



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
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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)
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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.

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
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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
<p>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.</p>		
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.	