

SPECIAL
MEETING OF THE BOARD OF TRUSTEES
OF THE EVERGREEN STATE COLLEGE

Thursday, August 21, 1980
The Evergreen State College Campus
Daniel J. Evans Library, Room 3112
Olympia, Washington

Trustees Present: Wesley E. Berglund Absent: Jane Sylvester
 Robert J. Flowers
 Herbert D. Hadley
 Herbert Gelman

Representatives Debbie Creveling, Alum (For Bob Butts) Absent: Maxine Mimms
to the Board Deanna Frost, Student (for James Garey) (Faculty)
Present: Mary Eldridge, Staff (for Ann Brown)

Staff Present: Betty Beeman, Recording Secretary
 Mike Bigelow, Budget Officer
 Jovana Brown, Dean of Library Services
 Jon Collier, Senior Architect
 Rita Cooper, Acting Vice President for Business
 Les Eldridge, Director of Community Relations and
 Assistant to the President
 Chuck Fowler, Director of College Relations
 Marie Hansen, General Accountant
 Steve Hunter, Director of Institutional Research
 Judy Huntley, Coordinator of Registration and Records
 Doris McCarty, Bookstore Manager
 Arnaldo Rodriguez, Director of Admissions
 Larry Stenberg, Dean of Enrollment Services
 Karen Wynkoop, Accounting Supervisor
 Byron Youtz, Vice President and Provost
 (Serving as Acting President)
 Bill Zaugg, Accounting Supervisor
 See permanent roster for others attending

Others Present: Ed Arnone, The Daily Olympian
 Ken Binkley, former student
 Debbie Miller, student
 Shirley Moore, Assistant Attorney General (for Rich
 Montecucco)
 Kim Wolston, student
 See permanent roster for others attending

CALL TO ORDER AND INTRODUCTION OF GUESTS

Chairman Berglund called the meeting to order at 10:34 AM. Byron Youtz, acting for President Evans in his absence, introduced several guests; Shirley Moore for Rich Montecucco; Debbie Creveling for Bob Butts, Mary Eldridge for Ann Brown; Deanna Frost for James Garey.

PRESIDENT'S REPORT

Monthly Budget Summary

Mike Bigelow reviewed the monthly budget summary ending July 31, 1980. Byron Youtz told the Trustees that we will be preparing alternative plans for achieving the 2 percent reduction should the Governor require.

Investment Report (Flowers)

As a member of the finance committee, Trustee Flowers had received the quarterly investment report ending June 30. He asked whether and where the \$2,000,000 in matured investments had been reinvested. Trustee Flowers requested the format of the investment report be restructured for clarity.

Admissions Statistics (Youtz)

Provost Youtz told the Trustees that undergraduate applications for fall quarter were 22 percent ahead of last year (surpassing the total for all other years) with admissions 20 percent above, and indicated that the college expects a fall headcount slightly in excess of target enrollment. The annual average undergraduate FTE is anticipated at 2365 (2350 funded FTE); the anticipated annual graduate FTE is 30 students (funded for 25 FTE).

Trustee Hadley raised the issue (also raised at the July 10 meeting) of the level of FTE expressing the opinion that he felt the Board had approved the Council for Postsecondary Education target goal of 2500 FTE annual average (instead of the 2375 funded FTE level). Provost Youtz replied that without the additional funding it was not possible or advisable to attempt to serve an additional 125 students.

Personal Services/Consulting Agreement Contracts (Cooper)

Rita Cooper reviewed the Personal Services/Consulting Agreement Contracts reported in June. The format of the report has been revised to include grouping by funding source. Ms. Cooper asked how often the Board wanted to review this report. The question will be brought to the Board in September when Trustee Sylvester is present.

Admissions/Marketing Plan Evaluation for 1979-80 (Fowler/Rodriguez)

Chuck Fowler told the Trustees the 1980-81 admissions/marketing plan will be presented at the September meeting and reviewed the accomplishments of last year's plan. He distributed an evaluation which indicated the status of each of the plan's objectives. Mr. Fowler discussed positive indicators (increased inquiries, applications, enrollment, public awareness and understanding); reviewed the development stages in the marketing plan and additional marketing activity which occurred during the summer.

Larry Stenberg discussed the campus-wide effort made to meet the enrollment goals. Arnaldo Rodriguez reviewed significant programs which helped the school successfully carry out the marketing plan (high school and community college visitations; student visitor program; college days for high school and community college counselors and staff; college nights in Bellevue, Seattle, Tacoma and Olympia; part-time student enrollment opportunities; combined catalog and supplement; newsletter to high school and community college personnel). Mr. Rodriguez mentioned that

a new admissions counselor having primary responsibility for recruitment of Third World people will shortly be hired.

Mr. Hadley complimented the staff, indicating it was the best report he had heard in this area in the twelve years he had been on the Board. The other Trustees added their agreement.

APPROVAL OF MINUTES - Action

Motion
80-30

Mr. Hadley moved approval of the minutes of the July 10, 1980 meeting as submitted. Seconded by Mr. Flowers and passed.

LATE FEE CHARGE (REVISION) - Hearing Required

Karen Wynkoop discussed revision to WAC 174-162-300, a policy relating to financial obligation of students and presented the staff recommendation of a \$50 penalty fee for late payment of fees to be instituted winter quarter, allowing for input from students. Rita Cooper discussed a more thorough review of the financial obligation of students policies by a DTF. Changes suggested by the Trustees were incorporated into the proposed policy.

Motion
80-31

Mr. Gelman moved to place on the agenda of the October, 1980, meeting a public hearing under the Administrative Procedures Act to consider the proposed revision to WAC 174-162-300(1) relating to late fee charges. Seconded by Mr. Flowers and passed.

FIVE-YEAR GROWTH PLAN - Action

Byron Youtz presented the five-year growth plan which had been revised to reflect suggestions made at the July Board meeting, indicating the faculty will be discussing this early in fall quarter. Dr. Youtz responded to further questions and suggestions for change. Considerable discussion followed regarding inclusion of a fall-back position in the plan (an alternative if funding for the 1981-83 bienium is not possible: total FTE enrollment for 1980-81 - 2375; 1981-82 - 2600; 1982-83 - 2825). Trustees expressed concern about responding to the legislative mandate for enrollment (proposed by the CPE) indicating that the Board expected the Legislature to determine the fall-back issue. Trustees wanted it made clear that it was the college's intention to achieve the growth goals of the five-year plan and meet targets set by CPE.

Mr. Hadley moved approval of the five-year growth plan as submitted with the following corrections:

- 1) Delete the authorship and revision date in the heading.
- 2) P. 2 - delete the acknowledgement paragraph in mid page.
- 3) P. 3 under A - delete the sentence "It was unfortunate irony . . . declining enrollment." In the next sentence, change "that" to "the Long-Range Curriculum Plan."
- 4) P. 4, 2nd paragraph - delete the word "best."
- 5) P. 4, end of 2nd paragraph - delete "replacing some recent critical losses from" and replace with "filling certain critical needs within."

- 6) P. 7 - in the section dealing with Pierce County Outreach, make clear reference to the CPE documents assigning Pierce County as part of the Evergreen service area.
 - 7) Delete the last paragraph on page 10 and all of page 11 (a planned fall-back position).
- The motion died for lack of a second.

OTHER BUSINESS

Prior to adjourning for lunch, the Trustees had a brief report on Energy Studies Program Information System (Fowler/Miller). Chuck Fowler introduced the information system prepared for the college's energy studies program to be used at county fairs and for high school and community college visitations. Debbie Miller, who created the display, literature, brochure and slide show, presented the four-minute slide tape show on the energy system program at Evergreen. Debbie introduced Mark Young and Kim Wolston, who are involved in other projects in this academic program. Kim demonstrated the energy system in a procelain house model she had designed and produced in an architectural module.

RECESS

The Trustees recessed for lunch at 1:20 PM and reconvened the special meeting at 2:15 PM.

FIVE-YEAR GROWTH PLAN - Action (continued)

After additional discussion, the Trustees approved the following:

Motion
80-32

- Mr. Gelman moved approval of the five-year growth plan for The Evergreen State College with the following revisions:
- 1) Delete the authorship and revision date in the heading.
 - 2) P. 2 - delete the acknowledgement paragraph in mid-page.
 - 3) P. 3 under A - delete the sentence "It was an unfortunate irony . . . declining enrollment." In the next sentence, change "that" to "the Long-Range Curriculum Plan."
 - 4) P. 4, 2nd paragraph - delete the word "best."
 - 5) P. 4, end of 2nd paragraph - delete "replacing some recent critical losses from" and replace with "filling certain critical needs within."
 - 6) P. 7 - in the section dealing with Pierce County Outreach, make clear reference to the CPE documents assigning Pierce County as part of the Evergreen service area.
 - 7) P. 10, last paragraph and all of page 11 - delete entirely. The section on "Fall-Back Position" should be reserved as a separate document to be used when and if necessary in negotiation with the Legislature or appropriate government agencies.
 - 8) Conclude the document with a statement calling for periodic review of the plan as required by changing circumstances or budgetary necessities.

Seconded by Mr. Flowers and passed following discussion. Revised copy attached.

Rita Cooper requested clarification regarding authorization for President Evans and Les Eldridge to use the "Fall-Back Position" figures if it is necessary to negotiate a reduced growth rate with the Legislature. The Trustees agreed to this usage.

1981-83 BIENNIAL OPERATING BUDGET - Approval

Mike Bigelow presented and reviewed the detail of the 1981-83 operating budget, indicating this was the first time OFM had requested inflation be figured into requests. The budget was prepared with the same formula figure as the five-year growth plan. The target for next year is substantially below the college's projected current level, without enrollment increase; energies have been focused on request, not target levels.

Mr. Bigelow discussed workload changes (\$4,420,925), program changes (\$797,970) and other changes (\$1,501,367) and mentioned that for the past two years money has been cut from the library and plant programs to fund the necessary support in the academic program; this request represents the support level needed by the instruction program. Byron Youtz added that funding for the Driftwood Center is being transferred to the S&A budget. In 1981-82 the college will again pick up salaries for two computer services employees plus PLATO (now carried by a grant); the request also includes computer equipment. Mike mentioned that funds were requested for the Equal Opportunity Program and other special programs as non-formula budgets; the budget includes specific requests for intercollegiate athletics support, an internal auditor and for a payroll system the second year of the biennium. Rita Cooper warned that, if intercollegiate athletics funds (\$100,000 for biennium) were not granted by the Legislature, the program may have to be pared down or money taken from another area.

Motion
80-33

Mr. Flowers moved approval of submission of the 1981-83 biennial operating budget request totaling \$33,851,835. Seconded by Mr. Gelman and passed.

Motion
80-34

Mr. Gelman moved that the Board of Trustees have at least one study session on the budget at least one month prior to the date on which action is to be taken on approval--both before it is submitted in August and in the spring before final allocations. Seconded by Mr. Flowers and passed.

OTHER BUSINESS

Presentation

Karen Kramer Farris presented complimentary copies of the record album "Collaborations" which was conceived, planned, composed, produced, recorded, designed and marketed by undergraduate students at Evergreen. The Trustees expressed their congratulations on the project and their appreciation for the album.

1981-83 BIENNIAL CAPITAL BUDGET - Action

Rita Cooper discussed the capital budget process and presented the request which covers emergency roof repairs; expanded recreation facilities (gymnasium and outdoor recreation field); modifications to increase energy efficiency and minor capital projects.

Motion
80-35

Mr. Hadley moved approval of the submission of the 1981-83 biennial capital budget request totaling \$7,162,570 for capital projects. Seconded by Mr. Flowers and passed.

1980-81 GOALS AND OBJECTIVES - Action

Rita Cooper presented the goals and objectives which have been tied in with the budget process and the evaluation process and asked for reaction from Trustees of the general approach to goals and objectives and format.

Motion
80-36

Mr. Flowers moved approval of the format and content of the 1980-81 goals and objectives subject to having additional input from the Trustees within the next two weeks. Seconded by Mr. Hadley and passed.

Rita Cooper requested Trustees to contact her within two weeks for input into goals and objectives. After which time they would be printed for distribution to campus.

OTHER BUSINESS

Insurance - Discussion

Rita Cooper told the Trustees that at a future meeting the new Vice President for Business Richard Schwartz would discuss insurance coverage (whether or not the risk manager's office should handle for the college) with the Trustees.

Joint Boards Meeting - Announcement

A meeting of the Joint Board of Trustees and Regents was scheduled for September 10 but subsequently was deferred to a later date.

Miscellaneous

Byron Youtz acknowledged Ken Binkley's attendance; Mr. Binkley did not have comments to make.

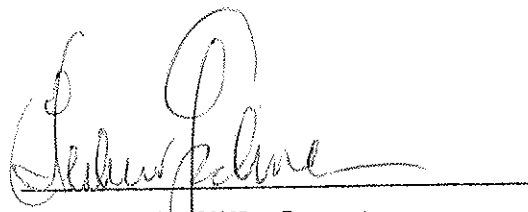
Ms. Cooper announced a dinner in November in honor of those employees who had been with the college for ten years.

DATE OF NEXT MEETING AND ADJOURNMENT

The next meeting was set for Thursday, September 11 (subsequently changed to September 18).

The meeting adjourned at 4:46 PM.


WESLEY E. BERGLUND, Chairman


HERBERT GELMAN, Secretary

FIVE YEAR GROWTH PLAN FOR THE EVERGREEN STATE COLLEGE

August, 1980

Introduction

In order to achieve the growth required of the College by law (as a result of the 1979 Study of Evergreen by the Council for Postsecondary Education and the attachment of its recommendations to our master's degree authorization bill, we hereby adopt the following to guide the development of the College over the next five years.

The CPE growth requirement asks that we achieve target enrollment levels of 2500 FTE for 1980-81, 3050 FTE for 1982-83, and 3800 FTE for 1984-85, including:

- a) The provision of master's programs and evening credit offerings, an expanded role in state personnel training, and instruction in teacher education by cooperative means;
- b) The expansion of career preparation pathways in the college curriculum;
- c) The reexamination of admissions procedures and requirements;
- d) Expanded efforts to increase Washington resident enrollments at the college;
- e) The provision of outreach programs in southwestern Washington.

It is the intent of this plan to fulfill the above requirements in a phased and orderly way to allow for appropriate program planning and approval time, needs assessments, facilities preparation, etc.

However, the implementation of this plan is entirely dependent upon the funding levels provided by the State. Already during this biennium, 1979-81, the funding provided for 1980-81 is only at the level of 2375 FTE students instead of the 2500 FTE stated in the requirement. Furthermore, reduced state revenue forecasts have caused OFM to propose contract enrollments for the 1981-83 biennium that fall even further behind the legislatively mandated figures. Table I shows this growing discrepancy.

TABLE I - TOTAL EVERGREEN ENROLLMENT (FTE)

	<u>1979-80</u>	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>
CPE Recommended	2300	2500	2775	3050	3425	3800
OFM Contract	2300	2375	2530	2630	?	?
Difference	0	125	245	420	?	?

This is a perplexing disparity within which to prepare a sensible growth plan. Under these circumstances, it seems best to explore the range of alternatives available to the College for meeting the enrollment growth requirements, to prioritize these alternatives on the basis of their desirability and feasibility, and to propose a full-growth plan with various deductible options depending upon the funding levels finally achieved through legislative action. The remainder of this paper attempts to articulate such a plan.

Alternatives for Growth

A number of options and opportunities for growth have been proposed by various parties, both on and off campus. These include: simple expansion and development of our current undergraduate program, active development of our graduate program, offering of specialized degree programs (nursing, medical technology, midwifery, business administration), active expansion of our Outreach Program to three or four additional communities, development of a more extensive adult continuing education program for Southwest Washington, development of integrated degree programs for specialized student clienteles, and others.

Some of these are compatible with Evergreen's educational philosophy and values, others may not be. First, therefore, it seems useful to state these values.

Evergreen is now and wants to continue to be a first class liberal arts college within the public sector, dedicated to a modern and effective method of liberal education. We have a strong commitment to interdisciplinary studies, collaborative teaching and learning, small classes, narrative evaluation. We prefer that students commit themselves to one coherent and integrated study at a time, rather than a conglomerate of isolated units. We attempt to develop students' independence in the learning process and actively encourage students to take charge of their own educational plans. These are institutional and educational values which we cherish and wish to preserve during our growth.

In the long range, we may wish to develop a systematic procedure for testing new program proposals against our institutional value. In the meantime, the Provost will take responsibility for sorting these proposals according to his interpretation of the Evergreen values stated above.

Let us examine a variety of alternatives and attempt to prioritize them to accommodate various possible future growth rates.

On-Campus Programs

A. The Current Undergraduate Programs:

First priority under any growth plan must be the development and strengthening of our current curricular structure. The most important task is the full implementation of the Long-Range Curriculum Plan of 1976 since it forms the organizational basis of our entire curriculum. At present, we are simply stretched too thinly to carry out all of the promises of that curricular structure. We need to add between five and ten faculty with various selected backgrounds to achieve the anticipated curricular richness the plan can provide.

Strong attention must be given to the improvement and further development of Basic Programs. Successful Basic Programs are of great educational

value to our students, really represent the heart of the Evergreen curriculum, and are a national demonstration of an important way to do the liberal arts at a lower division level.

We must continue to develop our ability to prepare students in the basic skills of reading, writing and the discussion of ideas within these programs. We must continue to encourage our faculty to give leadership to these programs, making them the centerpiece of our curriculum.

Our Specialty Areas have never had the opportunity to develop fully due to insufficient staffing. Some improvement in coverage during the next few years can be gained by devoting more attention to developing shared programs between specialty areas and to planning into the curriculum more alternate-year sequences of advanced work. In addition, a number of our specialty areas should give attention to expansion along lines which will provide some specific options for specialization. (For example, alternative agriculture and energy studies within Environmental Studies, a business administration option within M.P.I., a film and video option within Expressive Arts, etc.) As our enrollment increases, allowing us to add to our regular faculty numbers, we can hope to implement these expansion plans. First, however, we must give careful attention to filling certain critical needs within our faculty ranks and add certain strengths which have long been needed in our curriculum.

B. Graduate Programs

Now that we have made a start into graduate programs there is a high priority and incentive to maintain balance through growth and diversification. If funding will allow, we should plan to add one new graduate program each year for the next four years. The M.P.A. program opens next fall with 30 FTE and expects to almost double the next year to a steady-state enrollment of 55 FTE. The M.S. in Environmental and Energy Studies is in the planning stages for the following fall with the same pattern of enrollment expectations.

The other two degrees are yet to be decided but proposals already include: Human Services, Humanities and Visual Arts, Women's Studies, Urban and Regional Planning. It is essential that our graduate programs intertwine with our undergraduate Specialty Areas so that we are building on current faculty strengths. An attractive design and selection criterion would be that each graduate program must have a base in at least two of our undergraduate specialty areas. (The M.P.A. relates to Political Economy and M.P.I.; the M.S.E.S. (?) to Environmental Studies, S.K.I. and Marine Studies; a Human Services degree to Human Development and Health, S.K.I., M.P.I. and P.E., etc.) With this intertwining, we can demand rotation of faculty between graduate and undergraduate programs which will avoid creating a separate graduate faculty. Faculty for these programs must be provided at a student/faculty ratio of about ten to one.

C. New On-Campus Programs:

Several options and styles of new program development have been proposed. Probably the least controversial is a purposeful expansion of our part-time program through the development of special programs for special audiences. Proposals here include: an integrated interdisciplinary degree program for state employees (other than the M.P.I. program); in-service studies for public school teachers which combine subject study with pedagogy; development of SPLU and PLATO to provide stand-alone, credit generating options; close working with the Department of Personnel to provide credit bearing courses for their program of Human Resource Development. The Faculty Study Group of 1979 on Part-Time Studies recommended that we develop sufficient part-time study opportunities at both intermediate and advanced levels to accommodate 10% of our total undergraduate FTE. (We are currently running at about 8%.) That Study Group gave instruction to each specialty area to plan and identify such part-time opportunities in both the day-time and evening programs, and recommended that all faculty be expected to teach at least one half-time evening program or two evening courses in each 3-year contract period. This curricular development should receive a high priority on our attention.

A second option, fairly easy to achieve and therefore of high priority, is to devise new career preparation pathways for students through development of cooperative programs with the two research universities. The prototype for such programs is the 3-2 plan which has existed for many years between certain top flight liberal arts colleges and certain liberal minded engineering schools. A student in such a program spends three years in the liberal arts school and two years in the engineering school, graduating at the end of five years with a Bachelor's Degree from each school. In addition to engineering, similar options might be possible in forestry, fisheries and other such specializations.

A third option for new program development, much more controversial and of lower priority, is the development of a limited number of special degree options (e.g. Medical Technology and Baccalaureate level Registered Nursing). Before undertaking any such specialized degree work, we need to establish explicit guidelines to protect the central part of our regular curriculum. One such guideline, for example, might be that all the required elements of such a program are already available in our central curriculum with the exception of the senior year. The decision on whether or not to offer the new program is then considerably simplified and its cost effectiveness can be better estimated. In developing any such specialized options, we must retain our principal commitment to liberal education. This then will both limit and help define the specialized options which can be undertaken.

A fourth option, and one which would be impossible until we have achieved considerable growth, is the addition of a limited number of new specialty areas. For example, Communications, Policy Studies, Law and Justice are a few of those previously suggested.

Off-Campus Programs:

In developing our off-campus programs we must give considerable care to the choice of location, number of people to be served, types of programs required, and our ability to staff those programs without endangering the central campus curriculum. In our southwest region, the two locations with the largest potential audiences are Vancouver and Pierce County. Both have expressed interest and need. Both have the potential for considerable size, perhaps as many as four programs and 250 students in each location. Grays Harbor, Kelso/Longview and Port Angeles, on the other hand, are much more limited in potential, with each being able to host no more than one program and 30 to 40 students at any one time. Without the economies of scale in effect, these smaller programs become more difficult and expensive to operate and thus must be lowered in priority relative to the larger programs. Therefore, Clark County and Pierce County should be our principal target areas for Outreach Centers in the immediate future. Pierce has two immediate advantages over Clark: proximity to Olympia and a substantial minority population which is currently unserved. We believe that we are in a favorable position relative to the problems which have previously stymied efforts to provide public education in Pierce County. We have been assigned primary responsibility for such an educational mission by the 1979 CPE document on Off-Campus Programs, Acting in concert with other institutions, both public and private, interested in serving Pierce County, we have formed a Pierce County Higher Education Consortium at the request of CPE staff. It is through this group that we would serve the educational needs of the greater Tacoma area. This, then, should be one of our high priority developmental projects during the next several years.

The logical focus for the planning of Off-Campus programs is within each of the specialty areas since these programs are expected to be upper-division. Each specialty area should give attention to the planning of appropriate two-year programs for future assignment to one or the other of the Off-Campus Centers.

For the smaller communities of our region we are in a somewhat more difficult position. If we are able to achieve growth levels we can provide Outreach programs to these communities. If, due to fiscal constraints, we are limited to slow growth conditions, it does not seem possible to do much of anything. We have neither the faculty nor the support budget to establish the necessary number of centers. What may be needed is a different model for providing this extended educational service, especially to working or retired adults. The model devised by Wayne State University on behalf of the blue-collar workers of Detroit is under study to see if it would be of value in our situation (perhaps in a consortial relationship with the University of Washington). Other models might also be considered. For example, a one year junior-level coordinated program followed by two years of senior level courses to complete the degree. In any event, if we are held to the slower growth rate it will be extremely difficult to mount any of these smaller community outreach efforts. What we can do in the interim is conduct the appropriate needs assessments in order to plan programs for these communities when funding is available.

Service to Southwest Washington:

One of the strong requirements of the recent legislative mandate was that Evergreen should provide increased service to Southwest Washington. We have already

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begun and will continue to increase our recruiting efforts in both the high schools and the community colleges of this region. We are required to make annual reports to the CPE and Legislature on our success. Outreach Programs in Vancouver and Pierce County certainly contribute to this service mission.

But, in addition to these direct educational services, Evergreen contributes other services to Southwest Washington. Through our Speakers Bureau and our travelling arts and music programs we contribute culturally to this region. Developing closer academic ties to our faculty counterparts at the Community Colleges will provide additional opportunities. Through many of the projects associated with our academic programs we contribute to the economic, social and technical well-being of neighboring communities. A suggestion is being pursued to establish at Evergreen a self-funding consulting service for small community planning and development. Through additional grant-funded activity, we need to seek other creative ways to be of service to our region.

Recommendations:

These, then, are the elements with which we have to work in developing a five year growth plan. In summary, first and highest priority must go to the development and strengthening of our regular on-campus programs, part-time studies opportunities, new graduate programs, and Outreach centers in Vancouver and Tacoma. The second level of priority is in opening additional Outreach programs in Southwest Washington, opening new undergraduate specialty areas, and developing new special degree programs.

The growth plan proposed below is designed to utilize all of the above options in order to achieve the target figures of the CPE recommendations, taking account of the fact that we are funded for the 1980-81 year at a level of 125 behind the original recommendation. Shown with asterisks are those options which will have to be dropped (with the amount of the decrease shown in parentheses) unless additional funding above the OFM contract level is provided.

PROPOSED FIVE-YEAR GROWTH PLAN FOR EVERGREEN

ITEM	1979-80	1980-81	1981-82	1982-83	1983-84	1984-85
Total FTE Students	2200	2375	2675 (145*)	2975 (345*)	3350**	3700**
Graduate FTE	0	30	85 (30*)	140 (85*)	200**	225**
Assuming one new program per year to max of 4.						
Undergraduate FTE	2200	2345	2590 (115*)	2835 (260*)	3150**	3475**
Undergraduate Program Components:						
On-Campus Full Time	1940	2060	2165 (10*)	2285 (30*)	2425**	2630**
On-Campus Part Time	160	180	200	220 (20*)	250**	280**
Outreach Vancouver	70	80	110	160 (50*)	205**	225**
Pierce Co.	0	0	75 (75*)	120 (120*)	210**	275**
Pt. Angeles	30	25	10	10	40**	15**
Cowlitz Co.	0	0	30 (30*)	10 (10*)	10**	40**
Grays Harbor Co	0	0	0	30 (30*)	10**	10**

FOOTNOTES: *Deductible options unless we receive additional funding beyond the OFM Contract for 1981-83 biennium. New funding must be assured by Feb. 28, 1981.

**The numbers for the 1983-85 biennium depend entirely upon the growth allowed and funded during 1981-83.

Planning Steps

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This is an ambitious set of goals for the next five years and will require active advance planning. The timing and level of detail of some of these planning tasks will depend upon the funding levels we actually achieve for the 1981-83 biennium. However, it is not too soon to begin the planning activity with the following:

1) Each Specialty Area needs to prepare a four-year growth plan to achieve the strengths envisioned in the Long Range Curriculum plan of 1976. This should include identification of specialized curricular options and possible specialized degree options, if any, that should be seriously considered. Each area should provide the Deans with a prioritized list of additional faculty strengths needed over the next four years to achieve these goals. In looking forward over the four year period, each Specialty Area should also identify what contribution it could make to the Outreach Programs and to part-time studies.

2) A thorough needs assessment should be undertaken in the Vancouver and Tacoma areas to identify program needs and map out future growth plans. The Tacoma Educational Consortium needs to be convened to prepare a plan for handling these educational needs.

3) Assessment of educational needs in the smaller communities of our region should be started, leading to the design of curricular methods appropriate to satisfying those needs.

4) Additional career preparation options through cooperation with the Research Universities should be explored and developed.

5) Creative planning must be done to identify special audiences, both locally and in the Southwest Washington region, for whom special academic programs might be designed and offered.

6) Guidelines should be devised for the selection of specialized degree options (if any) to be added to our curriculum in case of a need for rapid growth and diversification.

Periodic Review

This plan is adopted with the understanding that it will be subject to periodic review and possible modification as required by changing circumstances or budgetary necessities.

Adopted as modified by the Board of Trustees of The Evergreen State College at its meeting of August 21, 1980.