



## Board of Trustees Meeting

Friday, January 13, 2023  
The Evergreen State College  
2700 Evergreen Parkway NW  
Evans Hall Board Room, L3201  
Olympia, WA 98505  
9:00am – 3:00pm

Hybrid meeting – remote option via Zoom webinar

**\*\*Trustees participating remotely\*\***

Public link: <https://evergreen.zoom.us/j/88312948981>

*Celebrating the 50<sup>th</sup> anniversary of The Evergreen State College  
and the 25<sup>th</sup> anniversary of the Longhouse*

### AGENDA

- 9:00 a.m.
1. Call to order, determination of quorum
  2. Chair's opening remarks
  3. Executive Leadership report
  4. Approval of meeting minutes
  5. Public comment\*
  6. Student Trustee report
  7. Representative reports
  8. Open government responsibilities
  9. Update on Strategic Plan: Student academic success and support
    - a) Student Achievement and Success Committee
      - i. Proposed action item: Prison Education
  10. Student presentation
  11. Update on Strategic Plan: Strengthen our Financial position
    - a) Finance and Budget Committee
    - b) Facilities update
    - c) Enrollment plan
    - d) Legislative update
    - e) Campaign update
  12. Open Public Meetings Act executive and exempt session\*\*
- 3:00 p.m.
13. Adjourn

\* The Board of Trustees welcomes public comment. It can be submitted in writing or made orally during the meeting. Written comment will be distributed to the Trustees per the [Board of Trustee's Public Comment Policy](#). Please submit written comment, or sign up to make oral public comment, no later than 9:00 a.m. Friday, January 13, 2023, by signing in at the meeting location or by emailing Executive Associate to the President and Secretary to the Board of Trustees Susan Harris at [harriss@evergreen.edu](mailto:harriss@evergreen.edu).

\*\* The Board will meet in a combined exempt and executive session to discuss bargaining (RCW 42.30.140(4)); discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party (RCW 42.30.110(1)(i)); and/or any other legally authorized grounds for executive session enumerated in RCW 42.30.110(1).

For more information or accommodations, please email Executive Associate to the President and Secretary to the Board of Trustees Susan Harris at [harriss@evergreen.edu](mailto:harriss@evergreen.edu).



Memo from Vice President Kara Briggs, Tribal Relations, Arts and Cultures

The House of Welcome's Annual Holiday Native Art Fair was held on December 9 and 10, 2022 after a two-year absence. We featured 45 Native artists selling a variety of artwork and a food booth whose revenue supports the Generations Rising Native Youth art event held the first weekend in March.

The fair opened at 11 AM each day and sales went until 6 PM. In past years, there were significant lulls in shopper traffic between 2 PM and 4 PM. This year, shopper traffic was steady from before 11 AM to 6PM and slightly beyond for Saturday evening. Artists and guests were in wonderful spirits and enjoyed the return of the fair. It is one of the most popular events we host. It provides an opportunity for the public to meet and talk directly with Native artists and for Native artists to reach new patrons through the House of Welcome economic development initiative which is a part of its public service mission.

We were able to invest in radio advertisement for the event, as well as classified advertising in the Olympian newspaper. We placed our postcard ads for free promotion on event pages with Thurston Talks, NPR, and on Facebook where the House of Welcome enjoys a following of over 6,000 people.

We wish to thank Chair Fraser, Trustee Gibson and Trustee Goldberg for attending and supporting Holiday Native Art Market!

On the side of Tribal Relations, the college met with the Squaxin Island Tribal Council on Dec. 8.

We wish to thank Trustee Peters for serving on the steering committee for our brand new Elected Tribal Leader Training in his other role as Chairman of the Squaxin Island Tribe. The training, a program of the Tribal Relations, Arts and Cultures division, is for newly elected tribal officials from across Washington state and is scheduled to occur in early February. We are leading this effort, with a steering committee of tribal leaders and the Native Nations Institute from the University of Arizona.

The House of Welcome is planning to hold its second Elizabeth Peratrovich Day celebration on the evening of Feb. 15. Elizabeth Peratrovich, Tlingit, was an advocate from the civil rights of Alaska Natives in territorial Alaska in the 1940s. Her birthday is celebrated by Alaska Natives, primarily in Alaska, but also in key hubs of Alaska Natives such as Seattle. The House of Welcome's Elizabeth Peratrovich Day is the only such celebration held in the South Sound.

Kara Briggs | Vice President of Tribal Relations, Arts and Cultures | (360)867-5344 | [Kara.Briggs1@evergreen.edu](mailto:Kara.Briggs1@evergreen.edu)

The Evergreen State College | 2700 Evergreen Parkway NW | Olympia, Washington 98505 | [evergreen.edu](http://evergreen.edu)



**Board of Trustees Retreat**  
**The Lord Manion Coach House**  
Day two of a two-day meeting/retreat  
November 8, 2022

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**Trustees Attending:** Allyson Brooks  
Shane Everbeck  
Karen Fraser  
Fred Goldberg  
Miguel Pérez-Gibson  
Kris Peters  
Ed Zuckerman

**Staff Presenting:** John Carmichael, --President  
Erik Gimness, Director of Institutional Research  
Dexter Gordon, Executive Vice President  
Susan Harris, Executive Associate to the President and Secretary to the Board of Trustees

**Others Presenting:** Allegra Calder, Facilitator, BERK Consulting  
Clarissa Dirks, Faculty Representative to the Board of Trustees  
Sharon English, Assistant Attorney General  
Susan Keefe, Staff Representative  
Michael Meotti, Executive Director for WSAC  
Trygve Vandal, Student Representative

Chair Karen Fraser called the meeting to order at 9:14 a.m. with a quorum present. The meeting was held at The Lord Mansion Coach House, 211 21<sup>st</sup> Ave SW, Olympia, Washington. The retreat was in-person with no remote option available.

**Welcome and Introductions**

Chair Karen Fraser extended a welcome and introductions were made around the room. Facilitator Allegra Calder from BERK Consulting provided an overview of the day's agenda and presented draft norms for the Board of Trustees to read and consider. It was encouraged that the norms considered continue to be used and adjusted as needed in the future. It was recommended that group norms come back to the Board of Trustees January meeting for discussion and possible adoption.

1. Each trustee is an equal participant in the process and has equal opportunity to voice opinions and contribute ideas.
2. Trustees recognize the legitimacy of the interests, concerns and goals of others, whether or not we agree with them. We commit to treating each other, and those who attend our meetings, with respect and courtesy. This is to be extended to the public as well.
3. Trustees accept the responsibility to come to the meeting prepared for the discussions, willing to explore the issues, and keeping the interests of the college at the forefront.

4. Trustees commit to listen carefully, ask pertinent questions, and educate ourselves about the interests and needs that must be addressed in a constructive problem-solving atmosphere.
5. Trustees will make a concerted effort to focus on the topics under discussion and remain present.
6. We will respect everyone's time by starting and ending meetings on time and returning from breaks promptly.
7. Everyone is responsible for upholding the norms. Acknowledge if you notice we are not doing so.
8. People should feel free to speak as everyone's opinion is valuable.
9. Share the airtime. Encourage all to contribute to the conversation.

### **The Context of Higher Education Today**

Executive Director of the Washington Student Achievement Council Michael Meotti presented on the context of higher education today.

The presentation slides will be shared with those in attendance by Executive Associate to the President and Secretary to the Board of Trustees Susan Harris.

### **Review of Evergreen's Foundational Principles**

President John Carmichael reviewed Evergreen's current mission and vision. He shared that many have asked him what the vision of the college should be, and he has responded that the vision of the college is not one for him to decide, rather it should a collaborative process with the entire Evergreen community. However, President Carmichael shared some broad ideas when considering the vision for the next 3 years:

- the college is growing, not shrinking
- the college is strengthening programs to the needs and interests of prospective students
- the college is continually learning and using data to identify interventions
- the college is clearing away obstacle for older students
- the college is centering belonging
- the college is seen as a good place to work
- the college talks more about careers
- the college is rooted in our community
- the college is offering programs and certification offerings for a diverse array of students

Executive Vice President Dexter Gordon noted that members of the Evergreen community want to have a common view of where the college is headed, and it will need to be innovative to meet the moment.

### **Board Role, Responsibilities, and Operations**

The Board engaged in conversation about the Board's role, responsibilities and operations. A few items shared and discussed by Board members included:

- there is an interest in reviewing reading materials and videos ahead of the meetings to leave time for dialog in the meetings
- there is value in the committee work
- the Chair, President and Executive Vice President have been very communicative and make themselves available
- now that we are out of crisis mode, the Board should revert to its strategic role taking a high-level view and focusing on the work ahead
- provide campus tours and other experiences that increase opportunities for Trustees to dialog with the campus community;

- provide Open Public Meetings Act refresher training, with invitations being extended to faculty and staff so to better understand how the Board operates
- bring in outside speakers at the top of Board meetings to ground in the work of the college
- as part of its strategic leadership, the Board should include succession planning for the Board itself and the President
- consider how can the Board be more proactive in the work of Trustee recruitment

Themes that emerged from the conversation included the following: things are turning around; higher education institutions are entities of choice and part of the marketplace; we are co-creating a future with those we serve; engagement, experience, and our natural setting are key assets - How do we tell the story?; and what is next?

### **Fostering Belonging**

Director of Institutional Assessment Erik Gimness presented data on the diversity of students, staff, and faculty at Evergreen.

The goal of Evergreen for diversity of faculty and staff is not only to represent the community we serve, but to build the world we can imagine. There are many actions being taken on campus to move toward an environment that promotes more belonging, such as events and activities. Additional work is needed to bring more diversity in the student, staff, and faculty populations. As well, it is important the college represent diversity in curriculum and be responsive to the campus climate.

The Board identified ways in which they can support belonging on campus:

- model equity and inclusion
- recruit a diverse Board
- encourage administration to carry out initiatives
- be present and engaged on campus
- review data and dashboards through an equity lens
- encourage physical spaces that are welcoming
- connect with external contacts promoting Evergreen and to meet with constituents when there are challenges
- serve as an insulator for political pressures
- use influence as appropriate
- use meeting time wisely
- show up and share out

### **Board Priorities for 2023**

The Board of Trustees discussed priorities for 2022-2023. Priorities listed below are not in priority order.

1. Review Evergreen guiding documents such as the Strategic Plan; Strategic Enrollment Plan; Campus Master Plan; Land Use Plan; Climate Action Plan; Academic Plan (Strategic Plan engagement in 2023-2024)
2. Get to know Evergreen and develop sense of community
  - a. Bring in speakers, i.e.: Director of Climate Center; faculty and student work
  - b. Tours, i.e.: library tour; center tours
3. Develop a collective vision for the Board of Trustees
4. Belonging

5. Housing
6. Prison Education
7. Budget for next biennium 2023-2025
8. Bargaining
9. Accreditation
10. Lean management
11. Governance work
  - a. Board process
    - i. Committee structure: possibly add Legislative Committee; Governance Committee; Strategic Planning Committee; consider inviting Board representatives to engage in committee work
    - ii. Board goal setting
    - iii. Educating others about the role of the Board
    - iv. Board orientation
    - v. Succession planning, i.e.: Trustees; President
    - vi. Governance education, i.e.; Association of Governing Boards

#### **Next steps and roundtable**

1. Executive Committee to identify a process of how to spend time for the 2022-2023 academic year and propose to the full Board.
2. Executive Committee to consider appointing a legislative committee to meet monthly through session.
3. Consider recommending a statewide study of the housing crises on campus.
4. Executive Committee to consider how can the Board be more proactive in the work of Trustee recruitment.
5. Fashion a statement of purpose based on retreat discussions. Talk about “meaningful” education, not just “higher” education; Distinguish between “foundational” and “transformational”; Translate “access” into “transformational” experiences
6. Consider putting Representatives on Board committees.
7. Ask Board Budget and Finance Committee to review the LEAN process of state government.
8. Enhance Trustee advocacy in the legislative process.
9. Create committees or Board Liaisons to planning processes such as the Strategic Plan and Campus Master Plan.
10. Revisit Board orientation process.
11. Revisit Board meeting agenda format to emphasize more “high level”, longer-range, strategic policy matters; more discussion by all members and few briefings; members review meeting materials ahead of meetings; bring in outside speakers; present student projects; feature faculty; schedule tours after or between meetings; refresher on Open Meetings Act with invitations to Evergreen community; and adopt group norms.
12. Share the WSAC action plan with the Board of Trustees.

#### **Adjourn meeting**

Chair Karen Fraser adjourned the meeting at 3:12 p.m.

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Karen Fraser, Chair

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Ed Zuckerman, Secretary

# ***OPEN GOVERNMENT RESPONSIBILITIES REFRESHER***



**THE EVERGREEN STATE  
COLLEGE**

**JANUARY 13, 2023**

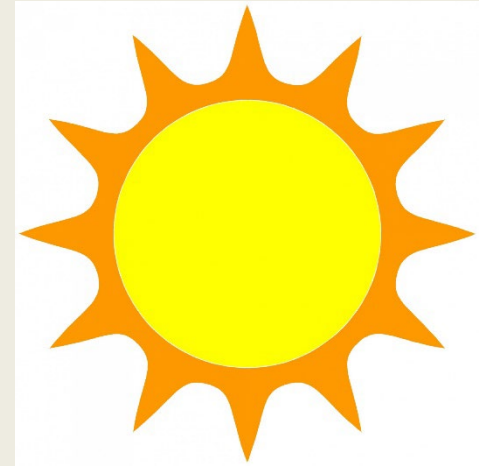
**SHARON ENGLISH, AAG  
ATTORNEY GENERAL'S OFFICE  
EDUCATION DIVISION**

# Laws Affecting Governing Boards

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This Training will cover:

- Open Government Laws
  - Open Public Meetings Act
  - Public Records Act
- Ethics in Public Service Overview





# Open Public Meetings Act (OPMA)

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RCW 42.30



# Declaration of Purpose

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- Public agencies exist to aid in the conduct of the people's business
- Actions are to be taken openly and deliberations conducted openly
- The people do not give public servants the right to decide what is good for the people to know and what is not good for them to know
- The people insist on remaining informed so they may retain control over the instruments they have created

# OPMA Basics

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- ◆ All *meetings* of the *governing body of a public agency* shall be open and public (RCW 42.30.030)
- ◆ **Minutes** must be recorded and are open to public inspection (RCW 42.30.035)
- ◆ **Public comment** time required (RCW 42.30.240; RCW 28B.40.110)

# What Is a Governing Body?

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“All meetings of a ***governing body*** of a public agency shall be open and public . . . .”

- ◆ Multi-member governing bodies of state and local agencies (like this board)
- ◆ ***Subcommittee***, if quorum
- ◆ ***Subcommittee***, if delegated final decision-making authority, conducting hearings, or taking public comment or testimony

# What Constitutes a Meeting ?

7

“All *meetings* of a governing body of a public agency shall be open and public . . . .”

- ◆ A meeting is a gathering where “***action***” is taken. Any such meeting must be open.
- ◆ “Action” means “the transaction of the official business of an agency by a governing body”

# Transaction of Official Business:

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Includes (but is not limited to):

- ◆ Receiving public testimony
- ◆ ***All deliberations***
- ◆ ***Discussions / Considerations***
- ◆ Reviews / Evaluations
- ◆ and
- ◆ ***Final action*** – collective decision (positive or negative) or actual vote by a majority sitting as a body

# What About Emails & Texts?

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- ◆ **Caution:** An exchange of emails or text messages among board members *about board business* CAN constitute a deliberation or discussion and become a “meeting” subject to the OPMA requirements if a quorum is originally or later included
- ◆ **Beware of string email/text conversations!**
  - ◆ Do not “reply all” or forward messages among board members

# What About Phone Calls, Social Media, or Chats?

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- ◆ Phone discussions, social media communications, and even casual in-person conversations (or zoom chats) between members may become a meeting if:
  - ◆ They concern board business, and
  - ◆ A quorum of members are included
- ◆ **Beware of serial and hub discussions!**

**Warning:** If these communications = “meetings” and are not public, they violate the law!



# Travel and Gathering

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- ◆ Not a violation of OPMA for a majority of the members of a governing body to travel together or gather for purposes other than a regular meeting or special meeting
- ◆ PROVIDED, that no action is taken
- OK to discuss your kids, the weather, sports – but **not board business**

# Regular Meetings

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- ◆ **Recurring meetings** of the governing body
- ◆ Board must adopt a schedule of the time and place of meetings for each year
  - ◆ Schedule must be filed with the Code Reviser on or before January 1st of each year
- ◆ Agenda must be posted on website 24 hours before the meeting but subsequent modifications can be made

# Special Meetings

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**May be called at any time by Presiding Officer or majority of members**

- ◆ Written notice/agenda must be delivered to:
  - ◆ Each member of governing body
  - ◆ Each media entity that has requested notice
- ◆ Posted on:
  - ◆ Website
  - ◆ Main entrance of agency location and meeting site
- ◆ Delivered and posted at least 24 hours in advance
- ◆ Specify the time, place, and business to be transacted

**Final Action Is Limited To Agenda Items**

# Executive Sessions

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- **May be called at regular or special meeting**
- Presiding Officer publicly announces the purpose for excluding the public from the meeting and the time when the executive session will be concluded
- Time may be extended by announcement of Presiding Officer

# *Examples of Permitted Purposes*

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- ◆ Receive and evaluate complaints or charges against a public officer or employee
- ◆ Review performance of an employee
- ◆ Evaluate qualifications of a job applicant
- ◆ Meet with legal counsel relating to potential litigation, litigation & agency enforcement actions
- ◆ Site selection, acquisition, price of real estate
- ◆ Quasi-judicial actions (exempt)
- ◆ Collective bargaining strategy (exempt)

RCW 42.30.110; 140

# Penalties for Violating Open Public Meetings Act

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- ◆ Personal civil liability per member per violation (\$500 or \$1,000)
- ◆ + Attorneys' fees and costs
- ◆ + Action taken is null and void
- ◆ + Media attention (of the bad kind)

# Other OPMA Considerations

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## ◆ Public Attendance

- ◆ Agency cannot place conditions on public to attend meeting subject to OPMA
- ◆ But reasonable rules of conduct can be set

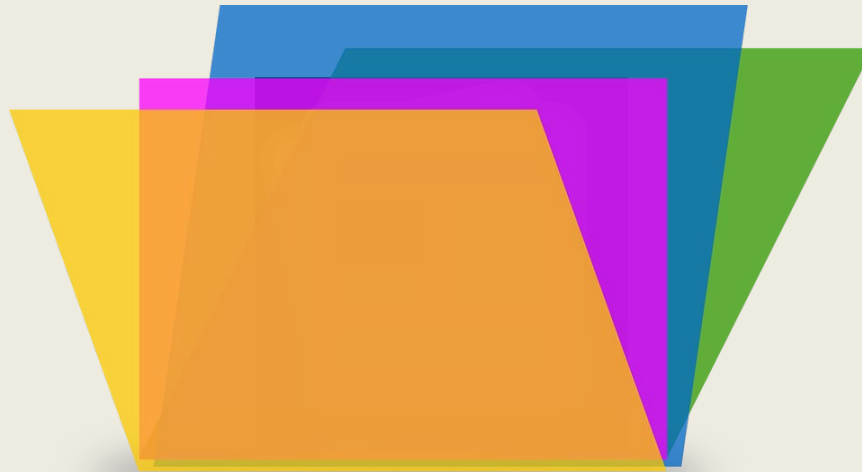
## ◆ Interruptions and Disruptions

- ◆ If a meeting is being interrupted so the orderly conduct of the meeting is unfeasible;
- ◆ Room can be cleared and meeting can continue, or meeting can be moved to another location

# Public Records

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RCW 42.56





# Records Shall Be Available

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“Each agency . . . shall make available for public inspection and copying all public records,

**unless** the record falls within the specific exemptions of . . . this chapter, or other statute which exempts or prohibits disclosure of specific information or records.”

# What Is a Public Record?

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- Any writing containing information relating to
  - (a) the conduct of government, or
  - (b) the performance of any governmental or proprietary function
- Prepared, owned, used, or retained by any agency
- Can be in any media or format

“Public Record” is **broadly defined**

# What is a “Writing?”

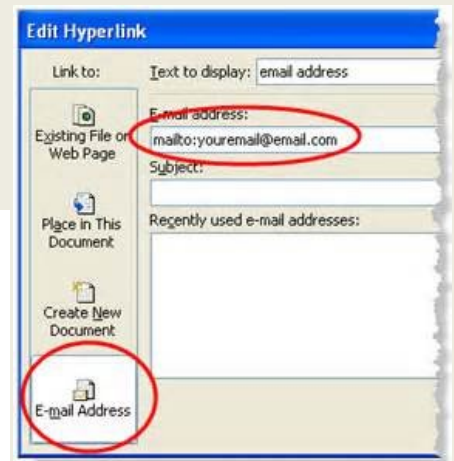
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- Includes “handwriting, typewriting, printing, photostating, photographing, **and every other means of recording any form of communication or representation** including, but not limited to, letters, words, pictures, sounds, or symbols, or combination thereof, and all papers, maps, magnetic or paper tapes, photographic films and prints, motion picture, film and video recordings, magnetic or punched cards, discs, drums, diskettes, sound recordings, and other documents including existing data compilations from which information may be obtained or translated.”

# Note: Public Records Include...

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- Records of agency business created or retained by agency employees or officials **on home computers or devices, or in non-agency email accounts or files**



# Public Records Definition (recap)

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- The definition is broad enough to encompass anything you prepare or use for board business
- Includes email and text messages, social media posts, zoom chats, materials in personal accounts
- Includes information you prepare or receive on **personal** computer, phone, iPad, and voicemail

**Public has right to review and seek copies**

# Public Policy Strongly Favors Disclosure

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- Duty to disclose public records is broadly construed
- Exemptions are narrowly construed
- **Remember:** Emails and texts between board members, even if on your personal accounts and devices, may be public records and must be disclosed if requested unless a specific exemption applies

# Some Exemptions

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- Communications protected by the attorney-client privilege (seeking/giving advice)
- Private information in employee personnel files/ application materials
- Preliminary drafts in which policies are formulated
- Other statutes which exempt or prohibit disclosure: federal and state laws (such as FERPA)

# Potential Penalties

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- Penalties can range from \$0-\$100 per day per record for improperly withheld records
- Plus – requester's attorney fees and costs
- It can really add up! \$\$\$\$\$
  
- Plus - Negative Media Attention



# Email Tips

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- Compose TESC related email under the assumption that it will be made publicly available
- Don't hit "Reply All" to a message sent to multiple board members
- If using personal device and/or account for board business (computer or phone) including email, keep board business in a separate file. Use an email account on the TESC server.

# Search Tips

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When you receive a public records request you must:

- Search all locations where you may have responsive records
- Communicate with and seek clarification from your public records coordinator – can help with search terms

When in doubt, err on the side of disclosure and forward records to your public records coordinator for review

- Do NOT withhold records because you believe they are exempt – you must provide ALL responsive documents to your public records coordinator
  - Your public records coordinator reviews for exemptions, then redacts or withholds if exempt, and prepares an exemption log

# Other Considerations – Risk Management

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- Consider Public Records Training refresher for all employees
  - How to identify a request
  - Where to forward the request or send the requestor
  - Employee obligations under the PRA, including obligation to search
- PRA training can reduce PRA Penalties
  - *Yousoufian v. Office of Ron Sims*, 168 Wn.2d 244 (2010)
  - “An agency’s **compliance** with the Public Records Act **is only as reliable as the weakest link** in the chain. If an agency employee along the line fails to comply, the agency’s response will be incomplete, if not illegal.” *Progressive Animal Welfare Society v. University of Washington*, 125 Wn.2d 243 (1995).
- Promote increased knowledge and understanding of the open government requirements

# Open Government Take Aways

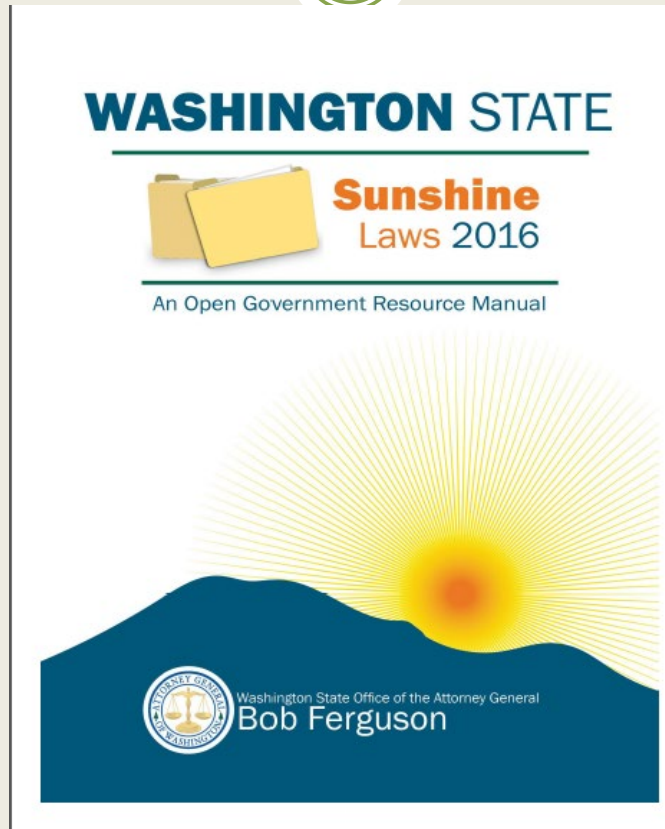
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- Open Meetings—Everything is action
- Public Records—Everything is a public record

**Be transparent in your board business**

# AGO Open Government Resource Manual

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Available on AGO Website: <http://www.atg.wa.gov/open-government-resource-manual> .

# Executive Ethics Act (Quick Overview)

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**RCW 42.52**



# Why You Need to Know About the State Ethics Law

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- Public officers and employees are held to a high ethical standard
- You are responsible for compliance

# Basic Principles of Public Service

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- **Maintain public trust** & confidence in government
- **Place the public's interest first** - before any private interest or outside obligation
- **Serve best interest of all citizens** by exercising fair, independent, and impartial judgment
- **Conserve and protect public resources** & funds against misuse and abuse
- **Practice open and accountable government** in everything you do related to your position on the board



# General Prohibitions:

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- **No compensation or gift** - from any source except the state, for performing or deferring the performance of an official duty
- **No gift or favor** - if it could be reasonably expected to influence or reward your vote, judgment, action, or inaction
- **No conflict with official duties** - activities or interests, financial or otherwise
- **No special privileges** for self or any other person - can't use official position to secure special benefits

# Specific Activities Prohibited

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- Receipt of gifts, honoraria, outside compensation
- Disclosure of confidential information
- Use of state resources for private gain or benefit, including political campaigns
- Employment conflicts of former state officers and employees
- Financial interest in or assisting persons in transactions involving the state

# Additional Assistance

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- Contact Executive Ethics Board
  - Phone: 360.664.0871
  - E-mail: [ethics@atg.wa.gov](mailto:ethics@atg.wa.gov)
- Visit Executive Ethics Board website:
  - [Executive Ethics Board | Washington State Executive Ethics Board](#)
  - Advisory opinions & FAQs
  - Training materials & resources
  - General information – Ethics Quiz
- Compliance is YOUR responsibility



ANY  
QUESTIONS  
?

**DRAFT (as of 1/6/2023)**

*Resolution of the Board of Trustees of The Evergreen State College*

*Authorizing the establishment of a new Prison Education Program at Evergreen*

WHEREAS, mass incarceration has been identified as [one of the most pressing civil rights issues](#) of our time;

WHEREAS, expanding access to college in prison [is a widely recognized racial and economic equity strategy](#);

WHEREAS, [95% of individuals](#) currently incarcerated will eventually be released;

WHEREAS, [the greatest equity gaps in higher education](#) are to be found among incarcerated and formerly incarcerated students – in other words, incarceration in and of itself is “an obstacle to learning”;

WHEREAS, college in prison has been shown to [significantly reduce recidivism](#);

WHEREAS, [a recent benefit-cost analysis](#) by the Washington State Institute for Public Policy has determined that for every \$1 invested in college behind bars the public stands to accrue \$19.74 in benefits;

WHEREAS, recent studies show that prisons that include college programs are safer for everyone involved ([Pompoco et al 2015](#)); that there is a strong correlation between liberal arts classroom experiences (of the sort Evergreen offers) and the development of agency-related well-being for incarcerated students ([Moore & Erzen 2021](#)); and that prison education programs promote communication, critical thinking, and problem-solving skills ([Halkovic et al 2013](#); [Winterfield et al 2009](#));

WHEREAS, the [State Board of Community and Technical Colleges](#) reports that there are thousands of incarcerated students currently enrolled in prison education programs offered by community colleges in Washington state (among these are hundreds who participate in Evergreen programming through the Sustainability in Prisons Project);

WHEREAS, [2SHB 1044](#) (passed by the Washington State Leg in 2021) establishes the possibility for new education services and the expansion of existing services above and beyond previous provisions focused on “high-wage, high-demand” areas: Sec. 4 (1) reads: “Recognizing that there is a positive correlation between education opportunities and reduced recidivism, it is the intent of the legislature to offer appropriate postsecondary or certificate opportunities to incarcerated individuals” (p. 7); Sec. 5 (1)(b) reads: “The department may consider for inclusion in any postsecondary degree or certificate education program, any education program from an accredited community or technical college, college, or university that is limited to no more than a bachelor’s degree” (p. 12); these provisions create an opportunity for Evergreen to design a robust prison education program that builds on our experience and is anchored in a multi-dimensional holistic student-centered curriculum;

WHEREAS, [the FAFSA Simplification Act](#) (signed into law in December 2020) directs the US Department of Education to [restore Pell grants](#) starting 1 July 2023 for eligible incarcerated students who wish to enroll in eligible prison education programs;

WHEREAS, [the Washington State Department of Corrections](#) will play a key role in determining the criteria of eligibility for Pell-funded prison education programs in Washington State, and will in early 2023 announce a “statement of interest” process;

WHEREAS, Evergreen’s accrediting body [the Northwest Commission on Colleges and Universities is partnering with the Vera Institute for Justice](#) to develop the accreditation process for Pell-funded prison education programs in Washington State;

WHEREAS, there are 6 prisons within 60 miles of The Evergreen State College’s Olympia and Tacoma campuses (Evergreen), incarcerating thousands of individuals;

WHEREAS, Evergreen is the proud home of some of the oldest and most expansive prison education endeavors in Washington state in the form of [Gateways for Incarcerated Youth](#) (founded in 1996 by Evergreen alum and faculty emerita Dr. Carol Minugh and Green Hill staff member Susan Cravey) and the [Sustainability in Prisons Project](#) (founded by former Evergreen faculty Dr. Nalini Nadkarni and Evergreen alum Dan Pacholke);

WHEREAS, numerous Evergreen faculty have taught in prison through these programs and others, including Evergreen-Tacoma faculty emerita Dr. Gilda Sheppard, whose collaboration with the Black Prisoners Caucus T.E.A.C.H. program is documented in her recent film, *Since I Been Down*;

WHEREAS, Evergreen’s faculty and staff have shown tremendous support for Evergreen’s prison education work, with [more than 125 signing a letter of support](#) in 2021;

WHEREAS, Evergreen’s current executive leadership team and administration have demonstrated unprecedented cross-divisional support for Evergreen’s prison education work;

WHEREAS, Evergreen remains dedicated to our [mission](#): (a) “Evergreen emphasizes collaborative, interdisciplinary learning across significant differences”; and (b) “Evergreen supports and benefits from local and global commitment to social justice, diversity, environmental stewardship and service in the public interest”;

WHEREAS, the first sentence of Evergreen’s [social contract](#) reads: “The Evergreen State College is an institution and a community that continues to organize itself so that it can clear away obstacles to learning”;

WHEREAS, Evergreen has adopted [a strategic plan](#) to foster growth, equity, and resilience for our students and for Washington;

WHEREAS, Evergreen seeks to build on and create new areas of academic excellence to provide opportunities for new students and to grow enrollment;

WHEREAS, Evergreen in recent years has made strategic partnerships and investments that builds on and expands our experience and expertise in the area of prison education; these include the creation of the Education Reentry Navigator position (in coordination with the Department of Corrections and the State Board of Community and Technical Colleges), the stabilization of the Gateways Coordinator position, the establishment of the Sustainability in Prisons Program as a public service center and the inauguration of a new mechanism for granting credit for students participating in SPP programs, and the creation of the Justice-Involved Student Group;

WHEREAS, in 2022 the Washington State Legislature's [supplemental operating budget](#) included a direct appropriation of \$600,000 for Evergreen to “develop and expand” our prison education programs (see the following proviso):

“\$600,000 of the general fund—state appropriation for fiscal year 2023 is provided solely to develop and expand current corrections education programs offered in department of corrections facilities. The college shall appoint a project implementation team, collaborate with stakeholders to plan student success programs and curriculum which lead to transferable credit, associate and bachelor's degrees, and other workforce credentials, and train faculty and staff on working with incarcerated populations” (p. 736);

WHEREAS, Evergreen's prison education project development team has been meeting with partners at the Department of Corrections, at the Northwest Commission of Colleges and Universities, at the State Board of Community and Technical Colleges), among many others, to begin coordinating the development of a multi-dimensional holistic student-centered prison education program;

WHEREAS, Evergreen's prison education project development team, in order to create a responsive, relevant, and sustainable curriculum and prison education program, has been holding or has scheduled listening sessions with formerly incarcerated students and alums, currently incarcerated potential students, Department of Corrections staff, Evergreen faculty and staff who have prison teaching experience, prison education organizations, and community partners;

WHEREAS, Evergreen's ongoing work in the area of prison education demonstrates the Evergreen model at its best:

- it manifests the commitment to social justice and environmental stewardship enshrined in Evergreen's mission,
- it clears away obstacles to learning (as described in Evergreen's Social Contract),
- it delivers a dynamic liberal arts and sciences education using [the Five Foci of Learning](#),
- it brings action-oriented interdisciplinary inquiry to one of the most pressing social issues of our time,
- it does concrete work toward increasing equity and inclusion while supporting the recruitment, enrollment, and retention of students place-bound in the South Sound;

WHEREAS, we believe that access to a quality education is an opportunity to positively transform lives, communities, and ecosystems as well as a human right that should be made available to anyone who wants it;

NOW, THEREFORE, the Board of Trustees authorizes Evergreen's administration to formally develop a prison education program proposal that addresses the requirements for accreditation and for Pell eligibility established by Department of Education, Department of Corrections, and the Northwest Commission of Colleges and University and that responds to the opportunities for coordination and collaboration with the State Board of Community and Technical Colleges and other potential partners. Furthermore, the Board of Trustees directs the program development team to enter into any partnership agreements, memoranda of understanding, declarations of collaboration, or the like, that may be needed in order to ensure the success of such a program. The final proposal shall be shared with the Board of Trustees for approval of the new program in

advance of submission to the Northwest Commission and the Department of Education for accreditation and approval.

SIGNED .....





## EXECUTIVE SUMMARY

To: The Evergreen State College Board of Trustees

From: John Carmichael, President

Date: January 5, 2023

Subject: Setting Tuition for 2023-24

- 1) Administrative Recommendation:  
Approve a 2.5% increase in the operating fee for resident undergraduate students and a 3.0% increase for graduate and non-resident undergraduate students for the 2023-24 academic year (AY).
- 2) Explanation:
  - a. Present policy comparison  
On June 9, 2022, the Board approved AY 2022-23 operating fee increases of 2.4% for resident undergraduate and 2.9% for all other student categories (graduate and non-resident students).
  - b. Proposed by: David Kohler, Chief Financial Officer
  - c. Alternatives considered  
We considered proposing no increase. Given that the college's spending must take into account inflation, negotiated compensation increases, and the college's other budget challenges, we determined that a full freeze is not feasible. We also considered continuing the pattern of the past decade (prior to AY 21-22), which would suggest an increase between 4% and 5% for non- resident and graduate students.

Considering the financial challenges many families are experiencing due to continued high inflation and Evergreen's tuition rates relative to other Washington four-year institutions, we recommend a 3.0% increase for graduate and non-resident students and a 2.5% increase for resident undergraduates which, per RCW 28B.15.067, we project to be the maximum allowable increase for AY 2023-24.

- 3) Background  
The Operating Fee is one of three fees that make up the college's total tuition rate. The other two fees are the Services and Activities (S&A) Fee and the Building Fee.  
  
In developing proposals, staff seek to balance affordability, increasing labor costs, and the need to provide quality academic programs and services that support equity and student success. The staff process included a comparison of the college's position relative to the other Washington four-year public institutions.

The operating fee portion of resident undergraduate tuition may only increase from the prior year at a maximum of the 14-year rolling average in median wage inflation in Washington. If this authority to increase it is not exercised, the gap cannot be made up in a later year. The anticipated total tuition of \$7,815 for full-time resident undergraduate remains lower than our 2015-16 tuition rate of \$7,845, which was the year prior to legislative intervention to reduce tuition rates for in-state students.

The building fee portion of tuition increases at the rate of inflation, defined in RCW 28B.15.066 as the consumer price index (CPI) compiled by the US Dept. of Labor, Bureau of Labor Statistics. The applicable CPI of 7.1% inflation over the past 12 months (November 2021 to November 2022) is slightly lower year over year but remains higher than in recent history.

Since the building fee is a relatively small portion of total tuition, (2-5% of tuition depending on fee category,) the overall impact is not as large as it might appear to be.

Table 1. Proportion of total tuition represented by each fee

	% of total tuition fees			Dollar amount increase from prior yr (annual, full-time)			
	bldg	ops	S&A	bldg	ops	S&A	TOTAL
Res UG	5%	85%	10%	25	163	31	219
Non UG	4%	93%	3%	80	810	31	821
Res GR	2%	91%	6%	21	329	31	381
Non GR	3%	94%	3%	57	764	31	852

Staff predict that the Services and Activities portion of tuition may increase at its maximum allowable rate of 4% over the prior year. The S&A fees collected through tuition pay for student activities and services that are not otherwise funded from state allocation. In AY 23-24, net revenue from S&A fee collections is projected to be approximately 60K higher than the current year’s budgeted revenue, after factoring in a possible 4% rate increase. If this revenue is realized, it will help, though not resolve, the current imbalance between annual revenues and expenditures. The increase is also critical to cover bargained compensation increases and student labor costs, which are not supported through state funds. The student-led S&A Board allocates S&A fee revenues and will present a proposed spending plan and final rate proposal to the Board of Trustees in the spring.

The proposed tuition fee changes would increase tuition as shown in Tables 2 and 3. Table 2.

Summary of proposed changes to tuition rates for 23-24

	Resident Undergraduate	Non-resident Undergraduate	Resident Graduate	Non-resident Graduate
Change in Operating fee	2.5%	3.0%	3.0%	3.0%
Change in Building fee	7.1%	7.1%	7.1%	7.1%
Change in Services & Activities fee	4.0%	4.0%	4.0%	4.0%
Total change	2.9%	3.2%	3.2%	3.2%

Table 3. Total tuition: full academic year for a full-time student AY 23-24

	Resident Undergraduate	Non-resident Undergraduate	Resident Graduate	Non-resident Graduate
Total tuition - operating, building and S&A	\$7,815	\$29,826	\$12,402	\$27,882

In the current academic year, Evergreen’s per credit tuition charges for Washington residents are similar to the other regional public institutions and less expensive than the research universities. Our undergraduate non-resident tuition is higher than the regional institutions and Washington State University.

Table 4. Current per credit rate peer comparison (operating and building fee only) AY 22-23

	CWU	EWU	WWU	TESC	UW	WSU
Resident Undergraduate	\$227.20	\$210.01	\$235.30	\$227.90	\$373.00	\$356.93
Non-resident Undergraduate	\$796.04	\$827.82	\$832.20	\$938.20	\$1,322.90	\$879.73
Resident Graduate	\$346.70	\$401.90	\$368.50	\$375.40	\$649.40	\$435.80
Non-resident Graduate	\$812.04	\$939.86	\$791.00	\$875.70	\$1,157.60	\$905.43

Our most recent tuition increase was similar to the increases at the other Washington public baccalaureate institutions.

Table 5. FY23 (AY22-23) Rate of increase in operating/building rates from FY22 (AY21-22)

	CWU	EWU	WWU	TESC	UW	WSU
Res UG	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Non-res UG	3%	3.5%	3.5%	2.9%	2.4%	2.4%
Res GRAD	3%	3.5%	3.5%	2.9%	2.4%	2.4%
Non-res GRAD	3%	3.5%	3.5%	2.9%	2.4%	2.4%

Tuition is one element that makes up a student’s overall cost of attendance. Room and board, books and supplies, and other expenses also contribute to the cost of attendance. In May and June, staff will provide the Board with a more complete picture of the full cost of attendance, including any other proposed fee changes.

4) Fiscal Impact:

The following table shows projected operating tuition revenue for AY 23-24. The projection takes into account actual student enrollment thus far in AY 22-23, which was higher than anticipated in the budget, and applies the proposed operating fee tuition increase per student category. If this revenue projection is realized, we would net approximately \$244,000 more in operating tuition revenue than was budgeted in the current year.

Table 6. Fiscal Impact – Operating Revenue Projection for AY 23-24

	Resident UG 2.5%	Non-Resident UG 3.0%	Resident Graduate 3.0%	Non-Resident Graduate 3.0%	Total
Estimated Net Operating tuition increase	7,703,056	4,405,285	1,887,374	189,632	14,185,346

5) Legal Process:

The Board of Trustees retains the authority to “approve general tuition and mandatory fees” (Resolution 2007-04).

## FY23 Operating Budget Update

In the FY23 budget approved by the board last June, we chose not to implement budget cuts and entered the year with a projected \$3.7 million budget deficit. We did so partly because of the Federal COVID money we received in FY22 that helped create some operating fund reserves and partly because, through new enrollment initiatives, we expected to enroll more students than we budgeted for in FY23. Our plan was to hold off taking budget cuts until we saw the effectiveness of the new enrollment initiatives.

That strategy has worked. We enrolled 157 more students generating \$1.1 million more in tuition revenue than we budgeted. That additional revenue along with some faculty resignations have reduced the initial FY23 budget deficit by nearly \$1.9 million. We now expect to end FY23 with a \$1.8 million budget deficit and an operating fund reserve of about \$2.2 million.

Based on spending patterns so far this year, we are on track to underspend the FY23 budget, if so, we will reduce the projected year end budget deficit further. At the end of the first quarter, we spent 21.31% of the overall operating budget. On average, over the past five years, we've spent 24.44% of the budget in the first quarter.

On average we spend 51.63% of the budget through the second quarter. Since the second quarter hasn't ended yet we don't know exactly where we will stand compared to prior second quarters but through December 27, we've spent only 43.18% of the budget as indicated in the chart below:

### Evergreen Budget to Actual As of 12/27/2022

	Budget	Actual	Remaining Balance	% Actual to Budget
President	877,809	448,731	429,077	51.12%
Board of Trustees	6,740	5,847	893	86.75%
WSIPP	3,635,000	1,688,979	1,946,021	46.46%
Academic Affairs	24,508,098	9,461,317	15,046,782	38.60%
Longhouse	457,618	94,312	363,305	20.61%
Finance & Operations	16,928,301	8,384,717	8,543,584	49.53%
College Advancement	1,738,579	776,343	962,237	44.65%
Executive VP	8,218,731	3,483,131	4,735,600	42.38%
	56,370,876	24,343,377	32,027,499	43.18%

The underspending indicates we may realize budget savings in FY23 that we can use to reduce the projected FY24 budget deficit.

## **FY24 Budget Planning**

The budget planning process for FY24 is underway. We started with a projected budget deficit of about \$2.8 million. This includes the \$1.8 million budget deficit we will need to carry forward from FY23 and an additional projected \$991,000 in new FY24 costs. Hopefully that's all the new costs but as we continue the budget process, it's possible other costs will be identified that will add to the operating budget deficit.

Most of the \$991,000 of new costs are to cover the cost of unfunded compensation increases. As a reminder, the legislature approved a 4% compensation increase for FY24 but only funds 80% of the total cost of the increase. The college is expected to fund the remaining 20% using tuition revenue.

From a revenue projection standpoint, it's still early but based on the success of the enrollment initiatives implemented in FY23, we are currently projecting enrollments to increase slightly in FY24. That additional tuition revenue along with budget savings through resignations are expected to reduce the original budget deficit by about \$1.7 million, leaving a revised projected budget deficit of \$1.1 million and a reserve balance of about \$630,000 at the end of FY24.

As mentioned above, we are hoping for some budget savings in FY23 to help reduce the FY24 budget deficit. One area we are reviewing is salary savings. We identified a number of vacant positions that were mostly unfilled during the first six months of FY23 and have asked the Core Budget Team to review those positions and calculate the amount of unobligated salary savings we can expect from them. Whatever that amount is, we plan to apply it towards the FY24 deficit.

The budget process to continue over the next couple of months so we will keep the committee updated as we proceed.

## **FY25 Budget**

The decisions we make to address the FY24 budget deficit will also impact the FY25 budget and the operating fund reserves so, as we plan the FY24 budget we are also planning the FY25 budget. We will bring both budgets to the committee for approval in the spring.



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**YOUR WAY TO THE WORLD**

**2023 Annual Recruitment Plan**

December 20, 2022



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## **Overview**

Development of an Annual Recruitment Plan is a fundamental aspect of the Enrollment Management efforts at Evergreen State College. This plan, as it is developed it will provide direction, establish priorities and when effectively implemented will give Evergreen the best chance for enrollment success. The graphic below displays how an annual recruitment plan fits into the overall Enrollment Management Program for Evergreen.





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OLYMPIA, WASHINGTON



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## Fall 2023 New Student Goals Olympia

- +66 student headcount increase
- +11.9%
- All Olympia undergraduate
  - First-year
  - Transfer
  - Olympia Native Pathways





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## Fall 2023 New Student Goals Tacoma

- +11 student headcount increase
- +32%
- All Tacoma undergraduate





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Fall 2023  
New Student Goals  
Total All Programs

[Fall 23 - Enrollment Scenarios \(IR Version\).xlsx](#)





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## Key Enrollment Strategies

- Develop Monthly Enrollment Reports
- Develop a “One of a Kind Experiential Learning Campus Visit Program
- Develop a WUE Marketing, Cultivation, and Recruitment Strategy
- Develop Returning Greeners Outreach Strategy to include \$1,000 stipend for the first 150 students
- Participate in teamwork in PaCE outreach and recruitment efforts
- Consider a special one-time pilot scholarship fund to award non-resident students to improve yield.
- Work in partnership across campus to capitalize on enrollment opportunities in programs like summer camps, LatinX program, Trio, Upward Bound, Native Pathways
- Develop a strategy for improving enrollment results with our Upward Bound Programs.
- Work to develop a New Student Advising Program to improve service to admitted students and improve yield rates.
- Ensure we implement excellent training and support of the new CRM Reach for admissions counselors



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## Key Enrollment Strategies

- Develop multiple communication flows to inquiries differentiated by FY and TR which will include email, text, and phone calls
- Develop a professional development plan for admission counseling staff & admissions office leadership
- Develop a series of Evergreen video content to improve our storytelling of Evergreen and to provide necessary information to improve overall yield
- Successfully support the athletic department in launching new programs
- Continue to facilitate and support the “faculty recruitment initiative” including yield conversations and a new letter-writing campaign for admitted students
- Work closely with Tacoma Campus colleague to improve recruitment/marketing strategy, campus admission office planning, and communication



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## Sample Tactical Plan

# Develop Returning Greeners Outreach Strategy

- Produce List of all Drop/Stop out students past 10 years 2012-2022
- Review list of students for students with academic failure and student life holds
- Continue to market and promote this scholarship Winter and Spring Term
- Run edited list through Clearing House to remove all students who enrolled in another institution.
- Master Returning Greener List is established
- Working with Marketing Team Hubspot and or REACH develop email and txt communication stream
- Work with Wade and the admissions team assigned 2 admissions counselors this assignment to the project load
- Include information on new certificate programs

**Thank you.  
Questions?**



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January 13, 2023  
Board of Trustees Meeting  
Campaign Update  
(click on the link below)

1. [Campaign update](#): Vice President for Advancement and Executive Director of The Evergreen State College Foundation Abby Kelso [6:25]



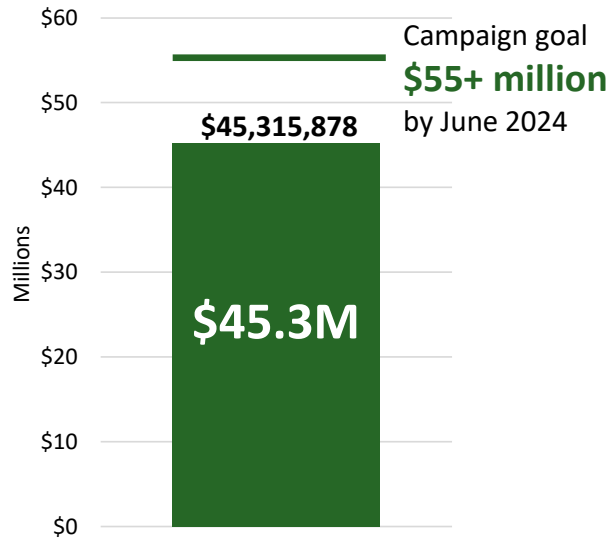
# evergreen

## Campaign Progress as of December 31, 2022

The Evergreen State College and The Evergreen State College Foundation

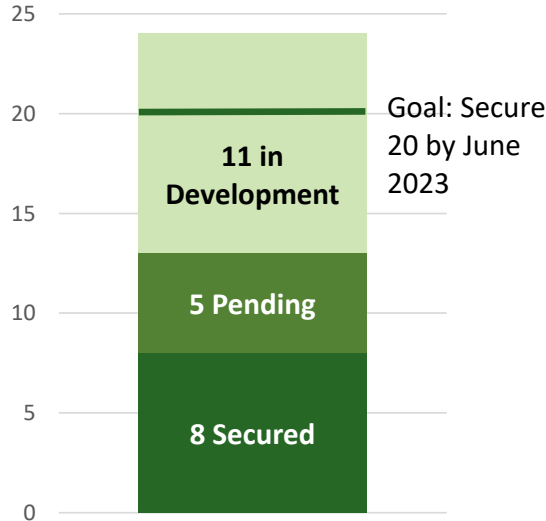
### Campaign Total

Major gift phase: reach \$46.75 by June 30, 2023



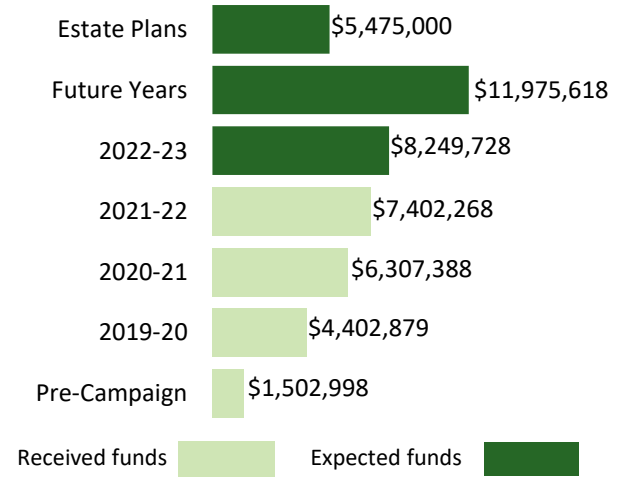
### \$50k+ New Campaign Commitments

Major gift phase: Secure 20 by June 30, 2023

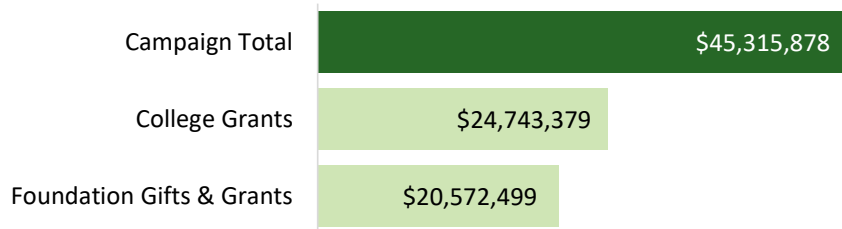


### Timing of Gift and Grant Payments

When gift and grant payments are received by Evergreen

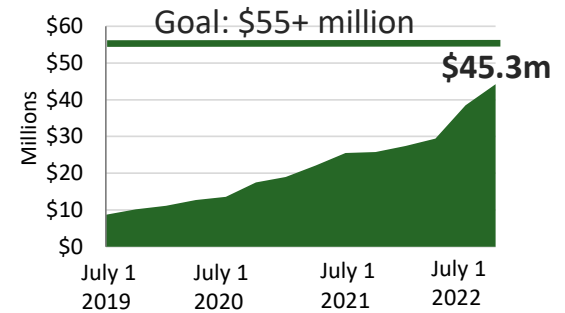


### Campaign Commitments: College and Foundation



Campaign goal  
**\$55+ million**  
by June 2024

### Campaign Annual Progress



## Year-to-date highlights 2022-23

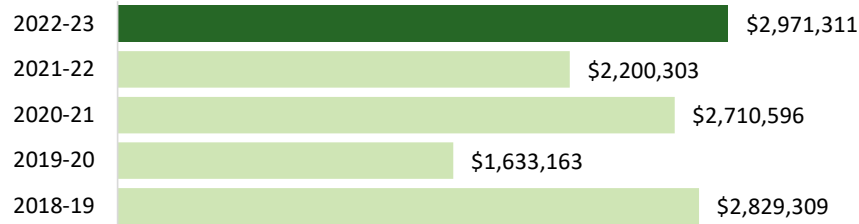
### New Pledges

*New pledges and planned gift commitments made; may be received in future years*



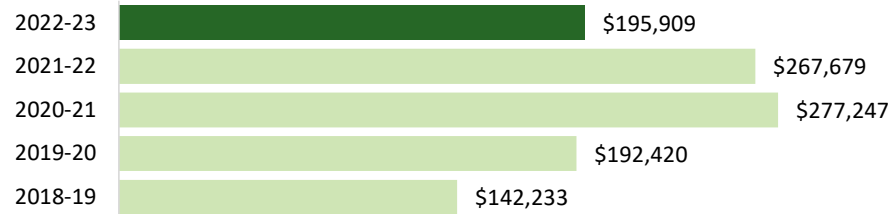
### Foundation Total Raised

*Gifts received and pledge payments to be received by June 30*



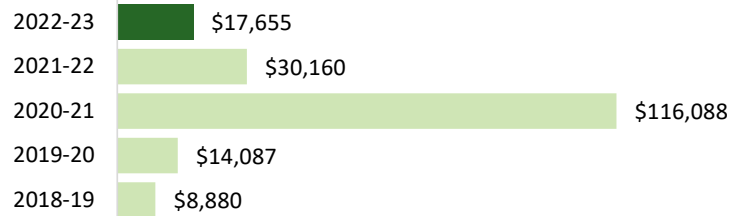
### Annual Giving Received

*Includes the Evergreen Fund, Evergreen Scholarship Fund, Undergraduate Research Fund, Tacoma Annual Fund, and Student Emergency Fund*



### Student Emergency Fund Received

*Gifts received by December 31*



### Notable Gifts and Grants in 2022-23

- \$ **2.1M** grant commitment for holistic advising
- \$ **1.5M** grant commitment for Upward Bound Tacoma
- \$ **1.5M** grant commitment for Upward Bound Clover Park
- \$989,730** grant payment for energy conservation
- \$800,000** grant payment for Indigenous arts
- \$250,000** estate gift received for Evergreen Scholarship Fund Endowment
- \$250,000** grant payment for s'g'wi g'wi ṽ altxṽ House of Welcome capacity building
- \$150,000** gift for media internships
- \$150,000** pledged for new athletics teams
- \$132,500** grant payment for s'g'wi g'wi ṽ altxṽ House of Welcome support
- \$100,000** pledged for Sara Ann Bilezikian Emergency Fund Endowment
- \$100,000** pledged for Angel Fund to boost enrollment
- \$ **93,000** grant payment received for homeless and foster care pilot project
- \$ **52,877** estate gift received for Joyce & Alan Irvine Independent Learning Fund
- \$ **45,000** received for Legacy Garden

### Art of Giving Received and Pledged

*Includes Evergreen Scholarship Fund gifts received and pledges made by December 31*

