

Annual Report of the President
The Evergreen State College

President George S. Bridges
June 1, 2019

The watchwords for this academic year were reaffirmation, renewal, reorganization and resources, given our commitment to academic excellence and our need for greater enrollment, student success and financial support.

Our accreditation was reaffirmed by the Northwest Commission on Colleges and Universities (NWCCU). We launched the renewal initiatives crucial to advancing Evergreen. We initiated a reorganization of some of our services to create stronger collaborations across divisions. We secured significant new funding from the state legislature, philanthropic gifts from donors, and grants from major foundations. All these milestones are critical markers on the way to shaping Evergreen's future.

Evergreen faces continuing challenges in enrollment and in becoming a student-centered college. Our renewal has begun, and it will take time to see the results we seek. Nevertheless, thanks to the dedication of our staff, faculty and students, we are becoming a college where all students can thrive.

This report outlines our direction for the past year, the accomplishments we achieved, our challenges, and the significant opportunities ahead.

Affirming Accreditation

As a member of NWCCU, Evergreen completed its seven-year accreditation cycle with a culminating visit by the NWCCU review team in November 2018. The review was based on the College's Year Seven Self-Evaluation Report, developed and written by a team of faculty and staff over the preceding 18 months led by faculty member Nancy Koppelman. Our report, the review team's visit and evaluation, and our meeting with the Commission resulted in affirmation of Evergreen's accreditation with three commendations and four recommendations for our continued work in fulfilling the College's mission. Provost Jen Drake's leadership was essential to the success of this process.

Advancing Renewal

At the heart of Evergreen's renewal is a four-part promise to students. We are committed to providing:

- Excitement about attending Evergreen
- A sense of belonging on campus
- A challenging and purposeful education
- Inspiration to continue learning

Our renewal initiatives comprise a three-year plan for inspiring more students to enroll, creating a more welcoming and supportive campus climate, ensuring students' learning experiences are of the highest quality, and cultivating within every student a lifelong love of learning.

Building Paths of Study

One of Evergreen's most impressive accomplishments this year was developing Paths of Study. Formulated and designed by faculty and supported by a generous grant from the Andrew J. Mellon Foundation, the 11 Paths help students navigate our interdisciplinary curriculum. Paths include foundational, intermediate, and advanced curriculum planned four years into the future, allowing a student to move from introductory to advanced work within a given field. Paths are not majors, but curricular structures that support student planning and ensure breadth, depth, and consistency in an interdisciplinary area of study.

Students have the option of deciding whether to select and follow a Path. Students will still have the freedom to chart a personalized education, as Evergreen students have always done, by selecting programs and other learning experiences from the many options offered. If students choose to follow a Path of Study, they can enroll in programs not associated with a Path to provide interdisciplinary breadth. And they are always welcome to take programs affiliated with a Path they are not following.

Improving the First-Year Experience

Earlier this year, faculty discussed and approved *Greener Foundations*, a wholly new first-year experience for first-time, first-year students (FTFY). The following interlocking activities comprise this initiative:

- **Pre-orientation (bridge) programs.** Intensive experiences built around several themes immersing first-year students in the college experience, will allow them to build supportive friendships and networks, and introduce them to Evergreen's unique academics and culture before classes begin.
- **Inspiring full-time, first-year learning communities.** Full-time, interdisciplinary, academic programs with defined learning outcomes will engage first-year students in work designed to increase their academic success (e.g., intensive writing, collaborative assignments, service learning, common intellectual experiences).
- **College success curriculum.** Professional staff will lead a college success curriculum directly within students' academic experience, helping first-year students to succeed by building abilities in three areas: academic, personal, and community.
- **Capacity building to support the academic and student life needs of Evergreen's diverse population first-year students.** A robust professional development program for faculty and staff will help us tighten our focus on student readiness. Faculty and staff will collaboratively share ideas, learn from one another, and promote a scholarship of teaching and learning.

- **Co-curricular activities.** Common intellectual experiences, service learning, collaborative projects and other experiences will help students further engage with one another and the college community to establish strong networks of support.

This initiative is supported with dedicated state funding beginning in July 2019 and a generous grant from the Andrew J. Mellon Foundation. It builds upon and will significantly extend our current pre-college programs – the Evergreen Student Civic Engagement Institute (ESCEI) and Multicultural Scholars.

Creating a Learning and Teaching Commons

Since 1985, Evergreen’s Washington Center has provided training and workshops on improving the quality of undergraduate education to two-year and four-year colleges and universities across the country. As part of our renewal initiative, the Washington Center and its faculty advisory board have developed Evergreen’s Learning and Teaching Commons. The Commons is conceived of as an institutional space where faculty can cultivate practices and develop tools that will give all students the chance to excel and to meet the Six Expectations of an Evergreen graduate. The goal is to increase student learning and retention by promoting a generative culture of interdisciplinary teaching and learning that is student-centered, equity-minded, inquiry-oriented and committed to access and excellence.

This year, the Commons offered six “Commons Conversations,” two “Big Picture” presentations, a Summer Institute on Inclusive Excellence, and twice-weekly drop-in hours with Joli Sandoz, the Faculty Fellow. The Commons is co-planning and supporting several Summer Institutes this year, including Institutes on faculty leadership, inquiry-based curriculum design, First-Year Experience team planning, leading with racial equity and practices for increasing success among neurodivergent students.¹ The Center’s new director, **Dr. Julia Metzker**, joins Evergreen this month. She is a Greener grad and a recognized leader in faculty development.

Strengthening Enrollment

A full-employment economy, shifting community college enrollment, a declining population of college-going high school graduates, and increased desire for career-connected learning are a backdrop to Evergreen’s enrollment challenges.

There are two critical drivers of student enrollment: the persistence of current students and recruiting and enrolling new students. After four years in which our undergraduate student retention declined, it rebounded, reversing the trend in 2018. Thanks to significant efforts by faculty, academic advisors, and staff, fall-to-fall retention of first-time first-year students improved by 5 percent.

¹ Neurodiversity refers to the range of differences in individual brain function and behavioral traits, regarded as part of normal variation in the human population.

Recruiting more new students requires expanding and improving our outreach to new students. We implemented new approaches to identifying prospective students, improved the materials and messaging they receive, expanded the ways in which students could apply, increased personal contact with those who inquire about the College and ensured as many as possible visited our campus. We also launched redesigns of the College's Tacoma Program and our MiT Program, created a cohort of MPA students in Tacoma, and won new funding from the legislature for strengthening our offerings in Psychology on the Olympia campus.

- With the completion of our rebranding process, we designed and published **new print publications** describing the Evergreen experience and the people who comprise the student body: *How You'll Learn*, *New Student Handbook* and *Faces of Evergreen*. These capture many aspects of how students study, plan and learn at Evergreen, how our academic programs work, and many of our students' experiences while on campus.
- We developed and executed **digital marketing strategies** that pushed new Evergreen messaging on most major platforms and directed digital advertising toward areas of the state and country with populations of students likely to be interested in an Evergreen education.
- We enrolled for the first time in the **Common Application**, which enables applicants to submit a single application to multiple colleges and universities. Evergreen is the only public institution in the state of Washington enrolled in the Common Application.
- Evergreen also joined the **Western Undergraduate Exchange**, whereby non-resident students with strong high school grades can attend Evergreen for 150 percent of resident tuition, a major savings. Finally, faculty approved and the College recently adopted a policy of **test optional admissions** (for fall 2020). Future applicants have the option of not submitting standardized test scores as part of their Evergreen application.
- Staff in Enrollment services overhauled **campus visitor days**, offering programs for visiting parents and family members at the same time as their prospective students attended other programs covering most aspects of the student experience including housing and dining, financial aid, access services, athletics, academic advising student activities and health and wellness services. We also enabled students to apply for admission on their visit and be admitted to the College in an hour.
- In response to low enrollment at **Evergreen Tacoma**, we formed a working group over the summer and fall of 2018 to develop a revitalization plan for the program. In November the group delivered its report to Provost Jennifer Drake, requesting support from the College to renew its curriculum, enhance connections with the community and change its leadership model. We are in

the process of external searches to hire a dean for Evergreen Tacoma and a dedicated student recruiter. We hope to have the new dean in place by September.

- The **Master in Teaching** program faculty has redesigned the teacher education program to promote access and completion while retaining the high quality for which we are known state-wide. We are moving towards a post-baccalaureate four-quarter certification program leading to licensure, and a two-quarter induction program that will support our new teachers in their first year of teaching. The redesigned MiT program will launch in Spring 2020, and will be part of a dual-degree program slated to include an undergraduate Path of Study in education. **Dr. Sue Feldman**, an experienced leader and teacher educator, will join Evergreen this summer as director of the MiT program.

Comparing this year to last year at this time, more new students applied for admission and more have been admitted to the College. As of May 1, however, fewer compared to last year had actually registered. Because our admissions and marketing efforts were significantly overhauled and changed this year, predicting fall 2019 from past trends proves difficult. For budgeting purposes, we have projected the total number of incoming new students in the range of 700-800.

Many admitted students have yet to let us know their plans. Further, transfer student registration only recently began. Students will continue registering all summer and registration at Evergreen remains open until the 10th day of fall quarter. We are redoubling our efforts to increase the number of students who actually enroll by pursuing more applicants, reaching out to those whose applications are incomplete, and by contacting every admitted student who has not enrolled. Further, we will intensify our recruitment in the South Sound, focusing on students currently living in Thurston, Mason, Lewis and Pierce Counties.

Improving Climate and Belonging

Campus climate and social and academic supports profoundly influence student success, particularly for underrepresented and underserved populations. In recent years, Evergreen has witnessed a decline in our retention of underserved students and in the percentage of those who perceive the College as a supportive community. In response, we launched a series of programs to improve the campus climate and increase the success and sense of belonging among all students, faculty and staff.

- In the summer of 2017, the College committed to creating a new space for advancing diversity, equity and inclusion at Evergreen. **The Student Equity and Arts Lounge (SEAL)** opened in the fall of 2018, following renovation of a key space on the second floor of the CAB building. The vision for SEAL and its allied offices is to serve all members of the campus community as we engage, embrace and learn from differences.

- SEAL is the new welcoming space for First Peoples Multicultural, Trans and Queer Support Services. Abla led this year on an interim basis by Emily Pieper, the College recently appointed a new permanent Director, Hannah Simonetti, who joins us in June. Hannah brings extensive experience in creating the types of programming and activities that engage students in the life of the College.
- In 2018, Chassity Holliman-Douglas, our Vice President for Inclusive Excellence and Student Success, formed a **DTF on Evergreen's campus climate** for the purpose of identifying actions needed to create a greater sense of belonging at the College. She charged the DTF to assess community attitudes, perceptions, symbols, and institutional practices that affect belonging.

By the end of this academic year, the DTF will have developed a strategy for collecting and assessing the full range of information on campus climate from current faculty, staff, and students.

In October the College held its first **equity symposium** focused on "Deepening the Dialogue." Hundreds of Evergreen students, staff, and faculty gathered together over two days listening to noted speakers and discussing race and inclusion in the College's tradition of engaging in real dialogue about sensitive topics. The symposium included dialogue, debate and discussion about controversial issues, particularly those related to race, power and privilege, both on and off campus. Planning for the 2019 equity symposium has begun in earnest.

Highlighting Indigenous Arts and Education

Building upon the work of two summer institutes, support from the Margaret A. Cargill Philanthropies, and under the leadership of Vice President for Indigenous Arts and Education, Tina Kuckkahn-Miller, we strengthened our programs advancing Native arts and culture, creating a new division at the College (see *Reorganizing for Institutional Success*).

- The "Native Programs at Evergreen" planning unit was re-organized into the **Native American and Indigenous Path of Study**. Comprised of faculty and members of the Longhouse staff, the two undergraduate Native programs and the MPA in Tribal Governance concentration, this group meets regularly each quarter to plan curriculum, discuss recruitment and retention strategies, and share information about curricular and co-curricular events and activities. The number of Native students at Evergreen has grown by 21 percent since 2009.
- In May 2019 the College appointed **Glenda Breiler** as the new managing director of the Longhouse. Glenda brings extensive experience working

directly with tribes, Native students and the Legislature. A citizen of the Colville Confederated Tribes, Glenda is also an artist and educator, and brings many complementary assets to Evergreen.

- Indigenous arts and education supports the teaching and learning mission of Evergreen with a series of impressive exhibitions in the Evergreen Gallery. The public opening ceremonies to our Fiber Arts Studio and Expanded Carving Studio (see **Expanding and Improving Facilities**) and other annual events, such as the annual Fall Community Dinner, the Native Students Luncheon, the Holiday Native Arts Fair and Generations Rising contribute to the fabric of campus life and community engagement.

Enhancing Evergreen's Reputation

Enhancing Evergreen's reputation is critical to increasing enrollment, gaining state support, increasing the confidence and commitment of private donors, and strengthening ties with alumni and friends. Our work this past year vigorously promoted Evergreen in mainstream and social media, in print and electronic communications to prospective students and their families, in engagements with local community leaders and groups, and in direct advocacy with leaders in the Legislature.

While detractors still promote misperceptions about Evergreen, the positive impact and renewal of the College are gaining ground in the minds of local leaders, media and legislators. This assessment is based on favorable news coverage and strong support for the College in the 2019-2021 state budget.

- We communicated loudly and clearly about the incredible value and power of an Evergreen education in **social and mainstream media**: telling our Evergreen stories via hundreds of postings on the College's many **Facebook, Instagram and Twitter** accounts; developing targeted digital media campaigns; writing press releases on the accomplishments of Evergreen, its faculty, staff, students and graduates; giving radio interviews and advertising with **NPR**; commissioning an outside study of the College's economic impact; promoting stories to major news outlets in the NW; placing op-eds and articles written about Evergreen in the Seattle Times, The Olympian, Thurston Talk; inviting news outlets like FOX's Q13 on campus to push back on misperceptions; engaging directly with regional, national and international media outlets; and sending print and electronic mailings to thousands of prospective students, high school counselors and others interested in higher education (see *Addressing Enrollment*).
- In addition to promoting Evergreen through media, I **engaged the larger community directly**, delivering speeches and presentations to many civic and business groups and individuals in Olympia, Thurston County and across the state. These emphasized four major themes about the College:

- Evergreen's national recognition for the quality of teaching and learning,
- The impact of Evergreen on the local and state economy,
- The accomplishments of our graduates, and
- Our renewal and revitalization of the College.

The groups included business alliances, service organizations and gatherings of community leaders in the South Sound. Campus leaders also met with individuals representing many downtown businesses, and local and regional governments to reinforce the critical importance of Evergreen to our region and state.

Evergreen offered a series of **public lectures in Olympia** this spring at the Lord Mansion. The lecture series included impressive talks by three members of the Evergreen faculty -- Zoltan Grossman, Frederica Bowcutt, and Ulrike Krotscheck. All spoke to large gatherings on aspects of their scholarly work of particular interest to the greater Olympia community.

We plan on continuing the "Evergreen Talks" series next year with lectures scheduled between September and June.

- Beginning in August, Evergreen's new Director of Government Relations Jeremy Mohn developed a blueprint for Evergreen's **advocacy in the Legislature**. Knowing some of the challenges we faced in previous legislative sessions, we met with members of the Senate and House of Representatives, particularly their leadership, beginning in September.

In a biennial budget year, we knew explaining Evergreen's commitment to student success, our economic impact, and our plans for renewal would be critical. Between September and the end of session, we met with 60+ individual legislators of all political persuasions in their capitol offices, districts, or places of business. Jeremy Mohn and I engaged our critics in thoughtful conversation, and helped our friends articulate their support for Evergreen.

In many of these meetings, we discovered legislators who had connections to Evergreen of which we were unaware. Some had relatives who had attended the College, others had current staff members or interns who were Greeners. The significant impact of our students and alumni in the legislature and state government was abundantly evident.

Joining this effort were trustees Karen Fraser and Kathleena Ly, and faculty members Cali Ellis and Eric Trevan serving as Evergreen's representatives on the Council of Faculty for the six public baccalaureate institutions, and GSU representatives Charles Adkins and Annie Landis. In addition, Evergreen budget staff worked with the Office of Financial Management on our

operating and capital budget requests while providing and commenting on fiscal notes for bills under consideration in the House and Senate.

Together, these efforts yielded significant gains for Evergreen. I was proud to be there when Governor Inslee signed House Bill 2158, guaranteeing greater state support for the College and higher education generally along with more tuition money for more low-income students.

Reorganizing for Institutional Success

Last spring we launched a re-organization to create new alignments across the College's divisions and their many units. The primary goal was to increase collaborations between:

- Academics and student life
- Initiatives on equity, inclusive excellence and student success
- College relations, marketing and new student recruitment

In addition, we created a new division, **Indigenous Arts and Education**, dedicated to strengthening our work with Native and indigenous students, and expanding our efforts to advance the art and culture of indigenous populations in the West and larger Pacific Rim.

- Vice President Chassity Holliman-Douglas has established the **Division of Inclusive Excellence and Student Success (IESS)**. The division includes Academic and Career Advising; First Year Programs; TRiO, Access Services; First Peoples, Multicultural, Trans and Queer Services; Internships; and International Programs/Study Abroad. The shared focus of these programs is the success of all Evergreen students. Within the division are specific programs dedicated to meeting the unique needs of students from underrepresented and underserved populations.

Chassity Holliman-Douglas recently appointed Cholee Gladney as Interim Dean of Student Success and Inclusive Excellence. In this role, Cholee will administer Academic and Career Advising in the near term while also identifying and developing strategies to remediate structural equity gaps experienced by our historically marginalized students.

In addition to the renewal events and activities outlined above (see *Climate and Belonging*), Chassity Holliman-Douglas is collaborating with the Washington Center in hosting a summer institute on *Leading for Racial Equity*. The institute will study race, power, privilege, and institutional racism in higher education to deepen participants understanding of and practices for leading racial equity work.

Finally, under the guidance and leadership of Chassity Holliman-Douglas each division at the College is establishing goals for increasing equity and

inclusion. The goals aim to advance equity in providing services to students and in the recruitment, hiring and retention of employees. In addition, divisions will develop plans and timelines for achieving these goals and creating more inclusive working environments.

- By moving Enrollment Management Services into the **Division of College Relations** we forged a closer, collaborative relationship between our rebranding initiative in marketing, our outreach to prospective students and all of our external campus communications and advocacy. Vice President for College Relations Sandra Kaiser has provided strong oversight of these and our reputation-building initiatives, hiring an experienced military veteran, Allison Anderson, as public relations manager and working with Chief Enrollment Officer Eric Pedersen and a dynamic staff in admissions. In August 2018 Sandra Kaiser also hired the College's new director of government relations, Jeremy Mohn, supporting and amplifying our legislative advocacy and ensuring continuity and consistency in our Evergreen's external communications.
- The division of **Student and Academic Life (SAL)** connects Academics and Student Engagement, which includes: the Children's Center; Student Wellness, Recreation and Athletics; Residential and Dining Services; Student Activities and CAB; and Student Rights & Responsibilities. Provost Jennifer Drake and Vice Provost Wendy Endress are working with their leadership teams to take advantage of the opportunity to integrate the curriculum and the co-curriculum into a holistic student experience. SAL has made internal communication and staff community-building particular priorities in this developmental year. Among the many accomplishments of the faculty, colleagues in student engagement led the following initiatives:
 - **Student Rights & Responsibilities** and the **CARE Team** addressed over 300 referrals (including student misconduct) while adopting a new proactive and sustainable model for administration. In addition, the new Code of Student Rights and Responsibilities (formerly, the Student Conduct Code) went into effect the Washington Administrative Code (WAC) in September 2018.
 - Evergreen's accredited **Children's Center** continued to offer a robust student employment experience with extensive training for and expectations of student employees. This year, new measures were developed to assess student employee and student-parent persistence and retention.
 - In the fall **Residential and Dining Services** conducted an external review of its staffing and programs. An action plan was developed that has improved the working relationship with colleagues in Police Services and our responses to health and safety concerns. RAD performed heroically to

ensure the safety and well-being of residents during the February 2019 snowstorm.

- **Student Activities** supported the Geoduck Student Union in launching a twice per quarter GSU Assembly in an effort to broaden opportunities for student voice and consultation. They worked with student leaders to pause the student-run Flaming Eggplant café operations in order to evaluate opportunities for sustainable renewal. **KAOS** celebrated a successful annual pledge drive. The lounge on the first floor of the **CAB** is in process of being renovated with paint, carpet, new furnishings, and a fireplace with the re-opening slated for the end of spring quarter.
- Evergreen's integration of **Student Wellness, Recreation & Athletics** advanced with new purpose, values, vision and a new leadership model. Student Wellness offered more therapy groups and adopted a new intake process to improve access and outcomes. Staff worked with colleagues to identify a viable location for the new Wellness Center and helped negotiate with South Puget Sound Community College to provide Evergreen facilities for the SPSCC intercollegiate athletic program from April 2019 through AY19-20.

Over 30 student athletes were recognized for academic achievement through cooperative efforts across departments, the Track and Field program grew to 16 student athletes, and Men's Soccer and Women's Volleyball competed successfully in the Cascade Collegiate Conference playoffs. The Aquatics Program was suspended in order to develop a safe and fiscally sustainable program. The assessment is being conducted with the involvement of a representative stakeholder advisory group.

- With the generous support of funding for the Margaret A. Cargill Philanthropies and our longstanding commitment to advancing programs and work in indigenous arts and education, we created the **Division of Indigenous Arts and Education**. Led by Tina Kuckkahn-Miller, the division collaborates with **Student and Academic Life** to create academic programs for Evergreen students, residencies and events for indigenous artists, and events for alumni and friends of the College. This division works closely collaboration with **Inclusive Excellence and Student Success** on the recruitment and persistence of Evergreen's indigenous students.
- Evergreen Police Services now reports to John Carmichael, Vice President for **Finance and Operations** (formerly Finance and Administration). Campus safety continues to be a priority. Since the spring of 2017, we have had no significant disruptions on campus, made improvements in our handling of student conduct, and strengthened policies and staffing related to campus safety.

Led by Interim Chief of Police Services, Ray Holmes, we have retained and recruited exceptional campus police officers. They have addressed safety issues fairly and effectively. Officer Elliott Edmunds led a series of forums on bias-free policing and on people of color and/or members of the LGBTQ+ community working in the criminal justice system.

Finally, we successfully completed the search for a new Chief of Police, recruiting and hiring **David Brunckhurst**. David comes to us most recently from USC in its division of campus safety. Prior to that he served with the Los Angeles Police Department. He brings a deep understanding of the unique issues of policing on college campuses, Title IX, Clery reporting, and the absolute necessity of working in close partnership with students, staff and faculty.

Strengthening Financial Support

Evergreen's financial strength depends upon on three primary sources of funding: state appropriations, tuition from student enrollments, and gifts and grants from individuals, groups and foundations. Although we had impressive success this year in support from the legislature and from gifts and grants, we continue to experience the budgetary impact of the College's declining enrollment.

Our plan for addressing enrollment, reflected in our renewal initiatives, is a three-year effort. Our work this year has focused aligning our spending with the projected level of enrollment next year.

Despite increases this year in total student applications and admissions and an uptick in student retention from last year, we anticipate a **smaller overall enrollment in 2019-20**. More students will graduate this spring than will enter in the fall. We do not have a firm sense of our average annual enrollment next year, but based on the factors described in the *Strengthening Enrollment* section of this report, we are reducing our 2019-20 budget by 5 percent.

We do not anticipate employee layoffs. Budget reductions will occur primarily through retirements, eliminating some unfilled positions, reducing budgets for goods and services, and finding efficiencies in our energy usage. Additional revenue will be achieved primarily by selectively raising tuition and fees.

Our academic deans are working with faculty to adjust selected programs in the curriculum for the smaller entering class. The 11 Paths of Study will be available to all students and the new first-year experience will be launched in all first-year programs.

Gaining increased state support and in philanthropic giving from individual donors and foundations were pivotal priorities for the year. Heading into the legislative session, the College faced uncertain support given concern about Evergreen's enrollment, the need for renewal and continuing critical scrutiny by some legislators. Nevertheless, our legislative outreach work yielded impressive payoffs.

- The **Legislature approved the majority of our funding requests** for the biennium, including fully funded compensation increases for faculty and staff, new faculty lines, support for student success programs, and legal services from the Office of the Attorney General. In the capital budget, we received full funding for the new health center, HVAC improvements in Lab 1, substantial funding for preservation of our facilities and support for a new master plan for the College's aging infrastructure.

This level of support is unprecedented in recent years and reflects the Legislature's broader commitment to supporting higher education and its confidence in the College's renewal plans and direction (**see Appendix**).

- Evergreen also received **significant contributions from and meaningful engagement with donors, alumni, foundations and others**. Each new commitment of support is an expression of confidence from donors and grant-making foundations in our students, our direction, and our renewal initiatives.

In the first ten months of the fiscal year, almost **\$3.2 million was raised in new gifts and grants**, pledges fulfilled, and anticipated gifts to be received by the end of the fiscal year, exceeding our goal of \$3 million by 6 percent (\$176,115). This represents a 14 percent increase (\$400,853) over last year's total raised in the entire fiscal year.

Grant support from foundations also yielded significant new resources. The Andrew W. Mellon Foundation extended their initial \$50,000 investment in our Paths of Study initiative by awarding a new grant of \$750,000 to support full implementation. The Margaret A. Cargill Philanthropies (MACP) affirmed their continued support for indigenous arts and education at Evergreen with a new \$995,000 grant commitment.

The significance of these grants extends well beyond the financial awards. The Mellon Foundation grant supports our faculty in creating a new curricular planning structure that is responsive to the needs of today's students and grounded in our core historical innovations and values. MACP expands the work of our indigenous arts programs while also exploring ways to enhance our leadership in this area among other arts organizations, colleges, and universities.

The Art of Giving, the Foundation's yearly fundraising event for the annual scholarship fund, exceeded expectations: gross revenue reached \$288,248, exceeding our goal by 23 percent (\$53,248) and last year's total by 16 percent (\$40,725 increase). Sponsorship of the event increased by 72 percent (\$16,500 increase) and donations made to the event increased by 30 percent (\$50,891 increase).

A primary focus of our work in Advancement this year was completing a feasibility study of a major, multi-year, **comprehensive fundraising campaign**. Over 340 individuals provided input including students, faculty, staff, donors, alumni, board members, and other friends of Evergreen.

The study found that our alumni and donors have significant pride in Evergreen. They believe in our model, support it passionately, and want to see Evergreen grow and flourish. We are well positioned for a campaign, but currently lack the resources to execute all of its multi-year phases. We have sufficient resources for the preparatory work, but need additional staff and funding. The study recommends embarking on an initial phase to secure early support and then build our capabilities to complete the campaign successfully.

Finally, staff in Advancement held many events that engaged alumni and friends and foster lifelong relationships, often in partnership with other offices. For example, 486 people attended *Return to Evergreen* in November, our signature weekend of events and experiences designed to engage alumni, parents, and friends. This exceeded our goal for attendees by nearly 20 percent.

Expanding and Improving Facilities and Spaces

The College's facilities team made major contributions to Evergreen's renewal this year. Some of this work is highly visible: the opening of two new buildings on the Indigenous Arts Campus, the completion and opening of a new Veterans Lounge, a major upgrade to the CAB Quiet Lounge, replacement of flooring in 56 offices in the Seminar II building, and repair of brickwork across campus.

- Two extraordinary new buildings were officially opened this year. Our **fiber arts studio** is a space designed to support academic programming and the work of indigenous weavers. In October 2018, an international gathering of indigenous artists and supporters of Evergreen's commitment to indigenous art and education attended and celebrated the building's grand opening.

In May, we completed and opened our new **expansion of our carving studio**. The facility is designed for academic programming and for carving work associated with campus projects. Currently, the space houses the renovation of the College's Welcome Woman, a figure commissioned and installed in 1985 at the east entrance to campus.

- After three years of planning by students who are military veterans, we completed and opened our Veterans Lounge in the Daniel J. Evans Library building. Evergreen currently has over 300 hundred veterans enrolled and served ably by Randy Kelley, director of our Veterans Resource Center. Attached to the Center, the lounge is a welcoming place for veterans and others to gather.

Other work in facilities is equally important, if less visible. We're making a major upgrade to the campus' aging power and safety systems. At the same time, we're upgrading to more energy efficient lighting, and tuning building control systems to reduce the College's energy usage. At least 10 percent of the budget reduction Evergreen is making this year will be achieved through energy savings.

Expanding Internal Communications

A concern expressed by students, faculty and staff last year was the need for more information on the College's projected enrollments, financial strength, and decisions of senior leadership.

This year we increased our internal communications about enrollments, budgets and initiatives through:

- The Campus Leadership Group of senior staff supervisors and managers,
- Our staff and faculty newsletter *Evergreen Forward*,
- The Joint Leadership Group in which GSU leaders and senior campus leaders met twice quarterly,
- Attendance of GSU meetings by a representative of senior leadership,
- Creation of the Resource Allocation Advisory Committee (RAAC) comprised of students, faculty and staff to discuss the budget for 2019-2020,
- Bulletins to staff and faculty regarding important issues during the legislative session, regular email updates on work underway from Provost Jennifer Drake to all members of Student and Academic Life,
- A new [blog](#) on my webpage, and
- Periodic in-person presentations to faculty, staff and student groups on renewal, progress in the legislature and budget.

We are making continual improvements to these efforts as we better understand the types of information faculty, staff and students seek and how they prefer to receive it. Our goal must be to make important information available to campus community members in as timely a manner as possible. Further, we need to develop more opportunities for students, faculty and staff to serve in planning and advisory roles on major issues and decisions under consideration at Evergreen.

Advancing Evergreen's future

Our accomplishments this year were far-reaching and significant. As our three-year renewal project continues, stabilizing our finances, strengthening enrollment and creating a more welcoming campus climate and culture are more essential than ever.

In renewing Evergreen for the short and medium-term, we also need a clearer collective vision for the College's future. How do we best meet our responsibilities to students, the state, and our community? What do we want Evergreen to be in 10 years? How do we retain the great virtues of an Evergreen education while adapting to changes in

students' needs and interests? As we weather enrollment challenges, how do we best fund the College's programs and students?

Shaping this vision and the plans to realize it presents a critical opportunity for the entire campus. The vision and plans should emerge from a process of open and ongoing dialogue by Evergreen students, faculty and staff. It should be informed and guided by shared aspirational thinking and transparent decision-making in every division and at every level of the College. The Evergreen Board of Trustees, the state legislature and our local community will also be eager to participate.

Our accomplishments this year are the product of hard work and a shared belief in the College and its mission. They are a credit to the effort of every staff and faculty member and every student. Thank you for the many ways each of you supports our students and one another. Your energy and commitment are an inspiration, as together we continue our work to renew the College and advance Evergreen's future.

Sincerely,

A handwritten signature in black ink, appearing to read "G. Bridges". The signature is fluid and cursive, with a large initial "G" and a stylized "Bridges" following.

George Bridges

Appendix

Legislative Session 2019			
Operating Budget		Capital Budget	
<u>Requested</u>	<u>Received</u>	<u>Requested</u>	<u>Received</u>
Compensation 4 percent	Compensation 3 percent	Health Center \$5.4 million	Health Center \$5.4 million
Student Success \$750,000	Student Success \$560,000	Lab 1 Renovations \$4 million	Lab 1 Renovations \$4 million
Attorney General Support \$160,000	Attorney General Support \$160,000	Critical Facilities Preservation \$11.5 million	Critical Facilities Preservation \$8.2 million
Faculty Lines \$669,000	Faculty Lines \$670,000	Infrastructure Master Plan \$500,000	Infrastructure Master Plan \$500,000