

ANNUAL REPORT 2022-23

The Center for Entrepreneurial Leadership and Transformational Change

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DIRECTOR'S NOTE

Dear Evergreen community,

The 2022/2023 academic year was marked with expansion for the Center for Entrepreneurial Leadership and Transformational Change (CELTC). In continuing to build upon a rich history of preparing future transformational and entrepreneurial leaders in both the public and private sector, the CELTC launched new offerings and opened the door to some exciting new partnerships this past academic year.

This year, we have worked to continue to develop and support our social and sustainable entrepreneurship curriculum in many ways. The CELTC director taught a myriad of 2, 4 and 8-credit courses and programs throughout the 2022/2023 academic year, including courses/programs on sustainable entrepreneurship, alternative business models, cooperatives, consensus decision-making, collaborative teamwork, strategic sustainability and more. These courses have also supported multiple larger credit programs, and we have worked with faculty to integrate this course content into larger explorations of political movements, emerging alternative currencies, community food systems, and more. In addition, the CELTC launched the Sustainability, Business, and Entrepreneurship lecture series where 12 Evergreen alumni shared their journey through Evergreen and into business and entrepreneurship with students, faculty, staff, and community members throughout the year. These virtual lectures were well-attended this last year, and we look forward to bringing the lecture series into a new in-person/hybrid format for this next year. In addition, we are looking forward to adding multiple documentary screenings, career panels, and workshops to our extra-curricular offerings in 2023/2024.

This year, the CELTC worked hard to further develop and support emerging long-term partnerships with several community organizations. The CELTC launched a new certificate on Sustainable Cooperative Development in collaboration with the Northwest Cooperative Development Center in Olympia. This certificate is one of the first of its kind in the United States. In the certificate, students worked hard with several community cooperatives to deepen their cooperative development skills and competencies. In addition, the CELTC joined the board for the Thurston County Green Business Committee through the Thurston County Economic Development Center and helped facilitate the annual Green Business certification process throughout Thurston County as well as the annual Green Business Expo. Finally, the CELTC is currently working in collaboration with Kokua Services to open a downtown satellite location where regular CELTC programming can be brought into the downtown community. We hope this collaborative space can be open to the public by the end of the 2023/2024 academic year.

Our quarterly newsletters continue to be an invaluable way to keep faculty, staff, students, and alumni up-to-date with the CELTC's work. While our regular newsletters were paused for the majority of the 2022/2023 academic, we are looking forward to relaunching our quarterly newsletter for the 2023/2024 academic year.

As the CELTC moves into a new academic year, we continue to build the support for student-centered business and entrepreneurship learning and experience, including internships, curricula, new certificates and continuing educational training and events. We also continue working hard to deepen our relationships and collaborations with the other amazing public service centers such as the Center for Community-Based Learning and Action (CCBLA), the Center for Climate Action and Sustainability (CCAS), and the House of Welcome.

Finally, the CELTC welcomed our new Assistant Director, Page Archer, to the team at the end of the 2022/2023 academic year. Page Archer is an Evergreen grad with a BA in cultural studies and a Master's in Public Administration. In her previous tenure as Evergreen's Campus Children's Center's Administrative Assistant, Page worked as a fierce advocate for equity and justice and provided continued support for students employed at the center. Page worked hard to remove barriers to success for students, including revising how student hiring and training occurs in the Center, connecting students to needed resources, and serving as support and creative problem solving for anyone in need. In addition, Page worked closely with other divisions across campus, including gaining support through the WSAC Supporting Students funds and the USDA Farm to School grant to bring Washington grown food to the Children's Center. We are so grateful that Page decided to join the CELTC team and are excited to have her expertise and passion in our work.

The CELTC team is proud to be a part of The Evergreen State College, and we welcome continued collaboration across our campuses in the next academic year.

With gratitude,
Tamsin Foucier (she/her), Ph.D.
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CELTC STAFF



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HISTORY OF THE CELTC

Entrepreneurship has long been part of Evergreen's DNA, with our graduates going on to start and run incredible, transformative enterprises after their time here at Evergreen. We are proud to call these, and many other alumni, "Greeners" as they make their way transforming business into a vehicle for social, economic, and environmental change. Programs like the Changemaker Lab and cooperative education in the Flaming Eggplant Café have supported the learning and growth of many of these entrepreneurs. While The Evergreen State College has helped support many entrepreneurial students who have gone on to successfully run many different enterprises. The creation of the CELTC began in the fall quarter of 2016, when a group of Evergreen faculty, staff, and students began to explore how the college could better support entrepreneurship and business throughout and beyond the curriculum. In the summer of 2017, a planning group produced a report recommending a business and entrepreneurship curriculum track and shortly after, the college received a significant donation to support this initiative. Following this donation, TESC struggled to organize a clear mission and vision for the initiative until 2019, when a reboot produced a proposal for the CELTC. In September 2020, a director was hired and the CELTC was officially launched. Since its launch, the CELTC has continued to grow business and entrepreneurship-related curriculum, from stand-alone courses and programs to three new certificate programs. In addition, the center continues to support student interns in the business, entrepreneurship, and management fields and helps support the growth of students' interprofessional skills including effective communication and collaborative teamwork through its programming. The CELTC also works to connect students with Greener alumni who have gone on to work as transformational changemakers in the private sector. Finally, since its inception, the CELTC continues to advocate for transformational change in the private sector beyond Evergreen through community partnerships with organizations such as the Thurston Economic Development Center and the Northwest Cooperative Development Center.

WHERE IS THE CELTC TODAY?

Mission

The Center for Entrepreneurial Leadership and Transformational Change (CELTC) is a collaborative environment where students, Evergreen alumni and community members can actively engage with complex challenges through applied entrepreneurial and leadership learning opportunities in the curriculum, certificate programs, and co-/extra-curricular opportunities. The Center supports the development of social, sustainable and business entrepreneurial and leadership skills with integrated, interdisciplinary support from faculty, staff, peer mentors, community, and tribal communities. Students will leave Evergreen ready to think critically and creatively, participate collaboratively, and lead compassionately towards a more just and sustainable world.

Vision

The Center for Entrepreneurial Leadership and Transformational Change supports all students to discover and explore their passions through career-connected, interdisciplinary, and applied learning. Students are generously scattered throughout our local, regional, and global communities developing skills and experiences that deepen their Evergreen education. Graduates are empowered and equipped to develop solutions and adapt to the emergent needs and economies of our world. Alumni and community members can engage in life-long learning, gain the skills needed to advance their careers and hone their ideas for social and sustainable business entrepreneurial ventures, guided by the values of conscious capitalism.

Values

- Students as change agents
- Conscious capitalism
- Sustainability
- Innovation and risk taking
- Social equity and accessibility
- Teamwork and collaborative learning
- Tenacity and adaptability
- Community connections, partnerships, and economies
- Creative problem-solving
- Interdisciplinary, field-based, hands-on applied learning
- Technical and soft skill building
- Career-connected learning

SMARTIE GOALS:

Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, Equitable

SMARTIE Goal #1: Provide students with a comprehensive entrepreneurial academic track that is predictable, repeated, and constantly refreshed. Offerings should include survey courses (2-4 credits), a comprehensive fundamentals of business program (two quarters or year-long; 8, 12, or 16 credits), independent learning contract (ilc) offerings, and/or student-originated studies (SOS) opportunities. These offerings may be offered in partnership with other institutions, should be available to both daytime and evening/weekend students, and engage students whose primary focus of study may be outside business (E.G. Agriculture, Arts, Technology) and in which business prowess is important.

| Objective 1 | Objective 2 | Objective 3 | Objective 4 |
|---|---|--|---|
| Increase # of certificate offerings in business, entrepreneurship, leadership, and management | Increase # of electives and modular credit-bearing opportunities related to career pathways in business and entrepreneurship # of elec | Offer a long-term, cohesive academic pathway for business and entrepreneurship for credit-seeking students | Provide more opportunities for in-field experiences for students in business and entrepreneurship |
| Metrics: | | | |
| # of certificates in development # of certificates launched/established # of students enrolled in CELTC supported certificates | # of elective and modular credit-bearing courses offered throughout the academic year # of Fields of Study engaged in modular offerings # of students enrolled in CELTC-offered elective and modular courses/programs | # of full-time enrolled students in Business, Management, and Entrepreneurship PACE Areas of Emphasis | # of students placed in business and entrepreneurship-related internships throughout the academic year |
| 2022-2023 Metrics: | | | |
| 2 new certificates launched in 2022/2023 academic year 1 certificate in development by end of 22/23 year # of students enrolled in CELTC supported certificates 21 students enrolled in CELTC supported certificates (14 students enrolled in the Transformative Leadership certificate; 7 students enrolled in the Sustainable Cooperative Development certificate) | 4 elective and modular credit-bearing courses offered throughout the 2022/2023 academic year 3 Fields of Study engaged in modular offerings 114 of students enrolled in CELTC-offered elective and modular courses/programs | **PACE Area of Emphasis in Business, Entrepreneurship, and Leadership has not launched | 6 students placed in business and entrepreneurship-related internships throughout the 2022/2023 academic year |
| 2023-2024 Targets: | | | |

| | | | |
|---|---|---|---|
| <p>1 new additional certificate launched</p> <p>2 additional certificates in development by end of 2023/2024 academic year</p> <p>45-60 total students enrolled in CELTC-supported certificates</p> | <p>8-10 elective and modular credit-bearing courses offered throughout the 2023/2024 academic year</p> <p>8 total Fields of Study formally connected to/collaborating with CELTC elective/modular offerings</p> <p>150 students enrolled in CELTC-offered elective and modular course/programs</p> | <p><i>Target unavailable</i></p> | <p>Place 20-25 students in business and entrepreneurship-related internships through the CELTC internship program and Strategic Sustainability Reporting certificate program</p> |
| 2022-2023 Milestones: | | | |
| <p>Transformative Leadership Certificate and Sustainable Cooperative Development Certificate launched</p> | <p>CELTC elective offerings include:</p> <ul style="list-style-type: none"> • Introduction to Professional Skills • Introduction and History of Cooperatives • Introduction to Sustainability and Business • Sustainability, Business, and Entrepreneurship Academy | <p>Business, Management and Entrepreneurship PACE faculty and CELTC continue to plan for business and entrepreneurship pathways for students in the Professional and Continuing Education (PACE) initiative to be rolled out in Fall 2023/24.</p> | <p>Internship curricular structure is currently in development for CELTC students enrolled in Spring of 2024. Past internship placements include: Northwest Cooperative Development Center, Kokua Services/Hummingbird Studio, Conscious Community Collective, Thurston Economic Development Center and more.</p> |

SMARTIE Goal #2: Provide complementary, non-academic opportunities for students, staff, faculty, and community members to engage with entrepreneurship and business opportunities/experiences through Evergreen. Through these opportunities, students should be able to apply both liberal arts and entrepreneurship knowledge, collaborate across campus, engage with alumni and mentors, enter new venture competitions, and connect with community and regional resources.

| Objective 1 | Objective 2 |
|---|---|
| <p>Create a physical entrepreneurship hub and co-working space that affords entry opportunities for all types of budding entrepreneurs, such as makers (art, design, engineering), ideation, computer, etc. It is strongly recommended that the College utilize a downtown warehouse, or Exploratorium, with allocated spaces for key areas of student interest in entrepreneurship, such as dance, wood, and food. Work closely with the Downtown Olympia Business Association and the two major arts events, utilizing vacant storefronts to showcase the work of entrepreneurial Greener makers.</p> | <p>Host a formal speaker series, annual signature events, and an alumni mentorship program.</p> |
| Metrics: | |
| <p># of community events hosted by the CELTC</p> <p># of community contacts on CELTC email list</p> <p># of lecture series events hosted off campus in downtown space(s)</p> | <p># of CELTC-sponsored events</p> |

| | |
|---|--|
| | <p># of Greener alumni speakers hosted through the CELTC lecture series</p> <p># of attendees for CELTC events (e.g. CELTC lecture series)</p> |
| 2022-2023 Metrics: | |
| <p>One major downtown event hosted by CELTC in the downtown space (Spring 2023 Arts Walk)</p> <p><i>**Data not available for number of community contacts on CELTC email list</i></p> <p><i>**All lecture series events hosted online for 2022/2023 academic year</i></p> | <p>16 of CELTC-sponsored events</p> <p>13 Greener alumni speakers hosted through the 2022/2023 CELTC lecture series</p> <p>264 of attendees for 2022/2023 CELTC lecture series</p> |
| 2023-2024 Targets: | |
| <p>Three CELTC events hosted in connection with four major downtown Olympia events (Spring/Fall Arts Walk, Olympia Brewfest, Olympia Harbor Days Festival, Love Oly Summer Fest/Winter Fest, and/or Downtown for the Holidays)</p> <p>50 new contacts on CELTC email list</p> <p>21 CELTC Lecture Series hosted in downtown space</p> | <p>Host 3 documentary screenings with director Q&A</p> <p>21 Greener alumni speakers through the CELTC speaker series</p> <p>Host 3 industry-specific or career-oriented panels throughout the academic year</p> |
| 2022-2023 Milestones: | |
| <p>Exploration of a shared downtown space in collaboration with Kokua Services and Hummingbird studios</p> | <p>The CELTC launched the first formal speaker series that ran through fall, winter, and spring quarters throughout the 2022/2023 academic year</p> |



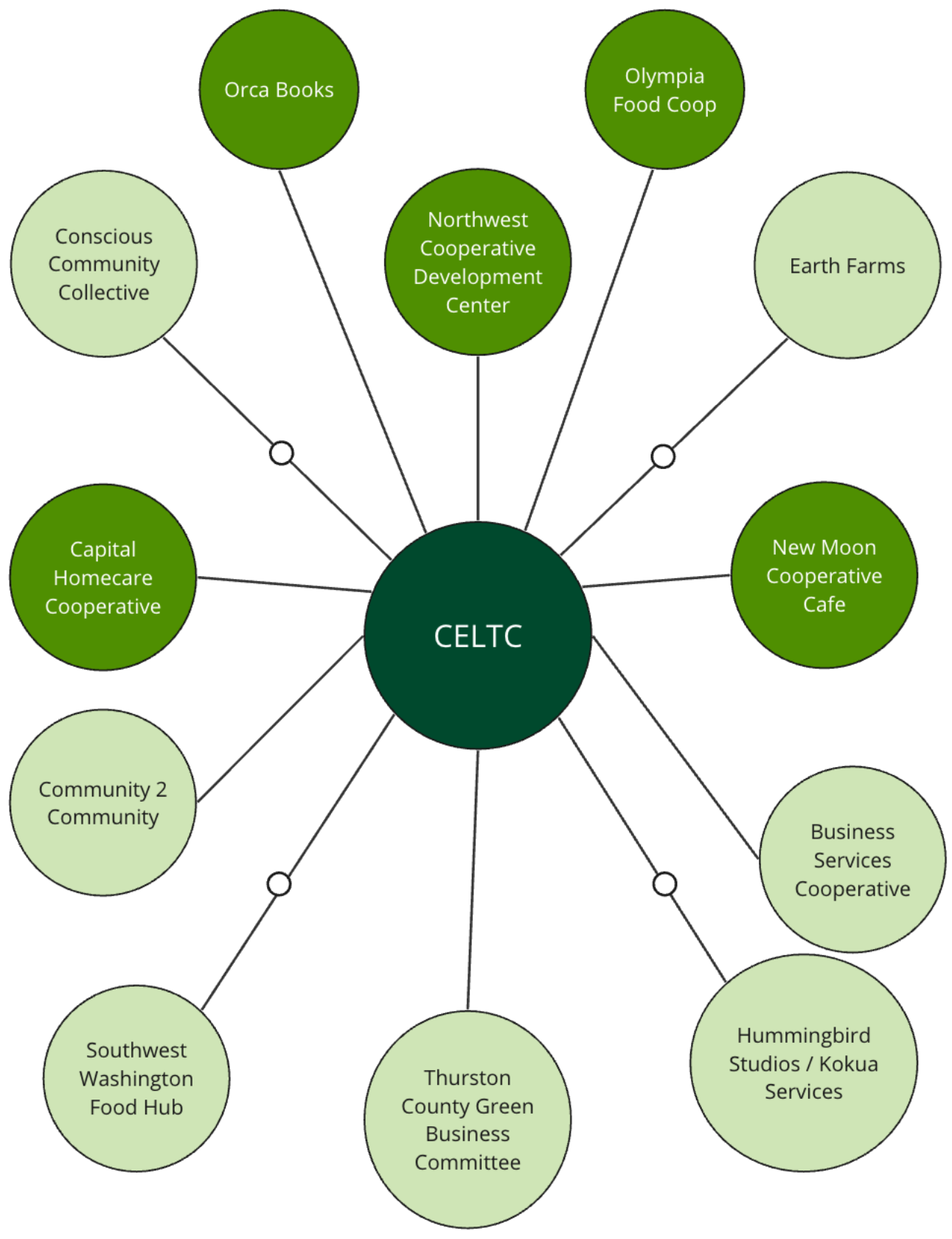
SMARTIE Goal #3: Coordinate/connect with and build upon local and regional entrepreneurship and business development efforts throughout Thurston County and the larger Cascadia region with an emphasis on support for minority-owned businesses and businesses serving under-represented communities.

| Objective 1 | Objective 2 |
|---|--|
| <p>Increase number of long-term partnerships with community businesses and organizations for student internship pathway placements</p> | <p>Increase number of formal partnerships with community organizations and local/regional business networks through non-curricular CELTC-related projects and work</p> |
| Metrics: | |
| <p># of businesses/organizations hosting CELTC interns during the academic year</p> <p># of community cooperatives hosting student projects in the Cooperative Development Lab</p> | <p># of formal partnerships with minority-owned community businesses/organizations and/or community businesses/organizations serving under-represented communities</p> |
| 2022-2023 Metrics: | |
| <p>4 businesses/organizations that hosted CELTC interns during the academic year</p> <p>2 community cooperatives that hosted student projects in the Cooperative Development Lab</p> | <p>3 formal partnerships with minority-owned community businesses/organizations and/or community businesses/organizations serving under-represented communities (Hummingbird Studio, Northwest Cooperative Development Center, and the Thurston County Green Business Committee)</p> |
| 2023-2024 Targets: | |
| <p>15 businesses/organizations hosting CELTC interns throughout the academic year</p> <p>5 community cooperatives that hosted student projects in the Cooperative Development Lab (part of the Sustainable Cooperative Development certificate)</p> | <p>5 formal partnerships with minority-owned community businesses/organizations and/or community businesses/organizations serving under-represented communities</p> |
| 2022-2023 Milestones: | |
| <p>Development of a growing number of local internship opportunities including Conscious Cooperative Collective, Earth Farms, Northwest Cooperative Development Center and Hummingbird Studio</p> | <p>The CELTC and CCAS joined the Green Business Committee through the Thurston County Economic Development Center and has helped support the certification of many small, medium, and large businesses throughout Thurston County</p> <p>The CELTC launched the Sustainable Cooperative Development certificate in collaboration with the Northwest Cooperative Development Center (NWDCD), cementing a long-term partnership with the NWDCD</p> |

SMARTIE Goal #4: Conceptualize sustainable entrepreneurship as an accessible and instrumental part of the Evergreen ecosystem.

| Objective 1 | Objective 2 |
|--|--|
| Increase awareness of and outreach for the CELTC across campus | Improve close collaboration with public service centers across campus (CCAS, CCBLA, SPP, House of Welcome, etc.) |
| Metrics: | |
| # of quarterly newsletters published in the academic year # of annual reports published in the academic year # of academic courses/programs visited (informational, collaboration, lecture, etc.) | # of events and programming co-hosted by other Evergreen public service centers # of attendees for events and programming co-hosted by other Evergreen public service centers |
| 2022-2023 Metrics: | |
| 1 newsletter published 1 annual report published <i>**Data not available for number of academic courses/programs visited (informational, collaboration, lecture, etc.)</i> | 1 event co-hosted by the CELTC and CCAS (Green Jobs Career Panel) 30 attendees at Green Jobs Career Panel (co-hosted by CELTC and CCAS) |
| 2023-2024 Targets: | |
| 3 quarterly newsletters released highlighting student spotlight and upcoming events, workshops, certificates, and courses/programs (sent to all faculty, staff, and students as well as alumni team) 1 annual report published publicly 15-20 courses/programs visited (informational, collaboration, lecture, etc.) | 3 events co-hosted with the House of Welcome 3 event collaborations with CCAS 1 CELTC course translated into an SPP offering |
| 2022-2023 Milestones: | |
| <i>**Due to staffing challenges, the CELTC was unable to publish quarterly newsletters throughout the 2022/2023 academic year</i> | In the Spring quarter, the CELTC and CCAS co-hosted a green jobs career panel featuring Greener alums and colleagues who spoke about their businesses, educational trajectories, and offered advice for students seeking green jobs. Panelists included Drew Carey (VP of Americas – Ventera Group), Michael Twiggs (Founder – Garden of Eden Urban Farming), and Kirk Haffner (Owner – South Sound Solar) |

COMMUNITY PARTNERS



2022-23 EXPENDITURES

| <u>BUDGET ITEM</u> | <u>COST</u> | <u>DELIVERABLES</u> |
|---|---|--|
| SALARIES, WAGES, AND BENEFITS: - DIRECTOR, CELTC (CELTC BUDGET PORTION ONLY) - STUDENT WORKER POSITION #1: SOCIAL MEDIA AND MARKETING ASSISTANT - STUDENT WORKER POSITION #2 & 3: CELTC COMMUNITY INTERNS | Staff Salaries: \$36,403.37 Student worker wages: \$11,610.63 Staff and student worker benefits: \$10,909.83 | Student Worker Deliverables: - Business/Entrepreneurship Course and Program Catalog (Past & Present) - Market Research for certificates (Transformative Leadership + Sustainable Cooperative Development) - CELTC website development - Guest Lecture and Workshop Videos (posted on CELTC website) - CELTC Newsletters - Paid Internships with Hummingbird Studios/Kokua Services |
| GUEST LECTURE HONORARIUMS | \$1,200 | 12 Guest lectures from Evergreen alumni throughout the CELTC Lecture Series (all lectures recorded and available on CELTC website) |
| CHANGEMAKER LAB | \$18,682.63 | Tilamiakatemia certification and continued faculty training books for Changemaker Lab Miscellaneous Supplies for Changemaker Lab |
| DOWNTOWN CELTC SPACE – UTILITIES AND MAINTENANCE | \$7,140.17 | Various utilities including: electricity, natural gas, water, sewer, stormwater assessment, refuse disposal Repair and maintenance fees |
| DOWNTOWN CELTC SPACE – TECHNOLOGY AND MATERIALS | \$2,281.32 | Technology equipment including projector, projector screen |
| OFFICE SUPPLIES, COPY/PRINT, TECHNOLOGY, AND SOFTWARE | \$869.72 | Various office materials Adobe Cloud subscription Copy and print materials for CELTC programming |
| NON-CELTC STAFF TRAINING & DEVELOPMENT, CONFERENCES, AND TRAVEL | \$1,291.70 | Conference travel for Director of CCBLA |
| MARKETING | \$2,515.50 | Marketing for new Assistant Director position |
| STAFF EDUCATION AND TRAINING | \$2,966.83 | 40 hour mediation training and conflict management training through Thurston County Dispute Resolution Center Additional faculty training for upcoming certificate in Sustainable Strategic Reporting |
| FOOD AND DRINK | \$2,056.69 | Catering for various CELTC-hosted events including Thurston Young Professionals monthly meeting, workshop events, and faculty summer institute |
| MISCELLANEOUS | \$81.23 | Transfer of communication charges |
| ACTUAL EXPENDITURES | \$98,009.62 | |

WHERE IS THE CELTC HEADING?

Future Goals and Upcoming Projects (2023-2024)

Pilot a new CELTC internship program that helps connect students to internships in the private sector during Spring and Summer 2024

Pilot a new Strategic Sustainability Reporting Certificate

Help support entrepreneurship, business, and leadership training and curriculum through Sustainability in Prisons Project and EPEP

Grow our existing community partnerships and develop new partnerships throughout Thurston County and beyond

Open a downtown Olympia satellite CELTC location in collaboration with Kokua Services and bring regular CELTC programming to the downtown community

Introduce a growing number of documentary screenings, career panels, workshops, and more to our regular CELTC programming

Continue to grow the CELTC staff to help support our work

Collaborate closely with the CCBLA and CCAS to help support students in non-profit, government, community, and private sector work

Visit sites.evergreen.edu/celtc to stay up-to-date on the latest CELTC programming!