



# STRATEGIC PLAN

## Update

2007

**EVERGREEN**

THE EVERGREEN STATE COLLEGE  
OLYMPIA, WASHINGTON

[www.evergreen.edu](http://www.evergreen.edu)

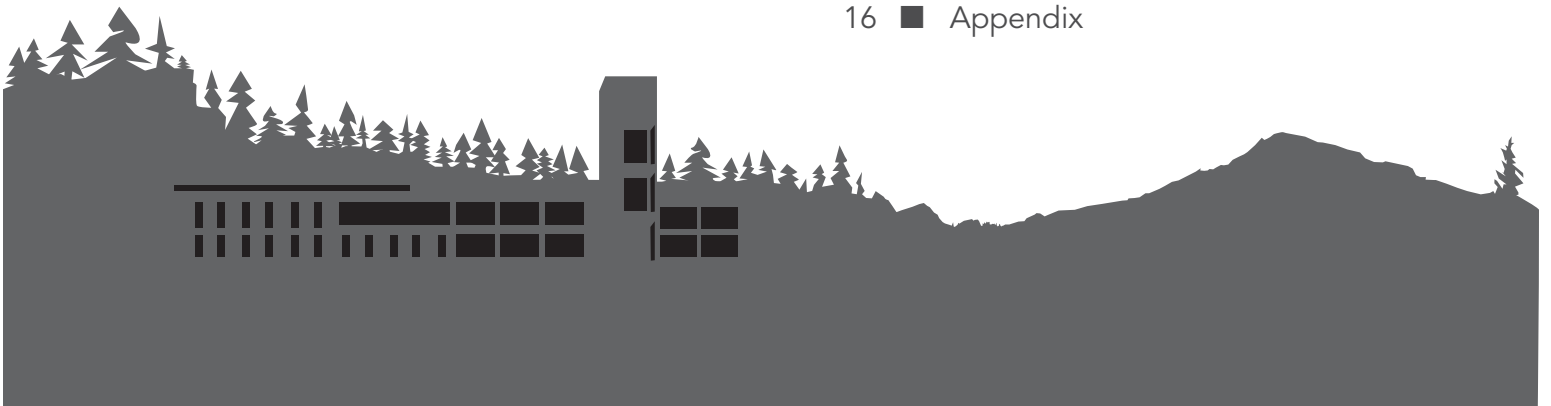
# EVERGREEN

THE EVERGREEN STATE COLLEGE  
OLYMPIA, WASHINGTON

## Strategic Plan Update 2007

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## **An Updated Strategy for Success at The Evergreen State College**

**A**s the nation's leading public interdisciplinary liberal arts college, Evergreen's mission is to sustain a vibrant academic community and offer students an education that will help them excel in their intellectual, creative, professional and community service goals.

At Evergreen, the interdisciplinary approach to teaching and learning we have nurtured since 1971 has come of age. While we share with other institutions the pressures of limited resources, increased competition, multiple demands for accountability, a changing student population and an evolving economy, we continue to lead the way in higher education.

This strategic plan builds upon the successes of the 2000 Strategic Plan, continuing to emphasize careful evaluation and assessment of the educational experience of our students. This plan is the result of a significant and thoughtful effort to address critical issues identified through environmental assessment and internal reflection regarding potential improvements. It incorporates the findings and recommendations of multiple Disappearing Task Forces and work groups: Sustainability, Diversity, First Year Experience, Campus Life, Curricular Visions, Enrollment Growth, Governance, Exempt Staff Work Group, Student Evaluation Process Review Study Group, Hiring Priorities, the Information Technology Collaboration Hive (ITCH) and others. It is both responsive and prospective in scope.

Our updated strategic plan will focus our efforts and direct our work for the next five to six years. In some cases it directs us to continue doing what we do well. In others it charges us to refine past practices, pursue some new directions and maintain our flexibility to address emerging challenges. It also directs us to hold fast to our founding values as we respond to our changing environment.

Our strategic plan charges us to tell our story well, attract and retain students who will benefit from and contribute to our unique learning environment, sustain the vitality of our faculty and staff, strengthen our interdisciplinary approach to teaching, build relationships beyond our campus, embrace technology, promote diversity and sustainability (environmental, financial and cultural), and broaden our base of support.

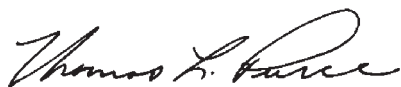
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In our state, the Governor's *Washington Learns* initiative challenges public education to move away from a one-size-fits-all approach, promote creativity and imagination, encourage lifelong learning, build rigor, relevance and relationships into our curricula, and focus on results for our students and our state. Not surprisingly, Evergreen is already well along on this path.

Since 1971, Evergreen has led the charge to personalize higher education; empower students to design their own paths to lifelong learning; broaden the educational frame of reference through interdisciplinary teaching; bridge the gap between academic theory and real-world problems and solutions; inspire creativity, innovation and critical thinking; and demand substantive results. Evergreen can serve as a model for the type of "bold reforms" called for in *Washington Learns*. It was our charge in the beginning and remains so today. In fact, the opportunity for leadership has never been better.

This strategic plan is a recommitment to our core values and a validation of our fundamental approach. It is also an acknowledgement that there is still room for improvement. To achieve this improvement, the strategic plan will be supported by a series of operational plans outlining the outcomes, resources, accountabilities, timelines and metrics for our work.

Our success depends on a commitment from our Trustees, executive team, staff, faculty, students and supporters to actively engage in the endeavor. We have created an approach to teaching and learning worth protecting, refining and sharing with others. With your help we can ensure that Evergreen will continue to serve its students, address the needs of our changing state and lead the way in higher education.



Thomas L. Purce, President  
The Evergreen State College  
Olympia, Washington



# Executive Summary

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## Mission

As the nation’s leading public interdisciplinary liberal arts college, Evergreen’s mission is to sustain a vibrant academic community and offer students an education that will help them excel in their intellectual, creative, professional and community service goals.

## Principles

The strategic plan is grounded in the core values that make Evergreen unique, including a commitment to an interdisciplinary liberal arts education, a focus on teaching, a high degree of student and faculty engagement and a strong connection to real-world application of learning.

## Process

Planning involved a wide range of stakeholders over a period of nearly a year. The process focused on upholding Evergreen’s longstanding values and principles while addressing the demands of a changing environment.

## Goals

The strategic plan is organized around three overarching goals—educational, supporting, and financial—with nine strategic directions articulated within these areas. These goals and strategic directions address a central question: How do we sustain our focus on substantive student learning and on faculty and staff vitality and keep an Evergreen education affordable for residents of Washington State, when levels of state funding are likely to decrease, and competition from other higher education entities is increasing?

## Next Steps

We will develop specific operational plans to pursue the strategic directions and achieve the stated goals. We will tie these plans to established metrics and milestones to ensure forward progress and long term success.





Strategic Directions  
Related to Each Goal

# Overarching Goals

1

**Educational Goal** Evergreen’s tradition as an experimental public liberal arts college devoted to scholarship, teaching, and learning, and strengthening its commitment to our original principles remains intact. At the same time we must adapt to growth, new students, and a new generation of faculty.

- 1. a. Reinvigorate Evergreen’s interdisciplinary liberal arts mission
- b. Deepen the teaching and learning experience at Evergreen, focusing on student success
- 2. Improve student recruitment and retention
- 3. Recruit, retain, and revitalize faculty and staff
- 4. Provide institution-wide support for diversity and equity initiatives



2

**Supporting Goal** We will continue to strive for an administrative culture that mirrors and supports Evergreen’s pedagogy (interdisciplinary, collaborative learning environments) and uses human and physical resources to support teaching and learning. Two examples include cross-divisional collaborations around student success and campus sustainability.

- 5. Evergreen: A Place for Sustainability
- 6. The college’s physical resources will imaginatively enhance the learning and working environment
- 7. Use technology to enhance teaching and learning and administrative support at Evergreen
- 8. Evergreen’s local, regional, and national partnerships are a rich resource conduit to its unique mission. The college both contributes to these partnerships and learns from them.



3

**Financial Goal** Evergreen faces decreasing state support, prompting tuition increases yet remains committed to serving under-represented students. Evergreen must, in order to sustain its mission and principles (small classes, an interdisciplinary team-taught curriculum, high degree of student-faculty interaction), augment and diversify revenue streams, improve net tuition revenue, control operating expenditures to sustainable levels, and make prudent use of existing resources.

- 9. a. Diversify revenue streams
- b. Keep the growth of operating expenditures to sustainable levels



# Strategic Plan

## Mission

As the nation's leading public interdisciplinary liberal arts college, Evergreen's mission is to sustain a vibrant academic community and to offer students an education that will help them excel in their intellectual, creative, professional and community service goals.

## Evergreen's Five Foci

### Interdisciplinary education

*Students learn to pull together ideas and concepts from many subject areas, which enables them to tackle real-world issues in all their complexity.*

### Linking theory & practice

*Students understand abstract theories by applying them to projects and activities and by putting them into practice in real-world situations.*

### Teaching & learning across significant differences

*Students learn to recognize, respect and bridge differences — critical skills in an increasingly diverse world.*

### Personal engagement in learning

*Students develop their capacities to judge, speak and act on the basis of their own reasoned beliefs.*

### Collaborative learning

*Students develop knowledge and skills through shared learning, rather than learning in isolation and in competition with others.*



## The Six Expectations for all Evergreen Graduates

1. Articulate and assume responsibility for your own work.
2. Participate collaboratively and responsibly in our diverse society.
3. Communicate creatively and effectively.
4. Demonstrate integrative, independent and critical thinking.
5. Apply qualitative, quantitative, and creative modes of inquiry appropriately to practical and theoretical problems across disciplines.
6. As a culmination of your education, demonstrate depth, breadth, and synthesis of learning and the ability to reflect on the personal and social significance of that learning.

# Principles

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## Principles that guide the development of all college programs and services:

- A focus on teaching and learning, student engagement and success (learning, satisfaction, graduation)
- Opportunities for students to work with faculty and advisors to devise their own academic pathways
- Support for student learning engages everyone at Evergreen. Teaching is the central work of the faculty at both the undergraduate and graduate levels. Faculty re-appointment depends primarily upon teaching effectiveness, interdisciplinary scholarship, and ability to collaborate and plan interdisciplinary curricula within learning communities.
- A distinctive liberal arts curriculum and commitment to Evergreen's Five Foci
- The Six Expectations for all Evergreen graduates (see illustration on previous page)
- The preparation of students in their academic fields with the skills to communicate, solve problems, and work collaboratively and independently as responsible global citizens who can act locally in communities and support the practices of democracy, social justice, and sustainability.
- An emphasis on curricular and pedagogical substance, experimentation, and innovation that strives for integrative learning
- Active, engaged learning environments: study abroad, field studies, and community service opportunities.
- Multiple modes of study, which broaden the opportunities for students to study at Evergreen: full-time day, Evening and Weekend studies, undergraduate and graduate study, Independent Learning Contracts, and internships.
- A commitment to meaningful narrative evaluations of student work by faculty and self-evaluations by both students and faculty
- Close student-faculty collaboration and substantive undergraduate research opportunities
- A commitment to serving under-represented, nontraditional, and first-generation students
- Environmental stewardship and sustainable campus practices
- A commitment to public service and reciprocal local, regional, and national partnerships. Our six Public Service Centers disseminate the best work of the college and bring back to it the best ideas and practices of the wider community.
- A commitment to building a learning community that preserves Evergreen's distinctive and long-standing values, including:
  - The traditions of a liberal arts education that produces thoughtful, knowledgeable, conscientious, and active citizens
  - A determination among faculty and students to make a difference
  - An environment of cooperation and respect for one another and for cultural differences
  - Shared governance, open access to governance processes for all
  - A willingness to solve grievances by responding to conflict in compassionate and constructive ways
  - Accountable decision-making
- Formal policies that foster these values

Evergreen's Social Contract summarizes many of these values:

[www.evergreen.edu/aboutevergreen/social.htm](http://www.evergreen.edu/aboutevergreen/social.htm)



## Process

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Evergreen’s founding faculty designed a college devoted to teaching and learning. They were deliberate in designing structures and processes to foster collaborative interdisciplinary learning and purposive in eliminating traditional barriers to learning. Since its founding, Evergreen has attained a distinctive niche in the higher education community—an experimental college with an impressive record of student success and interdisciplinary teaching and learning within learning communities, anchored by a vibrant community of scholars committed to remaining affordable to Washington residents and nonresidents alike, and to serving under-represented and non-traditional students. Evergreen embarked upon this strategic planning process with this same spirit in mind. Please see the final page of this plan for a list of Disappearing Task Forces (DTFs) and participants responsible for its completion.

## Strategic Directions

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Strategic planning at Evergreen is grounded in supporting the college’s central principles—fostering a dynamic and collaborative academic community, maintaining a focus on student learning, increasing access and success for diverse students, improving the quality of faculty and staff work life, providing stewardship of our natural resources, and building community partnerships—in the context of increasing state accountability requirements and decreasing state funding.

A central question that frames this effort is - How do we sustain our focus on substantive student learning and on faculty and staff vitality and keep an Evergreen education affordable for residents of Washington State, when levels of state funding are likely to decrease, and competition from other higher education entities is increasing? The following strategic directions support the college’s mission and principles within the framework of goals stated above. Annual metrics will be used to track institutional progress. For more detailed, operational plans within the nine areas below, please access the college web site at [www.evergreen.edu](http://www.evergreen.edu). These will be posted as they are developed and updated.



# EDUCATIONAL GOAL



Evergreen's tradition as an experimental public liberal arts college devoted to scholarship, teaching, and learning, and strengthening its commitment to our original principles remains intact. At the same time we must adapt to growth, new students, and a new generation of faculty.

## *Strategic Directions*

### **1. a. Reinvigorate Evergreen's interdisciplinary liberal arts mission.**

Historically, Evergreen faculty conduct in-depth examinations of the curriculum every decade. This year, they have charged a DTF to complete a decanal review centered around four questions:

- 1) What curricula embody the principles of a public, interdisciplinary, liberal arts college as articulated in Evergreen's Strategic Plan?
- 2) What practices, responsibilities, and structures sustain the faculty as an academic community and facilitate the implementation of those curricula?
- 3) What adjustments are needed to bring current curricula, structures, responsibilities, and practices into alignment with the visions expressed in (1)?
- 4) What processes should be used to review and adjust college curricula, structures, responsibilities, and practices in the future?

This faculty dialogue will continue for the next two years as Evergreen prepares for its accreditation self-study in 2007-08, leading to the accreditation visit in fall 2008.

### **b. Deepen the teaching and learning experience at Evergreen, focusing on student success.**

Nationally, interdisciplinary assessment is still a relatively new endeavor. Evergreen will strive to remain at the forefront of interdisciplinary assessment and publish and disseminate its interdisciplinary assessment methodologies and rubrics. Currently, Evergreen utilizes three primary assessment methods to measure academic quality within its interdisciplinary learning communities:

- 1) The National Survey of Student Engagement (NSSE) annual survey to assess student engagement using the five benchmarks of effective educational practice;
- 2) Transcript reviews to assess the Six Expectations of an Evergreen Graduate (The Reservation-Based Program is piloting an experiment with e-portfolios using the Six Expectations); and
- 3) End of Program Reviews (EPR) to collect data on each academic program's inclusion of art, science, social science, and humanities.

Evergreen utilizes the NSSE benchmarks—comparable nationwide—as the centerpiece of its institutional assessment of academic quality and will strive to remain in the top 10% of colleges and universities nationwide on these five measures of student success. Evergreen emphasizes academic work on real-world problems within community-based settings and the assessment work reflects this. (Two examples: Evergreen’s NSSE indicators have improved, indicative of recent commitments to improving students’ community-based learning; and the inception of The Center for Community-Based Learning and Action). Seniors attribute growth in their ability to address real-world problems to their experiences at Evergreen. Increasingly, these real-world issues involve a global context. Evergreen is committed to internationalizing its curriculum and will review and strengthen its support for international studies and study abroad opportunities for students.

Evergreen will continue its commitment to serving traditionally underserved populations. The Reservation-Based-Program has embarked upon a three-year Lumina grant entitled “Enduring Legacies” an innovative effort to serve Native American students via a “bridge-program” partnership with Gray’s Harbor College and Washington On-line with a goal to strengthen faculty teaching and student learning, develop quality course materials, provide appropriate faculty development, and establish effective collaborative processes with Native leaders and partner institutions.

The Tacoma campus’s vision is to continue its emphasis on community capacity building, leadership, justice, law, public and social policy creation, administration and management, environmental studies, public health, media, and global studies curriculums, while at the same time, strengthening their lower division bridge partnership, upper division math and science curriculum, adding teacher endorsement courses to prepare future teachers of color and providing K-12 outreach through technology (Girls and Boys Math Science and Engineering Program).

## 2. Improve student recruitment and retention.

✓ **RECRUITMENT** Evergreen was founded by the Legislature as an alternative liberal arts college and maintaining mission-driven growth is critical in charting strategic directions for its future. Now charged to grow to 5,000 students, in order to recruit students, Evergreen must successfully communicate its unique nature. Many in higher education hold Evergreen in high regard but often Washington audiences are either not familiar with or have misconceptions about Evergreen. As the Communications and Marketing Study Report of 2001 noted, “Evergreen is unique, complex and difficult to understand. It is challenging to convey our story succinctly.” To be effective, Evergreen’s communications and marketing efforts must be driven by good research, i.e., to know how key audiences perceive Evergreen and what interests are important to them.

■ We will institute an aggressive marketing and student recruitment effort to increase the applicant pool, increase Evergreen’s market share of Washington state high school and transfer students, develop sustainable partnerships with selected two-year colleges and other local educational institutions, and increase applications from diverse and traditionally underserved students through programs such as Gear-up and bridge program partnerships with community colleges.

■ We will seek increases in Financial Aid to support diverse and under-represented students with a goal of securing an endowment of \$1,500,000 to provide scholarships—particularly to those who are the first generation of their family to attend college, are older and on fixed incomes, or are of diverse backgrounds—and develop tuition waiver policies to support our enrollment goals.

■ Extended Education will offer programs to meet community needs and, in the process, attract new students.

✓ **RETENTION** Improve student success and persistence at Evergreen

A First-Year Experience DTF was charged in 2005 to “examine the freshman student experience... and determine what we are currently providing that supports and engages students as well as what we could improve.” Their initial recommendations include: a clear, distinctive first-year experience vision, a curriculum planning and student support services structure/collaborative team in place to achieve it, intentional student advising, faculty development support for teaching first-year students, and an annual assessment process that informs faculty/staff development towards student success. Similar strategies for increasing campus awareness of retention issues for students—disaggregated by year, gender, race, part-time and full-time status—will be developed and implemented.

### **3. Recruit, retain, and revitalize faculty and staff.**

Evergreen is fortunate to have committed, caring faculty and staff and asks a great deal of them. Team-taught interdisciplinary programs require a substantial faculty workload commitment. Teaching and learning at Evergreen is rigorous and dynamic. To teach well here requires intellectual curiosity, academic courage, and institutional support to explore new ideas and challenge conventional academic traditions. The college will strive for sustainable workloads and comparable wages. Evergreen has committed itself to improving faculty salaries, developing and adopting an exempt compensation plan, and ensuring that multiple venues for conflict resolution are in place and functioning well.

For faculty to maintain expertise in their original disciplines, conduct research, and develop expertise in new fields the college must provide (1) continuing support for faculty scholarship and research, (2) professional development opportunities for new faculty, and (3) support for collaborative faculty inquiry and scholarship on effective teaching strategies, given the wide variations in students’ academic preparedness and their lived experiences. The college has established an endowment goal of \$3,500,000 million for faculty development and scholarship.

### **4. Provide institution-wide support for diversity and equity initiatives.**

Evergreen’s efforts toward diversity and greater understanding of differences in its members must be situated in the mission of the college. To radically shape the culture of the college toward greater understanding, inclusiveness, and equity for all members; assure respectful work relations and professional opportunities for all employees; and provide educational opportunities for students that emphasize access, relevance, meaningfulness, and academic success, we will address issues of race and ethnicity, gender, economic class, sexual identity, national origin, disability, religion, and age. While promoting greater understanding and equity, we will support all members of the community to succeed and thrive in a society that is often inconsistent in its recognition and tolerance of differences. We believe that these strategies will enable Evergreen to work toward transforming itself into a more diverse college community that prepares all students for participation and public leadership in our multicultural society and world.

The president charged a Diversity DTF in April 2005 to develop a five-year diversity strategic plan. The entire DTF report can be viewed at [www.evergreen.edu/equalop/docs/presidentreport.pdf](http://www.evergreen.edu/equalop/docs/presidentreport.pdf)



We will strive to align our expressed values with our day-to-day practices by transforming our organizational culture, deepening our individual and institutional knowledge and understanding of diversity, and actively practicing the principles underlying diversity and equity at Evergreen. We will examine existing institutional data for trends in student access, retention, excellence, and institutional receptivity, and the experiences and trends of employees and their employment opportunities. We will strive to hire more faculty and staff of color; transform the curriculum to be more multi-culturally informed; create culturally hospitable learning and working environments; and eliminate inequities in educational experience and employment opportunities.

We will develop campus-wide knowledge of and responsibility for diversity and support the Office of Institutional Research and a standing Diversity Task Force to track progress for equity for all students, faculty and staff using appropriate metrics to focus college-wide discussion on efforts toward diversity and institutional accountability. We will employ best practices for developing a diverse and equitable college community by drawing on lessons from Evergreen faculty, staff, and students who work and study at the Tacoma Campus, Reservation Community-Determined Program, MPA Tribal Governance Program, Olympia day programs, and Evening and Weekend Studies. We will continue the college-wide diversity and equity dialogues events. We will provide multiple, specific avenues to transform Evergreen's culture so that a diverse student body, staff, and faculty can contribute and participate fully in our community and create a "Center for Community Matters," an open public office, staffed on a rotating basis by trained members from all campus constituencies, to offer immediate support to community members experiencing conflict. We will strive to offer cross-disciplinary curriculum offerings that address the interests and needs of students of color on the Olympia campus.

# SUPPORT GOAL



We will continue to strive for an administrative culture that mirrors and supports Evergreen’s pedagogy (interdisciplinary, collaborative learning environments) and uses human and physical resources to support teaching and learning. Two examples include cross-divisional collaborations around student success and campus sustainability.

## *Strategic Directions*

### **5. Evergreen: A Place for Sustainability.**

Evergreen will become a laboratory for sustainability—as demonstrated in our operations, our curriculum, and in the quality of life for our employees and students—and commit to becoming a carbon neutral college by the year 2020. Already the premier national model for interdisciplinary liberal arts education, ultimately Evergreen will become similarly known for its leadership in sustainability—providing educational and employment opportunities throughout the academic, public, nonprofit, and business communities.

We will develop a model curriculum in sustainability that uses as its core both whole systems thinking and the liberal arts and—through our Curriculum for the Bioregion project—facilitate the sharing and dissemination of sustainability curricula to faculty within all Washington State colleges and universities. We will connect student learning to operational practices that reflect our profound commitment to a sustainable future for all species. Our practices and purchases will originate from socially just, environmentally healthy, and fiscally responsible sources. A cross-divisional task force for campus sustainability will steward our work and make Evergreen’s sustainability commitments, practices, and achievements visible to the campus and wider community. Annual sustainability indicators will be monitored each year to benchmark our progress against other campuses. Indicators of Evergreen’s land endowment will be managed for increased biodiversity and maximum educational opportunities related to sustainable practices. Details of Evergreen’s sustainability efforts can be found at [www.evergreen.edu/committee/sustainability/](http://www.evergreen.edu/committee/sustainability/)

### **6. The college’s physical resources will imaginatively enhance the learning and working environment.**

A new campus master plan (including housing and other auxiliary services) will be completed based on curriculum planning, campus life issues, sustainability, and enrollment growth and, to the degree possible, students, faculty, and staff affected by renovation will be involved in the design team decision-making processes in major renovation projects. The Campus Master Plan and 10-year capital plan will be updated regularly. The Strategic Plan and the Campus Master Plan will drive biennial capital budget requests and take into account the estimated life-cycle cost for capital assets. All major capital renovations will be submitted for LEED (Leadership in Energy and Environmental Design) certification. Evergreen has completed a Facilities Condition Audit of all campus buildings to be used as a baseline for capital projects planning, renovation, and repair.



## **7. Use technology to enhance teaching and learning and administrative support at Evergreen.**

Evergreen will intentionally foster secure, sustainable, flexible, easy-to-use, and accessible information technologies (IT) that support and enhance our teaching and learning philosophies and the administrative needs of the institution. Evergreen's continuing commitment to technology and media literacies as critical components of a liberal arts education has led us to re-envision our Television Studio into a Center for New Media that will provide cross curricular and extra curricular support for computer mediated production, performance, interactivity, teleconferencing, live broadcasts, digital image storage, processing, re-broadcasting and format conversion for all areas of the college. Accuracy and quality of information will improve and strong support will make technology and a broad range of information services available to on-and off-campus users. Security requirements of networks, software, hardware and data will be met while ensuring appropriate user access, including control of access to confidential information and the need for academic exploration. Classroom spaces will be technologically current and functional for meeting curricular needs.

## **8. Evergreen's local, regional, and national partnerships are a rich resource conduit to its unique mission. The college both contributes to these partnerships and learns from them.**

The innovative work of Evergreen's public service centers deepens the college's mission and extends its reach outward from local to international communities. Our public service centers enhance the curriculum, facilitate better ways of teaching, contribute to Evergreen's national reputation, and help prepare students and citizens for a lifetime of civic engagement. Visiting speakers and performers, student organizations, and faculty presentations of their research are a necessary aspect of engagement and community building.

Evergreen has a unique and comprehensive set of academic and public service programs that work in partnership with Northwest tribal communities. Future plans include an endowment to provide ongoing support and development in the following key areas:

- culturally relevant curricula responsive to tribal needs in the arts, tribal governance and natural resources;
- formalized government-to-government relations with Northwest tribes through a working Memorandum of Agreement and a Tribal Advisory Board; and
- expansion of the Longhouse and creation of a Native American resource center/library to coordinate and promote Native American programs at Evergreen.

Locally, Evergreen will be an integral community partner with local businesses and school districts. Evergreen's national visibility expands as the home of the National Summer Institute on Learning Communities and through partnerships such as the Consortium for Innovation Environments in Learning, Council of Public Liberal Arts Colleges, American Association of Colleges and Universities, and Orbis/Cascade Alliance, among others.

# FINANCIAL GOAL



Evergreen faces decreasing state support, prompting tuition increases, yet remains committed to serving under-represented students. Evergreen must, in order to sustain its mission and principles (small classes, an interdisciplinary team-taught curriculum, high degree of student-faculty interaction), augment and diversify revenue streams, improve net tuition revenue, control operating expenditures to sustainable levels, and make prudent use of existing resources.

## *Strategic Directions*

### **9. a. Diversify revenue streams**

As Evergreen faces the future with less state revenue, it must rely more on outside sources to augment sources of income. Fundraising must be focused.

Strategies include:

- establishing a College Academic Leadership Initiative for faculty development and support for scholarly work, student scholarships, and undergraduate student research;
- obtaining more federal revenue; and
- launching a capital campaign.

We will actively engage potential donors, expand the network of private donors supporting the college, and communicate fundraising progress through newsletters, reports, and the college web site.

### **b. Keep the growth of operating expenditures to sustainable levels**

Evergreen will make prudent use of existing resources, keep operating expenditures at sustainable levels, and streamline administrative operations by eliminating purchasing habits that are ineffective, inefficient, unsustainable, or excessive, e.g., paper and high-speed printing. We will find cost-saving opportunities, examine alternative options for electronics purchasing, and ultimately reduce the amount of outdated and unnecessary equipment. Energy use efficiency and conservation and clean energy acquisition and production on Evergreen campuses will continue. Fiscal management practices will continue to improve through the leadership of the president and vice presidents jointly managing sources of institutional flexibility with support of the divisional Budget Coordinators. Annual public hearings will be held such that faculty, staff, and students can provide advice to the president and vice presidents.

## **Next Steps**

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We will develop specific operational plans to pursue the strategic directions and achieve the stated goals. We will tie these plans to established metrics and milestones to ensure forward progress and long term success.



# Appendix

## Linked Documents

### Diversity DTF Report:

[www.evergreen.edu/equalop/docs/presidentreport.pdf](http://www.evergreen.edu/equalop/docs/presidentreport.pdf)

### Evergreen Social Contract:

[www.evergreen.edu/aboutevergreen/social.htm](http://www.evergreen.edu/aboutevergreen/social.htm)

### Evergreen Sustainability Resources:

[www.evergreen.edu/committee/sustainability/](http://www.evergreen.edu/committee/sustainability/)

## Special thanks to:

Strategic Planning Coordinating Committee

Sustainability Task Force Diversity DTF

First Year Experience DTF

Campus Life DTF

Diversity DTF

Information Technology Collaborative Hive

Faculty Agenda Committee

