

Shaping our Future: Building on Our Past – Strategic Plan 2015-2020

Academics

What strategies shall we take to serve students, encourage student success, and expand our role as an innovative leader in higher education? What goals will drive our work over the next five years?

Goal #1

Develop, support, and implement high quality curricular and pedagogical strategies

Action Strategies:

- Support the development of a curriculum that is broadly interdisciplinary and interdivisional such that students will experience the full reach of the liberal arts, enabling them to be engaged citizens in a diverse society.
- Provide enhanced mechanisms for students to think holistically and futuristically about their academic choices.
- Ensure an appropriate balance between opportunities for breadth and depth over a student's time at Evergreen.
- Support and encourage significant opportunities for students to bring theory to practice, engage with various communities, and participate in the creation of new knowledge and artistic endeavors.
- Build and support curricular and other opportunities that ensure students develop essential critical thinking, collaboration and communication skills to support lifelong learning, workplace readiness, and serving in the public interest.
- Create opportunities for students and faculty to teach and learn about difference in a meaningful, supportive, and challenging manner.
- Develop an iterative process to use our robust assessment tools to create high quality programs and contracts.

Goal #2

Invest in and expand our role as an innovator in liberal arts education

Action Strategies:

- Support an environment that encourages experimental thinking and planning as well as innovative curricular practices.
- Encourage opportunities for faculty and staff to shape national and international conversations about educational practices.
 - Encourage opportunities for faculty and staff to take part in, and learn from, these conversations.
- Find ways for students, faculty, and staff to better understand, fully articulate, and share broadly the goals and values of our innovative liberal arts education.

Campus Infrastructure, including Technology

What strategies will we pursue to enhance our campus tech environment, campus infrastructure and residential and student life programs to support teaching, learning and community and attract and retain students? What strategies will we pursue to become a model of sustainability practices and reach carbon neutrality? What goals will drive this work over the next five years?

Goal #1

Develop, maintain and sustain a robust tech environment which provides a diverse community of students, staff and faculty with mobile access to important college resources

Goal #2

Develop, maintain and sustain a built environment that supports teaching, learning and community

Goal #3

Improve our outreach to underserved students via appropriate technology and infrastructure

Goal #4

Enhance and improve internal communication

Goal #5

Identify and pursue opportunities to become a model of sustainability practices, integrate the campus as a learning laboratory, and reach carbon neutrality

Goal #6

Develop and maintain/sustain a campus residential program and student life program that will attract and retain students

Faculty and Staff Recruitment and Retention

What strategies shall we take to attract and retain a qualified and diverse faculty and staff work force over the next five years?

Goal #1

Attract a qualified and diverse work force

Goal #2

Retain a qualified and diverse work force

Action Strategies:

- A comprehensive compensation strategy that works toward fair and equitable compensation for all employee groups
 - Faculty compensation is negotiated: there are existing salary surveys which set the standard of comparison for faculty salaries
 - Classified staff compensation is negotiated: the State of Washington conducts salary surveys; the recognized labor organizations negotiate selected salary increases based on state and union data
 - Student Affairs Exempt Compensation is negotiated: the college will conduct a compensation study. A salary survey and the development of a job rating factor analysis are underway.
 - Exempt Compensation. Non-represented exempt staff –“at will” employees. The college will conduct a compensation study. A salary survey and the development of a job rating factor analysis are underway.

- Professional development opportunities for staff and faculty including cultural and identity competency awareness
 - Establish an Evergreen Leadership and Development Institute
 - Do a staff development survey
 - Specific resources for staff to access information about opportunities
- Enhanced Supplemental Benefits
 - Faculty and Staff access to campus resources such as print/photo studio (at a cost comparable to what students pay in fees).
 - Tuition Discounting for immediate family members of employees
 - Free CRC Access
 - Free Parking
 - Increase capacity for on-site day care and consider a doggy-day care
 - Increase the number of e-books available through the library
 - Eco-village housing for employees
 - More available options for flex scheduling, telecommuting, etc.
 - Paid time off to volunteer
 - Availability of food and beverage during working hours and breaks and during the summer.
 - More robust wellness program
- Enhance Recruitment Processes to Continue to Attract a Qualified and Diverse Workforce
 - Data management/analysis including applicant stats, diversity data, successful advertising and outreach sources, etc.
 - Applicant experience: clear process, status updates, materials saved in file, etc.
 - Streamline recruitment process and consistency
 - Need to continue to identify points of contact
 - Utilize alumni network for specific positions
 - Target people not currently in the job market
 - Consider “presence” being displayed on website and publications re: diversity – is it giving a false impression?
 - Establish and enhance communication with applicants throughout the process.
 - Job posting/application materials must be accessible to all applicants (example: those with visual disabilities.)
 - Employ active search tools such as LinkedIn to reach out to well-qualified applicants whether they are seeking employment or not.
- Fostering an environment of employee appreciation, collaboration and respect through more integration of faculty and staff.
- Develop and retain institutional knowledge.
 - Succession planning
 - Operational documentation (procedural manuals for basic operations and an overall understanding of the campus infrastructure)
 - Information sharing (storytelling, video library, formal/informal modes); information should be easily searchable and easily accessible; need adequate bandwidth/cloud storage
 - Succession Planning: Can it work here given the leadership, the culture and the union environment?

Fundraising and Community Partnerships

Evergreen will be known in the communities we serve as an engaged and collaborative partner through the mutually beneficial exchange of knowledge, talent and resources.

Goal #1

Communities served by Evergreen will value Evergreen's positive impact and presence in the community

Action Strategies:

- Promote an Evergreen speakers bureau (faculty, staff, students, alumni, Evergreen authors, etc.)
- Increase promotion of existing on-campus lecture series
- Develop an off-campus strategy to contribute to the cultural and intellectual life of the communities we serve
- Create vehicles through which Evergreen shares and acknowledges the College's impact in the community
- Strengthen the brand of Evergreen by developing key messages for students, staff, faculty, alumni and friends of the College to communicate to external partners

Goal #2

Build on key existing initiatives through deeper support, strategic alignment and celebration of their positive impact

Action Strategies:

- Develop case statements for expanded and sustainable support of existing initiatives
- Seek external funding to enhance existing initiatives with significant partnership opportunities
- Identify opportunities to leverage existing initiatives with internal and external partners
- Regularly and publically celebrate the positive impact of existing initiatives both internally and externally
- Identify strategies to sustain and build long term partnerships

Goal #3

A culture of broad symbiotic community engagement between the College and the communities Evergreen serves will become the norm

Action Strategies:

- Identify staff and faculty positions for which external community engagement should be a part of the job description
- Identify external organizations where Evergreen has a strategic interest in faculty or staff formally representing the College at the board or other volunteer level
- Provide appropriate resources for community members to engage in external partnerships and activities on behalf of the College
- Develop criteria for evaluating which external engagements the College may invite faculty and staff to incorporate into their job duties
- Expand meaningful and consistent opportunities for external community members to engage with the College (i.e. advisory boards, DTFs, working groups, etc.)

Goal #4

Partnering with and within Evergreen will become transparent and easily accessible

Action Strategies:

- Establish an internal advisory group to facilitate internal communication and support partnership development (identify leadership for the group-could become a "go to" person for partnership access and development)

- Create a website with an online inventory of current partnerships
- Explore barriers the external community may experience when hoping to access college resources (i.e. meeting spaces, faculty speakers, access to alumni)
- Increase internal coordination of partnerships to decrease duplicative requests of external partners and provide opportunities for greater collaboration

Goal #5

New partnerships will emerge that meet community needs while supporting Evergreen priorities

Action Strategies:

- Establish an internal advisory group to develop criteria for identifying new partnerships that should be raised to a level of significant institutional support.
 - Where appropriate, how does the College ensure long term engagement?
 - How can we ensure the project will be sustained to completion?
 - Does the partnership support recruitment and retention of students?
 - Can this initiative improve our service to those communities?
- Build or expand partnerships that support career networks and pathways for students and alumni
 - Build partnerships that expand pathways for new students to Evergreen and provide support for college success (i.e. Latino/a outreach)

Student Recruitment and Retention

Evergreen will develop and sustain recruitment and retention strategies to attract and retain a student body reflective of our changing state and region and maintain a non-resident student base adequate to support the overall financial viability of the college and service to all students.

Goal #1

Develop and provide curriculum and support services designed to serve the diverse students of 2020

Action Strategies:

- Offer curriculum that is more transparent, consistent, and affords more clear connections between fields of study and post-graduation plans
- Develop curriculum responsive to prospective student interests and attuned to projected societal demands
- Assess and address incoming students' academic college readiness
- Increase awareness, knowledge and sensitivity of all community members about structures that disadvantage underserved populations
- Determine capacity of current support services and develop plan for appropriate growth in order to serve the diverse students of 2020
- Develop and implement a comprehensive first-year experience program
- Raise substantially more merit-based scholarship funds to leverage and grow enrollment

Goal #2

Preserve access to Evergreen's distinct liberal arts education for Washington residents of 2020

Action Strategies:

- Raise substantially more institutional grant aid for those in financial need (e.g. middle-income; low SES late applicants)
- Recruit a mix of students that will both increase tuition revenue and result in more institutional aid available to students with demonstrated need
- Maintain appropriate attention to advocacy on behalf of access with Washington State legislature, elected officials, and Council of Presidents.

Goal #3

Enhance the visibility of the College locally, regionally, nationally and globally

Action Strategies:

- Invest in recruitment operations and communications (data management, target marketing, customized communication, paid advertising, etc.) best practices
- Increase targeted outreach and communication to raise positive visibility among key prospective student populations (e.g. resident freshmen and transfers, veterans, Latino/a students and non- resident freshmen and international students)
- Showcase more student, faculty, staff, and institutional accomplishments for internal and external audiences
Engage in new and more ways with the local and regional community

Goal #4

Expand experiential, theory to practice opportunities in order to enhance student engagement and connections to the Evergreen community

Action Strategies:

- Expand the opportunities and support for students to engage in the following:
 - community service both collectively and individually as well as independently and through the curriculum
 - internships for academic credit and independent learning contracts
 - co-curricular opportunities (e.g. paraprofessional positions, registered student organization involvement, recreation and athletics, student employment)