	-	-	459	459
0541 Contributions Grants	497	497	-	-	497	497
<b>TOTAL 148</b>	<b>8,286</b>	<b>8,286</b>	-	-	<b>8,286</b>	<b>8,286</b>
<b>149 - Higher Education Operating Fees</b>						
0409 Local Investment/Interest Earnings	76	75	-	-	76	75
0424 Tuition and Fees	32,327	32,327	-	-	32,327	32,327
<b>TOTAL 149</b>	<b>32,403</b>	<b>32,402</b>	-	-	<b>32,403</b>	<b>32,402</b>

64,805

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.	50,000	50,000
148	Inst. of Hi. Ed. - Dedicated Local Acct.	14,000,000	12,000,000
149	Inst. of Hi. Ed. - Operating Fees Acct.	6,000,000	6,150,000

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Code	Agency
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Appendix H:

## 2013-15 Federal Funding Estimates Summary

DATE: September 10, 2012

CFDA NO.*	Agency/	Federal Fiscal Year	State Fiscal Year	State Match Amounts
	Agency Total			
	FY 2008	8,476,327	8,476,327	430,223
	FY 2009	8,963,751	8,963,751	361,552
	FY 2010	12,521,051	12,521,051	451,479
	FY 2011	13,173,888	13,173,888	384,121
	FY 2012	13,106,330	13,106,330	346,544
	NAT. ENDOW. FOR ARTS			
45.024	NEA NATIVE AMERICAN ART			
	FY 2008	25,000	25,000	-
	FY 2009	-	-	-
	FY 2010	50,000	50,000	-
	FY 2011			
	FY 2012	55,819	55,819	
	NAT. SCIENCE FDNT.			
47.049	Math & Physical Sciences			
	FY 2008	-	-	-
	FY 2009	39,445	39,445	-
	FY 2010	58,548	58,548	-
	FY 2011	39,234	39,234	
	FY 2012	23,000	23,000	
47.074	TROPICAL CANOPY			
	FY 2008	273,492	273,492	-
	FY 2009	255,455	255,455	-
	FY 2010	207,713	207,713	-
	FY 2011	319,654	319,654	-
	FY 2012	99,373	99,373	
64.12	VA GRANT			
	FY 2008	69,076	69,076	-
	FY 2009	67,330	67,330	-
	FY 2010	584,682	584,682	
	FY 2011	631,660	631,660	
	FY 2012	984,793	984,793	
	DEPT. OF ED.			
84.007	SEOG			
	FY 2008	264,891	264,891	88,297
	FY 2009	262,822	262,822	87,607
	FY 2010	253,391	253,391	84,464
	FY 2011	239,700	239,700	79,900
	FY 2012	260,900	260,900	86,967

Code	Agency
376	The Evergreen State College

## 2013-15 Federal Funding Estimates Summary

DATE: September 10, 2012

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

### DEPT. OF ED.

84.033	CWSP			
	FY 2008	310,385	310,385	77,596
	FY 2009	315,027	315,027	74,452
	FY 2010	315,400	315,400	76,508
	FY 2011	298,156	298,156	74,539
	FY 2012	315,400	315,400	78,850

### DEPT. OF ED.

84.042	ED. SUPP. - KEY			
	FY 2008	254,495	254,495	-
	FY 2009	275,302	275,302	-
	FY 2010	297,320	297,320	-
	FY 2011	310,796	310,796	-
	FY 2012	304,162	304,162	

### DEPT. OF ED.

84.334	GEAR-UP			
	FY 2008	1,154,535	1,154,535	264,330
	FY 2009	871,342	871,342	199,493
	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

### DEPT. OF ED.

84.047	UPWARD BOUND			
	FY 2008	391,813	391,813	-
	FY 2009	501,622	501,622	-
	FY 2010	415,891	415,891	-
	FY 2011	440,647	440,647	-
	FY 2012	440,171	440,171	

84.063	PELL			
	FY 2008	4,868,481	4,868,481	-
	FY 2009	5,495,268	5,495,268	-
	FY 2010	7,901,599	7,901,599	-
	FY 2011	8,710,522	8,710,522	-
	FY 2012	8,924,031	8,924,031	-

### DEPT. OF ED.

84.116	FIPSE			
	FY 2008	-	-	-
	FY 2009	-	-	-
	FY 2010			-
	FY 2011	136,967	136,967	-
	FY 2012	171,809	171,809	-

Code	Agency
376	The Evergreen State College

## 2013-15 Federal Funding Estimates Summary

DATE: September 10, 2012

CFDA NO.*	Agency/	Federal Fiscal Year	State Fiscal Year	State Match Amounts
<b>DEPT. OF HEALTH &amp; HUMAN SERVICES</b>				
15.999	MT. RAINIER FIELD PROJECT			
	FY 2008	6,000	6,000	-
	FY 2009	-	-	-
	FY 2010	-	-	-
	FY 2011	4,815	4,815	
	FY 2012	5,410	5,410	
<b>CORPORATION FOR NATIONAL AND COMMUNITY SERVICE</b>				
94.006	AMERICORP			
	FY 2008	204,675	204,675	-
	FY 2009	280,013	280,013	-
	FY 2010	208,204	208,204	-
	FY 2011	224,868	224,868	-
	FY 2012	238,715	238,715	
<b>NAT. SCIENCE FDNT.</b>				
47.070	BDEI			
	FY 2008	128,165	128,165	-
	FY 2009	7,063	7,063	-
	FY 2010	66,334	66,334	-
	FY 2011	19,580	19,580	
	FY 2012			
<b>NAT. SCIENCE FDNT.</b>				
47.076	RESEARCH AMBASSADOR PROGRAM			
	FY 2008	196,466	196,466	-
	FY 2009	198,064	198,064	-
	FY 2010	490,240	490,240	-
	FY 2011	372,464	372,464	
	FY 2012	428,853	428,853	
<b>ENVIRONMENTAL PROTECTION AGENCY</b>				
66.951	Education Grants			
	FY 2008	-	-	-
	FY 2009	18,413	18,413	-
	FY 2010	8,880	8,880	-
	FY 2011			
	FY 2012			
<b>DEPARTMENT OF HEALTH AND HUMAN SERVICES</b>				
93.859	NIH GRANTS	45,633	45,633	-
	FY 2008	103,010	103,010	-
	FY 2009	36,770	36,770	-
	FY 2010	947	947	-
	FY 2011			
	FY 2012			

Code	Agency
376	The Evergreen State College

## 2013-15 Federal Funding Estimates Summary

DATE: September 10, 2012

CFDA NO.\* Agency/  
DEPT. OF ED.

	Federal Fiscal Year	State Fiscal Year	State Match Amounts
84.376 SMART			
FY 2008	175,544	175,544	-
FY 2009	152,448	152,448	-
FY 2010	155,353	155,353	-
FY 2011	174,365	174,365	-
FY 2012			

DEPT. OF ED.

84.375 ACG			
FY 2008	77,536	77,536	-
FY 2009	107,657	107,657	-
FY 2010	111,846	111,846	-
FY 2011	114,597	114,597	-
FY 2012	-	-	-

DEPT. OF ED.

84.366B EWU MATH			
FY 2008	24,745	24,745	-
FY 2009	13,470	13,470	-
FY 2010	-	-	-
FY 2011			
FY 2012			

### DEPARTMENT OF HEALTH AND HUMAN SERVICES

93.273 UW PASS THRU			
FY 2008	5,395	5,395	-
FY 2009	-	-	-
FY 2010	-	-	-
FY 2011			
FY 2012			

DEPT. OF ED.

84.379 TEACH			
FY 2008	-	-	-
FY 2009	-	-	-
FY 2010	20,291	20,291	-
FY 2011	30,666	30,666	-
FY 2012	41,336	41,336	-

### DEPARTMENT OF HEALTH AND HUMAN SERVICES

93.701 NIH GRANTS ARRA			
FY 2008	-	-	-
FY 2009	-	-	-
FY 2010	69,946	69,946	-
FY 2011	101,069	101,069	-
FY 2012	23,013	23,013	-



## Attachment I:

Code	Agency
376	The Evergreen State College

## LOCAL FUND SUMMARY

DATE: September 10, 2012

Fund Code	Fund Name	7/1/2011 Fund Balance	Est. 6/30/13 Fund Balance	2013-15 Estimated Revenue	2013-15 Estimated Expenses	Est. 6/30/15 Fund Balance
(1)	(2)	(3)	(4)	(5)	(6)	(7)
066	TESC Capital	1,430,487	150,000	7,686,000	7,800,000	36,000
145	Grants and Contracts Fund	41,527	50,000	9,800,000	9,800,000	50,000
148	Dedicated Local Funds	15,496,705	14,000,000	16,500,000	18,500,000	12,000,000
149	Operating Fee Account	9,818,482	6,000,000	64,804,854	64,654,854	6,150,000
	Sub-Total	25,356,714	20,050,000	91,104,854	92,954,854	18,200,000
440	Stores Fund	206,053	200,000	260,000	260,000	200,000
448	Printing Fund	(9,689)	40,000	410,000	400,000	50,000
450	Other Facilities Fund	665,782	500,000	7,000,000	7,250,000	250,000
460	Motor Pool Fund	(300,186)	(80,000)	650,000	630,000	(60,000)
522	Associated Students Fund	4,866,175	4,800,000	4,234,000	4,300,000	4,734,000
524	Bookstore Fund	(115,651)	(50,000)	3,500,000	3,475,000	(25,000)
528	Parking Fund	473,976	500,000	950,000	930,000	520,000
573	Housing & Dining	10,214,237	11,000,000	13,472,000	13,400,000	11,072,000
846	Grants-In-Aid Fund	10,687	5,000	36,000,000	36,000,000	5,000
849	Student Loan Fund	4,752,055	4,750,000	30,000	30,000	4,750,000
859	College Endowments	2,575,649	2,573,000	100,000	100,000	2,573,000
860	Guaranteed Student Loan Fund	458,902	450,000	40,000,000	40,000,000	450,000
	Sub-Total	23,797,990	24,688,000	106,606,000	106,775,000	24,519,000
	Grand Total	50,585,191	44,888,000	205,396,854	207,529,854	42,755,000