

November 29, 1993

TO: Planning Council
FROM: Steve Hunter
RE: Long-Range Planning Background Materials

The documents in this packet are intended to provide you with a sense of past planning efforts at Evergreen. The material is presented chronologically.

This is a lengthy packet and you may want to spend more time with some documents than others. To that end, I have prepared an annotated table of contents beginning on the reverse of this page that I hope will be useful. Each major heading listed there appears under a separate tab in the packet.

A Planning Synopsis

The last completed planning effort at Evergreen occurred during the 1985-86 academic year. It resulted in a "Strategic Plan" that was adopted by the Board of Trustees in August 1986. The Plan underwent modest revisions in November 1988. This is the version contained in the packet. The Strategic Plan was produced by a Planning Council chaired by the provost. The Strategic Plan was preceded by the work of two subcommittees whose reports formed the foundation for the final planning document: (1) an internally focussed "Values and Aspirations" Subcommittee and (2) an externally focussed "Environmental" Subcommittee. The subcommittees were chaired by faculty members who continued as members of the Planning Council. All three groups contained members drawn from the faculty, staff (classified and exempt), students and alumni. Subcommittees began work in the fall with target completion dates in December. The Planning Council did not begin work formally until January and completed the planning document in June. Campus-wide and constituent-based consultations occurred regularly throughout the year-long planning process, initially by subcommittees then continued by the Planning Council from January through June.

A revision of the Strategic Plan was begun during the 1989-90 academic year. Five major topics were identified: Enrollment Growth, Multiculturalism, Quality of Life, Public/Community Service and Fiscal Planning. "Issue papers" were generated on the first three topics and circulated for all-campus discussion in May of 1990. The Board of Trustees produced a statement on planning in August of 1990.

Revision of the Strategic Plan was targeted for completion during the 1990-91 academic year. That effort was eclipsed by the resignation of the president in September 1990 and the attendant upheaval.

LONG-RANGE PLANNING PACKET CONTENTS

I. Values and Aspirations Subcommittee Reports:

Charge to the Subcommittee
First-Round Document (3/86)
Final Report (5/86)

Both subcommittees began work in the Fall of 1985. The charges were circulated in draft form at that time but weren't finalized until January. Consultations with the campus community occurred during the fall preceding even the March "First-Round" document and continued through the year. I think the reports of this subcommittee did a good job of identifying animating characteristics of the College and the "value tangles" that produce some of the tensions still with us today. I think this is worthwhile reading and that the descriptions of values it contains would be re-affirmed with only minor revisions by the current Evergreen community.

II. Environmental Subcommittee Reports:

Charge to the Subcommittee
First Draft Report (3/86)
Second (Final) Draft Report (4/86)

This is a fairly comprehensive scan of environmental factors as of 1986. Unlike the Values and Aspirations report, it is substantially out-of-date. At the time it was originally circulated it contained the first authoritative description of the "mandate" of the college which was much-debated inside and outside of the College (pp 4-8). Other issues include: Evergreen's cost per student (pp 8-14); the political environment, including the emergent Higher Education Coordinating Board, (pp 15-17); an analysis of economic factors (pp 18-25); demographic factors (pp 26-30); trends in educational issues (pp 31-42); recruitment and enrollment trends -- we were just eking out of a period of chronic under-enrollment (pp 43-52); and a section on values and aspirations within the state -- as opposed to within the College as reported by the other subcommittee.

III. The Strategic Plan

Charge to the Planning Council (1/86)
Final Report (originally 6/86; revised 11/88)

The plan contains a Mission Statement, Guiding Principles for construction of the plan, and ten strategic statements, each followed by a rationale and a series of proposals. Responsibility for accomplishing each proposal was assigned to a specific senior administrator (president, vice-president, or some combination). The ten strategic topics include: Recruitment Area and Policy (pp 5-6); Community Service (pp 6-8); Staged Growth (pp 8-10); Curriculum Reconceptation and Reconfiguration (pp 11-14); Nature of Community (pp 14-15); Diversity (pp 15-16); Quality of Life (pp 17-20); Evaluation (pp 20-21); Financing High

Quality Public Education (pp 21-23); and The Continuing Planning Process (pp 23-24).

IV. Strategic Plan Implementation Update Report

Summary (1/89)
Detailed Report (1/89)

Implementation of the Strategic Plan was monitored through periodic Update Reports. Since responsibility for each proposal had been assigned to a senior administrator, the Plan's proposals could be reconstituted according to responsible administrator. This restructured list of proposals was responded to by each administrator and collated and reported out through the Research and Planning Office. These two documents are the final accounting of implementation. At that time I reported that "nearly two-thirds of the [143] proposals have been completed and nearly 90% are at least being pursued". The section of the Strategic Plan dealing with reconfiguration of the curriculum had the largest proportion of proposals which had not been accomplished. This report was presented to the "Management Team" and was intended to serve as jumping-off point for a second round of planning.

V. 1990 "Issue Papers"

All Campus Consultation Announcement (5/90)
Managing Enrollment Growth (5/90)
Multicultural Diversity (5/90)
Quality of Life (4/90)

These papers are our most current planning documents. In addition to these three areas, Public/Community Service and Fiscal Planning were named as "major issues" that future discussion papers would address. A planning council continued to meet into Fall 1991 but no additional reports were completed. As you will see from the introductory memo, the issue papers were not intended to provide solutions as much as to provoke conversation.

VI. Board of Trustees Planning Statement

"What We're Thinking About
A Reflection on the College by the Board" (8/90)

This statement was sent to the Planning Council members in August 1990. Foci discussed by the Board included: A commitment to multiculturalism; a more international campus; a diverse faculty, staff and student body; quantitative competence; adult and part-time student access; and enjoyment/quality of life. The topics are generally consistent with the issue areas named in the May 1990 memo from the Planning Council.

VII. Assessment Recommendations

Recommended Responses to Completed Assessment Projects (12/91)

A considerable body of research has been completed assessing the strengths and weaknesses of Evergreen's teaching and learning environment. Concrete responses directed at improvement have been few. This memo summarizes possible responses to assessment findings for the academic deans and provost as of December 1991. Since then, discussions have continued with the deans and provost. A reorganization of deans' responsibilities that would give more prominence to developing responses to assessment findings is under discussion in the deans area.

VIII. Enrollment Data and Curricular Implications

Information on Enrollment and Retention with Curricular Implications (5/92)

This memo discusses trends in enrollment growth, composition of the entering class, student retention, and graduation rates. The trends discussed in this memo still warrant attention in a long-range planning effort. The memo did spark a lively conversation in May of 1992 and led to a follow-up meeting during the summer of 1992 in which faculty and staff produced a set of response papers ranging from a discussion of freshman retention to the experience of transfer students and experiences of students of color. This packet of information was forwarded to the Faculty Agenda Committee in the fall of 1992 for full faculty discussion during the 1992-93 academic year. The discussion was not sustained due to competition with other agenda items judged more pressing by the Faculty Agenda Committee.

IX. Statistical Briefing Packet (in-process)

This report does not appear in your packet. It is still in preparation. This briefing packet is intended to provide those involved in the new planning process with useful trend data on student enrollment, retention and graduation, faculty and staff hiring and retention, population forecasts and anticipated growth at Evergreen, budget, and curriculum.