



Regular Meeting of the Board of Trustees

The Evergreen State College
2700 Evergreen Parkway NW, Evans Hall Suite 3200 Boardroom
Olympia, WA 98505
Wednesday, January 22, 2025
10:00 a.m. – 3:00 p.m.

Public Zoom link: <https://evergreen.zoom.us/j/84888518952>

“Ever Evolving Since 1971”

The Evergreen State College 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 commitment to social justice, diversity, environmental stewardship and service in the public interest.

AGENDA

- 10:00 a.m.
1. Call to order, determination of quorum
 2. Chair’s opening remarks
 3. Executive Leadership report
 4. Public comment*
 5. Student Trustee report
 6. Representative reports
 - a) Faculty
 - b) Staff
 - c) GSU (Geoduck Student Union)
 7. Approval of meeting minutes
 - a) Action item: *motion to approve minutes of November 19-20, 2024, and January 17, 2025.*
 8. Strategic plan
 - a) Action item: motion to adopt the strategic plan as written or amended.
- LUNCH BREAK
9. Fundraising update and campaign impact
 10. Finance and Budget Committee
 - a) Chair’s report
 - b) Legislative update
 11. Student Achievement and Success Committee
 - a) Chair’s report
 - b) Enrollment update

 - c) Student presentation

12. Open Public Meetings Act executive session**

13. Evaluation of the president for 2023-24

a) Action item: *motion to approve evaluation of the President.*

b) Action item: *motion to approve adjustments to President's contract.*

3:00 p.m.

14. Adjourn

| | |
|----------------------------|---|
| Trustees Attending: | Miguel Pérez-Gibson Karen Fraser Fred Goldberg Allyson Brooks Ed Zuckerman (via Zoom) Pam MacEwan Kris Peters Josh Coetzee |
| Absent: | n/a |
| Staff Present: | John Carmichael, President Dexter Gordon, Executive Vice President Noah Coburn, Provost David McAvity, Vice Provost Trevor Speller, Vice Provost Lisa Dawn-Fisher, Director of Financial Planning Sandy Kaiser, Director of Government Relations Abby Kelso, Vice President for Advancement David Kohler, Chief Financial Officer Erik Gimness, Director of Institutional Research Jadon Berry, Executive Associate to the Executive Vice President William Ward, Chief Administrative Officer John Reed, Chief Enrollment Officer Anna Johnson, Administrative Assistant to President and Executive VP Andrew Beattie, Executive Associate to the President and Secretary to the Board of Trustees |
| Others Present: | Sharon English, Assistant Attorney General Casey Lalonde, Staff Representative to the Board of Trustees Shaw Osha, Faculty Representative to the Board of Trustees Janery Muñoz, GSU Representative to the Board of Trustees |

This meeting took place in the Evans Hall Boardroom 3201 on the Olympia campus located 2700 Evergreen Parkway NW, Olympia, WA, 98505

Chair Pérez-Gibson called the meeting to order at 10:32 a.m. and Secretary MacEwan confirmed a quorum.

Chair's opening remarks

Chair Pérez-Gibson formally welcomed Student Trustee Joshua Coetzee. He shared acknowledgements including the passing of Maxine Mimms and Dan Evans. He also shared news about the City of Tacoma's

dedication of Joye Hardiman Park, which was attended by staff and faculty from Olympia and Tacoma campuses, and he thanked photographer Mason Hadley for capturing the day.

Executive Leadership report

President Carmichael and Executive Vice President Gordon added remarks about Maxine Mimms, Dan Evans, and acknowledgements on the dedication of Joye Hardiman Park.

Approval of meeting minutes

Action item: motion to approve meeting minutes of September 4 and September 30, 2024

Motion 2024-22 Trustee Fraser moved to approve meeting minutes of September 4 and September 30, as written. The motion was seconded by Trustee MacEwan and passed on a voice vote.

Public comment

Chair Pérez-Gibson called for public comment at 11:10 a.m. Student March Anthony Johnson addressed the board to discuss the impact of the Basic Needs Center on Evergreen Students and advocate for continued support and resource allocation to the operation.

Student Trustee report

Student Trustee Joshua Coetzee shared he is proud to be a student at Evergreen and amidst challenging times locally and abroad. He stated that he is proud to work along-side and represent other international students at Evergreen and that he is particularly looking forward to the retreat discussions and strategic planning work.

Representative reports

Faculty Representative Osha shared comments received about curriculum planning amidst faculty staffing shortages, and noted colleagues are alert to potential changes in higher education legislation following the upcoming change in administration in the Federal government including funding for programs that support vulnerable populations. She also shared information on student work and accomplishments of various academic programs.

GSU Representative Muñoz shared that GSU has been heavily involved in election season community support hosting watch parties, post-election community gathering, and election cafes around mis/dis/mal information, LGBTQ issues, and climate in elections.

Representative Muñoz also offered specifics on important investments in shared governance work. The work includes updating governing documents to make sure they are strong and work to support students on the board currently and in future years. They have students working on the winter elections for the evergreen student community, hosted a week 4 student forum, strategic planning workshop, and continue to work on bridging connections between Tacoma and Olympia campuses. Representative Muñoz also offered an invitation for trustees or staff to attend any Monday weekly GSU meetings.

Staff Representative Lalonde shared about the Children’s Center’s work to help student employees and all students served through the SEES division develop a third path in how to show up responsibly post-covid and the impacts on children of all ages. She referenced the value of Child Care Access Means Parents in School (CCAMPIS) grant and the cross divisional support the center receives which results in a significant increase in retention rates for students who are also parents.

Board of Trustees 2025 meeting schedule

Action item: motion to approve the 2025 Board of Trustees meeting schedule as presented.

- Wednesday, January 22, 2025
- Thursday, March 6, 2025
- Wednesday, May 14, 2025
- Thursday, June 12, 2025
- Friday, June 13, 2025 (Commencement ceremony)
- Thursday, September 4, 2025
- Tuesday, November 18, 2025
- Wednesday, November 19, 2025 (Retreat)

Motion 2024-23 Trustee Brooks moved to approve 2025 Board of Trustees meeting schedule as presented. The motion was seconded by Trustee Coetzee and passed on a voice vote.

Chair Pérez-Gibson announced a break at 11:55 p.m. Meeting resumed at 12:10 p.m.

Student Achievement and Success Committee

Trustee Kris Peters and Provost Noah Coburn shared updates on a review of coordinated studies, graduate program proposals, and the committee’s work and review of current draft of the strategic plan. Chief Enrollment Officer, John Reed shared a report on enrollment, including early indicators for winter quarter. Director of Institutional Research, Erik Gimness joined the meeting to discuss the college’s efforts to track data on retention and the impact of various initiatives on retention efforts.

Chair Pérez-Gibson announced a break for lunch at 12:40 p.m. Meeting resumed at 1:28 p.m.

Finance and Budget Committee

Trustee Allyson Brooks was joined by Chief Financial Officer Dave Kohler to discuss the quarterly operating budget and presented proposed tuition rates for the 2025-26 academic year.

Tuition

Action item: motion to approve tuition rates for the 2025-26 academic year.

| Table 3. Total tuition: Full year, full-time student for 2025-26 | | | |
|---|-------------------|-------------------|---------------|
| | AY 2024-25 | AY 2025-26 | Change |
| Resident undergraduate | \$8,088 | \$8,361 | \$273 |
| Non-resident undergraduate | \$30,729 | \$31,749 | \$1,020 |
| Resident graduate | \$12,780 | \$13,206 | \$426 |
| Non-resident undergraduate | \$28,728 | \$29,682 | \$954 |

Motion 2024-24 Trustee Fraser moved to approve tuition rates for the 2025-26 academic year as presented. Motion was seconded by Trustee Goldberg and passed on a voice vote.

Open Public Meetings Act executive session

Chair Pérez-Gibson announced an executive session to review the performance of a public employee at 1:45 p.m.

Open meeting resumed at 2:52 p.m.

Evaluation of the President for 2023-24

Action item: motion to authorize the Board Chair to develop a written evaluation of the President including feedback from the Board.

Motion 2024-25 Trustee Brooks moved to authorize the Board Chair to develop a written evaluation of the President including feedback from the Board. The motion was seconded by Trustee MacEwan and passed on a voice vote.

Fundraising Update and Campaign Impact

Vice President for Advancement Abby Kelso was joined by Director of Evergreen’s Center for Community Based Learning and Action (CCBLA) Ellen Shortt Sanchez to discuss the specific ways fundraising has impacted CCBLA and Evergreen’s Basic Needs Center to combat hunger, homelessness, and other challenges that impact Evergreen students.

Recess until day 2

At 3:15 p.m., Chair Pérez-Gibson announced that the Board would go into recess until day two of the business meeting and retreat.

November 20 Retreat

Chair Pérez-Gibson called the meeting to order at 9:00 a.m. No decisions or actions were taken during the retreat. Chair Pérez-Gibson adjourned the meeting at 5:07 p.m. on November 20.

Miguel Pérez-Gibson, Chair

Pam MacEwan, Secretary

Trustees Attending: Miguel Pérez-Gibson
Karen Fraser
Allyson Brooks
Ed Zuckerman
Pam MacEwan
Joshua Coetzee

Absent: Fred Goldberg, Kris Peters

Staff Present: John Carmichael, President
Dexter Gordon, Executive Vice President
David Kohler, Chief Financial Officer
Genevieve Chan, Associate VP for Marketing and Communications
Anna Johnson, Administrative Assistant to President and Executive VP
Andrew Beattie, Executive Associate to the President and Secretary to the Board of Trustees
Holly Joseph, Dean of Students
John Reed, Chief Enrollment Officer
Sandy Kaiser, Director of Government Relations
Abby Kelso, Vice President for Advancement
Jadon Berry, Executive Associate to the Executive Vice President
Kendra Johnson, Communications Consultant

Others Present: Anne Miller, Assistant Attorney General

This meeting took place via Zoom with all panelists participating remotely.

Chair Pérez-Gibson called the meeting to order at 11:01 a.m. and Secretary MacEwan confirmed a quorum.

Public comment

Chair Pérez-Gibson called for public comment at 11:05 a.m. There was no public comment.

Financing renovation of dorm D

Chief Financial Officer, Dave Kohler briefed the board on the process and timeline associated with financing dorm D renovations, which calls for board consideration to approve a resolution authorizing signature and submittal of financing documents for a state agency site lease and state agency financing lease.

Action item: motion to adopt Resolution 2025-01 approving forms and authorizing execution and delivery by the college of a state agency site lease and a state agency financing lease in the principal amount not to exceed \$2,200,000, plus costs and financing expenses and capitalized

interest, if any, for the purpose of accomplishing the renovation of the college's dormitory building D; and providing for relating matters.

Resolution Trustee Brooks moved to adopt Resolution 2025-01 as written. Motion was seconded
2025-01 by Trustee Zuckerman and passed on a voice vote.

Chair Pérez-Gibson adjourned the meeting at 11:17 a.m.

Miguel Pérez-Gibson, Chair

Pam MacEwan, Secretary



Executive Summary

TO: Board of Trustees
FROM: John Carmichael, President
DATE: January 15, 2025
RE: 2025 – 2030 Evergreen Strategic Plan

1. Administrative Recommendation

Approve a motion to adopt the proposed 2025-2030 Evergreen Strategic Plan.

2. Proposed by:

Dexter Gordon, Executive Vice President

3. Explanation:

In spring 2023 the Board of Trustees (BoT) initiated the development of a new Strategic Plan to guide The Evergreen State College's next five years of development.

Since then, Evergreen has engaged in a series of consultations with internal and external stakeholders; examined data on demographic shifts affecting college-going students; and reviewed both analyses of market trends for higher educational services and global trends in higher education, participation, services, and pedagogical practices.

To engage its broad community Evergreen has employed a layered iterative process that has afforded students, staff, faculty, alumni, the Board of Governors, and the Board of Trustees multiple opportunities to contribute to the making of the plan through different means.

After listening sessions, retreats, workshops, focus groups, surveys, and presentations, Evergreen has crafted a Strategic Plan with four goals and a series of attendant strategies and strategic approaches.

We are also developing a set of metrics for tracking and measuring successes to guide our implementation and alert us to necessary course corrections over the next five years.

This Strategic Plan aims to use Evergreen's resources and capabilities to increase enrollment by 1,000 students within the next five years and to build a better environment for Evergreen's students, staff, and faculty. The growth will enable Evergreen to achieve an enrollment level that will be the basis for sustainability and sustained long-term growth. With a program of phased implementation over the next five years, the Plan also commits Evergreen to an ongoing process of strategic planning and organizational development to achieve the highest levels of efficiency and excellence.

The Strategic Plan will be officially launched July 1, 2025, giving the implementation team time to develop systems, tools, and trainings to support leaders across the college in aligning their work with the strategic plan.

4. History

- In Spring 2023, the Board directed President John Carmichael to develop a new Strategic Plan. President Carmichael charged Executive Vice President Dexter Gordon with leading the process of developing the plan. This plan should lead us towards the goal of increasing enrollment by 1000 students over the next five years.
- The Board of Trustees engaged extensively throughout the iterative process of developing the plan. Both the full Board and through its Executive Committee and its two standing committees, The Budget and Financing Committee, and the Student Achievement and Success Committee, received regular reports and offered input at regular intervals of the development of the Strategic Plan.

5. Programmatic Impact

This Strategic Plan leans into the innovative and effective projects and initiatives launched over the last several years and the various areas of established curriculum that exists in planning units across the college. A key priority is to guide these efforts and the work of units across the college into alignment around a shared direction. We also highlight the value of creating administrative and operational efficiencies in ongoing and emergent work to better meet the needs of our students, staff, and faculty while keeping sustainable workloads.

Four key highlights of this plan include:

- A new graduate program as part of a process that will continue to guide us in considering the introduction of further new degree programs in the coming years.

- A new partnership with SPSCC to grow transfer student matriculation, expanding to partner with additional community colleges in the region in later years of the plan.
- A new tracking, reporting and early alert system to boost retention through facilitating proactive communication between students, staff, and faculty and helping identify and support students at risk of leaving the college.
- A commitment to expanding food service and campus life in the evenings and weekends.

6. Budget Impact

In its November 2024 retreat, the Board of Trustees affirmed this Strategic Plan as guiding the College in the right direction for growth and development. The Board also noted that given the challenges of the current fiscal environment the College's commitment to a phased implementation of the Plan, over the next five years, is one it supports. The phased implementation enables the College to begin in year one with with priorities identified by the BoT and endorsed by the Executive Leadership and Senior Leadership Teams.

By phasing implementation across the five years of the plan, the College will amortize the budget impacts over the duration of the plan in a sustainable manner and will undertake year to year implementation based on emerging data and available resources. As noted above in section four, many of the strategic approaches outlined in this plan center current or newly developing programs as key institutional priorities, constitute adaptations in the way we approach areas of work, or enhance ongoing initiatives. These projects are already funded, staffed, and most are at some level of implementation. Developing alignment and support of these programs from all areas of the college enables us to achieve more efficiency and to effectively manage limited resources for greater impact within and environment of reduced state funding.

The new and expanded approaches launching in the first year of the plan will require some level of added funding. In some cases, funding sources have been identified or associated costs are projected to be covered by revenues from enrollment increases, while others will require budget allocations or adjustments.

7. Legal Process

[RCW 43.88.090](#) requires the integration of updated strategic plans and performance assessment procedures as a component of all budget requests by state agencies.

This plan provides our budget office with the information needed to submit decision packages in future years.

In [Resolution No. 2019-12](#) – Delegating the Board’s Powers and Duties – The Board has reserved the authority to “review and approve all changes to the strategic/long-range plan.” In addition, [RCW 28B.10.528](#) allows the governing boards of institutions of higher education to delegate, by resolution, any of the powers and duties vested in or imposed upon such governing board to the President (or designee).

8. Staff Review

JB Executive Associate to the Executive Vice President

AB Secretary to the Board of Trustees



The Evergreen State College

Strategic Plan

January 2025



evergreen

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THE PLANNING PROCESS

In spring 2023 the Board of Trustees initiated the development of a new Strategic Plan to guide The Evergreen State College's next five years of development.

Since then, Evergreen has engaged in a series of consultations with internal and external stakeholders; examined data on demographic shifts affecting college-going students; and reviewed both analyses of market trends for higher educational services and global trends in higher education, participation, services, and pedagogical practices.

To engage its broad community Evergreen has employed a layered iterative process that has afforded students, staff, faculty, Board of Governors, including alumni, and the Board of Trustees multiple opportunities to contribute to the making of the plan through different means.

After listening sessions, retreats, workshops, focus groups, surveys, and presentations, Evergreen has crafted a Strategic Plan with four goals and a series of attendant strategies and action steps.

We are also developing a set of metrics for tracking and measuring successes to guide our implementation and alert us to necessary course corrections over the next five years.

This Strategic Plan aims to use Evergreen's resources and capabilities to increase enrollment by 1,000 students within the next five years and to build a better environment for Evergreen's students, staff, and faculty. The growth will enable Evergreen to achieve an enrollment level that will be the basis for sustainability and sustained long-term growth. With a program of phased implementation over the next five years, the Plan also commits Evergreen to an ongoing process of strategic planning and organizational development to achieve the highest levels of efficiency and excellence.

This plan is before the Trustees for its review and eventually for its approval as a prerequisite for resource allocation and implementation.

Brief Planning Timeline

- Spring 2023** Board of Trustees (BoT) initiated the development of a new strategic plan and charged the president with leading the process.
- President delegated the planning process to the Executive Vice President who convened the Core Team to steward the work of developing the plan.
- Summer 2023** Trainers from the Society of College and University Planners (SCUP) led a three-day training for 39 staff, faculty, and administrators to help the College build strategic planning capacity. A Strategic Planning Team (SPT) established.
- Fall 2023** SPT engaged the campus community in a series of workshops. These included students, staff, faculty, the Board of Governors (BoG), and Board of Trustees. Input from these sessions helped inform the process of the SPT's identification of four themes.
- Winter 2024** The SPT created four subcommittees with staff, faculty, and student representatives. Each subcommittee was assigned a strategic theme and tasked with drafting a goal with a rationale, and strategies.
- Draft Goals were developed and shared with the college community for feedback. Core Team collected feedback through a survey, administered by the College's IR office.
- Spring 2024** A series of focus groups organized by the SPT to gather deeper community input. Subcommittees drafted strategies that the SPT then shared with the BoT and other key stakeholders across the college.
- Strategic Planning Document developed by Core Team based on the four goals developed by the four subcommittees.
- Strategic Plan refined through a series of writing workshops. Feedback from subcommittees incorporated, goals and strategies aligned, and institutional action items named for each strategy.
- Summer 2024** Strategic Plan shared with the Executive and Senior Leadership Teams (ELT and SLT). The Core Team then incorporated feedback and began working with the ELT and the SLT to educate the campus about the Plan and to create buy-in.
- Fall 2024** In October, the Strategic Plan was shared and feedback collected in a series of community fora with campus groups including faculty, staff, students, and the BoG.
- In November, Board of Trustees reviewed a proposed Strategic Plan, at their public meeting in November 2024. The Board discussed the plan in depth at their November retreat.
- The Core Team incorporated feedback from the Board of Trustees and developed a final draft.
- Winter 2025** The Board discussed and approved the plan at their January 2025 meeting.

Planning Committee

Core Team

Dexter Gordon*
Erik Gimness
Julia Metzker
William Ward
Jadon Berry
Jordan Winczewski
River Scheuerell**
Farra Hayes

Planning Team

Dawn Barron***
Holly Joseph
David Kohler
Kevin Francis***
Shaw Osha (Flores)***
John Reed
Marcia Tate Arunga***
David McAvity***
Core Team Members

Access & Enrollment

Wade Arave*
Dawn Barron*, ***
Michelle Crowson
Kristina Ackley***
Steff Beck***
Nancy Koppelman***
Sharon Cronin
Dante Faulk**
Javier Womeldorff

Student Learning,

Retention, & Success

Holly Joseph*
Kevin Francis*, ***
Abir Biswas
Allen Thompson
Margaret Blankenbiller
Shaw Osha (Flores)***
Emily Pieper
Jackson Parr**
Bridget Ingraham**

Community, Culture, & Campus Climate

Marcia Tate Arunga*, ***
Elizabeth McHugh*
Stacey Davis***
River Scheuerell**
John McLain
Casey Lalonde
Cholee Gladney
Michael Rupp Talamantez
Onya Robertson**

Innovation & Investment

Lisa Dawn Fisher*
William Ward*
Keith Stafford
Tony Alfonso
Scott Morgan
Kendra Johnson
River Scheuerell**

*Co-chair, **Evergreen Student,

***Member of the Faculty

OVERVIEW OF THE COLLEGE

Mission

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

Our unique role and model

As Washington's designated public liberal arts college, Evergreen is dedicated to ensuring that a college education in Washington is rigorous, accessible, and affordable. We take pride in admitting, supporting, and graduating students from underrepresented and underserved by higher education. Evergreen prepares students for today's challenges through collaborative work, hands-on experiences in and out of the classroom, and active community engagement. The college offers two undergraduate and three graduate degrees: Bachelor of Arts, Bachelor of Science, Master of Environmental Studies, Master in Teaching, and Master of Public Administration.

Aspirational vision

Evergreen is well-positioned to grow and thrive through the second half of this decade after five years of focused innovative work to address a steep enrollment decline and the impacts of COVID. Together, leaders across the institution developed a slate of initiatives to meet the needs of our current students, offer new curricular options to prospective students, and design systems to better support the basic needs of our community. These efforts have resulted in the college kicking off fall 2024 with our eighth consecutive quarter of enrollment growth. These efforts also allowed the College to reduce operating deficits as we concluded fiscal years 2023 and 2024 with minimal operating deficits and mitigated the effects of such deficits on recovery efforts.

Fiscal year 2024 brought us to the end of Evergreen's first capital fundraising campaign. Thanks to the leadership of our team in Advancement and the Foundation's Board of Governors, **we surpassed our fundraising target of \$55 million by raising \$62.5 million from more than 4,000 Greeners, Geoducks, Sankofas, and friends.** These exciting results demonstrate broad support for the College that extends beyond the boundaries of our campuses.

Building on these and other successes in recent years, we expect to emerge from the 2020's as a larger institution that supports a thriving population of at least 3,500 students enrolled throughout our established curricular areas:

- 1. Evergreen's three graduate programs (MIT, MES, & MPA).**
- 2. Interdisciplinary and Early Childhood Education programs at the Tacoma Campus.**
- 3. Undergraduate Paths and coordinated studies programs in the Olympia daytime and evening and weekend curriculum.**
- 4. Our credit-bearing certificate programs offered through the Professional and Continuing Education Certificate (PACE).**
- 5. Evergreen Prison Education Programs and Sustainability in Prisons Programs.**

We recognize the challenges of launching a Strategic Plan in the midsts of emerging state budget deficits, which led to hiring and spending freezes. Even so, many of the critical advances identified in this plan are already funded or will be funded through new and innovative approaches of our staff and faculty.

To successfully realize our enrollment target, Evergreen will prioritize efforts to enhance the sustainability and clarity of work needed to support curricular and co-curricular offerings across the College. Modernizing and aligning administrative systems, processes, workflows, and technology will allow staff to thrive while providing an administrative environment that is adaptive, efficient, and easy to navigate for students, faculty, and staff.

We will also strive to clarify and enhance the transparency of decision-making processes to ensure new initiatives align with the strategic direction of the College and are purposefully planned for success.

To prepare for our expected growth, we need to bolster and improve existing systems and areas of operations to develop the ability to support new initiatives and a larger student body. To achieve this, in the first two years of implementation of this plan, we will emphasize strategies and tactics that will put us on a more stable footing while supporting the continued implementation of ongoing initiatives.

Values

See [Values For the Planning Team.docx](#)

EVERGREEN'S FOUR STRATEGIC THEMES

The plan outlines four strategic areas developed through our research and from input gathered from across the College community reflecting the themes, issues, and priorities our Board and other stakeholders value and identify as necessary for the growth and strengthening of Evergreen. In fall 2023, we held SWOT (strengths, weaknesses, opportunities, threats) workshops with students, faculty, and staff at both our Olympia and Tacoma campuses, as well as with the Board of Governors and Board of Trustees. We supplemented this with the aspirational analysis from a SOAR perspective (strengths, opportunities, aspirations, results). We then coded the responses from these groups and these four themes emerged:

- 1. Access and Enrollment**
- 2. Student Learning, Retention, and Success**
- 3. Community, Culture, and Campus Climate**
- 4. Innovation and Investment**

We embraced the four strategic themes as the foundations of the Strategic Plan. We describe these themes in the [Brief Planning Timeline](#) earlier in this document. We then assembled four subcommittees to support our continued iterative process of developing community-informed goals and strategies for each of the four strategic themes. The next section presents each goal and associated strategies.

The goals provide us with general guidance for how to engage with the strategic themes. Strategies allow us to align efforts to effectively serve a growing number of students, our community, and the state in alignment with our mission and strategic goals.

Strategies serve as a guidepost for decision-making, the prioritization of new and continuing programming, and the allocation of resources. Each strategy will be matched with metrics and assessment criteria. Strategies are assessed at the college level, and assessments will be consistently updated as new data becomes available. An important feature of this plan is providing College leaders with timely, high-level overviews of progress and success as the plan is implemented. We have developed new dashboards through which we will be able to provide such data to executive leadership, the BoT, and the College community for ongoing evaluation and planning.

The strategies described in the following pages were developed after expansive community input, significant work by members of the strategic planning subcommittees, and collaboration with relevant subject matter experts. Our four subcommittees developed the first draft of strategies. The Core Team revised and further developed these strategies to refine key priorities and align the strategies across the four strategic goals.

Strategic Theme 1 – Access and Enrollment

This strategic theme addresses how we recruit, admit, and enroll new students. Our mission calls on us to break down barriers to higher education. We will build and strengthen pathways for students to come to Evergreen. We occupy a unique position in the higher education landscape with a dynamic, multifaceted identity (see [Our Unique Role and Model](#)). Our model can provide an excellent, transformative education in ways not offered by other institutions. We will reach out to prospective students and help them see how they can find a fulfilling college experience and reach their educational goals at Evergreen. To do this successfully we will strategically leverage resources and streamline systems to reduce hurdles and remove obstacles to matriculation. As we implement work in this area, we will track the number of applicants, yield rates, and attend to our resident/non-resident mix.

To reach our overarching goal of growing enrollment by 1,000 students, we look to meet students where they are. We will reach out to their communities, aligning and highlighting how an Evergreen education can help them reach their goals and provide a welcoming, user-friendly enrollment experience. Our goal is to have a student composition that reflects our commitment to serve underserved students and have a balance of resident and non-resident students to help us achieve financial health.

Strategic Goal 1: Access and Enrollment

Evergreen aims to boost enrollment by 1,000 students during the next five years, driven by increased access, exceptional and transformative academic opportunities, and a commitment to meeting the diverse needs of students and their communities.

Strategies to Address Goal1: Access and Enrollment

Strategy 1 (Academic Opportunities)

Expand and further develop innovative undergraduate and graduate academic programs and offerings that meet evolving student interests and emerging workforce demands and that capitalize on the growing interest in online and hybrid learning environments.

Strategy 2 (Value and Distinctiveness)

Spotlight Evergreen’s distinctive, high-quality, interdisciplinary, collaborative, and affordable liberal arts education, showing students the lifelong value of an Evergreen degree.

Strategy 3 (Enrollment Experience)

Enhance our enrollment services to deliver more personalized, streamlined, and accessible experiences.

Strategy 4 (Relationships)

Grow and nurture mutually beneficial relationships with regional, national, and international partners connected with prospective student populations.

Strategy 5 (Internationalization)

Create an internationally engaged campus that prepares students to thrive in an interconnected world. By expanding international perspectives, we will develop globally competent graduates who can address complex challenges across cultures.

Strategic Theme 2 – Student Learning, Retention, and Success

Student learning and success speaks to a well-developed and holistic set of services and support systems to enable and improve student success. Our aim is to strengthen graduation and retention rates, with particular attention to helping first-time first-year students develop a foundation that will support them into their second year and through to graduation. We will develop wrap-around advising and mentoring experiences that support students as they navigate the meaningful and high-impact learning experiences, which will keep them engaged at Evergreen and prepare them for post-graduate success.

Strategic Goal 2: Student Learning, Retention, and Success

Evergreen will intensify its commitment to enhancing student engagement in coordinated, high-quality learning experiences and providing personalized support to drive academic success, foster personal growth, and ensure career readiness. We aim to increase student retention to 82% and graduation rates to 57% within five years.¹

Strategies to Address Goal 2: Student Learning, Retention, and Success

Strategy 1 (Retention)

Increase students' successful completion of their degree at Evergreen from their first year through graduation.

Strategy 2 (Navigation)

With a student-centered approach, strengthen advising, mentoring, and support for students as they navigate their college experience.

Strategy 3 (Student Learning and Post-Graduate Success)

Deliver an exceptional educational experience that empowers students to reach their highest levels of academic learning, achievement, and post-graduate success.

Strategy 4 (Evergreen's Distinctive Approach)

Commit to an immersive and transformative, student-centered learning model that guarantees flexible, hands-on, interdisciplinary experiences and fosters collaboration and strong peer relationships.

¹ The fall 2023 to fall 2024 retention rate is 72% for all undergraduates and 70% for first-time first-years. The six-year completion rate is currently 41%.

Strategic Theme 3 – Community, Culture, and Campus Climate

Evergreen will thrive as a vibrant community that draws from a diverse global pool of prospective students, faculty, and staff who will join an exciting and supportive environment. We enhance these aspects of our community and campuses by building meaningful engagement opportunities to foster inclusion and active participation in the decision-making of the College. We will foster sustainability and grow the College community in a way that builds upon our strengths and harnesses the potential of our spaces and the passions and commitments of our people. We will work collaboratively to establish strong connections that will enable us to highlight and celebrate the contributions of colleagues and students across all areas of the College.

Strategic Goal 3: Community, Culture, and Campus Climate

Evergreen will demonstrate continuous improvement in measures of climate, satisfaction, and belonging by striving to be a learning organization marked by a vibrant culture that promotes well-being, inclusivity, and joy, where every member is valued.

Strategies to Address Goal 3: Community, Culture, and Campus Climate

Strategy 1 (Inclusive Engagement)

Build a cohesive and inclusive campus environment that upholds academic freedom and a culture of meaningful engagement across differences, while promoting active participation in decision-making processes.

Strategy 2 (Building Community)

Grow a community grounded in thriving and flourishing that appreciates our full human potential and sustains Evergreen's built and natural environment.

Strategy 3 (Connections)

Enhance connections among the College's various units, programs, and campuses.

Strategic Theme 4 – Innovation and Investment

Evergreen has always been an institution that designs and adapts administrative systems in support of a constantly emerging curriculum. As Evergreen charts a path of continued enrollment growth, we must find ways to both continue the support of our dynamic offerings, while also finding ways to align systems and processes to efficiently sustain a larger campus community. This is even more critical in the face of state budget cuts and mounting student debt. Evergreen will build on its strengths to become an institution that thrives in its ability to offer a dynamic curriculum while also committing to holistic planning, strategic thinking, and administrative excellence across the College. Without undue burdens on the curriculum, we can create a culture of sustainability and efficiency in our work by maximizing diverse revenue streams, strategically managing our resources, and modernizing our use of technologies.

Strategic Goal 4: Innovation and Investment

Evergreen will fund operational excellence, innovation, and efficiency in support of the College’s mission and fiduciary responsibilities.

Strategies to Address Goal 4: Innovation and Investment

Strategy 1 (Efficient, Agile, and Responsive Operations)

Develop sustainable, adaptable, and consistent systems that encourage innovation, minimize constraints, and align with effective operational processes.

Strategy 2 (Revenue, Investment, and Resource Management)

Continuously and vigorously pursue diverse external revenue streams and related support and promote inclusive, transparent, and cost-effective financial decision-making to improve alignment between revenue and expenses and to establish a financially sustainable business model.

Strategy 3 (Technology)

Increase use of innovative technology applications and systems that will improve student learning outcomes, enhance student, staff, and faculty experience, improve operational efficiency and effectiveness, and reduce administrative costs.

OUR PATH TO IMPLEMENTATION

Because Evergreen thrives as an institution that continuously realigns itself to best meet the needs of our ever-evolving student population, implementation plans must necessarily be able to shift as our students and environment evolves. Initial priorities and approaches for the first year of this strategic plan have been developed, approved, and will be guided by executive leadership. This plan also identifies several institutional approaches, still in development, that are expected to be implemented in Years 2 through 5 of the plan.

Because the needs of institutions evolve, each year as work to realize the overarching goals continues, the implementation team will report on progress and make recommendations about next steps to the Executive Leadership Team.

Just as the strategic goals and strategies guide our work around each strategic issue, the College has also developed an implementation plan to clarify and guide the work for each goal and strategy. The implementation plan includes three domains of work to be guided by the implementation team. These include (a) intentional efforts to further implement an ongoing and integrated approach to strategic planning; (b) the development of tools and provision of support to implement annual, transparent, and aligned unit-level planning and assessment cycles for all units of the College; and (c) the implementation of institutional approaches that support each strategy that are prioritized and approved by executive leadership.

The remainder of this section provides an overview of plans to implement Integrated Strategic Planning, Unit-Level Planning, and Institutional Approaches associated with each goal.

Board of Trustees
Provides Direction

Goals

Strategies

Executive Leadership
Guides Implementation

Integrated
Strategic Planning

Unit-Level
Planning

Institutional
Approaches

Implementation

Integrated Strategic Planning

With the launch of this Strategic Plan, Evergreen is committed to building a culture of integrated planning and assessment that encourages alignment of planning processes and timelines across the College. The following planning processes will build on this Strategic Plan over the next three years. Strategies and processes developed during the planning process will support the ongoing planning work, ensure alignment, and promote collaboration. Ongoing work implementing this Strategic Plan will inform the development of the next Strategic Plan, forming a planning cycle of improved efficiency and decision-making.

| Integrated Planning Component | Development Timeline |
|---|-----------------------------|
| Comprehensive Facilities, Grounds, and Maintenance Plan | September 2025 – June 2027 |
| Comprehensive Housing Plan | September 2025 – June 2027 |
| Strategic Enrollment Plan | March 2025 – December 2025 |
| Technology and Systems Strategic Plan | September 2025-January 2026 |
| Accreditation Planning and Reporting | Ongoing |
| Strategic Budget Planning | TBD |

Establishing Ongoing Unit-Level Planning and Assessment

Leading up to Year 1 of the Strategic Plan will include preparatory work to train and support unit leaders in developing unit-level plans that support this Strategic Plan and their units. As they are developed, Unit-Level Plans will be published routinely on the intranet and summary reports will be published on our website annually.

| Unit Level Planning Timeline | |
|--|----------------------------------|
| Each unit develops one or more measurable goals for the upcoming academic year | August 15, 2025 |
| Units identify formative data points and use those data to engage with their teams about their goals throughout the year | August 15, 2025-June 30, 2026 |
| Units report on identified goals | June 30, 2026 |
| Division leaders consider realignment of unit classification | June 30, 2026-September 15, 2026 |
| Units develop updated goals for the 2026-2027 academic year | September 15, 2026 |

Prioritizing Institutional Approaches

Throughout the iterative process of developing this plan, numerous useful ideas were shared with the SPT about changes that could help the College grow. A number of these ideas were supported by institutional data, student success literature, or otherwise stood out as achievable and measurable cross-divisional steps that support goals and strategies described earlier in this plan. The approaches listed in the tables below have been reviewed by the ELT, the SLT, the BoT, the BoG, and the rest of the College. Some of these approaches are broad and provide guidance for everyone on campus to integrate changes into their daily work. Others identify clear projects that impact many areas of the institution and are at various stages of development or implementation. Highlighted approaches have been identified as priorities to be implemented during Year 1 of this plan.

Key:

| | | |
|---------------------|---------------------|-----------------------------------|
| ONGOING WORK | TOP PRIORITY | STILL DETERMINING PRIORITY |
|---------------------|---------------------|-----------------------------------|

Goal 1 – Access and Enrollment

Evergreen aims to boost enrollment by 1,000 students during the next five years, driven by increased access, exceptional and transformative academic opportunities, and a commitment to the diverse needs of students and their communities

Strategy 1 - Academic Opportunities: Expand and further develop innovative undergraduate and graduate academic programs and offerings that meet evolving student interests and emerging workforce demands, and that capitalize on growing interest in online and hybrid learning environments.

| | | |
|-------|--|--|
| 1.1.1 | <p>With a focus on an engaging, coherent and predictable curriculum, expand and promote existing academic programs where the College excels and stands out compared to other institutions.</p> <p><i>For example: The environmental sciences, the farm, the creative arts, Indigenous studies, and interdisciplinary studies, among others.</i></p> | Ongoing Work (Marketing, Faculty Hiring Priorities) |
| 1.1.2 | Expand and strengthen unique opportunities for traditionally underserved students. | Ongoing SLT Priority |
| 1.1.3 | <p>Create new academic programs, degrees, and other credentials in partnership with workforce organizations, government, businesses, tribes, and nonprofits to address demographic shifts, evolving careers, and global challenges like climate change, technology, public health, and social inequality.</p> <p><i>For example: Professional and Continuing Education certificates (PaCE), the Early Childhood Education (ECE) program in Tacoma, the Evergreen Prison Education Program (EPEP), and the College’s ongoing process for adding new graduate programs.</i></p> | Ongoing SLT Priority |

Strategy 2 - Value and Distinctiveness: Spotlight Evergreen’s distinctive, high-quality, interdisciplinary, collaborative, and affordable liberal arts education, showing students the lifelong value of an Evergreen degree.

| | | |
|-------|--|--|
| 1.2.1 | <p>Craft accessible, compelling messaging about Evergreen’s core identity and innovative learning approach.</p> <p><i>For example: Highlight unique program offerings, faculty expertise, and our natural and built environment. Vigorously promote the career and lifelong benefits of Evergreen's learning approach. Center student and recent alumni stories and voices in our outreach and marketing to prospective students and meet them where they are through engaging short-form media.</i></p> | Ongoing Work (Undergraduate Curriculum Content Committee) |
| 1.2.2 | <p>Offer targeted discounting of tuition and competitive scholarships and financial aid packages to make education more affordable for regional, out-of-state, and international students.</p> <p><i>For example: Shelton Promise, WUE, Returning Greeners, 4-year tuition discounts, etc.</i></p> | Ongoing Work (Enrollment Services and Advancement) |

Strategy 3 - Enrollment Experience: Enhance our enrollment services to deliver more personalized, streamlined, and accessible experiences.

| | | |
|-------|---|--|
| 1.3.1 | <p>Improve and personalize admissions and enrollment processes to better meet students where they are, offering multiple, easily accessible entry points for clear, responsive, and streamlined financial aid advising and registration.</p> <p><i>For example: Align admissions and scholarship applications and timelines to enhance access and increase the appeal of acceptance offers.</i></p> | Ongoing Work |
| 1.3.2 | <p>Improve the alignment of new student recruitment and advising strategies with first-year experience programs, such as pre-orientation and Greener Foundations to help</p> | Ongoing Work (New Student Steering) |

| | | |
|--|--|---|
| | <p>students find a welcoming community and to help them navigate their transition to college.</p> <p><i>For example: Incorporate research-based communication and relationship building tactics with prospective students consistent with our strategic enrollment plans and aligned with other first-year experience programs.</i></p> | Committee, Abir, Michelle, Kayla) |
| <p>Strategy 4 - Relationships: Grow and nurture mutually beneficial relationships with regional, national and international partners connected with prospective student populations.</p> | | |
| 1.4.1 | <p>Develop transfer and dual enrollment agreements with community colleges in our region, to include guaranteed admissions, two- and four-year degree pathways, co-advising, and four-year plans for financial aid.</p> | Ongoing Top Priority |
| 1.4.2 | <p>Work with regional and local community partners, including local high schools, tribes, and other organizations representing historically marginalized groups to align educational interests that help generate a college-going culture.</p> <p><i>This could include initiatives such as Shelton Promise, the Prison Education Program, and community building activities through our public service centers, the Tacoma, campus and our Tribal liaison work.</i></p> | SLT Priority |
| <p>Strategy 5 - Internationalization: Create an internationally engaged campus that prepares students to thrive in an interconnected world. By expanding international perspectives, we will develop globally competent graduates who can address complex challenges across cultures.</p> | | |
| 1.5.1 | <p>Strengthen international partnerships and agreements and forge new ones to grow exchange opportunities and expand international educational experiences for our students.</p> | Ongoing Work (Office of International Programs) |

| | | |
|-------|---|--|
| 1.5.2 | Recruit more international students, helping to enrich the diversity of our student population. | Ongoing Work (Office of International Programs) |
|-------|---|--|

Goal 2: Student Learning, Retention, and Success

Evergreen will intensify its commitment to enhancing student engagement in coordinated, high-quality learning experiences and providing personalized support to drive academic success, foster personal growth, and ensure career readiness. We aim to increase student retention to 82% and graduation rates to 57% within five years.¹

Strategy 1 - Retention: Increase students' successful completion of their degree at Evergreen from their first year through graduation.

| | | |
|-------|--|---|
| 2.1.1 | Achieve 75% first-year retention through integrated first-year experience programming, supportive academic planning aligned with college success and career aspirations, and a rich variety of interdisciplinary first-year academic programs. | Ongoing Work (New Student Steering Committee, Abir, Michelle, Kayla) |
| 2.1.2 | Implement a student-centered service ethos for all student-facing offices with a goal of creating a supportive environment, providing clear and responsive guidance and resources, promoting a sense of care and belonging, and adapting services to changing needs. | SLT Priority |
| 2.1.3 | Implement a data informed “early alert” system to identify and assist students at risk of leaving the College, using academic performance and engagement metrics, among others. | Top Priority |

Strategy 2 - Navigation: With a student-centered approach, strengthen advising, mentoring, and support for students as they navigate their college experience.

| | | |
|---|---|--------------|
| 2.2.1 | Develop and implement a tracking and reporting system that facilitates proactive communication between the students, support staff, and faculty regarding student needs, academic planning, and postgraduate preparation. | Top Priority |
| 2.2.2 | Foster proactive institutional programming and student agency to ensure all students receive comprehensive, consistent, and impactful academic and career advising. | SLT Priority |
| 2.2.3 | Develop a state-of-the-art last mile training and development program to enhance career readiness and student success after graduation. | SLT Priority |
| Strategy 3 - Student Learning and Post-Graduate Success: Deliver an exceptional educational experience that empowers students to reach their highest levels of academic learning, achievement, and post-graduate success. | | |
| 2.3.1 | Build on efforts to enable faculty and curricular teams to create and use measures of student achievement and learning outcomes. Empower and encourage faculty to use these measures to identify areas for improvement, including equity gap and to implement targeted strategies to address them. | |
| 2.3.2 | Expand on our current processes for acknowledging and documenting lived experience and prior learning. Increase support, visibility, and integration of experiential learning opportunities to further develop practical skills, add to a student's academic portfolio, and prepare them for post-graduate success. | |
| 2.3.3 | Increase the availability of and equitable participation in high impact practices and advanced learning opportunities to prepare students for post graduate success, to include research, internships, field work, study abroad, and senior capstones. | SLT Priority |
| Strategy 4 - Evergreen's Distinctive Approach: Commit to an immersive and transformative, student-centered learning model that guarantees flexible, hands-on, interdisciplinary experiences and fosters collaboration and strong peer relationships. | | |

| | | |
|-------|---|---|
| 2.4.1 | <p>Evaluate Evergreen’s distinctive coordinated studies model and make changes as necessary to ensure it is responsive to changing conditions and emerging student needs.</p> <p><i>For example: Do we need more team-taught, year-long programs? Do we emphasize coordinated studies for first-year students? Will more 12-4 options help give students more flexibility and choice?</i></p> | Ongoing Work (Coordinated Studies review underway) |
| 2.4.2 | Enhance faculty development to foster collaborative interdisciplinary teaching. | |
| 2.4.3 | Encourage and incentivize team building to support vibrant interdisciplinary offerings. | |
| 2.4.4 | Cultivate and integrate student peer learning through enhanced employment opportunities, supported by professional and leadership development, positioning students as peer mentors and facilitators. | SLT Priority |

Goal 3: Community, Culture, and Campus Climate

Evergreen will demonstrate continuous improvement in measures of climate, satisfaction, and belonging by striving to be a learning organization marked by a vibrant culture that promotes well-being, inclusivity, and joy, where every member is valued.

Strategy 1 - Inclusive Engagement: Build a cohesive and inclusive campus environment that upholds academic freedom and a culture of meaningful engagement across difference, while promoting active participation in decision-making processes.

| | | |
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| 3.1.1 | Promote a culture of civility and free speech by centering equity, justice, and belonging. Achieve this through diverse hiring practices, implementing Equity Action Plans across the College, and examining and reinforcing the Social Contract. | |
| 3.1.2 | Provide regular educational opportunities for students and employees on de-escalation and conflict resolution skills, including active listening, empathy, and negotiation techniques to help resolve conflicts through open and transparent processes that are defined and consistent to create a culture of trust. | |
| 3.1.3 | Strengthen the effectiveness and transparency of shared governance to inform decision making, including enhancing student, staff, and faculty engagement. | SLT Priority |

Strategy 2 - Building Community: Grow a community grounded in thriving and flourishing that appreciates our full human potential and sustains Evergreen's built and natural environment.

| | | |
|-------|--|--------------|
| 3.2.1 | Increase the vibrancy of campus life across all Evergreen locations, including enhancing existing recreational, performance arts, and lab and studio facilities. | SLT Priority |
|-------|--|--------------|

| | | |
|---|--|--------------|
| 3.2.2 | Expand food services and campus life in the evenings and during weekends, and more. | Top Priority |
| 3.2.3 | Grow curricular and co-curricular programming connected to the Organic Farm, our campus forest and shoreline, and neighborhoods in the vicinity of our two campuses. | SLT Priority |
| 3.2.4 | Enhance Evergreen's reputation and role as a unique intellectual hub by deepening the college's engagement with communities in the South Sound, including Olympia and Tacoma, on academic, social, and public issues. Continue to engage with community partners in sponsoring informative speakers, dramatic performances, music and dance performances, recreational activities, festivals, museum displays, and more. | SLT Priority |
| 3.2.5 | Create expanded programming to foster the wellbeing of students, staff, and faculty, ensuring work areas are adequately resourced and appropriately staffed, including for mental wellness, physical wellness, recreation, nature, athletics, facilities, community wellness, student emergency aid, and support. | |
| 3.2.6 | Robustly implement the state law that authorizes senior citizens to audit classes on a space-available basis. | |
| Strategy 3 - Connections: Enhance connections among the College's various units, programs, and campuses. | | |
| 3.3.1 | Promote opportunities for shared academic and co-curricular experiences between Olympia and Tacoma campuses and between the Native Pathways Program and other programs. | |
| 3.3.2 | Provide clear shared learning and professional development opportunities for faculty and staff, that facilitate understanding between the two groups and which appreciate each other and each other's achievements. | |

Goal 4: Innovation and Investment

Evergreen will fund operational excellence, innovation, and efficiency in support of the College’s mission and fiduciary responsibilities.

Strategy 1 - Efficient, Agile, and Responsive Operations: Develop sustainable, adaptable, and consistent systems that encourage innovation, minimize constraints, and align with effective operational processes.

| | | |
|-------|---|---|
| 4.1.1 | Create a new structure, which could be named the “Center of Excellence,” with funding and personnel to systematically evaluate workflows and operations using best practices, emergent trends, and robust data analytics to identify, develop, and recommend initiatives to support continuous improvement. | How to act on Goal 4 Strategy 1 |
| 4.1.2 | Improve integration and responsiveness across all divisions and work units, including communication channels, workflows, common standards and procedures, templates and more efficient approval processes for new program development and innovation. | Ongoing Work SLT Priority How to act on Goal 4 Strategy 1 |

Strategy 2 - Revenue, Investment, and Resource Management: Continuously and vigorously pursue diverse external revenue streams and related support and promote inclusive, transparent, and cost-effective financial decision-making to improve alignment between revenue and expenses and to establish a financially sustainable business model.

| | | |
|-------|---|--------------|
| 4.2.1 | Launch Evergreen’s next comprehensive fundraising campaign. | SLT Priority |
| 4.2.2 | Improve the capacity of staff and faculty to design and redesign programs that grow enrollment with a financially sustainable balance of resident and non-resident students and attract diverse external revenue streams and support. | SLT Priority |

| | | |
|---|--|--------------|
| 4.2.3 | Account for existing financial resources, equipment, and facilities, along with the expertise of staff and faculty, when developing new programs and expanding the curriculum. | SLT Priority |
| 4.2.4 | Using an equity lens, regularly analyze existing work units and academic programs for financial viability to inform plans for adaptation, expansion, or reduction. | |
| <p>Strategy 3 - Technology: Increase use of innovative technology applications and systems that will improve student learning outcomes, enhance student, staff, and faculty experience, improve operational efficiency and effectiveness, and reduce administrative costs.</p> | | |
| 4.3.1 | <p>Develop and implement a college technology strategic plan by 2025/2026.</p> <p><i>This plan should include a technology replacement plan as well as policies, processes, and teams to effectively anticipate and engage with emerging technologies such as artificial intelligence.</i></p> | SLT Priority |
| 4.3.2 | Encourage, support, and coordinate efforts of staff and faculty to strategically leverage existing technology for enhancement of systems, workflows, and processes across the college. | |



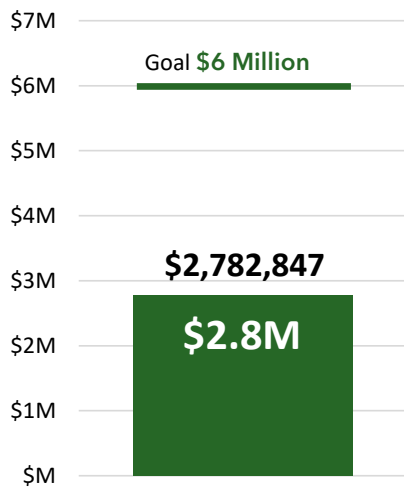
evergreen

2024-25 Fundraising Progress as of December 31, 2024

The Evergreen State College and The Evergreen State College Foundation

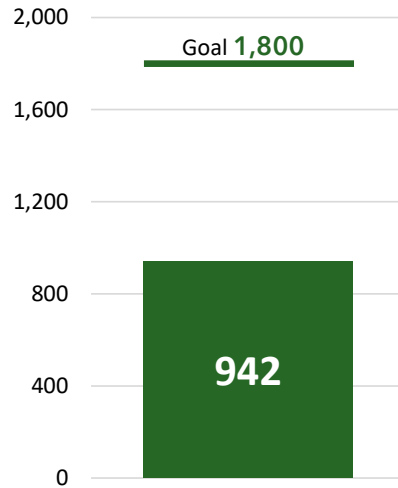
New Commitments

New gifts, grants, planned gifts and pledges



Total Donors

Foundation and College donors



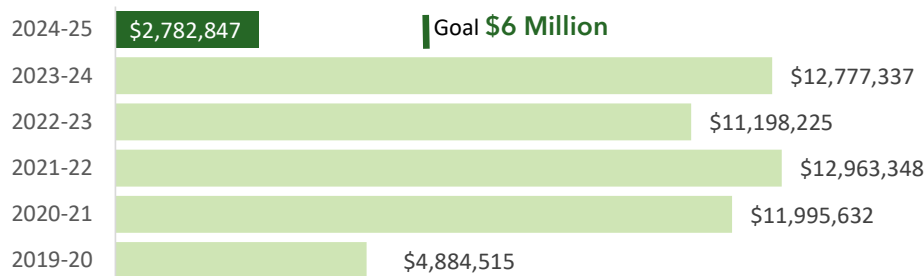
Impact Growth 2019-2025

- \$2,652** Average scholarship award for 2024-2025 academic year¹
- 82%** Increase in student aid budget²
- 20%** Increase in average budgeted scholarship award²
- 46%** Increase in individual scholarship awards per year³
- 1,389** Scholarship recipients from July 2019 to December 2024⁴
- 872** Student Emergency Fund recipients from July 2019 to December 2024⁴
- 246** Upward Bound students from July 2019 to December 2024⁴
- 46** Summer Undergraduate Research Fellowship (SURF) projects⁴

¹ Average scholarship award disbursement budgeted in the 2024-2025 academic year
² Percent change in scholarship total budget and individual budgeted awards, 2019 to 2025
³ Percent change in number of scholarship awards budgeted, 2019 to 2025
⁴ Numbers reflect actual total recipients per award/program, 2019 to 2025

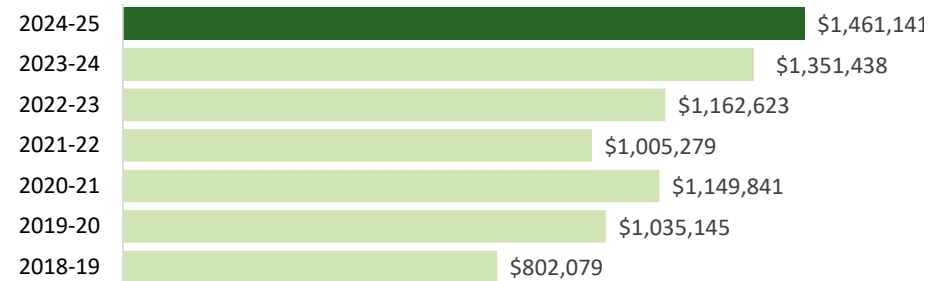
New Commitments Compared to Prior Years

New grant commitments, gifts and planned gifts secured to College and Foundation



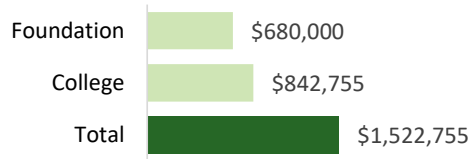
Student Aid Budget Year Over Year

Scholarship, fellowship, and Emergency Fund budget totals per disbursement period



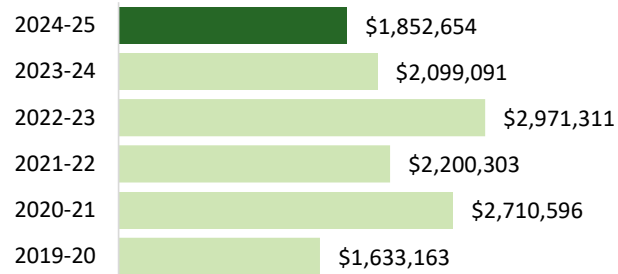
New Pledges

New commitments and planned gifts made; may be received in future years



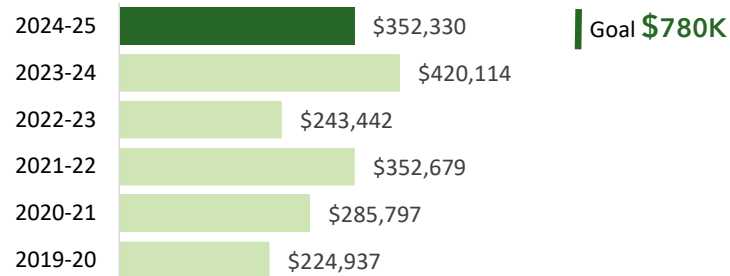
Foundation Total Raised

Gifts received and pledge payments to be received by June 30



Evergreen Funds Received

Includes the Evergreen Fund, Evergreen Scholarship Fund, Undergraduate Research Fund, Tacoma Annual Fund, Student Emergency Fund and Art of Giving to be received by June 30



Notable Gifts and Grants in 2024-25

- \$ **663,585** grant commitment for the Center for Climate Action and Sustainability
- \$ **300,000** planned gift commitment for the House of Welcome
- \$ **250,000** planned gift commitment for the Re-Entry Student Support Fund
- \$ **200,000** received for new Resilience Fund
- \$ **150,000** received for media internships
- \$ **150,000** commitment for the Re-Entry Student Support Fund
- \$ **150,000** received for the Sustainability in Prisons Project
- \$ **120,585** grant commitment for clean energy audit of Evans Hall
- \$ **100,280** received for Angel Fund
- \$ **99,831** received for the House of Welcome Endowment
- \$ **75,000** received for president support
- \$ **50,000** received for House of Welcome Endowment
- \$ **50,000** received for the Evergreen Fund
- \$ **50,000** received for the Sara Bilezikian Fellowship in Sustainability

THE EVERGREEN FUND



Special Initiatives



Returning Greeners

Donors like you made it possible for the Foundation to create the **Returning Greeners Scholarship**. This fund supports students who had to leave or stop attending school and gives them a chance to return to Evergreen, and revive their college goals.

YVONNE'S MISSION FOR HEALTH

I am from Newport, Rhode Island, and I moved to Washington state in the summer of 1990. I have been a medical assistant for 28 years; I'm also a volunteer firefighter and EMT. I picked Evergreen because of the non-traditional undergraduate curriculum in which students have the option to design their own path. Studying Psychology at Evergreen has given me the opportunity to transform my thoughts, emotions, and behaviors and become more resilient. The Returning Greeners Scholarship I received made it possible for me to travel out of state for my Independent Learning Contract, and I have been able to share what I have learned with patients. After I graduate, I would like to pursue the Master of Arts in Counseling Program at St. Martin's University.

~ Yvonne E., Class of 2026

Getting Students into the Field

Your support enables students to take part in capstone projects focused on applied research and data analysis, as well as Summer Undergraduate Research Fellowships (SURF). During SURF, students immerse themselves in fieldwork alongside faculty advisors. These opportunities enrich their academic experiences and provide invaluable career skills. Here are just a few of the exciting SURF projects you supported during the summer of 2024:

| PROJECT | STUDENT |
|--|---------------|
| Invasive Species Detection and Quantification on the Olympic Peninsula | Stevi Barrio |
| Archaeological Database Creation at the West Cemetery at Isthmia, Greece | Merlin Kelsay |
| Analysis of Ocean Acidification and Shell Mineralization | Ruby Young |

| RESEARCH & LEARNING 2023-2024 IMPACT | |
|---|----------|
| # of SURF fellows supported* | 9 |
| SURF & Capstone funds provided | \$20,000 |

*SURF is supported by the Foundation and the Academic Operating Budget.

“We can learn as much, or even more about ourselves, as we can about the ancient world, through study of the material past of humans.”

~ Ulrike Krotscheck, Faculty & SURF Advisor

Like what you see? Call to make more great impacts. The Evergreen State College Foundation foundation@evergreen.edu | (360) 867-6300

Unrestricted gifts ensure The Evergreen State College Foundation can stay nimble and responsive to critical demands on campus and within our community. You can feel good knowing that your investments go where they are needed most.

THE EVERGREEN FUND CAMPUS VOICES | 2024

- EVERGREEN TACOMA FUND
- EVERGREEN SCHOLARSHIP FUND
- STUDENT EMERGENCY FUND
- SUMMER UNDERGRADUATE RESEARCH FELLOWSHIP
- SPECIAL INITIATIVES



EVERGREEN BY THE NUMBERS FALL 2023

| | |
|-------------------|--------|
| Enrolled students | 2,332 |
| Average age | 29 yrs |
| WA Resident | 86% |
| First-Generation | 18% |
| Students of color | 36% |
| Low-income | 34% |

Reaching Beyond Limits – Thanks to You

When you give to the Evergreen Fund, you do more than support the College—you strengthen our shared Greener community. You create and expand vital scholarships, research fellowships, emergency aid, and unrestricted funds that hundreds of students rely on each year to complete their college degrees. You make it possible for students from all walks of life to access Evergreen's exceptional liberal arts education, achieve their goals, and reach beyond their dreams. Because of you, lives are transformed. Thank you for believing in the potential of every student and for making an extraordinary difference.

Through June 30, 2024, all gifts to The Evergreen Fund supported the Forever Green campaign.

ForeverGREEN
Campaign for The Evergreen State College

Why Christine Loves Evergreen Tacoma

My name is Christine and I am from Washington state and reside in Tacoma, near the Evergreen Tacoma campus. My mother and my cousin graduated from Evergreen Tacoma. I picked Evergreen because there are so many positive things they have done in the community, and I see how accomplished students have been after graduating.

The staff here are informative and knowledgeable and it's exciting to be around professors who can direct you towards success. They have common sense, they're patient, and they make themselves available. I've been particularly influenced by Dr. Tyrus Smith, Dr. Joye Hardiman, Dr. Keith Stafford, Dr. Maxine Mimms, and Dr. Gilda Sheppard.

One of my favorite things is attending Lyceum. I have gained tremendous knowledge through the guest speakers

who attend our Lyceum every Tuesday, and I was particularly excited to meet someone who looked like me and was doing phenomenal work as an African American rocket scientist.

I am very happy to be a part of this school. Staff and peers have helped me apply for financial aid, grants, scholarships, work study, and special services for a traumatic brain injury I experienced. I love attending our campus events on the weekends, and I take yoga on campus on Saturdays.

Through these experiences, I wish to become the best teacher and community leader that I can be, and I want to continue to advocate for myself and others in our community.

~Christine Y., Class of 2028

EVERGREEN TACOMA FUND 2023-2024 IMPACT

| | |
|---------------------------|----------|
| # of scholarships awarded | 20 |
| Value awarded | \$20,000 |

When you support the Evergreen Fund, you help provide scholarships to students at the Olympia and Tacoma campuses.



Evergreen Scholarship Fund



Awards from the Evergreen Scholarship Fund not only foster academic learning, they also give students a chance to enjoy and experience the Evergreen community and campus activities that help them build new connections and thrive.

“I get to just enjoy my time and devote my full attention to learning.”

My ultimate career goal is to become a psychologist. I want to be able to help some of our most underserved communities get the help they so desperately need, and I am most excited to meet other Greeners who share a common interest in mental health and psychology. Receiving this scholarship took such an immense level of stress off my shoulders. Anyone who is low-income knows: going to school when you are poor is very difficult. The stress of how you are going to pay for it, how much you will have to work, and if you will even be able to afford it by the end is always lingering over you. Now, this quarter at Evergreen, I no longer have to worry as much about that aspect, and I get to just enjoy my time and devote my full attention to learning. I would love to take this opportunity to thank everyone who made this possible. You have made a major impact on my first quarter at Evergreen. This award is something that I cannot thank you enough for.

~ Cloe G., Class of 2027

I've learned so much about working with groups and people who have vastly different views and backgrounds. The scholarship helps me immensely. As a student athlete who works and is financially independent, this scholarship enables me to be at Evergreen and pursue my academic goals. I can not thank you enough. Without your support I would not be able to continue at Evergreen in this amazing environment that helps me actually enjoy learning.

~ Anna M., Class of 2026

EVERGREEN SCHOLARSHIP FUND 2023-2024 IMPACT

| | |
|---------------------------|-----------|
| # of scholarships awarded | 229 |
| Value awarded | \$393,905 |

Your gifts to the Evergreen Fund create scholarships that stick with students year after year, and increase in value as they become Juniors and Seniors.

RIBBON SETS GLOBAL GOALS

I really enjoy walking around campus and all the natural beauty here. I also really like the teaching style at Evergreen because I never thought the idea of traditional grades made sense. I like being part of programs that focus on what I want to study rather than “normal course work.” Dr. Rebecca Raitses’ French classes will always hold a special place in my heart. She always made class fun, and I gained experience with a new language. Dr. Stacey Davis’ history lectures about medieval France always blew me away as well.

I also enjoy the people at Evergreen. Being a young queer person, sometimes life feels isolating. But here on campus I feel instantly comforted.

Scholarships made it possible for me to experience a pivotal three-month study-abroad trip to France where I have been able to delve into French art and design, with a focus on watchmaking. I am a European citizen, and after Evergreen I hope to become a trained watchmaker in Europe.

~Ribbon E., Class of 2028



Student Emergency Fund

HOW EVERGREEN HAS OPENED DOORS FOR YANNY ALARCÓN

My name is Yanny Alarcón, and I am from Venezuela. Since coming to The Evergreen State College in the fall of 2022, I have experienced a significant change in my life, not only academically, but also in my personal development.

I chose Evergreen because, from the get-go, I felt it was a place where doors are open to everyone. In a world where it often seems that obstacles are insurmountable, Evergreen proves that, with support and determination, anything is possible. Since my arrival, I have felt at home and surrounded by people who value and celebrate diversity. This sense of belonging has been fundamental to my academic and personal success.

In addition, scholarships and the Student Emergency Fund have been an essential pillar in my journey. Thanks to this financial support, and the help of Trina Griffis during the scholarship process, I have been able to focus on my studies without the constant worry of costs. They have covered my tuition fees and, at critical times, have been there to help me continue my education.

I am working towards my Bachelor of Arts with an emphasis in early childhood education. I am inspired by my classes with Dr. Sharon Cronin as she is an excellent mentor. I have taken several classes with Dr. Cronin, and what excites me is her dedication and patience towards helping the class achieve her teaching objective.

I have had the honor of participating in the spring fair and graduation reunions, moments that have filled me with pride and made me feel more connected to the campus community. These events not only celebrate our achievements, but also reinforce the spirit of unity and collaboration that defines Evergreen.

I plan to graduate in Spring 2025. Looking to the future, after Evergreen, my goal is to continue studying and pursue a Masters degree. I want to be the director of my own early childhood education center.

Evergreen supports us until the end and really wants us to go far. With the knowledge and skills I have gained here, I am confident that I will be able to face the challenges that come and continue to grow.

I would like to take this opportunity to express my deepest gratitude to Evergreen and all those who have made my educational journey possible. I'm excited for what the future holds for me and, most of all, grateful for the incredible opportunity I've been given here.

~Yanny Alarcón, Class of 2025



“Since my arrival, I have felt at home and surrounded by people who value and celebrate diversity.”

222
Students received micro-grants from the Student Emergency Fund in 2024.

\$159,503
in emergency aid was distributed in 2024.

The Student Emergency Fund was founded in 2015 by Evergreen parents and distributes micro-grants to students facing urgent expenses that stand in the way of their studies.

YOU DID IT (AND MORE)

\$62.5 million raised
\$7 million above goal!

\$31.1 million

to expand holistic services
and financial aid for students

\$18.4 million

to foster learning experiences
that prepare students to solve
critical real-world problems

\$7.9 million

to promote Native arts
and cultures in the Pacific
Northwest and beyond

YOU CREATED A COMMUNITY

4,000+ donors
strong

(including over 1,100
first-time donors)

24 new endowments established

New center created for Climate
Action and Sustainability

You increased
student aid by 82%

\$2.2 million Title III grant
awarded to enhance comprehensive
student advising

**"I'm tremendously grateful
for the way that people have
rallied to this campaign. Your
generosity is already making
a difference for students."**

~ John Carmichael, Ph.D.

Class of 1987, MPA 1998

President, The Evergreen State College



Forever
GREEN



Read more about campaign success.
evergreen.edu/forevergreen

You Made History

Forever Green, the College's first campus-wide fundraising campaign, began in 2019 with a goal to raise \$55+ million. It was publicly launched in March 2023, inviting the power of community to join the effort. Together, on June 30, 2024, we concluded the campaign having raised a historic \$62.5 million.

During the campaign, you and 4,000+ alumni and friends came together nationwide in comraderie to contribute 15,835 gifts, grants, and estate commitments—1,161 of you made your first-ever gift.

You helped secure funding to launch and staff the Student Basic Needs Center. You created the Returning Greeners Scholarship to bring back students who had to stop their education due to financial hardship, and you established new scholarship endowments. You also helped Evergreen secure \$1 million in federal grants to support low-income parenting students with direct childcare subsidies. And, thanks to your campaign commitments, a new House of Welcome Endowment will sustain support for Native programs, facilities, and staff. Thank you for your commitment to a rich and diverse liberal arts education focused on student accessibility and success.

THANK YOU



Forever**GRATEFUL**



PaCE: Report to the Board of Trustees Finance Committee

January 2025

Overview

PaCE Goals

The goals for Evergreen's school of Professional and Continuing Education (PaCE) as presented to the Board of Trustees in March 2022 are to:

1. Enroll 500 full-time equivalent undergraduate students in PACE to restore financial stability for the college.
2. Increase the number of undergraduate students completing degrees by offering degree completion curriculum and stackable certificates in PaCE.
3. Strengthen Evergreen's reputation, academic programs, and culture by growing the adult student population and better meeting their needs.
4. Increase revenue generation to support PACE by developing self-sustaining, non-credit (professional) certificates.

PaCE is now in its third year of full operation, halfway through the 5-year launch, and is on track with these goals. We have added enough curriculum in the form of academic certificates and associated degree completion programs and courses to grow enrollment by ~300 FTE since launch. Financially, we have successfully transitioned from initial operating deficits in the first two years to reach net profitability in FY24. Moreover, we expect PaCE is to cover the initial draw on reserves by the end of FY25, with sustainable growth to a net \$1.5 M per year financial contribution to the college by FY27.

Changes to the Charter

- As of FY25 we have included Evening and Weekend Studies (EWS) under PaCE administration and are tracking, curriculum, enrollments, revenues, and expenses for PaCE and EWS together as one academic unit, with an adjustment to the overall enrollment goals to 750 FTE, up from the original goal of 500 FTE.
- We have slowed the rate of curriculum expansion in PaCE to accommodate 75 additional FTE per year, down from 100 FTE in the current charter, to account for constraints on faculty hiring and to maintain a balance with current growth plans in the Olympia Day time curriculum.

- We have scaled back our plans for the rate of development for new professional self-supporting certificates to no more than two new certificates per year. These certificates do not contribute to our state reported enrollment. Also state agencies and workforce development partners have shown more interest in developing certificates that contribute to degree completion. For these reasons we have deprioritized new professional certificates in favor of new academic certificates.

Current and Planned PaCE Curriculum

PaCE currently offers 27 credit-bearing undergraduate certificates. The certificates are distributed within six part-time Paths. Each Paths consist of two or more “concentrations” comprised of certificates, individual courses, and team-taught interdisciplinary programs. These are taught in a variety of modes. For our certificate curriculum, 59% is remote and the rest is in-person or hybrid. For our degree completion curriculum, 29% is remote, and the rest is in-person or hybrid.

In 2025-26 we aim to expand curricular offerings to support enrollment growth of at least 75 FTE. We will add 4-6 additional academic certificates in the following areas:

- Business and Entrepreneurship
- Film and Video Editing
- Data Base Management and/or Data Analytics
- Health Administration: finance and quality management
- Data Visualization (tentative for 25-26 or 26-27)
- Grant writing & Grants management (tentative for 25-26 or 26-27)

We are also in the process of hiring 3 new full-time faculty in the areas of psychology, environmental science/GIS, and public administration for next year, bringing the total number of full-time regular faculty to 10. This will allow us to further expand and diversify our half-time coordinated studies offerings and fill out the PaCE paths with additional advanced-level offerings.

PaCE currently offers two non-credit professional certificates and supports two graduate level certificates. Next year, we will support a new graduate level certificate in Public Financial Management, and we are exploring possibilities for a new non-credit certificate in Business Economics with a University partner in Vietnam.

Enrollment and Student Demographics

Enrollment Information (Fall 2024)

- A total of 1,013 students are taking at least one PaCE class representing 44% of undergraduate enrollment by head count.
- Total FTE in PaCE classes in Fall 2024 was 567 FTE. On track with the goals of the revised PaCE charter to reach 750 annual average FTE by FY 27.
- 56% of PaCE students exclusively take PaCE classes.

- 70% are "Core PaCE students" (taking half or more of their credits through PaCE.)
- 25% of PaCE students are also taking an Olympia Daytime program.

PaCE Student Characteristics

- Non-traditional students (age 24+) comprise 53% of enrollment compared to 33% for Olympia Day students.
- 47.4% of students are Pell Grant eligible, a similar to rate for other areas.
- 76% maintain full-time status (≥ 12 credits), but just 40% are taking a full load (15 or more)

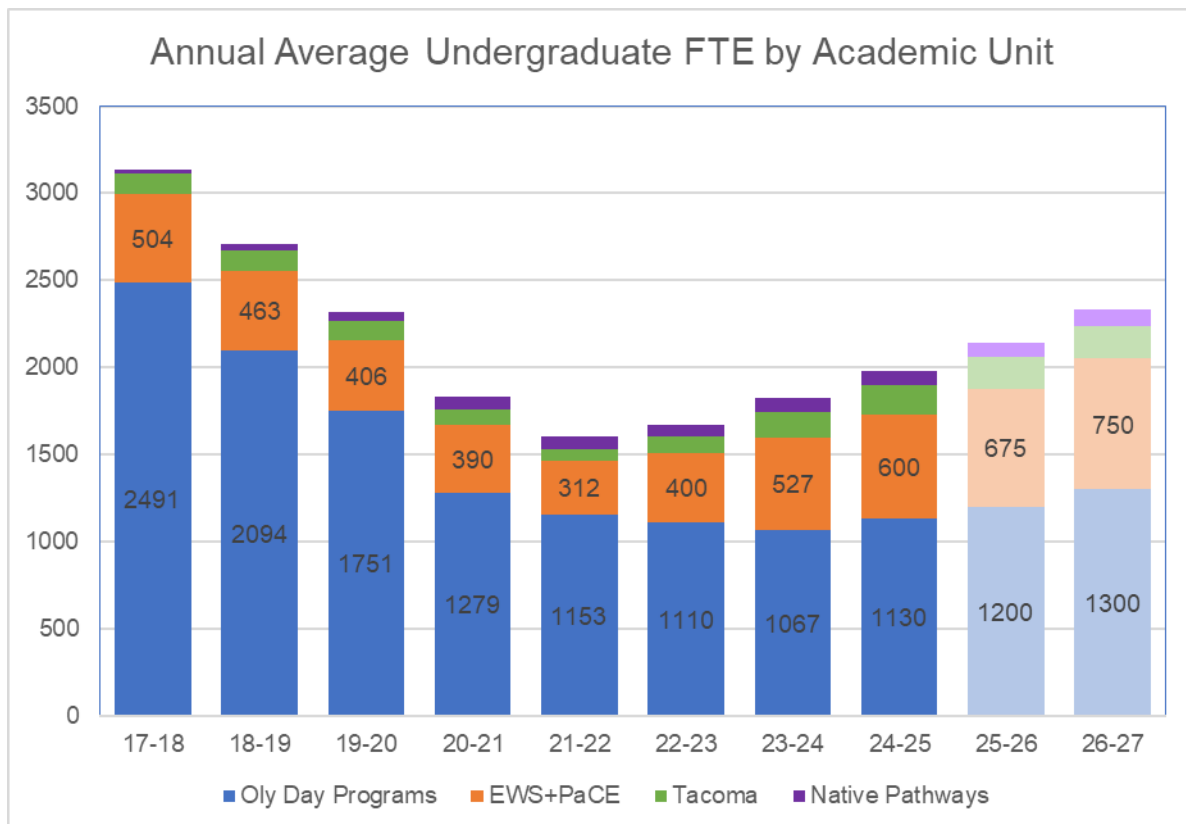
Demographic Profile

- Gender and Racial diversity is similar to Olympia Day
- Residency: 12.4 % in-state residents compared to 18.8% for Olympia Day

Student Type

- Fewer new first-time students (4.5% in PaCE vs 23.5% in Olympia Day)
- Higher continuing student rates (66.6% in PaCE vs 55.1% in Olympia Day)
- Higher special student enrollment (8.7% in PaCE vs 0.8% in Olympia Day)
- Transfer rates are similar (15.6% in PaCE vs 17.3% in Olympia Day)

Undergraduate Enrollment Distribution by Academic Unit

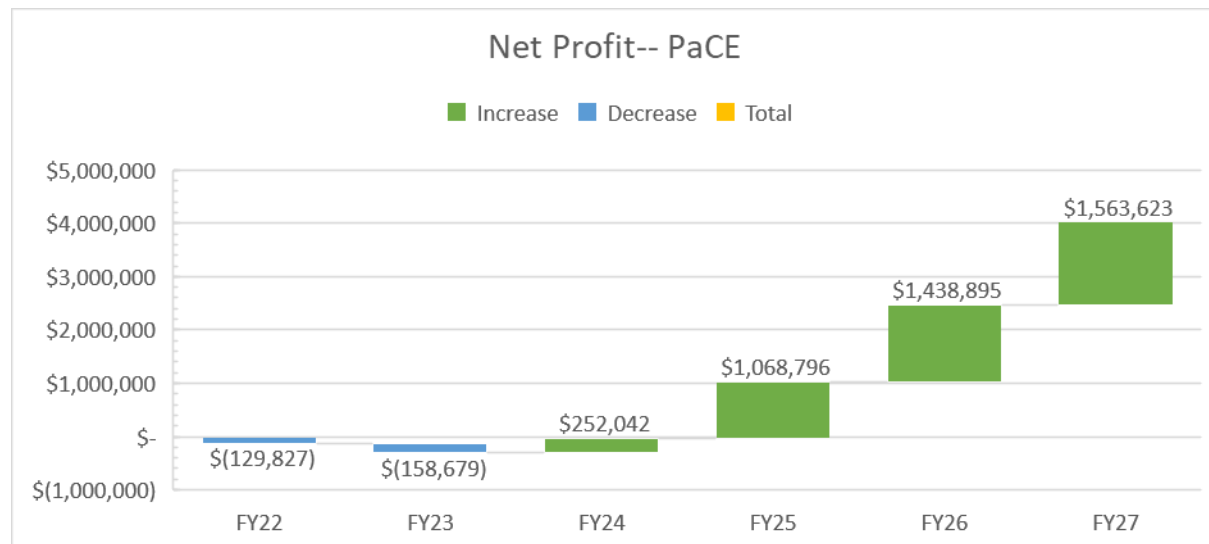


Financial Analysis

PaCE Financial Statement Summary

| Account or Position | FY22 Actual | FY23 Actual | FY24 Actual | FY25 Budget* | FY26 Budget (Pro Forma) | FY27 Budget (Pro Forma) |
|---|------------------|------------------|------------------|------------------|-------------------------|-------------------------|
| Enrollment | - | 105 | 229 | 600 | 675 | 750 |
| Revenue | | | | | | |
| Revenue (Academic Cert/Prg) | - | 870,970 | 1,777,715 | 5,076,611 | 5,873,436 | 6,661,805 |
| Revenue (Professional Certs) | - | - | 105,883 | 122,400 | 163,200 | 204,000 |
| Total Revenue | - | 870,970 | 1,883,599 | 5,199,011 | 6,036,636 | 6,865,805 |
| Expenses | | | | | | |
| Salaries and Benefits | | | | | | |
| Salaries and Wages | 575 | 493,985 | 1,262,291 | 2,856,281 | | |
| Benefits | 1 | 164,743 | 411,868 | 970,809 | | |
| Total Salaries and Benefits | 576 | 658,728 | 1,674,160 | 3,827,091 | 4,323,066 | 5,069,182 |
| Operating Expenses | | | | | | |
| 7230 Goods and Services | 79,252 | 75,613 | 26,197 | 88,125 | 109,675 | 118,000 |
| 72204 Marketing Services | 50,000 | 108,957 | 60,388 | 100,000 | 50,000 | 50,000 |
| 723821 Other Contractual Services | - | 30,485 | - | 50,000 | 50,000 | |
| 7250 Travel | - | 1,196 | 1,116 | 15,000 | 15,000 | 15,000 |
| 73101 Equipment-Inventory | - | - | 22,018 | 50,000 | 50,000 | 50,000 |
| 7614 Client Services | - | 100 | - | - | - | - |
| Manual Adjustments to Financial Statement | - | 154,570 | (152,323) | - | - | - |
| Total Operating Expenses | 129,252 | 370,921 | (42,604) | 303,125 | 274,675 | 233,000 |
| Total Expenses | 129,828 | 1,029,649 | 1,631,556 | 4,130,216 | 4,597,741 | 5,302,182 |
| Net Profit (Loss) | (129,828) | (158,679) | 252,043 | 1,068,796 | 1,438,895 | 1,563,623 |
| Cumulative Net Profit (Loss) | (129,828) | (288,507) | (36,465) | 1,032,331 | 2,471,226 | 4,034,849 |

* Evening Weekend Studies (EWS) was incorporated into the PaCE administrative and financial model starting FY 25. EWS enrollment was ~300 FTE, annual net profit was ~\$750,000. See Appendix for comparative analysis excluding EWS.



Financial Performance Measures

- FY22 and FY23, PaCE ran annual net deficits of **(\$129,828)** and **(\$158,679)**, (significantly smaller than original charter).
- FY24 marked the program's first profitable year with a net profitability of \$252,043.
- Projected net revenue for FY25: \$1.07M. Cumulative net revenue is positive – start-up costs paid back.
- Projected net revenue by FY27 is \$1.56M
- Cumulative net position expected to reach \$4.0M by FY27.

Program Cost Structure

Fixed Costs

- Administrative costs have stabilized around \$1.1-1.2M annually, which include essential personnel such as academic administration and support staff for recruitment, marketing, advising, and curriculum development

Variable Costs

- Primarily driven by faculty salaries and course -specific expenses
- FY24: \$1.1M
- Projected to increase to \$4.2M by FY27, aligned with enrollment growth

Core PaCE Student Contribution

- 78.3% of revenue comes from Core PaCE students (half load or more in PaCE)
- Core PaCE students effectively cover all fixed and associated variable costs.

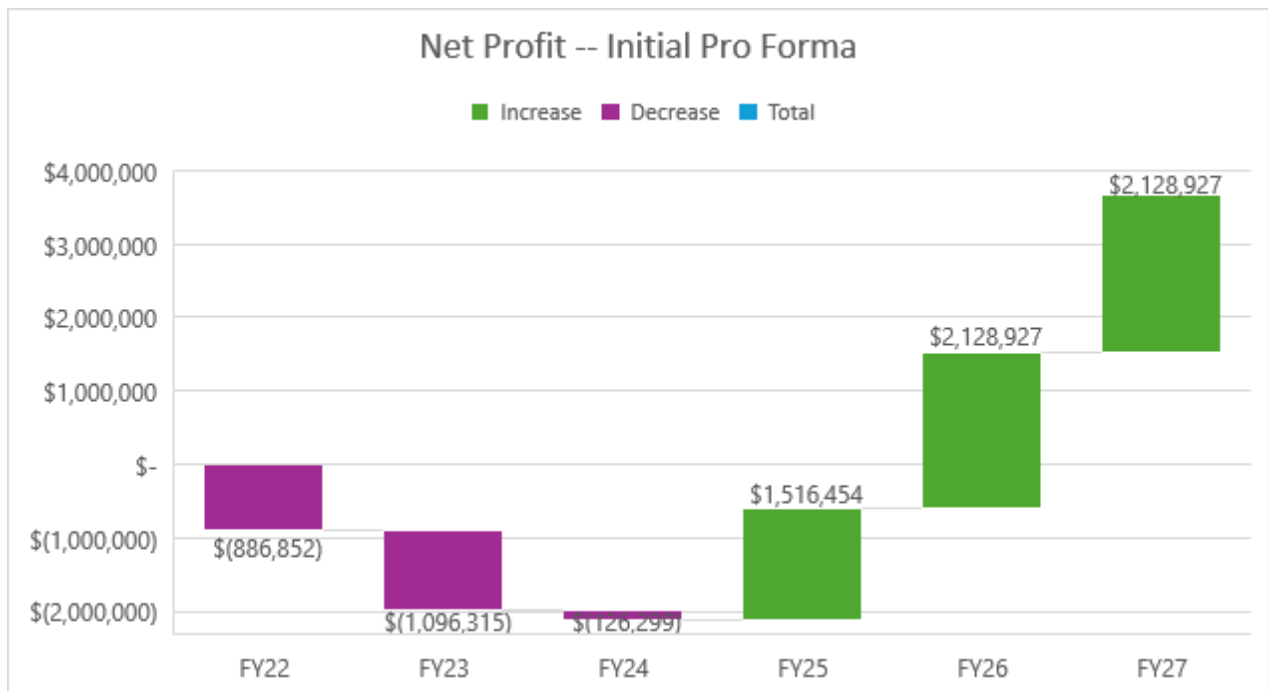
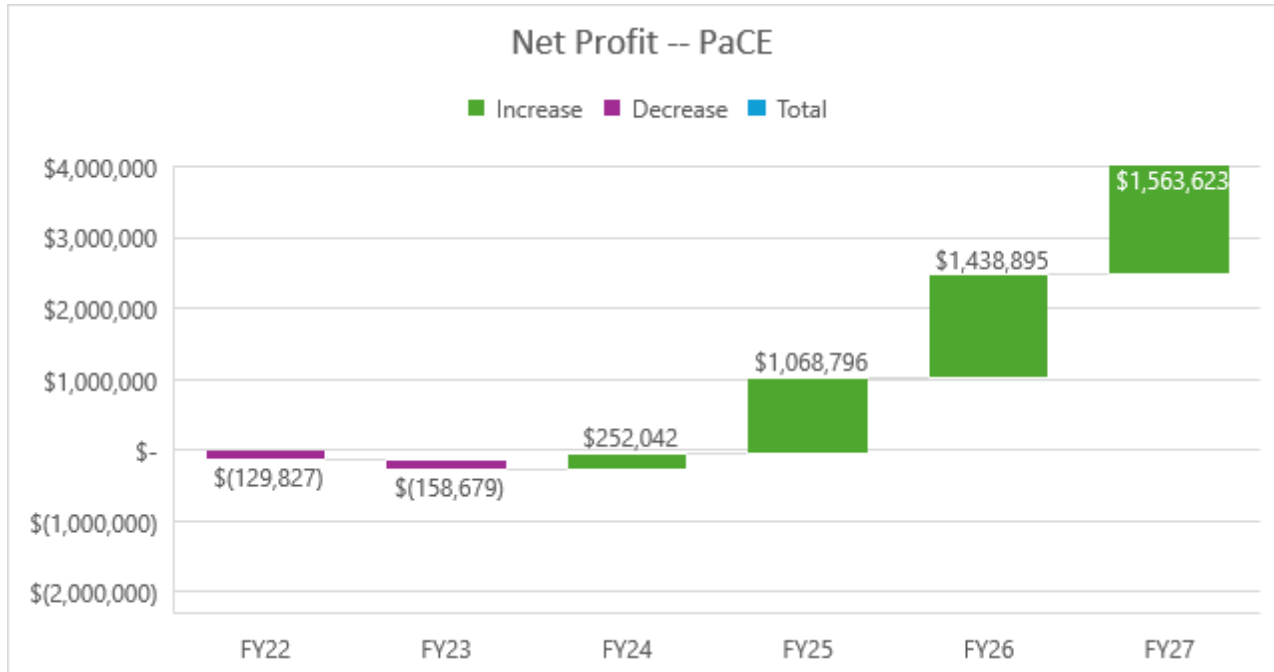
Conclusion

From a fiscal perspective, the PaCE program has demonstrated successful execution of its business model, transitioning from startup to ongoing profitable operations, with new Core PaCE student enrollment covering new administrative costs since launch.

The program serves a diverse student population, with particular success in reaching non-traditional and working students. The financial trajectory and enrollment growth indicate a sustainable program that will continue to generate positive returns for the institution while fulfilling its educational mission to an underserved student population.

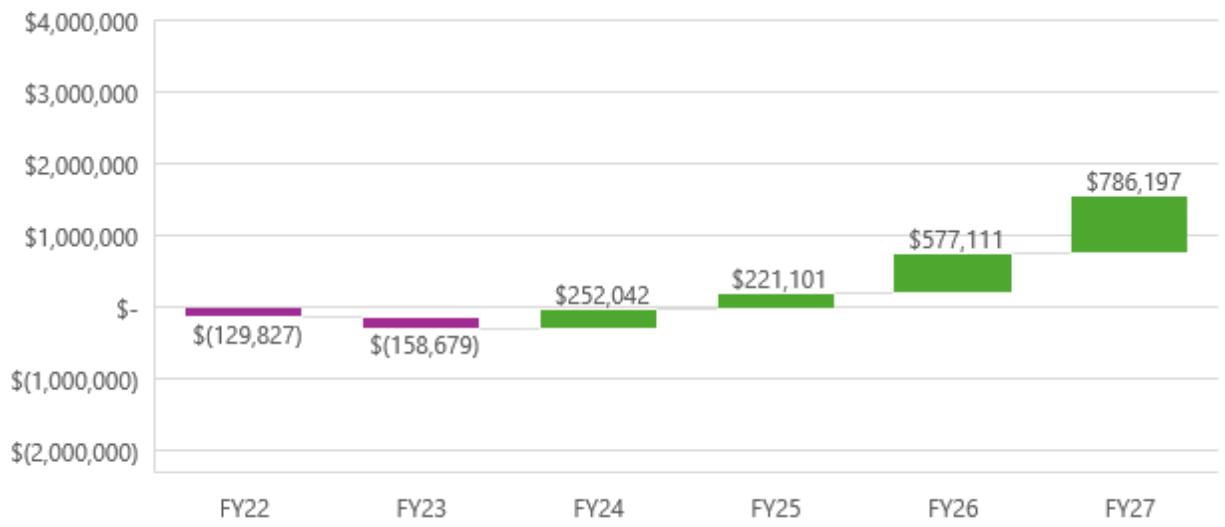
Appendix

Net Profit for PaCE (with and without EWS) compared to initial Pro Forma. Note, FY22, FY23 and FY24 are actuals, FY25 is budgeted, and FY26 and FY27 are Prof Forma.



Net Profit -- PaCE without EWS

■ Increase ■ Decrease ■ Total





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YOUR WAY TO THE WORLD

****Preliminary Winter 2025 Enrollment & Retention Update**

January 13, 2025



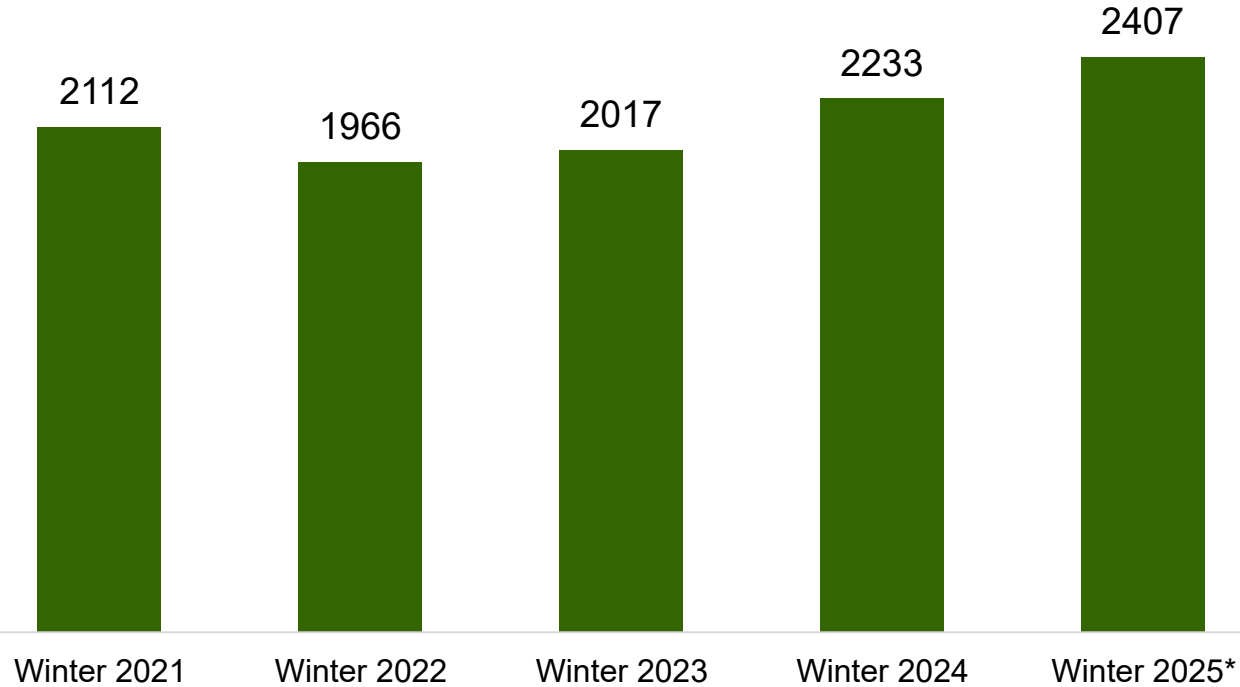
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Total Headcount Winter 2025

Total Headcount



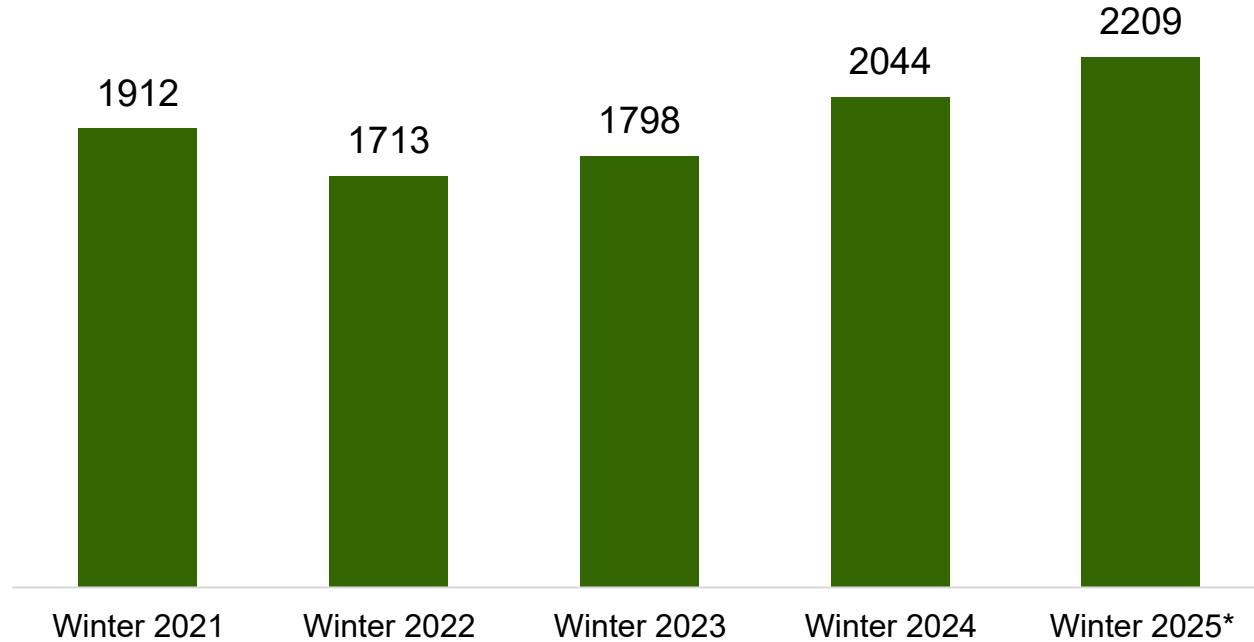
*Preliminary data – pre-census



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Undergraduate Headcount Winter 2025

UG Headcount



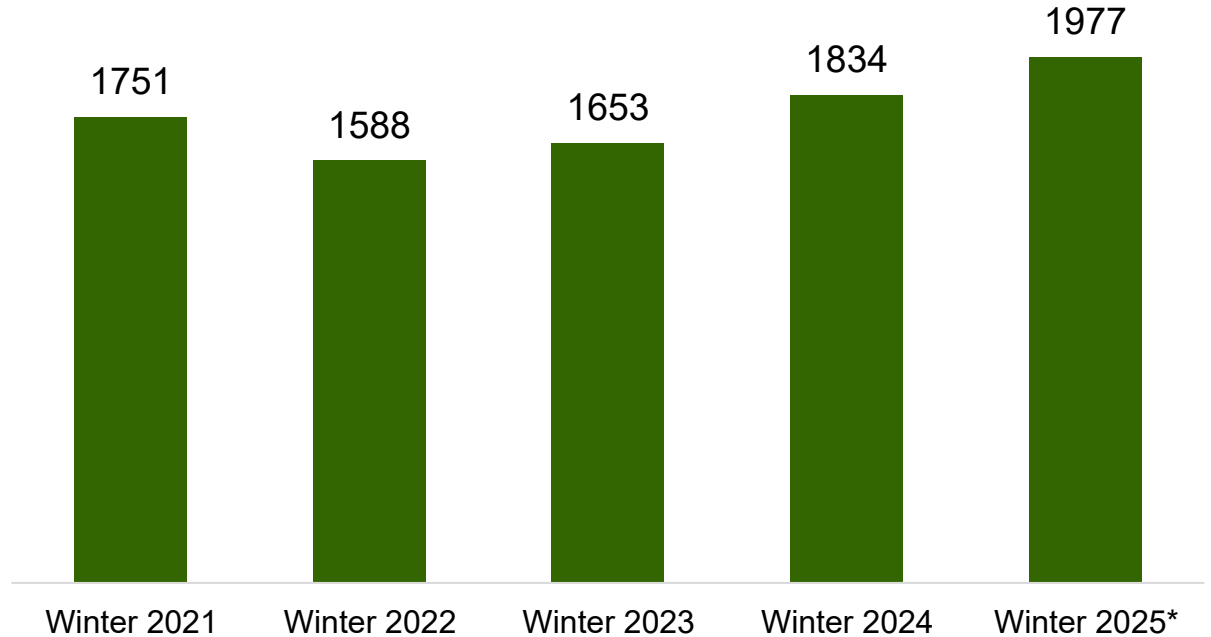
*Preliminary data – pre-census



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**OLY
Undergraduate
Headcount
Winter 2025**

UG Headcount OLY



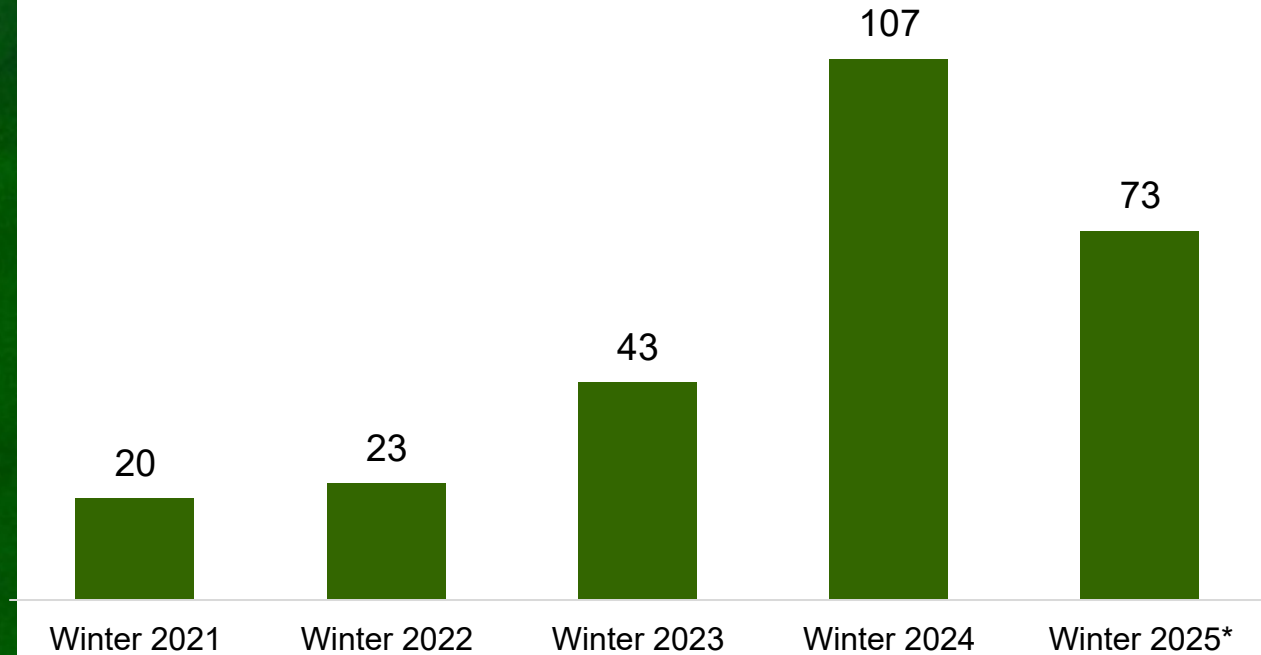
*Preliminary data – pre-census



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Undergraduate Special Headcount Winter 2025

UG Special Headcount



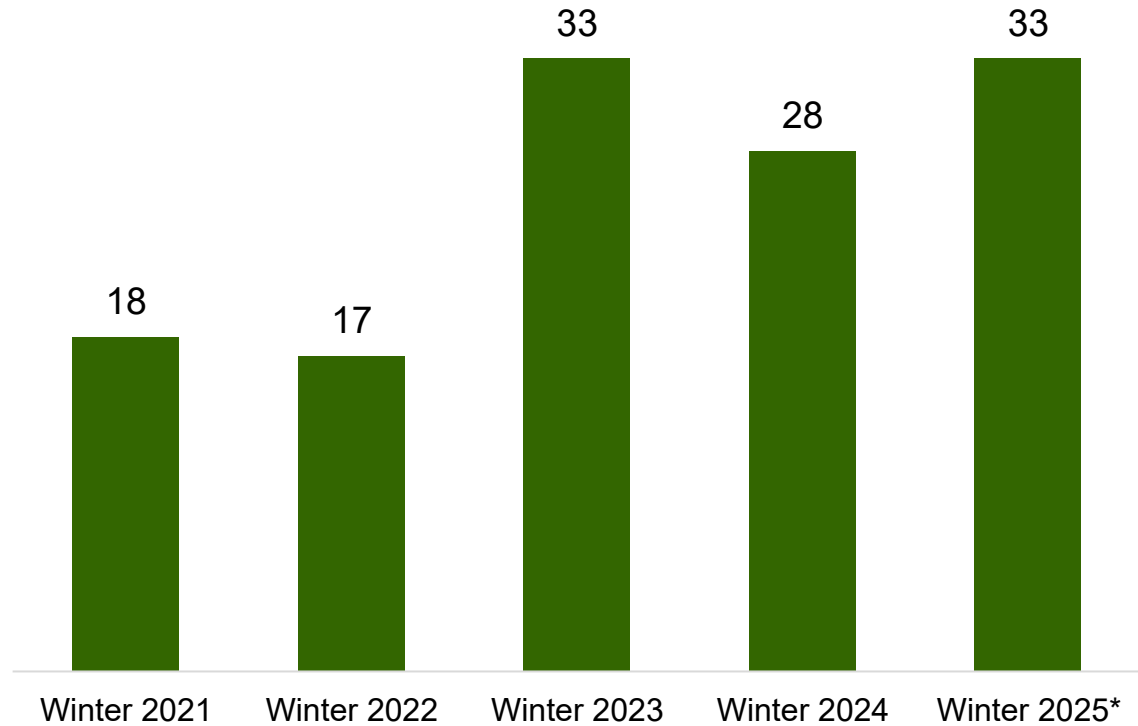
*Preliminary data – pre-census



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New First-time UG Headcount Winter 2025

New First-time UG Headcount



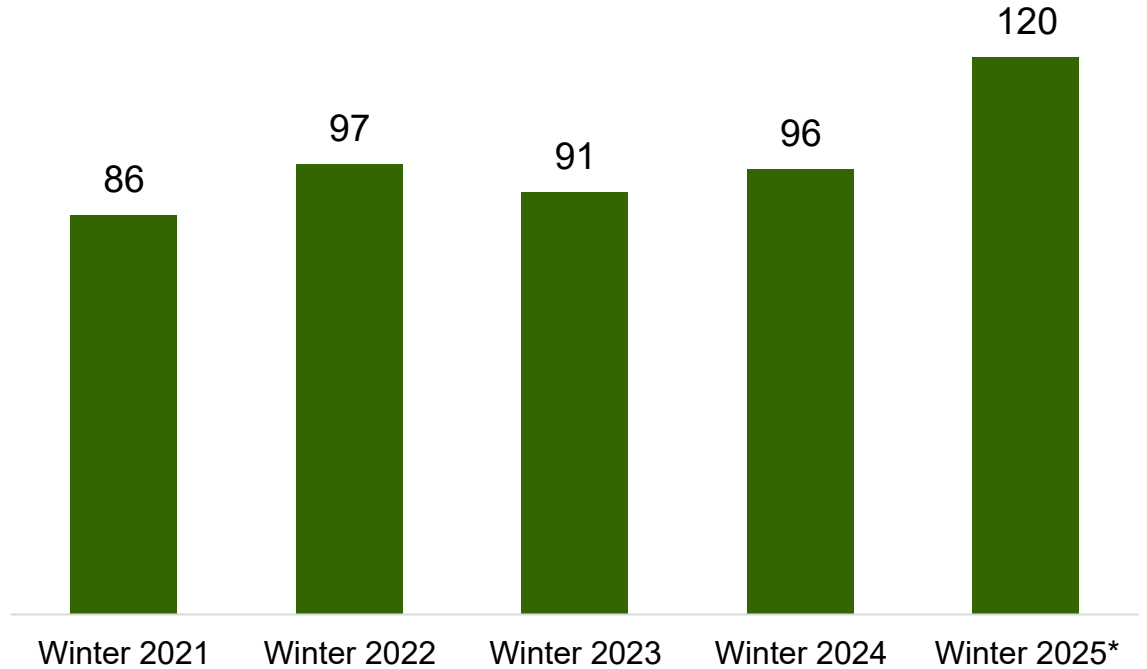
*Preliminary data – pre-census



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New Transfer UG Headcount Winter 2025

New Transfer UG Headcount



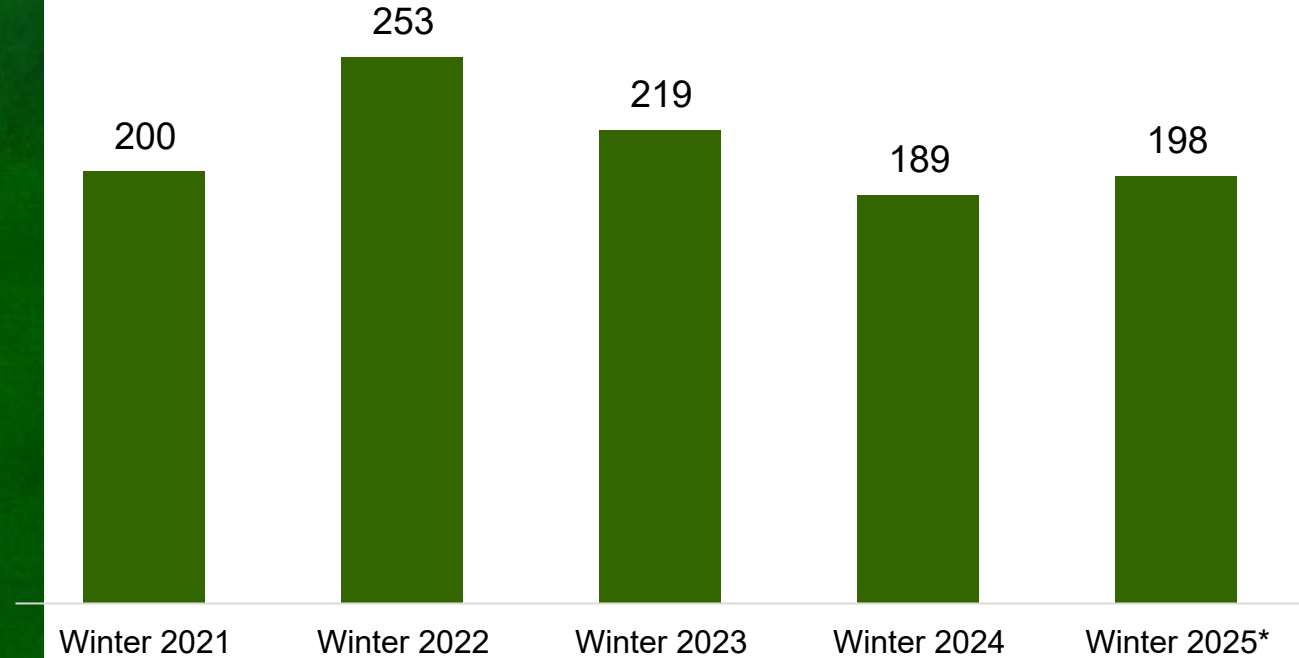
*Preliminary data – pre-census



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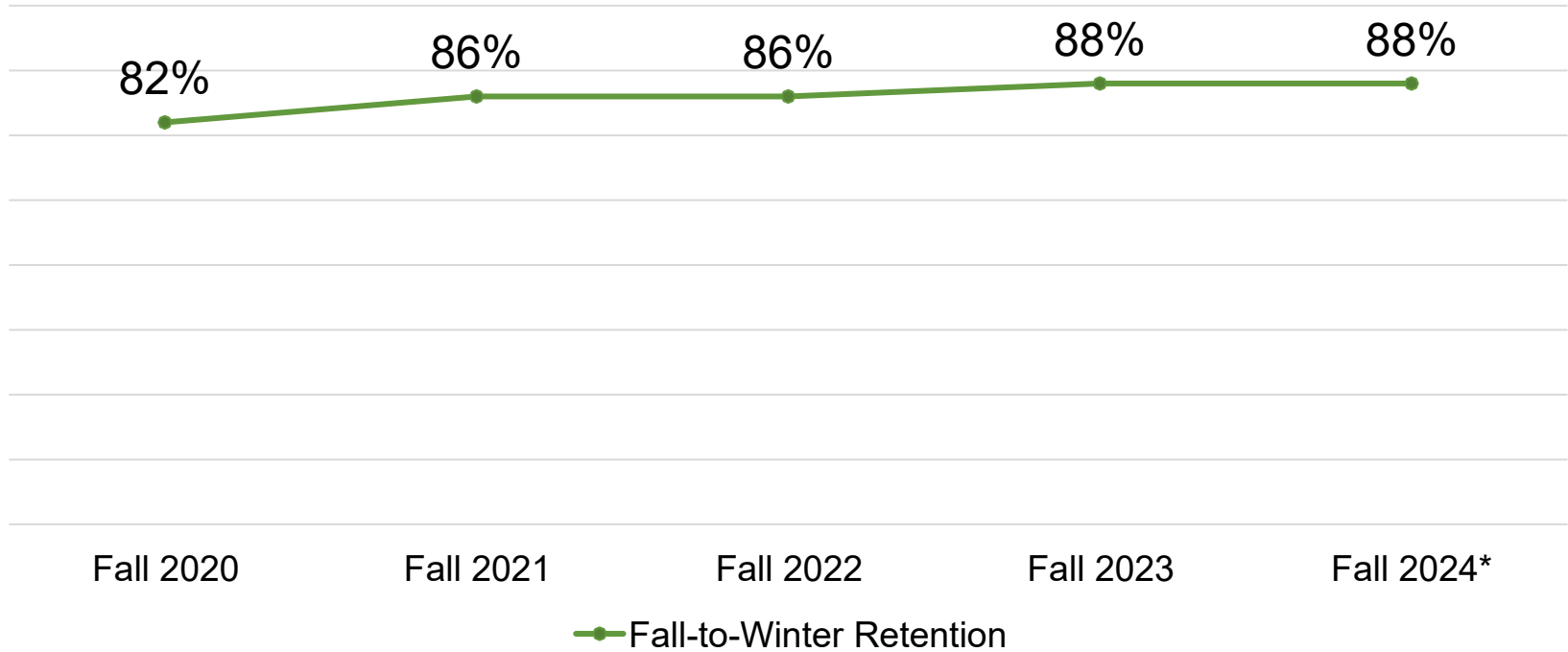
Graduate Headcount Winter 2025

GR Headcount



*Preliminary data – pre-census

Fall-to-Winter Retention



*Preliminary data – pre-census



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Strategic Enrollment Objectives

- SPSCC Direct Transfers
- Shelton Promise
- Enrollment Cliff and other HE challenges
- <https://eimpartnerships.com/articles/the-higher-education-enrollment-cliff-is-coming-into-view>



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Update on Shelton Promise Events

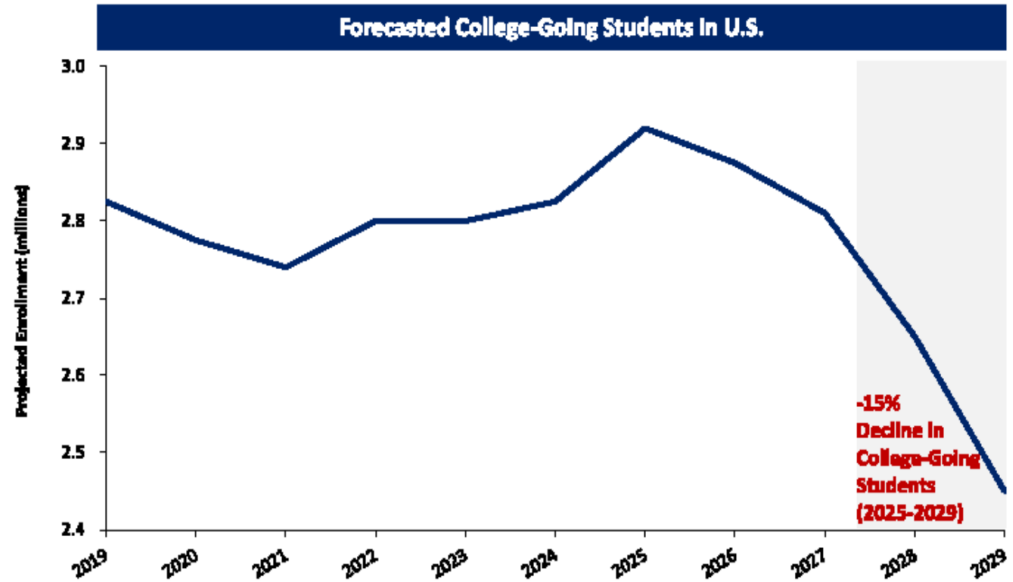
| January | February | March |
|---|---|---|
| 1/9, 1/13-17: INTERVIEWS/ APPLICATION COMPLETION | SHELTON ROTARY PRESENTATIONS X3 | TBD: ATHLETICS/STUDENT SERVICES/CLUBS: POP-INS |
| 1/14: CEDAR HS FAFSA/WAFSA FINANCIAL AID NIGHT | TBD: CAMPUS VISIT (CHOICE, CEDAR, OPEN DOORS) | TBD: INFORMATION NIGHT |
| 1/15: SHS FAFSA/WAFSA FINANCIAL AID NIGHT | TBD: COLLEGE FORMS DROP-INS @ YMCA | TBD: UNDERSTANDING YOUR FINANCIAL AID WORKSHOP |
| 1/16: CTE ADVIORY DINNER AND PANAL DISCUSSION | TBD: PROMISE POP-IN X4 (SHS, CHOICE, CEDAR, OPEN DOORS) | |
| 1/23: MULTILINGUAL FINANCIAL AID EVENT | 2/27: FAMILY INFORMATION NIGHT @ OMS COMMONS | |
| 1/27-1/28: SEATTLE/RENTON PROMISE PROGRAM VISITS | TBD: SHS VARSITY BASKETBALL GAME HALFTIME RAFFEL | |
| 1/31: CAMPUS VISIT (FIRST ACCEPTED COHORT) | | |



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Strategic Enrollment Objectives

The Forthcoming 'Enrollment Cliff' Will Lead To Increased Competition For A Smaller Pool Of Traditional-Age, Domestic Students



* Based on projections from Nathan Greene's Higher Education Demand Index.