

The Evergreen State College					
Goal Area	Institutional Goal	Timeline	Responsibility	Indicator/ Measure	Resources
Enrollment	Goal - Evergreen will strive to achieve by Fall 2001, an undergraduate participation rate for all ethnic/racial minority groups that equals or exceeds the average participation rate for Evergreen for Fall 1996 through Fall 1998 for the 17-22 year old population in the State.	2001	Dean of Enrollment Services and Coordinator of First Peoples' Recruitment		Evergreen has committed \$97,435 to support the First People's Recruitment Office and Admissions Office.
	Strategies				
	1. Continue the visitation program to high schools and community colleges with significant populations of students of color.				
	2. Continue the publication of specially targeted materials for students of color.				
	3. Conduct intensive outreach, through personal invitation and telephone calls, for students of color to attend the College's "Preview Day".				
	4. Continue to host students of color wanting to visit the campus and attend an academic program.				
	5. First People's Recruitment will continue to work with the Higher Education Coordinating Board's early outreach program to reach out to at-risk youth.				
	6. Continue to stress the College's commitment to attract a diverse student body as reflected through its admissions policy.				
	7. Participate in specific events, such as college fairs, educational conferences, etc., which are specifically designed for students of color.				
	8. Develop more scholarship opportunities for students of color to attend Evergreen.				
9. Develop closer ties with community organizations for the different ethnic/racial groups in Olympia, Tacoma, and Seattle.					

<p>10. Develop early awareness programs for students of color and their families which address not only academic preparation, but also includes social and financial preparation for college studies.</p>				
<p>11. Institute reports that will compare participation rates of students of color each fall with participation rates of Caucasian Washington high school graduates.</p>				
<p>12. Continue to develop the relationship between the Upward Bound summer program and First People's recruitment and continue the Upward Bound scholarship at Evergreen.</p>				
<p>13. Develop systematic recruitment plan for Tacoma and Tribal programs.</p>				
<p>Goal - Evergreen will strive to achieve by the year 2001, a transfer rate for all ethnic/racial minority groups that equals or exceeds the average transfer rate from fall 1996 through fall 1998 for all transfers to Evergreen.</p>	<p>2001</p>	<p>Dean of Enrollment Services, Coordinator First Peoples' Recruitment</p>		<p>\$97,435 to support First Peoples' Recruitment Office, Admissions Office.</p>
<p>Strategies</p>				
<p>1. Develop closer ties with South Puget Sound CC, Tacoma CC, Olympic CC, Pierce College, and Seattle Central CC to facilitate the transfer of students of color to Evergreen.</p>				
<p>2. Develop closer ties with student organizations for different ethnic groups at selected community colleges.</p>				
<p>3. Develop part-time undergraduate and graduate offerings relevant to students of color who work full-time.</p>		<p>Dean of Part-Time Studies, Part-Time Studies Planning Group, and Directors of Graduate Programs</p>		
<p>4. Institute reports that will compare participation rates of students of color each fall with participation rates of Caucasian Washington community college students in both full and part-time offerings.</p>				

Goal - Evergreen will strive to achieve by the year 2001, a graduate enrollment for all ethnic/racial minority groups that equals or exceeds the average graduate enrollment rate from fall 1996 through fall 1998 for all graduate students at Evergreen.	2001	Director of MPA program, Director of MIT program, and Director of the MES program		Support from existing budgets; Alumni Relations, Financial Aid and College Advancement.
Strategies				
1. Implement and continue to improve on a plan to systematize recruitment activities.				
2. Continue to reflect the diversity of students and faculty in graduate program publications and to use texts and other curriculum materials that have multicultural perspectives.				

3. Expand on attendance at Graduate/Professional Days at schools with large populations of students of color and host potential students wanting to visit the campus.				
4. Increase program visibility among people of color in the region and develop relationships with referral sources.				
5. Develop an Outreach Conference targeted for underrepresented undergraduates and for prospective students who are career changers and/or employed full-time.				
6. Publicize the program's high graduate rates and the employment opportunities for graduates.				
7. Provide personal, professional follow-up on inquiries and acknowledge applications within 72 hours.				
8. Monitor incomplete applications on a weekly basis and follow-up as appropriate.				
9. Make personal telephone calls to all of those admitted to the program, regardless of ethnicity, and an additional follow-up personal telephone call by faculty, staff or alumni to those who are students of color.				
10. Continue to make scholarship/financial aid information available to applicants and students in brochures, books, newsletters and the catalog and provide financial support for students as soon as possible.				

	11. Continue quarterly visits to Tacoma campus to offer one-on-one advising for Tacoma students interested in graduate study at Evergreen.				
	12. Continue to assess enrollment reports every fall to determine success of the above categories.				
Retention	Goal - Evergreen will try to achieve by the year 2001, a retention rate for all ethnic/racial minority continuing and transfer students that equals or exceeds the average retention rate for all continuing and transfer students at Evergreen for fall 1996 through fall 1998.	2001	Dean of Students and Academic Support Services; Director of Academic Advising; Director of First Peoples' Advising Services	Quarterly retention statistics	\$98,199 to support the First Peoples' Advising Services Offices; Academic Advising; Dean of Student and Academic Support Services.
	Strategies				
	1. Continue support services provided to students of color through First Peoples' Advising Services.				

	2. Continue to provide culturally specific advising to student organizations and continue collaboration with the Office of Student Activities.				
	3. Continue monitoring retention statistics on a quarterly basis to determine how well the College is achieving this goal.				
	4. Continue collaboration between First People's Advising Services and the Dean of Student and Academic Support Services.				
	5. Increase collaboration between First Peoples' Advising Services and the Office of Academic Advising.				
	6. Further develop Longhouse Public Service program to show our commitment to Native American students.				
	7. Initiate education of faculty on issues regarding students of color and their educational experience.				
	8. Continue the Undergraduate Fellows Pre-orientation Program begun Fall 1997 by First People's Advising Services with the funding of the foundation and housing.				

9. Investigate faculty participation in state and national summer diversity institutes.				
Goal - Evergreen will strive to achieve by the year 2001 a retention rate for ethnic/racial minority students that equals or exceeds the average retention rate for graduate students at Evergreen for fall 1996 through fall 1998.	2001	Director of the MPA program, Director of the MIT program, and Director of the MES program		Support from existing budgets; Financial Aid and College Advancement.
Strategies				
1. Tailor, develop and provide a MES/MPA Summer graduate preparatory program which includes basic ecology, economics, statistics, graduate research writing and library skills (in addition to continuing to provide other appropriate prerequisite courses).				Summer school dean will need to provide adequate support.
2. Expand on collaboration between First People's Advising and the graduate programs.				
3. Develop working relationships with student organizations and other organizations meeting the needs of students of color.				
4. Encourage peer support from other students in order to prevent classroom isolation and/or being designated spokesperson for a particular group.				

5. Through the Washington Center for the Improvement of Undergraduate Education continue inter-institutional work on curriculum change and cultural diversity, student success, and institutional planning for diversity.				
6. Expand on a mentor system of support from faculty, alumni, professionals and retired professionals.				
7. Continue to explore incorporation of different learning styles which may be related to cultural background.				
8. Seek funding to defray costs of graduate research.				Development Office, in cooperation with appropriate graduate director

	9. Seek funding to continue supporting student teacher travel to teaching sites which have large numbers of students of color.				
	10. Seek funding to support student internships in organizations which serve communities of color.				
	11. In the first year of the program, provide opportunities for students of color to give feedback regarding their experiences in the program.				
Completion	Goal - Evergreen will try to achieve by the year 2001 a baccalaureate completion rate for all ethnic/racial minority groups that equals or exceeds the average completion rate for all students receiving baccalaureate degrees from Evergreen for fall 1996 through fall 1998.	2001	Dean of Student and Academic Support Services, Director of Academic Advising, Director of Key Student Service, and Director of First Peoples' Advising Services	Annual graduation statistics	Support from existing budgets, i.e. Institutional Research and Planning, Registration and Records, and Computer Services
	Strategies				
	1. Continue to monitor graduation statistics on a yearly basis to determine how well the College is achieving this goal. <u>NOTE:</u> The strategies designed for <b>RETENTION</b> and <b>CAMPUS CLIMATE</b> will impact the <b>COMPLETION RATE</b> of students of color.	Annual Report		Graduation statistics	
	Goal - Evergreen will strive to achieve by the year 2005 a master's degree completion rate for all ethnic/racial minority groups that equals or exceeds the average completion rate for all master's degree students at Evergreen for academic years 1998 through 2000.	2005	Directors of MPA, MIT and MES programs	Graduation statistics	The graduate programs will continue to support the strategies from existing budgets

	Strategies				
	1. Continue to provide peer support and program structure for completing the applications project, research design project, and thesis or essay of distinction.				
	2. Continue to develop a system of supportive mentoring by successful, professional internships and by faculty, alumni, and other professionals.				

	3. Continue to monitor on a yearly basis graduation statistics to determine how well the College is achieving this goal.				
Employment	Goal - Evergreen will strive to achieve by the year 2010, employment rate for all ethnic/racial minority groups in faculty and exempt positions that equal or exceed their availability.	2010	Director of Human Resource Services, Special Assistant to the President for Equal Opportunity, and Academic Dean	Annual Affirmative Action report	
	Strategies				
	1. Explore the creation of evaluations and performance criteria to include diversity components for all employees.				
	2. Develop an exit interview process to determine reasons for separation.				
	3. Expand the ethnic diversity of potential applicants for employment in the college's recruitment data base.				
	4. Develop and maintain contacts with community organizations representing and serving the many ethnic groups of the state.				
	5. Establish lists of sources for outreach to ethnically diverse members of professions employed by the college.				
	6. Host representatives of community organizations for the purpose of introducing them to employment opportunities at the college.				
	7. Continue to advertise regularly in newspapers and periodicals that are published by and target members of ethnically diverse communities within the state and assess their effectiveness.				
	Goal – Develop procedures for evaluating hiring decisions to ensure that they address the under-representation of ethnic/racial minority groups.		Academic Dean; Academic Vice President and Provost		\$65,000/ per year recruit faculty of color; \$50,000 per year on retention activities.

	Strategies				
	1. Continue effective hiring practices which have led Evergreen to achieve a total of 22% of the entire faculty to be faculty of color.				
Institutional Climate	Goal – Affirm the college’s statement of value for diversity through substantive institutional actions.	Ongoing	Academic Vice President and Provost, Washington Center for the Improvement of Undergraduate Education, Evergreen Center, and Special Assistant to the President for Equal Opportunity		The College will continue to support this goal with existing funds in the academic budget.
	Strategies				
	1. Host activities which increase interaction between the campus and the communities of color in the surrounding area and statewide.				
	Goal - Incorporate significant material on cultural pluralism, ethnic diversity, and race and racism in American society across a broad array of undergraduate courses and public service activities.	Ongoing	Academic Vice President/Provost; Academic Deans	Monitor Curricular Offerings to maintain or enrich the current level of commitment to this goal.	Support with existing funds in the academic budget.
	Strategies				
	1. Evergreen will continue its effective interdisciplinary teaching methods which will allow faculty to address cultural pluralism, ethnic diversity, and race and racism in American society.				
	Goal – Incorporate significant material on cultural pluralism, ethnic diversity, race, and racism in graduate offerings.	Ongoing	Director of MPA, Director of MIT, and Director of MES programs.		The graduate programs will continue to support from existing budgets.
	Strategies				
	1. Continue effective interdisciplinary teaching methods which will allow faculty to address cultural pluralism, ethnic diversity, race, and racism.				

	2. Expand and enrich the range of instructional materials and experiences to include additional literature in environmental studies, education and public administration and written from the viewpoint of people of color.				
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	3. Continue field experience placements for internships and student teaching in settings with diverse populations.				
	Goal - Demonstrate continued participation by the president, trustees, exempt staff, and faculty in seminars on combating racism, valuing cultural pluralism, and managing diversity.	Ongoing	Vice President for Student Affairs and Academic Vice President and Provost		
	Strategies				
	1. Continue to schedule speakers, workshops, and other activities on valuing and benefiting from cultural diversity and combating racism.				
	2. Provide workshops and training that emphasize the role of every campus office and employee in maintaining a culturally inclusive organization.				
	3. Continue participation by selected faculty and staff through curriculum infusion.				
	4. Continue "Prejudice Reduction" workshops semi-annually.			Semi-annual workshops	
	5. Set accountability goals to increase faculty participation in diversity training activities.				