



Regular Meeting of the Board of Trustees

The Evergreen State College
2700 Evergreen Parkway NW, Purce Hall Room 7
Olympia, WA 98505
Thursday, June 12, 2025
9:30 a.m. – 2:30 p.m.

Public Zoom link: <https://evergreen.zoom.us/j/86088562763>

“Ever Evolving Since 1971”

The Evergreen State College Mission Statement

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

AGENDA

- 9:30 a.m.
1. Call to order, determination of quorum
 2. Chair’s opening remarks
 3. Executive Leadership report
 4. Public comment*
 5. Student Trustee report
 6. Representative reports
 - a) Faculty
 - b) Staff
 - c) GSU (Geoduck Student Union)
 7. Approval of meeting minutes
 - a) Action item: *motion to approve minutes of May 14, 2025.*
 8. Fundraising update
 - a) Action item: motion to approve agreement between the Evergreen State College and Evergreen State College Foundation
 9. Finance and Budget Committee
 - a) Chair’s report
 - b) Cost of attendance
 - c) S&A Fee increase and budget
Action item: motion to approve fee increase and budget
 - d) New Recreation Fee
Action item: motion to approve new recreation fee
 - e) Housing and Dining Fee increase
Action item: motion to approve housing and dining rates

f) Clean Energy Fee increase

Action item: motion to approve clean energy fee

g) New Student Fee increase

Action item: motion to approve new student fee

h) FY26 Spending Authority

Action item: motion to approve 2025-26 tuition and spending plan

i) Approval of Athletics Budget

Action item: motion to approve intercollegiate athletics budget

LUNCH BREAK

10. Open Public Meetings Act combined executive and exempt session**

11. SSSSU 2025-27 CBA

a) Action item: motion to approve the Student Support Services Staff Union 2025-27 CBA with Washington Federation of State Employees

12. SMBA Proposal

a) Action item: motion to adopt Resolution 2025-03 proceeding with SMBA program development

13. 2025-26 officers and committee assignments

a) Action item: motion to elect 2025-26 Board of Trustees officers as presented by nominations committee

b) Committee assignments

14. Recognitions

15. Emeritus Faculty Resolutions

a) Action item: motion to adopt Resolution 2024-04 (Stokley Towles)

b) Action item: motion to adopt Resolution 2025-05 (Larry Geri)

2:30 p.m.

16. 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 9:30 a.m. Thursday, June 12, 2025, by signing in at the meeting location or by emailing trustees@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 trustees@evergreen.edu.

Trustees Attending:

Miguel Pérez-Gibson
Karen Fraser
Kris Peters (via Zoom)
Fred Goldberg (via Zoom)
Ed Zuckerman
Joshua Coetzee
Pam MacEwan
Allyson Brooks

Absent:

n/a

Staff Present:

John Carmichael, President
Dexter Gordon, Executive Vice President
Noah Coburn, Provost
William Ward, Chief Administrative Officer
Dave Kohler, Chief Financial Officer
John Reed, Chief Enrollment Officer
Abby Kelso, Vice President for Advancement
Marcia Tate-Aruna, Academic Dean for Evergreen Tacoma
Keith Stafford, Assistant Director for Evergreen Tacoma
Lisa Dawn Fisher, Director of Financial Planning
Anna Johnson, Administrative Assistant to President and Executive VP
Andrew Beattie, Executive Associate to the President and Secretary to the Board of Trustees
Holly Joseph, Dean of Students
Andy Corn, Associate Dean of Student Engagement and Support
Kayla Mahnke-Hargett, Director of Student Activities and New Student Programs
David McAvity, Vice Provost for Academic Initiatives
Elizabeth McHugh, Director of Student Wellness, Recreation & Athletics
Tamsin Foucrier, Director of CELTC
Page Archer, Assistant Director of CELTC
Brian Mathis, Associate Director for Creative Services and Web
Jadon Berry, Executive Associate to the Executive Vice President
Kendra Johnson, Communications Consultant

Others Present:

Sharon English, Assistant Attorney General
Casey Lalonde, Staff Representative
Janery Muñoz, GSU Representative
Ruebin Lawrence, Student
Zikomo Nahoopii, Student

This meeting took place at Evergreen's Tacoma campus. Chair Pérez-Gibson called the meeting to order at 10:00 a.m. and Secretary MacEwan confirmed a quorum.

Welcome from Evergreen Tacoma

Dean Marcia Tate-Aruna and Assistant Director Keith Stafford welcomed trustees, staff, presenters and guests to Evergreen Tacoma and invited board members to the annual Tacoma Spring Fair and the graduation ceremony on Saturday, June 14.

Chair's opening remarks

Chair Pérez-Gibson thanked Tacoma faculty, staff, and students for hosting the day's meeting. He offered reflections on the recent Art of Giving event and his recent trip to the higher education American Governing Boards conference in Chicago.

Executive leadership report

President John Carmichael offered some remarks on recent state government relations work and current federal landscapes. He previewed the agenda for the day and thoughts on what items may return in June for approval.

Executive Vice President Dexter Gordon discussed campus life and the resiliency of students, faculty and staff. He reaffirmed Evergreen's commitment to recruiting and retaining students, while educating them in a safe and welcoming environment.

Public comment

Chair Pérez-Gibson called for public comment at 10:40 a.m. There was no public comment.

Student Trustee report

Trustee Joshua Coetzee discussed his experience growing up in South Africa and the sense of warmth and welcome he feels at Evergreen Tacoma. He commended student speakers at the recent Art of Giving Event. Trustee Coetzee also acknowledged the hard work of students during very difficult political times with tensions and uncertainties particularly high in the higher education environment.

Representative reports

GSU Representative Muñoz acknowledged appreciation for Tacoma hosting. Representative Muñoz commended GSU legislative representative Nathan Tippmann for daily updates to the student representatives during legislative session. Representative Muñoz also spoke about the application process for Geoduck Student Union roles and Student Trustee for the 2025-26 academic year.

Staff Representative Lalonde reflected on Chibi Chibi Con. She shared concerns about the proposed federal budget and potential cuts to grant funded programs that directly contribute to student support and retention at Evergreen. Representative Lalonde expressed gratitude to Associate Dean Emily Pieper and college leadership for having conversations with staff who could be directly impacted by these proposed cuts.

Chair Pérez-Gibson announced a break at 10:50 a.m. Meeting resumed at 1:18 p.m.

Finance and Budget Committee

Trustee Brooks offered the Chair's report followed by Chief Financial Officer Kohler's recap of the Finance and Budget Committee meeting. Chief Enrollment Officer Reed provided an update on

enrollment and President Carmichael provided the legislative report. President Carmichael recognized Sandy Kaiser's extraordinary work and credited the efforts and support of Evergreen Advocates group. He also shared that the FY26 spending plan would come to the board at the June meeting.

Dean Holly Joseph, Kohler, and Director of Financial Planning Dawn-Fisher were joined at the presenter table by Trustee Coetzee to present a preview of student fees, housing and dining rates, S&A budget and intercollegiate athletics budget. Presenters expressed that these items would come back to the board in June for approval.

Chair Pérez-Gibson announced a lunch break at 12:40 p.m. Meeting resumed at 10:56 a.m.

Approval of meeting minutes

Action item: motion to approve meeting minutes of March 6.

Motion 2025-08 Trustee MacEwan moved to approve meeting minutes of March 6, 2025 as written. The motion was seconded by Trustee Zuckerman and with abstention by Trustee Fraser, passed on a voice vote.

Action item: motion to approve meeting minutes of April 10.

Motion 2025-09 Trustee Fraser moved to approve meeting minutes of April 10, 2025 as written. The motion was seconded by Trustee Coetzee and passed on a voice vote.

Student Achievement and Success Committee

Trustee Peters offered the Chair's report followed by Provost Coburn's recap of the Student Achievement and Success Committee meeting. Director of Center for Entrepreneurial Leadership and Transformational Change Tamsin Fouchier introduced a proposal for a Sustainable Master of Business Administration program.

Assistant Director Stafford returned to introduce two student presenters. Students Ruebin Lawrence and Zikomo Nahooppai spoke to their unique experiences in the Evergreen Tacoma program and highlighted the strengths of learning across one another's generations.

Fundraising update

Vice President Abby Kelso expressed gratitude to trustees for their attendance and support at the recent Art of Giving gala and auction where Evergreen Tacoma student Jasmin De'Armond was one of the event's speakers. De'Armond discussed the impacts of scholarships to providing access to Evergreen's unique education.

Trustees thanked all three Tacoma students for their time and contributions to the Evergreen learning environment and community and for their presence and words at the public meeting.

Chair Pérez-Gibson adjourned the meeting at 2:15 p.m.

Miguel Pérez-Gibson, Chair

Pam MacEwan, Secretary

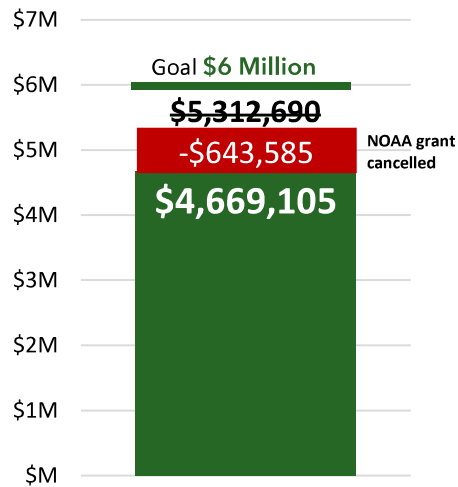


2024-25 Fundraising Progress as of May 31, 2025

The Evergreen State College and The Evergreen State College Foundation

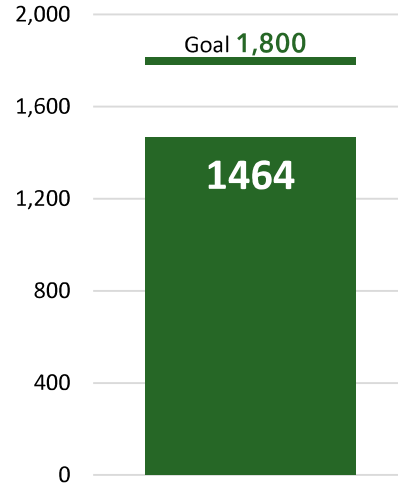
New Commitments

New gifts, grants, planned gifts and pledges



Total Donors

Foundation and College donors



Impact Growth 2019-2025

\$2,652 Average scholarship award for 2024-2025 academic year¹

83% Increase in student aid budget²

20% Increase in average budgeted scholarship award²

46% Increase in individual scholarship awards per year³

1,389 Scholarship recipients from July 2019 to December 2024⁴

940 Student Emergency Fund recipients from July 2019 to March 2025⁴

353 Upward Bound students from July 2019 to December 2024⁴

46 Summer Undergraduate Research Fellowship (SURF) projects⁴

¹ Average scholarship award disbursement budgeted in the 2024-2025 academic year

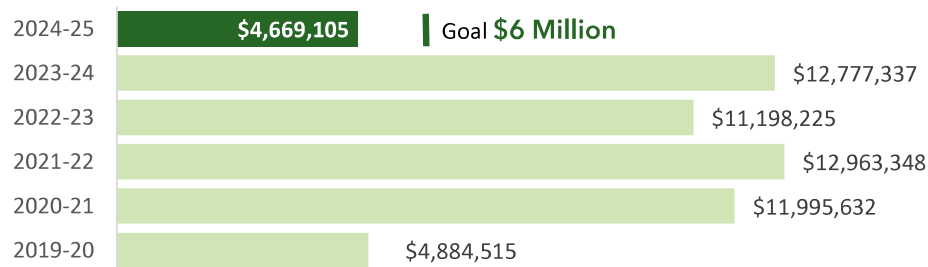
² Percent change in scholarship total budget and individual budgeted awards, 2019 to 2025

³ Percent change in number of scholarship awards budgeted, 2019 to 2025

⁴ Numbers reflect actual total recipients per award/program, 2019 to 2025

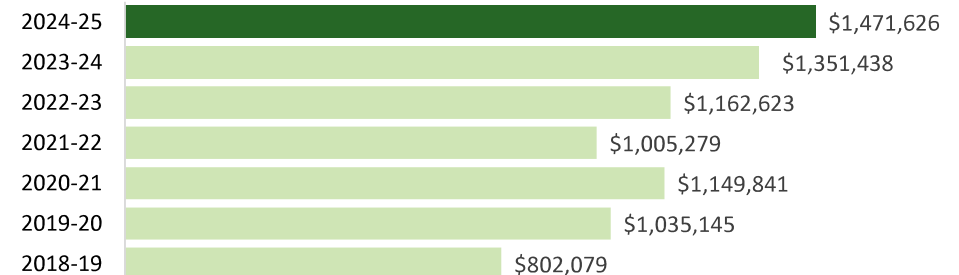
New Commitments Compared to Prior Years

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



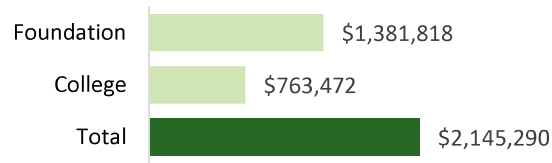
Student Aid Budget Year Over Year

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



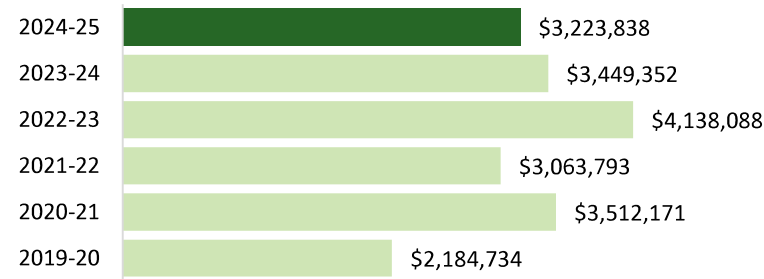
New Pledges

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



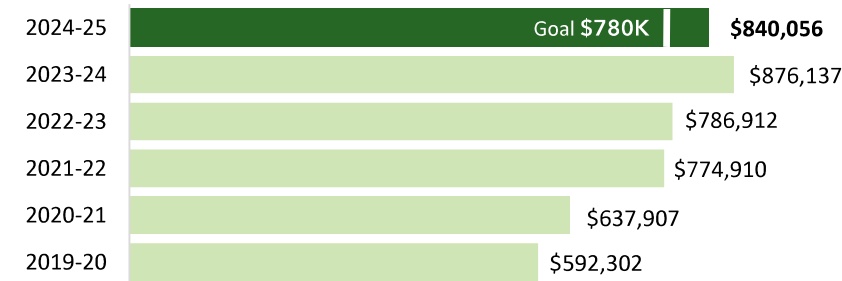
Foundation Total Raised

Gifts received and pledge payments to be received by June 30



Evergreen Funds Received

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



Notable Gifts and Grants in 2024-25

- ~~\$ 643,585~~ grant commitment for the Center for Climate Action and Sustainability
- \$ 375,000 grant commitment for Strengthening Indigenous Arts & Education
- \$ 356,130 grant commitment for clean energy audit of six buildings
- \$ 300,000 planned gift commitment for the House of Welcome
- \$ 265,000 estate gifts received for the Evergreen Scholarship Fund Endowment
- \$ 250,000 planned gift commitment for the Re-Entry Student Support Fund
- \$ 217,000 grant for the field emission scanning electron microscope
- \$ 200,000 received for the new Resilience Fund
- \$ 168,750 grant received for the Sagebrush Steppe Native Plant Materials
- \$ 150,000 received for media internships
- \$ 150,000 commitment for the Re-Entry Student Support Fund
- \$ 150,000 received for the Sustainability in Prisons Project
- \$ 140,000 planned gift commitment for a new scholarship
- \$ 120,585 grant commitment for clean energy audit of Evans Hall
- \$ 107,500 pledged for new a scholarship fund
- \$ 100,280 received for the Angel Fund
- \$ 99,831 received for the House of Welcome Endowment
- \$ 83,300 planned gift commitment for the Coordinated Studies Endowment
- \$ 80,000 received for the Sustainability in Prisons Project
- \$ 75,000 received for president support
- \$ 75,000 received for the Evergreen Fund
- \$ 50,000 received for the House of Welcome Endowment
- \$ 50,000 received for the Sara Bilezikian Emergency Fund
- \$ 50,000 received for the Evergreen Fund
- \$ 50,000 grant received for the Native Pathways Program



AGREEMENT
Between
THE EVERGREEN STATE COLLEGE
And
THE EVERGREEN STATE COLLEGE FOUNDATION

This Agreement is entered into by and between The Evergreen State College ("College") and The Evergreen State College Foundation, a nonprofit corporation ("Foundation").

WHEREAS, the College, pursuant to RCW 28B.40.120(10), may receive such gifts, grants, conveyances, devises and bequests of real and personal property from whatsoever sources, as may be made from time to time, in trust or otherwise, whenever the terms and conditions thereof will aid in carrying out College programs; and

WHEREAS, the College has, from this express power to receive property, the implied power to solicit the same; and

WHEREAS, the College, has the authority to enter into contracts for these and other lawful purposes; and

WHEREAS, the Foundation, as a tax exempt organization must be organized and operated exclusively to receive and administer property and to make expenditures and conduct activities to or for the benefit of the College; and

WHEREAS, the Foundation is empowered to solicit and receive property on behalf of the College and to make contributions, grants, gifts and transfers of property to the College; and

WHEREAS, the Articles of Incorporation of the Foundation set forth in Article III state:

The purposes for which the Foundation, a nonprofit charitable organization, is formed are exclusively charitable, educational, and scientific, and consist of the following:

- (1) Encouraging, promoting, and supporting educational programs and scholarly pursuits at or in connection with The Evergreen State College (the "College"). The phrase "educational programs" shall be construed to mean and include any and all activities which are designed to improve the cultural, educational, living and operational conditions at

the College, to enlarge or improve its curriculum, its faculty and staff, its property and physical facilities, and to provide financial or other assistance to students in their efforts to acquire an education.

(2) To engage in any other lawful activity which may hereafter be authorized from time to time by the Board of Governors; provided, however, that the purposes for which the Foundation is formed shall at all times be consistent with Section 501(c)(3) of the Internal Revenue Code of 1986, as it now exists or as hereafter amended (the "Code"), including within such purposes the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Code.

and

WHEREAS, the Foundation and College recognize that close collaboration and cooperation is necessary to (a) appropriately serve the educational mission and priorities of the College; and (b) to avoid competition for funds or unproductive duplication of effort;

NOW, THEREFORE, the parties hereby agree as follows:

I. SEPARATE OBLIGATIONS

A. The Foundation shall:

1. Expend its best efforts to seek to accrue gifts, grants, conveyances, devises, and bequests of real and personal property for the benefit of the College. For this purpose, the Foundation will design and implement programs and procedures approved by the College to solicit and receive personal property and acquire real property by purchase, lease, exchange or otherwise, all to further the purposes of the educational mission of the College as defined from time to time by the College and its Board of Trustees in stated goals, objectives, and priorities;
2. Comply with all applicable federal and state laws. For this purpose, the Foundation will establish rules and procedures for the management of all affairs of the Foundation in accordance with (a) the requirements for tax-exempt entities under the United States Internal Revenue Code, including its section 501(c)(3); and (b), the laws of the state of Washington applicable to the Foundation, including but not limited to: the Charitable Trusts Act (RCW 19.09), the Uniform Management of Institutional Funds Act (RCW 24.44), the Washington Nonprofit Corporations Act (RCW 24.03), and the Charitable Solicitations Act (RCW 11.110);
3. Tender to the College immediately all gifts, grants, conveyances, devises and bequests of property it may receive wherein the College is designated as recipient, and properly account and be responsible for all donations which designate the Foundation as recipient;

4. Accept, hold, administer, invest and disburse property of any kind or character as from time to time may be given to it, in accordance with the terms of such gift, grant, conveyance, bequest or devise; provided, however, that any restriction or condition on such gift, grant, conveyance, bequest or devise which in any way obligates the College shall not be accepted by the Foundation without the prior written consent of the College President or the Vice President for Advancement;
5. Make contributions, grants, gifts, and transfers of property, both real and personal, either outright or in trust, to or for the benefit of the College;
6. Hold, manage, and invest endowment funds as agent of the College, in accordance with applicable state and federal laws, if or when the College chooses to transfer endowment funds to the Foundation for this purpose, subject to approval by the Board of Governors. The Foundation will apply the corpus and income, or any part thereof, in such manner as may have been stipulated or provided in the instrument creating the endowment. The College maintains discretion over whether or when to deliver endowment funds to the Foundation for this purpose. The Foundation will return management of College endowment funds to the College at the request of the President at the end of the current quarter with at least three months' notice of the withdrawal. All College endowment funds managed by the Foundation will be charged the annual endowment assessment fee as approved by the Foundation Board of Governors. Upon request of the College President, the Foundation will deliver to the College President information regarding endowment funds, including but not limited to current market value by individual endowment fund, rate of return, and transaction summary report.
7. Use all assets and earnings of the Foundation for the benefit of the College or for payment of necessary and reasonable expenses of the Foundation. No part of such assets and earnings shall accrue to the benefit of any director, officer, member or employee of the Foundation or of any other individual, except for appropriate payment of reasonable compensation for services actually rendered or reimbursement of reasonable expenses necessarily incurred;
8. Not merge, consolidate, or change the Foundation's Articles of Incorporation without the written consent of the College, which consent shall not be unreasonably withheld;
9. Abide by donor intent as provided by any gift, grant, conveyance, bequest or devise;
10. Provide guidance and operating support for the activities of the Evergreen Alumni Network, implemented by the Alumni Programs Office;
11. Comply with the College's Sexual Harassment and Sexual Misconduct Policy, as the same may be amended from time to time. All Foundation board members including volunteer members of board committees will be trained in and comply with College policy regarding the prevention of harassment and sexual misconduct and must cooperate in any investigation conducted under this policy;

12. Recognize the supporting role of the Foundation to the College and the College's rights and obligations in setting appropriate directions for the College.

B. The College shall:

1. Provide the Foundation with office space, including utilities, use of office furniture, file cabinets, telephones, and associated equipment, warehouse space for temporary storage of donated materials and equipment as well as office files. The value for the use of such space and equipment shall be deemed to be a partial payment by the College for the Foundation's services as described in this Agreement;
2. Provide the Foundation with use of goods and services including part-time professional and/or staff services including contracted personal services as reasonably required for its operation. The use of these goods and services shall constitute partial payment for the Foundation's services to the College as described in this Agreement. The time allocated to services to the Foundation shall not be full-time for any College employee;
3. Abide by donor intent for donations as provided by gift agreements;
4. Develop and maintain a fundraising policy;
5. Not make any Foundation documents, records or other information (whether written or in any other form) available to a third party without The Foundation's express written consent, unless required by law;
6. Grant the Foundation permission to use the name, The Evergreen State College;
7. Require that College staff who provide services to the Foundation will abide by Foundation policies;
8. Require that College staff who provide services to the Foundation act in cooperation with other College faculty and staff and conduct themselves in accordance with the College's operational policies and procedures, including the College fundraising policy.

II. ACCOUNTING AND AUDITING

To provide proper accounting and auditing for the property and services provided by each party under Article I:

- A. The College business office, as partial payment for the Foundation's services to the College, shall perform accounting and fiscal functions as may be necessary to carry out Foundation activities. The partial payment identified in Sections I B(1) and (2) above, combined with payment in this section, shall be considered full and fair consideration for the services provided by the Foundation to the College.

- B. By May 15 before each fiscal year (July 1 through June 30), the College business office shall prepare an assessment of anticipated transactions and services under this Agreement for that upcoming year, including all space and equipment, supplies, personnel, and other services the College expects to provide to the Foundation. The Executive Director of the Foundation and the President of the College, and/or their designees, will review and approve that assessment.
- C. The value of all space and equipment, supplies, personnel, and other services which the College provides to the Foundation shall constitute payment in full for Foundation services and shall not exceed the benefit received by the College from the Foundation in any fiscal year. The College will regularly keep track of the space and equipment, supplies, personnel, and other services it is providing to assure that this maximum amount is not being exceeded. The College business office will annually prepare, and the Executive Director of the Foundation and the President of the College and/or their designees will annually review a post-closing summary of the transactions between the two parties to assure that this maximum has not been exceeded.
- D. The Foundation shall annually confirm to the College (1) that it has fully complied with its obligation to expend its best efforts to seek to accrue gifts, grants, conveyances, devises, and bequests of real and personal property for the benefit of the College; and (2) that it has used all assets and earnings of the Foundation for the exclusive benefit of the College, or for the payment of necessary and reasonable administrative expenses of the Foundation. For this purpose, the Foundation will list its accomplishments for the preceding year and share with the College its revenue and expense statements for the preceding year and its end-of-year balance sheet. This shall be presented to the College in the Foundation's annual report.
- E. The Foundation is a separate entity from the College, and shall be annually audited by a reputable independent accounting firm and provide the College with a copy of the annual audited financial statements, including management letters. The Foundation's Treasurer and the College's Vice President for Finance and Administration, and/or their designees, shall fully cooperate with the independent accounting firm in providing necessary financial documents.
- F. The College is a state institution of higher education, and shall be audited by the State Auditor's Office, to the extent required by law. For purposes of financial statement audits, the college may choose to be audited by the SAO or an independent accounting firm.
- G. The Foundation shall permit the President of the College, or the President's designee, to inspect and/or copy all Foundation books, accounts and records at all reasonable times in order to determine compliance with the commitments made in this Agreement. The President's designee may include institutional or state auditors. Nothing herein shall be deemed to affect the rights and responsibilities of the State Auditor.

III. OTHER AGREEMENTS

- A. Independent Capacity: At all times and for all purposes of this Agreement, each party shall act in an independent capacity and not as an agent or representative of the other party.
- B. Data Protection: Each party to this Agreement shall comply with all data protection laws, and the parties shall enter into a separate written data sharing agreement that sets forth the obligations to protect confidential information from unauthorized access or disclosure.
- C. Conflict of Interest: This Agreement shall be subject to any conflicts of interest policies for either the College or the Foundation.
- D. No Indemnification: Each party shall be responsible for the actions and inactions of itself and its own officers, employees, and agents acting within the scope of their authority.
- E. No Assignment: This Agreement is not assignable by either party, in whole or in part.
- F. Governing Law and Disputes: The laws of the State of Washington shall govern this agreement. Before instituting any legal action hereunder, a party, through its chief executive officer, shall meet with the chief executive officer of the other party and attempt in good faith to resolve the disagreement. Venue of any action hereunder shall be in Thurston County Superior Court.
- G. Entire Agreement: This constitutes the entire Agreement of the parties, including all oral understandings, on the subject of their general and overall relationship. However, the parties may enter into other stand-alone agreements on specific subjects. All such agreements shall be in writing and signed by the parties and approved as to form by the Washington State Attorney General or designee.
- H. Modification: No alteration or modification of any term of this Agreement shall be valid unless made in writing, signed by the parties and approved as to form by the Attorney General or designee.
- I. Termination: This Agreement may be terminated by either party only at the end of a State fiscal biennium, upon written notice to the other party given at least ninety (90) days in advance. However, this Agreement or a successor overall agreement with the College shall be necessary for the Foundation to operate.
- J. Expiration: This Agreement shall expire on June 30, 2030.

IN WITNESS WHEREOF, this Agreement has been executed by and on behalf of the parties.

THE EVERGREEN STATE COLLEGE

THE EVERGREEN STATE COLLEGE FOUNDATION

By

By

Miguel Perez-Gibson, Chair
The Evergreen State College
Board of Trustees

Quentin King, Chair
The Evergreen State College Foundation
Board of Governors

Date

Date

Estimated Total Cost of Attendance for AY 25-26

Full-time, Full-year: UG at 16 cred/qtr, GR at 10 cred/qtr. Mandatory fees are presented at Olympia campus rates; off-site students pay only Clean Energy and New Student fees.

Proposed Tuition Increases:	UG Resident	UG Non-Resident	GR Resident	GR Non-Resident
Operating	3.3%	3.3%	3.3%	3.3%
Building	3.3%	3.3%	3.3%	3.3%
Services & Activities	4.0%	4.0%	4.0%	4.0%
Total tuition increase	3.6%	3.4%	3.4%	3.3%

Student Wellness Fee will not increase.

New Student Fee will be \$300 for all quarters.

Recreation Fee is new for 25-26 at \$4/credit/quarter.

	Undergraduate Resident		Undergraduate Non-Resident		Graduate Resident		Graduate Non-Resident	
	Current 24-25	Proposed 25-26	Current 24-25	Proposed 25-26	Current 24-25	Proposed 25-26	Current 24-25	Proposed 25-26
Base Tuition								
Operating	6,877	7,104	28,657	29,601	11,648	12,033	27,009	27,900
Building	390	402	1,251	1,293	311	318	897	927
Services & Activities	821	855	821	855	821	855	821	855
Subtotal	8,088	8,361	30,729	31,749	12,780	13,206	28,727	29,682
<i>per credit hr equivalent</i>	270	279	1,024	1,058	426	440	958	989
Mandatory Fees								
Student Wellness	552	552	552	552	552	552	552	552
Transit	0	0	0	0	0	0	0	0
Late Night Bus	0	0	0	0	0	0	0	0
CAB	276	276	276	276	173	173	173	173
Clean Energy	48	96	48	96	30	60	30	60
Recreation	0	192	0	192	0	120	0	120
Subtotal	876	924	876	924	755	785	755	785
Total Direct Costs	8,964	9,285	31,605	32,673	13,535	13,991	29,482	30,467
<i>Dollar change</i>		321		1,068		456		985
<i>Percent change</i>		3.6%		3.4%		3.4%		3.3%
Other Costs								
Books/Supplies	528	528	528	528	528	900	528	900
Room/Board	14,589	15,172	14,589	15,172	14,589	15,172	14,589	15,172
Transportation	1,776	1,776	1,776	1,776	1,776	1,710	1,776	1,710
Miscellaneous	1,800	1,908	1,800	1,908	1,800	1,908	1,800	1,908
Subtotal	18,693	19,384	18,693	19,384	18,693	19,690	18,693	19,690
<i>Dollar change</i>		691		691		997		997
<i>Percent change</i>		3.7%		3.7%		5.3%		5.3%
TOTAL ESTIMATED COSTS	27,657	28,669	50,298	52,057	32,228	33,681	48,175	50,157
<i>Dollar change</i>		1,012		1,759		1,453		1,982
<i>Percent change</i>		3.7%		3.5%		4.5%		4.1%



EXECUTIVE SUMMARY

To: Board of Trustees

From: John Carmichael, President

Date: April 30, 2025

Subject: 2025-2027 Services and Activities Fees Budget

1) Proposed motion

Approve the 2025-2027 Services and Activities Fee amended budget as developed by the College and the Services and Activities (S&A) Fee Allocation Board (see attached detail). The budget includes a recommendation for two-year funding for Tier One programs and one-year funding for Tier Two student organizations as well as a 4% increase in the S&A fee each year of the biennium.

2) Explanation and Purpose

Services and Activities Fees are defined in RCW 28B.15.041 to mean “Fees other than tuition fees charged to all students registered at the state colleges and universities. Services and activities fees shall be used for the express purpose of funding student activities and programs.” The RCW also authorizes the expenditure of services and activities fees for the acquisition, construction, equipping and betterment of lands, buildings, and facilities.

At Evergreen, Services and Activities Fees are used to fund a broad spectrum of programs and organizations. All funding is to meet the diverse needs of the Evergreen student body.

RCW 28B.15.004 and RCW 28B.15.045 establish procedures for development and approval of expenditure plans for services and activities fees. The statutes require Board of Trustees approval of those plans. Guidelines governing the establishment and funding of programs supported by Services and Activities Fees were adopted by the Board of Trustees at the July 14, 1993 meeting. Revisions to the Services and Activities Fee Allocation Board Institutional Guidelines were approved by the Board of Trustees in 2002 and again in 2008.

Criteria for the annual Services and Activities Fee allocation review were developed by the S&A Board. As part of this annual process, orientation and training was provided in the areas of budgeting, group communication, inclusion, and dynamics, consensus decision-making, relevant case law, and the history of student activities fee use both locally and nationally.

3) Funding Recommendation for Services & Activities Fees

The College administration and the S&A Board worked closely with S&A funded programs to create this budget recommendation. The budget is positioned to provide core services meeting the highest needs and interests of our students. This process required strengthening existing partnerships and continues to advance a balanced budget for S&A programs.

The proposed budget includes continued funding for Tier One activities, which includes the Children's Center, KAOS-FM, Student Wellness, Recreation & Athletics (SWRA), Student Activities Administration, College Activities Building (CAB), Native Pathways Program Student Governance Council (NPP), & Tacoma S&A Committee. The S&A Board completed its budget review of the Tier One programs on 02/28/2025. All funded programs provide students with necessary services and opportunities to engage with diverse and inclusive activities and events. In particular, the S&A Board deliberations focused on funding increases to the student leadership learning allotment scale and anticipated compensation changes negotiated in collective bargaining.

The funding recommendation also includes Tier Two funding and resources for supporting Registered Student Organizations (RSOs) and a special initiative fund for funding additional clubs and organizations this upcoming year. The budget for Tier Two funding for 2025-2026 is \$138,000, with 20 total RSOs requesting operational budget funds. Additionally, we are excited to continue developing partnership with BIPOC & LGBTQ+ Intersectional Support Services (BLISS). The S&A Board sets aside \$4,000 budget to support affinity group programming. BLISS will administer this program in partnership with Student Activities.

The S&A Board completed its final review of the registered student organizations (RSOs) at their April 30, 2025 board meeting. A full list of the currently registered student organizations can be viewed on the Student Activities website: www.evergreen.edu/activities.

As also stated in the college budget proposal, the S&A Board budget recommends an increase to the S&A Fee for both years of the biennium at 4% each year. Each full-time student pays an annual (Fall, Winter, Spring) average of \$822 per year. This will increase to \$855 with the 4% increase for 2025-26 and then to \$891 for 2026-27. The projected net revenue from S&A fees for FY26 is expected to be \$1,842,411 and for FY27 is expected to be \$1,992,267, which includes \$50,000 of summer quarter revenue for each year.

This is a two-year budget recommendation, and the S&A Board next year will develop and send a supplemental budget for FY27 to the Board of Trustees which will include any updates recommended by next year's board and a full Tier Two Registered Student Organization budget for that period.

2025-2026 S&A Budget as recommended by the S&A Board, April 30, 2025

S&A Funded Programs and Organizations	Expenditures	Revenue	S&A Fees Needed
Student Activities Admin	\$405,034	\$25,500	\$379,534
College Activities Building	\$140,000	-	\$140,000
Children's Center	\$1,296,759	\$1,170,378	\$126,381
KAOS-FM	\$211,843	\$40,000	\$171,843
CRC Operations	\$166,088	-	\$166,088
Athletic Program	\$125,114	-	\$125,114
Recreation Program	\$15,000	-	\$11,374
TOP: The Outdoor Program	\$22,820	-	\$22,820
Tacoma S&A	\$157,614	-	\$157,614
NPP Student Governance Council	\$77,000	-	\$77,000
S&A Board – Olympia	\$34,300	-	\$34,300
MISC: Business Services Recharge	\$22,400	-	\$22,400
MISC: RSO Supply Line and Startup Budgets	\$8,150	-	\$8,150
BLISS Advised: Student Affinity Clubs	\$4,000	-	\$4,000
Salary/Benefits Contingency	\$116,530	-	\$116,530
Budget Contingency Unassigned	\$79,674	-	\$79,674
RSOs: 20 Student Groups			
RSO: CCTV	\$800	-	\$800
RSO: Chibi Chibi Con	\$5,000	-	\$5,000
RSO: Community Gardens	\$11,350	\$500	\$10,850
RSO: Cooper Point Journal	\$46,435	\$3,800	\$42,635
RSO: Evergreen Astronomical Society	\$780	-	\$780
RSO: Evergreen Bike Co-Op	\$1,650	-	\$1,650
RSO: Evergreen Fashion Club	\$2,700	-	\$2,700
RSO: Evergreen Gaming Guild	\$3,905	-	\$3,905
RSO: Evergreen Live Music Collective	\$3,115	-	\$3,115
RSO: Evergreen Tacoma NAACP	\$5,150	-	\$5,150
RSO: Evergreen Theater Club	\$14,370	-	\$14,370
RSO: Fermentation Foundation	\$2,557	-	\$2,557
RSO: Giant Clam Improv Collective	\$6,100	-	\$6,100
RSO: Giant Robot Appreciation Society	\$1,000	-	\$1,000
RSO: Indigenous Futurists Society (IFS)	\$4,530	-	\$4,530
RSO: MES Student Association (MESA)	\$11,900	-	\$11,900
RSO: Slightly West	\$6,371	-	\$6,371
RSO: The Arcade Projects	\$10,900	-	\$10,900
RSO: Yoga Club	\$1,850	-	\$1,850
RSO: Ultimate Frisbee	\$900	-	\$900
Special Initiative Fund	\$62,526	-	\$62,526
Total	\$3,086,215	\$1,240,178	\$1,842,411

2026-2027 S&A Budget as recommended by the S&A Board, April 30, 2025

S&A Funded Programs and Organizations	Expenditures	Revenue	S&A Fees Needed
Student Activities Admin	\$405,034	\$25,500	\$379,534
College Activities Building	\$140,000	-	\$140,000
Children's Center	\$1,296,759	\$1,170,378	\$126,381
KAOS-FM	\$215,054	\$40,000	\$175,054
CRC Operations	\$166,088	-	\$166,088
Athletic Program	\$125,114	-	\$125,114
Recreation Program	\$15,000	-	\$11,374
TOP: The Outdoor Program	\$22,820	-	\$22,820
Cooper Point Journal	\$44,389	\$3,800	\$40,589
Tacoma S&A	\$157,614	-	\$157,614
NPP Student Governance Council	\$77,000	-	\$77,000
S&A Board – Olympia	\$34,300	-	\$34,300
MISC: Business Services Recharge	\$22,400	-	\$22,400
MISC: RSO Supply Line and Startup Budgets	\$8,150	-	\$8,150
FY27 Tier II Budgets to be assigned	\$163,000	-	\$163,000
Salary/Benefits Contingency	\$180,000	-	\$180,000
Budget Contingency Unassigned	\$162,849	-	\$162,849
Total	\$3,235,571	\$1,239,678	\$1,992,267

4) Proposed by:

Kayla Mahnke, Director of Student Activities and New Student Programs
 Joni Upman, S&A Board Advisor and Assistant Director for Student Activities
 Andy Corn, Associate Dean of Student Engagement, Equity and Support
 Holly Joseph, Dean of Students

5) Staff review

DK Chief Financial Officer
AB Executive Associate to the President/Secretary to the Board of Trustees



EXECUTIVE SUMMARY

TO: Board of Trustees

FROM: John Carmichael, President

DATE: May 1, 2025

RE: Establish a Student Recreation Fee for 2025-26

1) Administrative Recommendation:

Implement a \$4/credit student fee to support the operations of a student Recreation Program at the Costantino Recreation Center (CRC). This fee would be charged to Evergreen students attending the Olympia campus for Fall, Winter, Spring and Summer Quarter beginning with the Fall Quarter 2025.

2) Explanation:

Starting Fall 2025, Evergreen will introduce a new Recreation Fee of \$4 per credit hour to students attending the Olympia campus. This fee, applied each quarter (Fall, Winter, Spring, and Summer), will significantly enhance the mental and physical health resources available to the Evergreen student body.

Student health is the cornerstone of development, retention, and success. Mental and physical well-being are crucial for learning and growth. Which is why we want to increase and improve our recreational opportunities and programs as a fundamental part of Student Life at Evergreen. A Recreation Fee will help Evergreen students embrace a healthier, more vibrant campus experience.

Recreation programs in the CRC are currently funded by Services and Activities (S&A) Fees and the college operating budget. Since 2019, operational support for the CRC has been reduced by 45% and the open hours reduced by over 50%. In addition to fewer hours to access the CRC, the menu of programs and services has decreased due to the inability to provide adequate staffing, spaces, and equipment within budget.

Implementing a \$4 per credit hour fee would bring Evergreen into alignment with the other public four-year colleges and universities, all of which have a dedicated Recreation Fee and/or Athletic or Facilities fee. This new revenue would provide the opportunity to build CRC Operations back to hours and facilities that are more consistent with industry standards in terms of hours, access, and equipment. The additional revenue would also

allow for programs, spaces, and services to be more responsive to our students' diverse interests.

Specific Enhancements associated with the fee:

- Significantly increased hours of operation, returning to full-day access Monday to Friday and half-day Saturday hours.
- Dedicated Aquatics staff to provide improved pool access, as well as swimming and lifeguarding classes.
- Large increase in hours of on-campus student employment opportunities.
- A student lounge space with kitchenette for students to relax, study, and play games, which could also host official programs such as meetings, movie and/or video game nights.
- Broad increase in recreational activities and offerings such as drop-in games and activities.
- Streamlined space reservation, equipment check-out and activity registration through an online Recreation portal.
- Wider range and newer options of equipment to check out, including specific gear (e.g., tennis and/or pickleball racquets), yard games such as Badminton, Spike ball, and Outdoor equipment for hiking, camping, and watercraft.
- Space enhancements, such as privacy film on pool windows, and improvements to locker rooms.
- Access to Outdoor Climbing Wall.
- Refurbished indoor and outdoor Racquet sport spaces for Pickleball, Tennis, Racquetball, and Wally ball.

Evergreen has been investing in ways to attract and support students through academic, professional, and student life initiatives. The college has a demonstrated commitment to the health and vitality of our students, and to student life. There is an opportunity to increase the quality of the student experience through making additional investments in the creation of spaces on campus for students to find fun activities, comforting spaces, and a sense of community outside the classroom.

3) Student Fee Referendum Process:

The Geoduck Student Union in partnership with the college maintains a process for reviewing and approval of student fee initiative votes. The Recreation Fee was overwhelmingly approved by the students with 83% voting yes. In this Winter Quarter election, 26.6% of the student body participated.

4) Scheduling:

The Recreation Fee would become effective at the beginning of the 2025 Fall Quarter upon the approval of the Board of Trustees.

5) Process for Future Increases to the Recreation Fee:

The student referendum permits the college to make inflationary fee increases without engaging a student referendum and upon approval by the Board of Trustees:

Beginning July 2026, Evergreen may make an inflation adjustment to the recreation fee to sustain student services, wages and benefits paid from the fee. The recreation fee will only adjust to the rate of annual increase in the college S&A fee as recommended by the S&A Board and approved by the college Board of Trustees. The rate of increase may not exceed an increase of 4% annually. Any adjustment to the recreation fee rate will be announced in May and take effect in July with the start of the fiscal year.

6) Fiscal Impact:

Projected revenue from the collection of this new fee is \$375,140 in FY26. For an average full-time student enrolled for 16-credits Fall, Winter & Spring, this fee would be \$192.00 per year.

7) Legal Process:

RCW 28B.15.610 establishes authority for the approval of special student fees. The statute requires Board of Trustees approval of those plans.

8) Proposed by:

Elizabeth McHugh, Director of Student Wellness Recreation and Athletics
Holly Joseph, Dean of Students

Staff review:

DK Chief Financial Officer

AB Executive Associate to the President/Secretary to the Board of Trustees



EXECUTIVE SUMMARY

TO: Board of Trustees

FROM: John Carmichael, President

DATE: April 30, 2025

RE: Proposed Housing and Dining Rates for 2025-26

1) Proposed motion

Approve the proposed Housing and Dining Rates for 2025-26.

2) Explanation

Housing Rates:

Residential and Dining Services is recommending a 4% increase for FY25-26.

Proposed Academic Year Base Housing Rates for 2025-26:	
Apartment – Single Occupancy	\$3,210
Residence Hall – Single Occupancy	\$2,293
Residence Hall – Double Occupancy	\$2,130

Comparable rates in our area are \$1,500-1,900.00/month for a two-bedroom apartment based on our review of local housing data. This rate increase translates to an additional \$246.00-369.00 per academic year, well below rate increases in the local market. Our proposed rates include water, sewer, garbage, recycling, electricity, and internet access, which are not typically included in the above rates for the Olympia area. While we must be fiscally responsible, we strive to keep the housing rates as low as possible for students to facilitate access to residential living on campus. With the recent reopening of Buildings A and B, and the anticipated opening of building D in Fall 2025, we are able to offer housing to more students with a choice of two rates.

This positive revenue change reflects an anticipated increase in student residents from the current year and an increase in capacity due to the reopening of additional residence halls.

The recommended 4% increase for 2025-26 supports:

- Deferred maintenance projects and building of the reserve fund for major projects to be completed in the next year (life cycle furniture replacement, partial coverage of costs for a boiler replacement, etc.)
- Continued maintenance projects with health and safety as the priority; goal of 5% contribution to reserve fund for major projects anticipated for next 2-3 years

- Minimum wage increases for student staff (a large part of the personnel budget) and other wage increases for professional staff.
- Increase in cost of supplies and replacement items for operating residence halls which have exhibited continued inflationary increases this year.
- Increases in labor and materials costs for contracted services.
- Support renovation of Building D to increase capacity and demand.
- Financial health to pay the current bond debt.
- The hiring of an additional Resident Director to support students in Buildings A and B.

Dining Rates:

For the 25-26 academic year, Residential and Dining Services is recommending a 4% increase.

Proposed Academic Year Base Dining Rates for 2025-26:	
Flex Meal Plan	\$5,028.00
All Access with \$75 DB Meal Plan	\$7,281.00

This increase is primarily due to continued inflation for food products and labor costs. There are multiple meal plans students can choose from to meet a wide range of needs, the above are examples of popular options for students. They include a combination of meals and declining balance options, which is cash to be used in several dining facilities on campus. These will be published on the Evergreen and Aramark website once approved.

The 4% increase recommended for 2025-26 is to support:

- Salary/ Benefit changes as minimum wage increases (ARAMARK's union contract calls for \$1.50 an hour over minimum wage.)
- Institutional commitment to *Real Food Challenge*. Emphasizing local/community-based, fair, ecologically sound, and/or humane food purchasing of 28% real food.
- Significant increase in overall cost of food with some products increasing faster than rate of inflation.
- Financial health of our dining program and reserve account (i.e. maintenance and / or replacement of expensive machinery).
- Expanded food options- Drop Kitchen for evening small scale pick-up options in CAB.

3) Proposed by:

Susan Hopp, Interim Director of Residential and Dining Services

Holly Joseph, Dean of Students

Staff review:

<u>DK</u>	Chief Financial Officer
<u>AB</u>	Executive Associate to the President/Secretary to the Board of Trustees



EXECUTIVE SUMMARY

TO: Board of Trustees

FROM: John Carmichael, President

DATE: May 1, 2025

RE: Increase Clean Energy Fee for 2025-26

1) Administrative Recommendation:

Increase the Clean Energy Fee from \$1/credit to a \$2/credit student fee to continue purchasing renewable energy credits, support the operations of the Clean Energy Committee, and related projects. This fee would continue to be charged to all Evergreen students for Fall, Winter, Spring and Summer Quarter with the fee increase beginning Fall Quarter 2025.

2) Explanation:

Evergreen students voted for a voluntary clean energy fee that was first collected in the 2005-06 academic year. The fee has not been raised since it was first implemented.

Expenditures from the fund are overseen by the Clean Energy Committee (CEC). The mission of the CEC is to support the ongoing success of energy efficiency, renewable energy, and resource conservation at Evergreen. The committee is student-led with faculty and staff participation.

The Clean Energy Fund is dedicated to offsetting 100% of Evergreen's electricity consumption through Renewable Energy Certificates (RECs). Additionally, the committee allocates remaining resources to students, staff, and faculty to support initiatives aimed at reducing the campus carbon footprint through research, education, and project implementation. Beyond funding renewable energy and sustainable infrastructure, Clean Energy fees also support educational events and research projects on campus. The Clean Energy Committee is committed to fostering the development of climate solution models through collaborative on-campus research.

Recent funded projects include: solar panel installation on the Covered Recreation Pavilion, student discount at the Organic Farmstand, hydroponics gardens, and Harvest Festival.

Evergreen was one of the first institutions to start purchasing renewal energy credits when students voted to establish the Clean Energy Fee about twenty years ago, with the fee first

collecting revenue in 2005-06. While the program scope has changed and broadened, this is the first increase for the fee.

The fee increase for Clean Energy is primarily driven by rising utility costs. Additionally, the Clean Energy Committee aims to ensure sufficient funds are available to support student, faculty, and staff-initiated projects and initiatives.

3) Student Fee Referendum Process:

The Geoduck Student Union in partnership with the college maintains a process for reviewing and approval of student fee initiative votes. The Clean Energy Fee increase was overwhelmingly approved by the students with 87% voting yes. In this Winter Quarter election, 26.6% of the student body participated.

4) Scheduling:

The Clean Energy Fee update would become effective at the beginning of the 2025 Fall Quarter upon the approval of the Board of Trustees.

5) Fiscal Impact:

Projected revenue from the collection of this updated fee is \$210,488 in FY26. For an average full-time student enrolled for 16-credits Fall, Winter & Spring, this fee would be \$96.00 per year.

6) Legal Process:

RCW 28B.15.160 establishes authority for the approval of voluntary student fees.

7) Proposed by:

Joni Upman, Staff Co-Chair for the Clean Energy Committee
Andy Corn, Associate Dean of Student Engagement, Equity and Support
Holly Joseph, Dean of Students

Staff review:

<u>DK</u>	Chief Financial Officer
<u>AB</u>	Executive Associate to the President/Secretary to the Board of Trustees



EXECUTIVE SUMMARY

To: Board of Trustees
From: John Carmichael, President
Date: April 30, 2025
Subject: 2025-2026 New Student Fee Increase

1) Administrative Recommendation:

Approve a \$300, one-time New Student Fee, regardless of quarter of initial enrollment, to replace the fee currently charged.

2) Explanation:

New matriculated (degree seeking) students enrolling at Evergreen for the first time are assessed a one-time fee which funds a student transition program designed to support their successful integration into the Evergreen community, increase retention, and promote academic success.

Students entering in the Fall quarter are charged \$300; those entering in Winter or Spring quarter are charged \$170.00. Revenue is split between the SEES and Academics divisions of the college with 63% percent of revenue directed to the Office of New Student Programs (SEES) to fund a comprehensive transition and orientation program. The remaining 37% of revenue supplements the faculty salary pool.

When the New Student Fee began at Evergreen in Fall 2013 the fee created a separate Fall Quarter fee with smaller Winter/Spring fees. This is unique to Evergreen, as we are the only Washington state 4-year institution to charge a differentiated New Student fee by quarter. When the fee started, we had a small Winter/Spring transition experience for students.

Evergreen's New Student Program experience has changed significantly in the last 13 years, including adding much more engagement and transition support for students beginning in Winter/Spring. New students receive similar learning outcomes with similar institutional supports. Winter/Spring students are also invited to participate in Fall Quarter Orientation

events, and many do for additional social engagement and to reinforce information to support their transition to Evergreen.

3) Legal Process:

The Board of Trustees retains the authority to “approve general tuition and mandatory fees” (Resolution 2019-12).

4) Fiscal Impact and Funding Recommendation for New Student Fee:

There would be no change of fee for the 76% of students who enroll during Fall Quarter. The last time the new student fee was increased was 2020. The additional fees collected in Winter and Spring would be pay for increases to minimum wage, faculty and staff salary and benefits increases and overall inflation.

The proposed budget will maintain the quality of service for students with a similar staffing model to our current year and be responsive to increased demand due to enrollment increases. This budget will secure base staffing to sustain a New Student Program at Evergreen ensuring the continuation of current services and programs for the student population.

2025-2026 New Student Fee Revenue Model

	Fee Rate	SEES Revenue - 63%	Academics Revenue - 37%	Combined Total
Fall Quarter	\$300	\$147,892	\$86,857	\$234,749
Winter Quarter	\$300	\$23,106	\$13,570	\$36,677
Spring Quarter	\$300	\$19,549	\$11,481	\$31,030
Total		\$190,547	\$111,909	\$302,456

Budget Model for New Student Fee	2025-2026
Academics Budget (Faculty Salary Pool)	\$111,909
SEES Division Staff (1.0 FTE) - Asst Dir for New Student Programs (0.5 FTE) - Director for Student Activities & NSP (0.25 FTE) - Secretary Supervisor (0.25 FTE)	\$90,000
SEES Geoduck Guides (Student positions)	\$30,000
SEES Goods/Services	\$63,000
SEES Travel	\$5,000
Total	\$299,909

The following table is a comparison of Evergreen’s Orientation fee and other public 4-year institutions in Washington State.

2024-25 Annual New Student or Orientation Fees at Washington State 4yr Public Institutions

Evergreen	EWU	WWU	UW	WSU
Variable based on quarter of initial enrollment. \$300 for Fall, \$170 Winter/Spring	\$275	\$350	\$396 (\$400 for FY26)	\$350

5) Proposed by

Kayla Mahnke-Hargett, Director of Student Activities and New Student Programs
Andy Corn, Associate Dean of Student Affairs
Holly Joseph, Dean of Students

6) Staff Review

DK Chief Financial Officer

AB Executive Associate to the President/Secretary to the Board of Trustees



EXECUTIVE SUMMARY

To: The Evergreen State College Board of Trustees

From: Dave Kohler, Chief Financial Officer

Date: June 12, 2025

Subject: 2025–26 Tuition and College Spending Plan

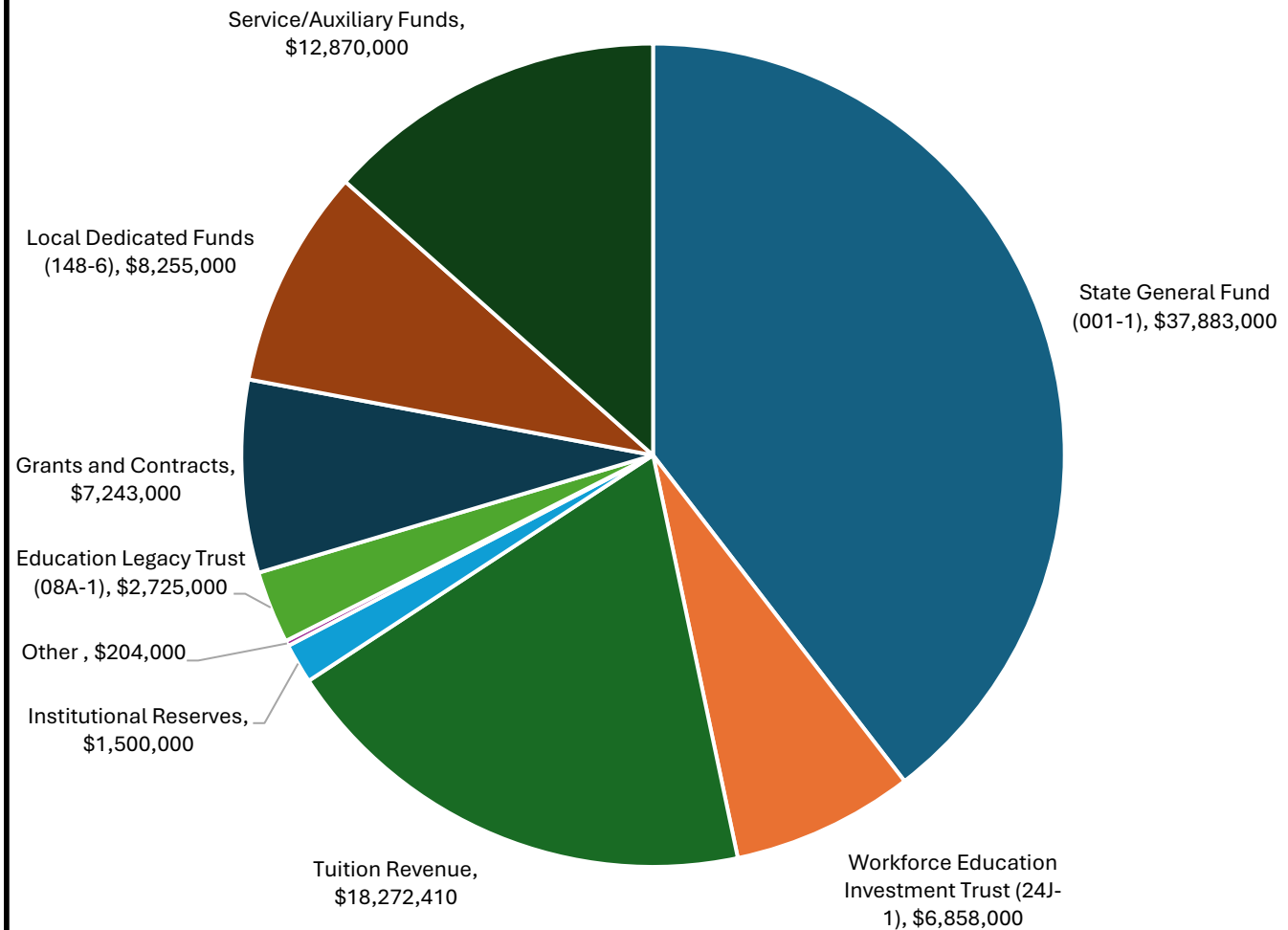
1) Approve spending levels for fiscal year 2026 as follows:

College Spending Plan by Fund Type	2025 Budget	2026 Budget	Differences
State General Fund (001-1)	\$39,723,000	\$37,883,000	(\$1,840,000)
Tuition Revenue	\$16,072,465	\$18,272,410	\$2,199,945
Service/Auxiliary Funds	\$11,789,810	\$12,870,000	\$1,080,190
Local Dedicated Funds (148-6)	\$7,598,000	\$8,255,000	\$657,000
Grants and Contracts	\$6,662,165	\$7,243,000	\$580,835
Workforce Education Investment Trust (24J-1)	\$3,024,000	\$6,858,000	\$3,834,000
Education Legacy Trust (08A-1)	\$2,725,000	\$2,725,000	\$0
Institutional Reserves	\$3,358,758	\$1,500,000	(\$1,858,758)
Other	\$1,299,000	\$204,000	(\$1,095,000)
Totals	\$92,252,198	\$95,810,410	3,558,212

College Spending Plan by Fund Type	2025 Budget	2026 Budget	Differences
Capital expenditures*	\$32,189,510	\$16,000,000	(\$16,189,510)

*Biennial capital budget = \$37,912,000 including reappropriations from FY25; FY26 expenditures projected and subject to change.

2026 Spending Plan by Fund Type



2) Explanation

Previous spending levels were established by Board action in response to proposals developed by staff and recommended by the President. 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.

3) Fiscal impact

The proposed actions authorize the spending of legislatively appropriated funds and anticipated collections from tuition and fees. The net effect of the proposed changes produces a planned operating budget increase of 3.86%, reflecting a moderate increase in anticipated tuition and fee revenue and state appropriations to help fund increased costs for compensation, Central Services, the Shelton Promise program, and accessibility services.

4) Program Impact

The spending plan includes funding provided in the 2025–27 biennial budget that will provide additional services and support for current and future students, including targeted funds for the Shelton Promise program and student accessibility support.

5) Scheduling

The Board's approval will allow accounting staff to load line-item budget controls in the college's accounting system. Finally, this approval allows staff to submit allotment schedules to the Office of Financial Management as required.

6) Proposed by: David Kohler, Chief Financial Officer

7) Legal Process

The Board of Trustees retains the authority to approve "operational expenditure plans" and to "approve general tuition and mandatory fees" (Resolution 2019-12).

8) Staff Review

DK Dave Kohler, Chief Financial Officer

LDF Lisa Dawn-Fisher, Director of Financial Planning

DR Dan Ralph, Administrative Assistant to Vice President of Finance



EXECUTIVE SUMMARY

To: The Evergreen State College Board of Trustees

From: John P. Carmichael, President

Date: April 30, 2025

Subject: 2025-26 Intercollegiate Athletics Budget

1) **Proposed Motion**

Approve the 2025-26 Intercollegiate Athletics Budget (see attached detail).

2) **Explanation and Background:**

In 2018, the legislature required boards of trustees to specifically approve in an open public meeting the annual budgets for its programs for intercollegiate athletic competition in advance of any expenditure for that fiscal year (RCW 28B.15.120).

The proposed budget includes the 2025-2026 revenue and spending plan for the Intercollegiate Athletics program at Evergreen. This plan includes funding for 11 competitive teams and costs related to the support of the overall program. Evergreen Athletics includes: Men's and Women's Basketball, Men's and Women's Soccer, Men's and Women's Track and Field, Men's and Women's Cross Country, Men's and Women's Wrestling and Women's Volleyball. Evergreen is a member of the Cascade Collegiate Conference (CCC) and the National Association of Intercollegiate Athletics (NAIA).

3) **Legal Process:**

The Board of Trustees retains the authority to "approve general tuition and mandatory fees" (Resolution 2019-12).

4) **Proposed by**

Elizabeth McHugh, Director of Student Wellness, Recreation and Athletics
Holly Joseph, Dean of Students

5.) **Funding Recommendation for Intercollegiate Athletics**

Intercollegiate Athletics 2025-2026 Budget			
Expense	Amount	Revenue	Amount
Business Operations Manager (.25)	21,912	Institutional Athletics Budget	1,211,128
Director SWRA (.25)	53,032	S&A Athletics Budget	113,740
Assoc Director Athletics (1.0)	109,432	Contracts and Rentals	433,689
Rec & Athletics Specialist 1 (0.5)	36,589	Total	1,758,557
Men's Soccer Coach (0.55)	55,696		
Women's Soccer Coach (0.55)	55,696		
Women's Volleyball Coach (.55)	55,696		
Women's Basketball Coach (.55)	55,696		
Men's Basketball Coach (.55)	55,696		
Men's Wrestling Coach (.55)	55,696		
Women's Wrestling Coach (.55)	55,696		
Cross Country and Track and Field Coach (1.0)	89,173		
Sports Information Director (.92)	82,933		
Athletic Training (1.92)	166,414		
JV Men's Basketball Assistant Coach	10,000		
Assistant Coaches (2.25)	110,000		
Game Management hourly staff	12,500		
Team Pre-Season Travel	18,450		
Team In-Season Travel	225,000		
Team In-Season Bus Travel	75,000		
Team Post-Season Contingency Travel	65,000		
Referee Services and Entrance Fees	50,000		
Athletic Equipment/Uniforms	70,000		
General Goods & Services	40,000		
Sports Medicine Goods & Services	7,000		
Insurance	68,000		
NAIA & CCC Dues	37,000		
NAIA & CCC Video Platform	4,250		
Website Contract	17,000		
Total	1,758,557		

6) **Staff review**

DK Chief Financial Officer

AB Executive Associate to the President/Secretary to the Board of Trustees



EXECUTIVE SUMMARY

To: The Evergreen State College Board of Trustees

From: John Carmichael, President

Date: June 12, 2025

Subject: Approval of the Student Support Services Staff Union 2023-2025 collective bargaining agreement with the Washington Federation of State Employees

1) **Administrative Recommendation**

A motion to approve the negotiated 2025-2027 Student Support Services Staff Union collective bargaining agreement between The Evergreen State College and the Washington Federation of State Employees (WFSE). The WFSE vote has concluded, and the membership ratified the 2023-2025 collective bargaining agreement.

2) **Explanation**

- a) Present policy comparison: On March 6, 2023, the Board appointed a negotiating team for collective bargaining with the Washington Federation of State Employees representing the college's Student Support Services Staff Union. Associate Vice President for Human Resource Services Laurel R. Uznanski, served as Chief Negotiator.
- b) Proposed by: Dave Kohler, Chief Financial Officer
- c) Background: The Public Employment Relations Commission certified the Washington Federation of State Employees as the collective bargaining representatives of Evergreen's Student Support Services Staff Union. The current agreement expires on June 30, 2025.
- d) Alternate view: None provided.

3) **Scheduling**

The agreement would go into effect on July 1, 2025.

4) **Fiscal Impact**

The negotiated agreement matches the across the board compensation enhancements and adjustments achieved at the classified staff negotiations table during the term of the 2023-2025 agreement.

5) Legal Process

The college negotiates with the Student Support Services Staff Union under the terms of RCW 41.56. Board of Trustees Resolution 2019-12 reserves to the Board the authority to appoint the management negotiating team for collective bargaining, set management objectives for negotiation, and approve final negotiated agreements.

6) Staff Review

DK David Kohler, Chief Financial Officer

LU Laurel R. Uznanski, Associate Vice President for Human Resource Services

AB Andrew Beattie, Executive Associate to the President and Secretary to the Board of Trustees

Social and Sustainable Impact Master of Business Administration (SMBA) Condensed Proposal

Prepared by: Tamsin Fouchier, Page Archer, and Doreen Swetkis

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Program Overview

Title: Social and Sustainable Impact Master of Business Administration (SMBA)

Total credits: 60

Program summary:

The Social and Sustainable Impact Master of Business Administration (SMBA) is a graduate program designed for changemakers eager to transform business and enterprise into a force for a more equitable and sustainable world. This program weaves sustainability and social impact into the heart of its curriculum, equipping business leaders, entrepreneurs, and sustainability professionals with a new set of skills geared towards empowering our workforces and communities. It focuses on developing products and services that not only minimize their impact on the social and ecological systems we rely on but also enhance and help restore them.

This fully online program prepares students for careers in sustainability assessment and reporting, impact-driven marketing, sustainable/circular supply chain management, nonprofit management, impact investing, social enterprise development, sustainable business consulting and management, sustainable and socially responsible business development, and more.

The SMBA program design takes a different approach to business education. It centers Evergreen's focus on local and global commitment to social justice, diversity, environmental stewardship, and public interest service. Unlike many existing graduate business programs, which provide a limited "sustainability specialization" or a few sustainability electives, this proposed program integrates sustainability throughout the curriculum in a way that is unique to Evergreen's mission and strengths.

The SMBA program-level learning objectives include the following:

At the end of this program, students will be able to....

- 1) Articulate the business case for sustainability.
- 2) Clearly define the long-term sustainability vision for an organization and create a strategy to reach it.
- 3) Create strong support and governance frameworks for executing sustainability strategies and initiatives.
- 4) Incorporate sustainability principles into organizational functions, policies, and practices.
- 5) Convey sustainability plans and ideas and select strategies for gaining commitment from all members and levels of an organization.

Timeline for degree completion:

The SMBA requires 60 credits for degree completion, with full-time students completing 10 credits during the fall, winter, and spring quarters of Years 1 & 2 (including a culminating 6-credit capstone in their final spring quarter of Year 2). Part-time students can take varying credit loads over 3 years to complete the degree.

Curriculum Overview

Fall (Year 1)

Course Name	Requirement or Elective	Modality	Credits	Planned Enrollment
Foundations in environmental and social sustainability	Requirement	Online, synchronous/asynchronous, evening or weekend	6	30 (full cohort)
Introduction to sustainability and business	Requirement	Online, synchronous/asynchronous, evening or weekend	4	30 (full cohort)
TOTAL CREDITS			10	

Winter (Year 1)

Course Name	Requirement (R) or Elective (E)	Modality	Credits	Planned Enrollment
Business development, design, and innovation for social and environmental impact	Requirement	Online, synchronous/asynchronous, evening or weekend	6	30 (full cohort)
Transformative leadership	Requirement	Online, synchronous/asynchronous, evening or weekend	4	30 (full cohort)
TOTAL CREDITS			10	

Spring (Year 1)

Course Name	Requirement (R) or Elective (E)	Modality	Credits	Planned Enrollment
Strategic sustainability reporting	Requirement	Online, synchronous/asynchronous, evening or weekend	6	30 (full cohort)
Alternative models for social change, participatory governance and decision making	Requirement	Online, synchronous/asynchronous, evening or weekend	4	30 (full cohort)
TOTAL CREDITS			10	

Fall (Year 2)

Course Name	Requirement or Elective	Modality	Credits	Enrollment
Sustainable supply chain management and responsible marketing for impact	Requirement	Online, synchronous/async hronous, evening/weekend	6	30 (full cohort)
Tribal economics (MPA course) OR Environmental economics	Requirement	Online, synchronous/async hronous, evening/weekend	4 4	15 15
TOTAL CREDITS			10	

Winter (Year 2)

Course Name	Requirement or Elective	Modality	Credits	Enrollment
Accounting and finance for the triple bottom line	Requirement	Online, synchronous/async hronous, evening/weekend	6	30 (full cohort)
AI, data analysis, and visualization for social and environmental impact	Requirement	Online, synchronous/async hronous, evening/weekend	4	30 (full cohort)
TOTAL CREDITS			10	

Spring (Year 2)

Course Name	Requirement or Elective	Modality	Credits	Enrollment
Student Capstone: Internship, project, research project	Requirement	Varies	6	30 (full cohort)
Specialization <ul style="list-style-type: none"> • Sustainable strategic decision-making • Eco-entrepreneurship • Tribal business • MPA Elective 	Elective	Varies	4	7-10 (SMBA students + additional graduate and undergrad students)
TOTAL CREDITS:			10	

Career Options

- Sustainability assessment and reporting professional
 - Range: \$61K - \$108K/year
 - Median \$81K/year
 - Source: https://www.glassdoor.com/Salaries/sustainability-specialist-salary-SRCH_KO0,25.htm
- Impact-driven marketing professional
 - Range: \$53K-97K/year
 - Median: \$71K/year
 - Source: https://www.glassdoor.com/Salaries/marketing-professional-salary-SRCH_KO0,22.htm
- Sustainable/circular supply chain manager
 - Range: \$126,547- \$161,464/year
 - Median: \$144,388/year
 - Source: <https://www.salary.com/research/salary/benchmark/sustainable-sourcing-manager-salary>
- Sustainability manager
 - Range: \$104K - \$189K/year
 - Median: \$139K/year
 - Source: https://www.glassdoor.com/Salaries/sustainability-manager-salary-SRCH_KO0,22.htm
- Sustainability specialist
 - Median: \$84,380/year
 - Source: WOIS database
- Sustainable business consultant
 - Range: \$80K - \$149K/year
 - Median: \$107K/year
 - Source: https://www.glassdoor.com/Salaries/sustainability-consultant-salary-SRCH_KO0,25.htm
- Additional relevant career options:
 - Impact investing professional
 - Social enterprise development professional
 - Sustainable and socially responsible business development professional
 - Entrepreneur
 - Sustainable product manager

Potential Student Demand, Equitable Recruitment, and Market Reach

Over the years, student demand for business courses and programs at Evergreen has remained relatively stable, as shown by enrollment in business-related offerings in PaCE and the 2023 CPEG report. Additionally, survey results from the 2020 Hanover Research for Evergreen State College indicate high demand for business and entrepreneurship.

Interest among prospective US business graduate students in online learning formats remains steady, with the demand for online program formats rising from 4% to 6% between 2019 and 2023 ([2024 Prospective Students Survey Report](#), GMAC). The data indicates that two-year full-time MBA programs are the most preferred type of program among prospective students in 2023. The [2023 GMAC report](#) reveals that 42% of respondents consider sustainability or corporate social responsibility (CSR) essential in their graduate curricula. Furthermore, one-third of graduate candidates view schools that do not prioritize sustainability as deal-breakers. The report emphasizes that focusing on sustainability in business schools is crucial for meeting student demand and serves as a significant differentiator in job markets seeking talent. Finally, the 2024 report identifies consulting as the top industry choice for post-graduate students, with strategic problem-solving, data analysis and interpretation, and AI skills ranking as the most sought-after competencies for both students and employers (experiences and skills that are part of the SMBA program).

The SMBA program is strategically positioned to attract students from both the region and beyond, thanks to Washington's robust business ecosystem that prioritizes social responsibility, environmental stewardship, and innovation. The state hosts many social purpose corporations (SPCs), cooperatives, and environmentally conscious businesses. In 2012, Washington became the first state to enact a Social Purpose Corporation law, and as of 2024, there are roughly 2,000 registered entities (Washington Secretary of State, Corporate Division Data (2024)). Additionally, over 300 active cooperatives exist in Washington as of 2024 (Washington State Department of Financial Institutions, Cooperative Statistics (2024)). More than 164 businesses in the state are certified through EnviroStars (King County, n.d.), and 160 businesses hold B Corp certification (B Lab, n.d.). This vibrant business ecosystem provides a wealth of opportunities for SMBA students, including internships, capstone projects, and networking, connecting students to a diverse range of employment prospects post-graduation.

The SMBA program also offers the following opportunities to attract students from historically marginalized communities to the program:

1. Partnerships with Tribal Communities

- **Collaborating with Washington Tribes:** The SMBA program will need to establish partnerships with local Tribes to recruit students and create culturally relevant curricula.
Connections to the existing NPP and Tribal MPA Programs: The SMBA team is encouraged to collaborate with the Native Pathways Program (NPP) and MPA in Tribal Governance Program to provide current and future undergraduate and graduate students with SMBA courses that may align with their interests.

2. Cost and Financial Aid Considerations

- **Cost Advantage:** The program's affordability, particularly for Washington residents, means that tuition is significantly lower than that of other MBA programs.
- **Paid Internship/Work-Study Opportunities:** The program could offer various internships and work-study positions designed for SMBA students through the Sustainable Business Team Consultancy Program, potentially providing financial support during their studies.
- **Veterans Recruitment:** According to Randy Kelley, Director of Veterans Services at Evergreen, the post-9/11 GI Bill covers all tuition and fees for veterans pursuing an online degree. The only difference lies in the housing allowance because veterans receive a reduced housing allowance for online programs. Director Kelley believes that this reduction in the housing allowance is not a significant factor influencing a veteran's choice to enroll in a master's program (the housing stipend often plays a crucial role for undergraduates just out of the service who may not yet be employed).

3. Flexible, Online Learning Considerations

- **Online Accessibility:** The program's completely online format can attract more students from outside Washington, including those in rural areas or from various backgrounds who may have limited access to traditional in-person programs (such as working professionals, caregivers, or individuals with mobility challenges).
- **International Student Outreach:** Collaborating with organizations like the Congolese Integration Network may offer opportunities for future scholarships for students from countries disproportionately affected by climate change and global sustainability challenges. The option of a fully online program could further increase student demand in the international market. Although a majority or fully online program is not available to international students seeking to obtain or maintain their F-1 Visa, an online SMBA (with in-person Capstone option) could be very appealing to students studying in their home countries. Not all countries or professions recognize degrees obtained through distance education, so it is essential for students to be advised to contact their nation's education department and/or relevant professional licensing bodies before enrolling. According to Brynn Smith, Associate Director of International Programs and Services at Evergreen, providing the option to complete the Capstone in person in the U.S. may particularly interest students who are seeking work in the U.S. after completing their degree.

4. Applied Learning

- **Applied Learning (Case Studies and Projects):** The SMBA curriculum is designed as a highly applied program. It will focus on case studies and projects that allow students to work on real-world issues, including those affecting traditionally marginalized communities, Tribal lands, and climate-impacted areas.

Market Analysis

According to the 2023 Graduate Student Recruitment Report, the primary driver for students enrolling in a graduate degree is to advance their careers (76%), while a smaller portion (16%) is interested in changing careers. The proposed graduate program leverages the annual pool of 350,000-400,000 graduates with a bachelor's in business ([NCES](#)) and aligns it with the emerging field of sustainability studies. Business graduate programs remain the most sought-after options in the graduate market as of 2023 (2023 Graduate Student Recruitment Report).

Demand for Sustainability Jobs

Furthermore, jobs in sustainability are on the rise across the United States (Greenbiz), and the proposed curriculum focuses on developing the essential skills needed for sustainability professionals, such as data analysis, strategic thinking, and more. The [2023 Global Green Skills Report by LinkedIn](#) found that from 2022 to 2023, the percentage of job postings requiring at least one green skill increased by 22.4%. While overall hiring slowed globally during this period, **workers with green skills were hired for new positions at higher rates than those without**. The study also revealed that only one in eight workers possess green skills, highlighting a significant gap between demand and supply. Additionally, the report identified “skills in carbon accounting, carbon credits, emissions trading, impact assessment, and sustainability reporting” as some of the fastest-growing green skills in both the US and the European Union (EU). Finally, based on the data, the report emphasizes key factors that governments, educational institutions, and businesses should consider addressing this supply gap:

- “How can we support climate entrepreneurs in becoming investment-ready, so they can access capital markets more quickly and effectively? What are the most effective strategies for incorporating finance-related green skills into upskilling programs and continuing education courses that are required to maintain certifications?”
- “How do policymakers and the private sector work with educators and institutions of higher learning to ensure relevant green skills are part of the curricula for all fields of study so every student has a strong foundation in sustainability principles and practices? How do we encourage the development of new degree programs to cater to a growing demand for workers with specialized green skills?”

The [2022 GreenBiz State of the Profession Report](#) found that among the companies surveyed, a majority added two or more FTEs or consultants to meet the demand for Environmental, Social, and Governance (ESG) disclosures (see figure below):



Figure 2. Survey respondent results for the question “Has your organization added staff or consultants as a result of increased investor pressure related to ESG Disclosures?” (N= ~1,500)

Demand for Online Programs

According to [IPEDS degree conferral data](#), online programs already lead in graduate degree production. As illustrated by the IPEDS degree production data below, online programs have increased in popularity over the last five years and have surpassed classroom-only programs for the last two consecutive years. This fully online SMBA program will address the market demand for online availability in graduate education.



Figure 3. Graduate degree conferrals in online-available programs v in-person programs from 2018-2022 (Source: IPEDS via Ruffalo Noel Levitz 2024)

Return on Investment

According to the [Foundation for Research on Equal Opportunity](#), many of the Comparable Programs (see next section) demonstrate a significant return on investment for graduate students. Refer to the table below for data on earnings at graduation, earnings at age 45, and ROI for those with an MBA from four of the colleges listed in our comparable programs chart.

State	Institution	Degree Type	Degree Field	Earnings at Graduation	Earnings at Age 45	ROI (Before Completion Adjustment)	ROI (After Completion Adjustment)	ROI (Adjusting for Completion and Underlying Spending)
FL	University of Miami	Master's	Business Administration, Management and Operations.	\$80,510	\$106,960	\$299,510	\$224,884	\$180,428
CO	Colorado State University-Global Campus	Master's	Business Administration, Management and Operations.	\$81,062	\$107,952	\$162,364	\$119,992	\$120,755
AZ	Arizona State University-Tempe	Master's	Business Administration, Management and Operations.	\$99,874	\$139,633	\$687,986	\$551,312	\$519,858
OR	University of Oregon	Master's	Business Administration, Management and Operations.	\$85,756	\$115,720	\$609,890	\$488,809	\$470,034

Table 2. Return on investment (in \$) for MBA graduate programs (Source: Foundation for Research on Equal Opportunity 2022)

Popularity

According to [the 2022 IPEDS degree conferral data](#), master's degree programs in business administration (MBA) accounted for 11.9% of all graduate degree programs, making them the most popular degree program in the U.S.

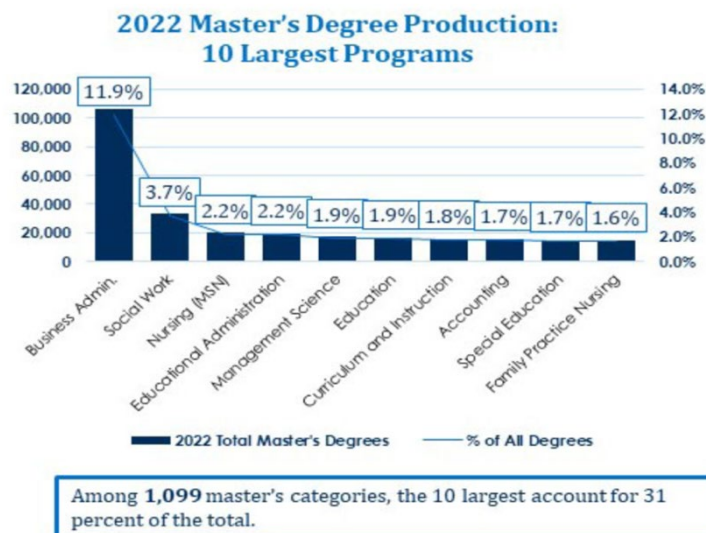


Figure 4. Percentage of various master's degree conferrals in the US in 2022 (Source: IPEDS via Ruffalo Noel Levitz 2024)

Enrollment Growth

According to the [National Center for Education Statistics](#), total postbaccalaureate enrollment is projected to increase by 6 percent by 2031 (from 3.2 million to 3.4 million students). Due to this upward trend in graduate enrollment across the nation, SMBA plans to gradually increase its cohort size each year, enhancing financial feasibility. Here are some figures from the [National Student Clearinghouse Research Center](#) that may assist in estimating enrollment growth:

As shown in Figure 5, the data indicate that the field of Business, Management, and Marketing for undergraduate studies nationwide is projected to grow by 3.2% in 2024. This will expand the pool of available undergraduate students interested in pursuing Business, Management, and Marketing in graduate studies by the Fall of 2027.

	2019		2020		2021		2022		2023		2024	
	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year
Business, Management, Marke..	1,559,771		1,538,710	-1.4%	1,511,599	-1.8%	1,495,944	-1.0%	1,508,396	0.8%	1,556,483	3.2%
Health Professions and Relate..	966,629		963,761	-0.3%	979,214	1.6%	948,171	-3.2%	905,603	-4.5%	936,315	3.4%
Liberal Arts and Sciences, Gen..	739,722		713,401	-3.6%	659,452	-7.6%	638,208	-3.2%	614,646	-3.7%	618,968	0.7%
Computer and Information Scie..	440,702		464,391	5.4%	485,125	4.5%	518,629	6.9%	572,296	10.3%	628,902	9.9%
Biological and Biomedical Scie..	586,455		583,319	-0.5%	572,800	-1.8%	564,601	-1.4%	556,191	-1.5%	564,372	1.5%
Engineering	596,604		585,362	-1.9%	566,530	-3.2%	556,238	-1.8%	537,439	-3.4%	570,421	6.1%
Psychology	446,525		466,148	4.4%	491,531	5.4%	504,703	2.7%	504,551	0.0%	508,981	0.9%
Education	430,004		430,688	0.2%	433,049	0.5%	421,679	-2.6%	407,734	-3.3%	407,317	-0.1%
Visual and Performing Arts	386,836		393,433	1.7%	382,856	-2.7%	396,552	3.6%	403,275	1.7%	408,919	1.4%
Social Sciences	454,808		447,827	-1.5%	434,988	-2.9%	418,374	-3.8%	399,123	-4.6%	392,200	-1.7%
Communication, Journalism, a..	323,934		317,771	-1.9%	296,630	-6.7%	280,115	-5.6%	271,922	-2.9%	271,863	0.0%
Multi/Interdisciplinary Studies	242,045		246,133	1.7%	239,546	-2.7%	242,701	1.3%	241,502	-0.5%	254,455	5.4%
Security and Protective Services	256,992		259,098	0.8%	253,303	-2.2%	237,174	-6.4%	228,190	-3.8%	222,825	-2.4%
Parks, Recreation, Leisure and..	226,659		224,478	-1.0%	222,054	-1.1%	220,760	-0.6%	219,387	-0.6%	223,251	1.8%
Public Administration and Soci..	131,967		130,307	-1.3%	129,013	-1.0%	120,208	-6.8%	113,566	-5.5%	114,345	0.7%
Physical Sciences	136,676		130,896	-4.2%	121,998	-6.8%	117,392	-3.8%	113,106	-3.7%	113,589	0.4%
English Language and Literatur..	135,472		129,051	-4.7%	116,586	-9.7%	113,171	-2.9%	110,407	-2.4%	107,952	-2.2%
Agriculture, Agriculture Operati..	91,359		90,650	-0.8%	89,463	-1.3%	89,813	0.4%	88,142	-1.9%	94,822	7.6%
Mathematics and Statistics	99,208		98,624	-0.6%	97,326	-1.3%	91,912	-5.6%	84,005	-8.6%	84,304	0.4%
Natural Resources and Conser..	79,259		81,311	2.6%	80,400	-1.1%	82,623	2.8%	83,557	1.1%	84,078	0.6%

Figure 5. National (US) undergraduate 4-year enrollment in top 20 major field families from 2019-2024
(Source: National Student Clearinghouse Research Center)

In Figure 6, the data indicates that graduate enrollment in public four-year institutions is expected to rise by 3.0% in 2024, leading to a greater demand for graduate programs.

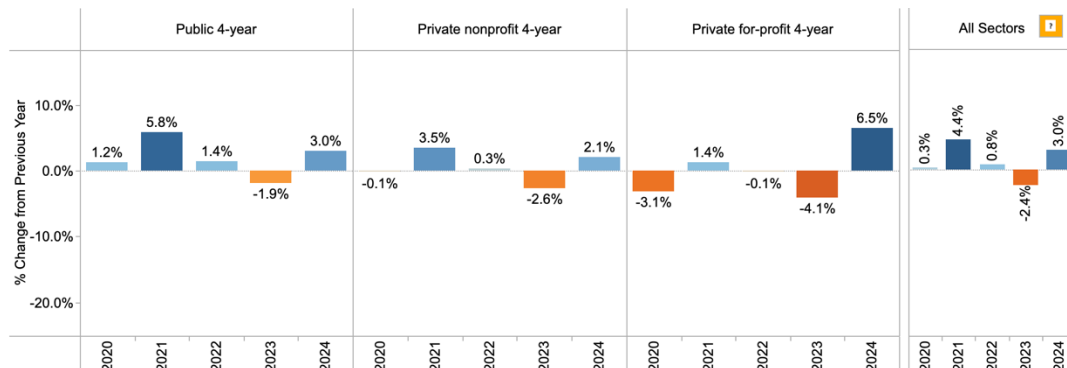


Figure 6. Annual percent change in spring graduate enrollment for business, management, and marketing sector from 2020-2024 (Source: National Student Clearinghouse Research Center)

In Figure 7, the data indicates that the demand for graduate enrollment in public institutions, particularly in Washington state, remains stable.

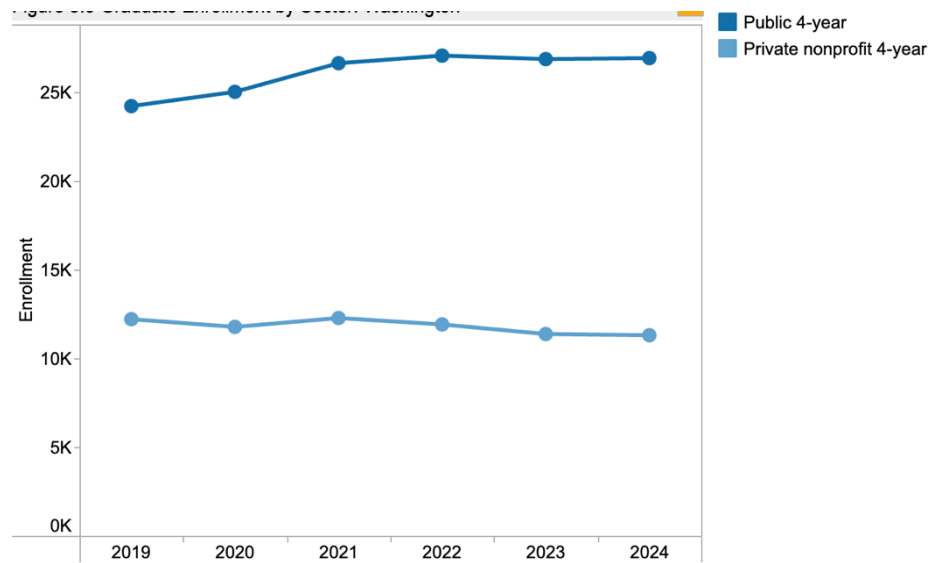


Figure 7. Graduate enrollment in the state of Washington for public 4-year and private non-profit 4-year institutions from 2019 to 2024 (Source: National Student Clearinghouse Research Center)

In summary, current data trends indicate that:

- Job growth related to sustainability is on the rise.
- Companies and organizations are increasingly recognizing the need for a workforce skilled in a range of green skills.
- Online graduate degrees are becoming increasingly popular across the country.
- A graduate degree in business and management offers a substantial return on investment for students.
- The MBA is the most sought-after degree among graduate students in the U.S.
- The pool of undergraduate students interested in pursuing further graduate education in business, management, and marketing is growing.

Comparable Programs^{1,2}

Institution	Total # Credits	Duration	Degree	Modality	Total Tuition & Fees
University of Wisconsin Extension	34	1 year	M.S. Sustainable Mgmt.	Fully online	\$25,500
Arizona State University	30	Typically less than 2 years	Master of sustainability leadership (<i>*This program requires applicants to have a minimum of three years of experience in professional/organizational leadership in addition to a bachelor's and/or master's degree and is geared towards executive leaders</i>)	Fully online	\$19,817 for AZ resident \$24,535 for nonresident
University of Vermont	45	1 year	Sustainable Innovation MBA	On campus	\$31,016 for VM residents (just tuition & mandatory fees) \$52,751 for nonresidents (just tuition & mandatory fees)
University of Oregon	53	2 years	Oregon MBA -specialization in sustainable business practices	On campus	\$71,294 for residents, \$97,214 for nonresidents
Colorado State University	44	16 months	Impact MBA - STEM designated	On campus	\$40,662 (resident) or \$54,965 (nonresident)
University of Miami	32	2 semesters	M. S. Sustainable Business - STEM designated	On campus	\$84,490
Bard College	60	2 years (full time) or 3 years (part time)	MBA in Sustainability	Hybrid	\$88,432 (full time two years) or \$89,445 (part-time three years)

¹ The selection of schools is generally public and/or on the west coast. Many top-tier business schools have incorporated sustainability courses into their programs, but students who want an MBA (with or without a sustainability focus) from a top-tiered business school are not considered part of our market.

² There are a lot of MBA programs that market themselves as “Sustainable MBA” programs, but only have a limited selection of add-on electives pertinent to sustainability (not integrated into the core curriculum), or a “sustainability concentration”- core curriculum is typical MBA core curriculum

Potential Community Partners and Accreditation

- This SMBA program is structured as an applied, career-focused graduate degree. The capstone options for completing the degree will involve collaborations with external organizations that can offer real-world projects and experiences for students to engage with at the program's conclusion.
- The proposed program is interdisciplinary and draws on the existing curriculum from the MPA and program. It also draws on the expertise of current PaCE faculty and from our public service centers.
- Currently, the Center for Entrepreneurial Leadership and Transformational Change (CELTC) is exploring a partnership with the Center for Business and Innovation (CBI) through the Thurston County Economic Development Center to offer an Eco-Start-up Incubation Program comprised of coursework, mentorship, physical workspace, business planning support, access to maker space for product prototyping, and seed funding. Although this program will be piloted independently of a graduate program, the CBI is interested in offering it through the SMBA program in the future to meet the curricular requirements for the Eco-Entrepreneurship "specialization" elective.
- The CELTC is also exploring the development of a year-long Sustainability Consultancy student-team program (non-academic) that would offer students an opportunity outside of the curriculum to work on real-world sustainability business projects in teams with actual companies. This program would require partnerships with businesses across Washington or coordination with a Washington-based sustainability consulting firm that collaborates closely with companies on various sustainability initiatives. Students enrolled in the SMBA graduate program and participating in this consultancy program can gain valuable experience in the field and incorporate this work into their final capstone experience.
- Other potential partners that could offer student project placements, provide internships, support faculty development, assist with student outreach, and more may include the following:
 - B Labs + B Academics: [B Academics](#) is a "network of educators, researchers, students and practitioners from around the world who are committed to accelerating the sustainable business movement by studying B Lab, B Corporation certification, and benefit corporations." A partnership with B Academics could provide a potential student capstone experience through its B Impact Teams program and resources/networks for faculty teaching and research.
 - [Thurston County Green Business Committee](#): Currently, the CELTC is both a supporter and a committee member. The Green Business Committee operates under the Thurston County Chamber of Commerce and consistently facilitates outreach to their extensive local network for green business programs offered through their member organizations. This collaboration may create opportunities for local outreach aimed at student recruitment.
 - Organizations and companies like Equal Exchange and Patagonia could offer potential student internship and project placement opportunities.
 - The CELTC is currently exploring potential partnerships with organizations such as the [Congoese Integration Network \(CIN\)](#) to develop an educational bridge between the United States and Sub-Saharan Africa, focusing on entrepreneurship, transformative and international leadership, business sustainability and management, and cooperative development. This graduate program could provide a structured pathway for international students to continue their business and entrepreneurship studies as

graduate students at Evergreen from their home countries. While this exploration is still in the initial stages, Dr. Ralph Bietz, a former member of the Board of Governors' Executive Committee at Evergreen State College and global CEO/COO, has expressed support for this program and the CELTC's work and remains eager to help facilitate this international partnership.

- Finally, expertise on campus is working to achieve [GRI \(Global Reporting Initiative\)](#) certification, the most widely used sustainability reporting tool in the private sector. Two-thirds of the 5,200 leading global companies across 52 countries utilize GRI for their reporting ([2020 GRI Annual Report](#)). Currently, only two higher education institutions in the United States, Arizona State University and Loyola Maryland, are designated as certified training partners. While Evergreen is presently unable to offer official certification in specific tools like the Global Reporting Initiative, it may be possible for Evergreen to become a certified training partner in the future and provide required official GRI courses. *It should be noted that to become an official training partner for GRI, Evergreen as an institution must undergo GRI assessment (through facilities). This process could be aligned with SMBA student capstone projects.*
- Accreditation must come from the Northwest Commission on Colleges and Universities (NWCCU). The only potentially relevant external accreditation body for this program is the [Accreditation Council for Business Schools and Programs \(ACBSP\)](#). The ACBSP accredits degree programs in business and business-related fields and recognizes traditional specializations in business, such as accounting, business administration, finance, marketing, and management. Because this SMBA program does not focus primarily on traditional business specializations, accreditation through this body may not be feasible. Additionally, this accreditation body requires business faculty to regularly produce scholarly work, which is not part of the scope of faculty positions at Evergreen. Furthermore, insights from Evergreen's existing graduate program directors suggest that costs, workload considerations, and the number of full-time faculty in the programs render industry-specific accreditations unfeasible given the college's resource capacity. **Note: The [Bard College MBA in Sustainability](#), currently ranked as the top "Green MBA program" in the US by The Princeton Review, does not have industry-specific accreditation beyond the institution's accreditation status.*

Institutional Capacity and Resources

- Four to eight of the 60 total credits would be completed through existing regular MPA offerings. There is potential for additional overlap between MPA and MES concerning the data analysis, visualization, and AI courses, which total an additional four credits.
- The SMBA program will require the following faculty and adjunct lines for Year 1 and Year 2 and beyond respectively (see Pro-forma in the appendix for adjunct and faculty line calculations)
 - *Year 1:*
 - 1.6 faculty lines (1 FTE faculty + SMBA Director)
 - 0.25 adjunct lines
 - *Year 2 and beyond:*
 - 2.6 faculty lines (2 FTE faculty + SMBA Director)
 - 0.875 adjunct lines
- There is well-qualified expertise found in Evergreen's CELTC faculty and staff to help with the launch of this program.
- The SMBA program would also require a Program Assistant (a 50% FTE student worker) to provide added partnership coordination support, assist with event planning and coordination,

and offer IT and teaching assistant support during synchronous program and course meetings on Zoom.

- Current undergraduate business and management faculty could take on teaching roles in the SBMA program, though this might necessitate the college addressing gaps in the undergraduate curriculum.
- The college is advised to hire new faculty for the SMBA program. The program will need two additional full-time faculty positions and adjunct hires in the following areas:
 - Sustainable Supply Chain Management
 - Transformative Leadership
 - Data Analysis + AI
 - Marketing
 - Tribal Business
 - Eco-Entrepreneurship
- Currently, the college has adjunct faculty teaching a Transformative Leadership certificate who could be brought on to instruct leadership in the SMBA program. Additionally, marketing remains a gap in the Evergreen undergraduate curriculum. A new faculty hire in marketing could help address this gap in both the undergraduate and graduate curricula.
- No facilities or campus space are needed since this program is completely online.
- Since it is an online program, other offices expected to be impacted would include the staff dedicated to enrollment, recruitment, and retention for this program, faculty hiring, the student and/or faculty IT help desk, and the library.

Projected Student Enrollment

The SMBA program is designed for two 30 student cohorts each year. We are planning to build up to those totals steadily for the first three years. While there will be some continuity of faculty and staff, the program aims to avoid exceeding its capacity, as this could jeopardize its integrity and reputation. With this goal in mind, this proposal forecasts gradual enrollment growth during the program's first three years. The Year 1 planning estimate is 21 FTE; For Year 2 we estimate 48 FTE, with the addition of a second cohort; and Year 3 is expected to be at least 54 FTE. These estimates account for a new cohort entering each year, includes students attending both full-time and part-time, and assumes that some significant marketing and advertising efforts have been made to promote the program.

If national and international student recruitment is incorporated into the College's future marketing strategy, we expect 20% of the students will be non-residents. MBA programs that focus on sustainability and/or social impact are typically found at private, exclusive, and costly higher education institutions (e.g., Yale, Stanford, Northwestern). Thus, we anticipate that the convenience of an online program, combined with a genuine, sustainable, and socially impactful curriculum at an affordable price, will attract non-resident students. Looking at the table of comparable programs above, it is clear that public institutions offer "STEM designated" or "specializations" in sustainability, yet very few provide an MBA that fully integrates sustainability and/or social impact. A notable exception is [Bard College](#), which costs nearly \$90,000.

Pro Forma

Estimated Revenue	25-26 Plan	26-27 Implement	27-28	28-29	29-30
Gross Revenue Residents			\$-	\$246,910	\$564,365
Gross Revenue Non Resident			\$-	\$132,723	\$303,368
Gross Revenue			\$-	\$379,633	\$867,732
Net Annual Revenue	100,000	\$100,000	\$304,988	\$697,116	\$784,256
Estimated Expenses	25-26 Plan	26-27 Implement	27-28 Enroll	28-29	29-30
Variable Costs					
Regular Teaching Faculty			\$-	\$186,798	\$303,547
Adjuncts			\$-	\$23,961	\$83,862
Fixed Costs					
Share of Admin Costs			\$-	\$23,696	\$23,696
Faculty Admin Release	\$48,645	\$77,833	\$66,158	\$66,158	\$66,158
Project Management (Betz 0.25)	\$33,848	\$33,848			
Assistant Director	\$24,125	\$72,375	\$96,500	\$96,500	\$96,500
Grad Assistantships			\$24,000	\$24,000	\$24,000
Marketing, Goods & Services		\$50,000	\$10,000	\$10,000	\$10,000
Travel		\$7,000	\$7,000	\$7,000	\$7,000
Program/Course Budget			\$3,000	\$3,000	\$3,000
Total Expenses	\$106,618	\$241,055	\$441,113	\$617,764	\$617,764
Balance (Revenue-Expenses)					
	\$(6,618.00)	\$(141,055.25)	\$(136,124.92)	\$79,352.22	\$166,491.74

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**The Evergreen State College
Resolution No. 2025-03**

Resolution of the Board of Trustees of
The Evergreen State College

**Authorizing the establishment of a new Specialized Master of
Business Administration in Sustainability and Social Impact (SMBA)**

Whereas,

The Evergreen State College (Evergreen) is dedicated to our mission emphasizing collaborative, interdisciplinary learning across significant differences, environmental stewardship, and preparation for careers that contribute to the public good;

Whereas,

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

Whereas,

Market research, regional employer feedback, peer review, and alumni surveys indicate strong regional need, career advancement opportunities, and clear growth potential for graduates with expertise in sustainable business practices, ethical leadership, and social entrepreneurship;

Whereas,

Many prospective graduate students are working professionals with significant work or family obligations who require flexible, part-time, remote, and/or low residency learning options;

Whereas,

The New Graduate Programs Advisory Committee, in its January 2025 report, recommended the development of a Master of Business Administration in Sustainability and Social Impact (SMBA) program;

Whereas,

The SMBA will complement and integrate with Evergreen's existing academic offerings including, the other graduate programs, the undergraduate Interdisciplinary Arts and Sciences coordinated studies programs in Olympia, the school for Professional and Continuing Education (PaCE), the programs at



Evergreen's Tacoma Campus, and the Native Pathways Program, as well as Evergreen's public service centers;

Now, therefore,

The Board of Trustees of the Evergreen State College authorizes Evergreen's administration to establish a Master of Business Administration Program in Sustainability and Social Impact (SMBA) program with its first cohort to enroll in Fall 2027, subject to any final approvals required by external accrediting or regulatory agencies.

Done in open public meeting June 12, 2025.

Miguel Pérez-Gibson, Chair

John Carmichael, President