

LONG-RANGE PLANNING DOCUMENT

Planning Context, Premises and Principles:
What's Shaping Our Planning

- A. We want to maintain the institutional vitality and distinctive curriculum achieved through team-teaching, interdisciplinary study, close student/faculty contact and the bridging of theory and practice.
- B. We want to continue the college's commitment to diversity.
- C. Demographic and enrollment forecasts indicate that the numbers of both traditionally aged freshman and AA degree holders will be increasing. We want to plan our growth deliberately, with an eye toward evening/weekend, other part-time students, student diversity and efficient use of space. If present demographic trends continue, there will be pressures on the college to grow by 1000 students, more or less, between now and 2010, our planning horizon.
- D. We need to maintain an appropriate student mix which includes younger and older, full- and part-time, and resident and nonresident students.
- E. We want to remain a four-year baccalaureate liberal arts institution and to continue serving a mix of lower division and upper division students, although we recognize that there are pressures that aim to move us in one or another direction away from the current mix of students.
- F. Public baccalaureate institutions have lost ground in state budgets both in this state and nationally over the past decade and reasonable forecasts are that this decline will not be reversed. State support can be expected to provide a shrinking proportion of our funding.
- G. We see the need for greater integration of Student Affairs and Academic Affairs, and, indeed, closer working relationships across the campus.
- H. We should attempt to preserve the current mix of built and natural environments.
- I. Evergreen's sense of community revolves around its academic mission, the values articulated in the social contract, and the connections the college's

members feel to the work of the college and to each other. For faculty and students, an important part of community is their academic program.

J. We need to invest in our human resources, across the campus, in order to keep pace with shrinking funding and technological change.

K. The college is increasingly dependent upon tuition and this has to affect all aspects of planning within the institution. In this regard, issues of residency mix and of retention take on increasing importance.

L. Emerging technologies make possible new ways of doing things. However, applications of emerging technologies should be the result of careful and focussed initiatives.

Strategic Statements and Action Items

Academic Programs and Student Affairs

Strategic Statement I:

It is vital to the College's survival that we redesign our curricular structures and content so as to (a) enable us to continue to use educational practices and pedagogies that make us distinctive and provide a model in higher education, (b) handle a steadily increasing number of students, (c) serve a consciously determined mix of undergraduates well, (d) speak to student needs as we enter the 21st century, and (e) meet the changing interests and various needs of the faculty.

Action Items:

1. A Long-Range Curriculum DTF will be charged before the end of the 1993-1994 academic year to begin work in Spring 1994 and certainly no later than the start of Fall Quarter 1994. The President and Provost, together with the Long-Range Planning DTF are drafting a charge. This charge should be submitted to the faculty for consideration at the April 27, 1994 faculty retreat.

2. In coordination with the above DTF, a concurrent DTF should reexamine student support services, particularly academic advising, with the intent of better supporting our students.

3. Consider the implications on teaching effectiveness, institutional efficiency, and retention of various calendar alternatives. This decision should be completed prior to the work of the Long-Range Curriculum Planning DTF and the Advising DTF, to provide a clear context for their work.

4. There are also a series of short-term actions which address clear and pressing needs in the curriculum and should be implemented as soon as possible, prior to completion of the Long-Range Curriculum DTF's work. These are:

- A. Select Core and Weekend & Evening Studies Conveners
- B. Experiment with establishing long-term advising relationships between Academic Advising and all coordinated studies programs
- C. Schedule visits of academic advisors to each Core program beginning with Spring Quarter 1994 to discuss program options and the transition to the 1994-95 curriculum.
- D. Develop flexible structures in planning for Fall 1995 Core programs to include several one- and two-quarter offerings as well as 12 quarter hour options.
- E. Develop a mechanism for faculty to identify and advise students planning to leave Fall 1994 Core programs and to work with them to find suitable alternatives at the College.
- F. Set in motion a mechanism for improving math instruction across the curriculum.

TESC Environment

Strategic Statement II:

Growth should be planned in predictable amounts chosen so as to maximize the favorable impacts of growth and to mitigate the unfortunate impacts.

Strategic Statement III:

The unique, non-built environment of the campus should be preserved in roughly its present state, but the campus should also be

made more accessible to the public. These are potentially competing aims and care is required in reconciling them. We acknowledge that urban growth will continue in and around Evergreen. We will work with the surrounding governments and communities to channel this growth in reasonable directions.

Strategic Statement IV:

We should continue to be a resource for serving the needs of state, local and tribal governments.

Action Items:

1. The campus master plan should be updated, expanded and publicized and a long-range facilities maintenance and adaption plan should be developed and followed.
2. An academic program--possibly titled, "Evergreen Environmental Assessment"--should be established for the 1995-96 academic year to carry out the following activities:
 - A. Do a complete biological survey of the unbuilt areas of the campus;
 - B. Make an inventory of previous studies of the campus environment, creating an annotated bibliography of these reports;
 - C. Review the existing land-use designations in the existing Master Plan, and make recommendations to the campus community for changes in those designations based on the results of the biological survey and inventory of previous studies. Among the alternatives that should be considered are:
 - i.) Designation of areas that could be used as areas for long-term ecologically oriented resource management, such as low-impact selective forest management;
 - ii.) Identification of areas that could be developed for improved visitor access and use, including trails and group meeting sites.
3. An academic program--possibly entitled, "Evergreen Environmental Design"--should be established in the academic year 1996-97 to implement the recommendations arising from the environmental assessment and Master Plan review described in item 1. Specific projects could include:
 - A. Design of an improved trail system for the campus;
 - B. Design of group meeting/picnic sites on campus;

C. Design of the strategy for improving both the safety of human visitors to the campus and the protection of the campus environment from harm from its human visitors. Possible approaches include establishing a team of volunteer student wardens to walk or bicycle around the campus to monitor the trails.

4. Either in connection with the academic program described in item 2 or subsequent to it, establish a library of reports on the campus environment. Adopt a policy that a master copy of every report resulting from a study of the campus is to be deposited in this library. The library should have:

- A. an identified, publicly accessible location;
- B. a designated librarian and preferably two librarians;
- C. both a noncirculating master copy and a publicly accessible copy of each report.

5. The Masters in Teaching and the Masters of Environmental Studies programs should establish an Environmental Education service program for K-12 teachers, using the campus environment and surrounding natural and built communities as study areas.

6. Encourage County and City officials to leave the surrounding Evergreen community out of the Long-Term Urban Growth Management Boundary.

7. Reduce the amount of automobiles travelling to and from TESC, even as campus population increases.

8. Work with the surrounding community to create opportunities for resident involvement with TESC.

9. Acknowledge that growth will occur in and around Evergreen. Work with, and not against it, so as to channel it into responsible areas.

10. Maintain "soft borders" with area residents and property owners.

11. Evergreen should be a natural corridor, not a biotic island.

12. The Evergreen State College Master Plan should be updated and publicized within the college to become a continuing planning and evaluation tool utilized by the offices of the president, provost and vice presidents. Constituent groups should form the basis of a biennial review and updating process in conjunction with the establishment of college operating and capital budget requests. Thus, the Master Plan will become a "living" document which will reflect the college's

philosophy, provide a guide for long-range planning, and form the basis for ongoing self-assessment.

13. We should expand the Campus Master Plan contents. The Master Plan needs expansion to include a new section which deals specifically with the use of college facilities and infrastructure. The primary purpose of this chapter should be to recognize the inter-relationship of the academic teaching/learning philosophy and environment with the need to preserve the physical facilities and infrastructures. Minimum standards regarding "building use and upkeep" need to be addressed in this section.

14. The college should develop a long-range facilities maintenance and adaptation plan to ensure that our existing buildings and grounds continue to support the campus community well into the next twenty years. This planning needs to incorporate short and intermediate funding requests. This plan will need to secure management endorsement and resulting funds to be successful.

15. The college should develop a stronger and more centralized space management operation to ensure that existing facilities are effectively and efficiently operated before contemplating new facilities. The college needs to adopt a policy that will prioritize adaptation of existing space before requesting any new construction.

16. Through public forums, surveys and direct dialogue, the college should better assess the educational and service needs of the surrounding communities.

17. The college should promote and staff environmental, educational and community service outreach programs that will serve the surrounding communities. These programs would meet on and off campus.

18. Evergreen should increase its student population to 5,000+ FTE by 2010.

19. Evergreen must create more part-time and less than full-time programs to accommodate the needs of older, nontraditional students.

20. Evergreen should consider staging citizen focus groups or symposia in the region to help the citizens of Southwest Washington articulate their educational and service needs.

21. Evergreen should continue to design programs and offer educational opportunities that serve the needs of local, state and tribal governments as well as community organizations.

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Establishing a Sound Fiscal Base

Strategic Statement V:

We need to continue research and discussions on why students leave Evergreen and to increase student retention.

Strategic Statement VI:

The College should take maximum advantage of steps to improve institutional efficiency. Potential efficiencies should be explored unit by unit as well as across units. A process for doing this should be developed. Possible sources of efficiencies could include cross-training, automation, temporary reassignments, organizational restructuring and changed work patterns, among other practices.

Strategic Statement VII:

The college should devote maximum efforts to enhancing its revenue sources, consistent with college mission and goals.

Action Items:

- 1. The college should consider how student mix affects all units of the college when planning. For example, adding weekend college students does not help with vacancies in housing, but it does relieve the heavy impact on over-crowded classrooms during the day. Detailed studies on "space availability" should be part of this planning.**
- 2. Increasing tuition dependency makes student attrition especially difficult and costly and other revenue sources even more vital. Every effort should be made to increase student retention and understand why students leave Evergreen.**
- 3. The proportion of in and out-of-state students is a critical factor in our budget, and it is also a hot political issue. Local control of tuition and budget planning have made the proportion even more important. Clear consistent policy is needed on student mix with full recognition of all its implications.**

4. We also need to do more detailed planning about development/funding needs to establish clearer priorities and to determine what level of support is achievable. We should then undertake efforts to carry out those plans.
5. Efforts should be made to secure more scholarships beyond the freshman year.
6. The financial aid operation should move toward a more fully integrated automated system as quickly as possible..
7. In light of shifting federal policies regarding work study, the college should examine its reliance on work study students.
8. Many of our units and programs would benefit from developing a clearer sense of mission and goals to better set priorities and do the work that is most central to the institution. The debate around operating college programs as "profit centers" v. "service centers" needs periodic reexamination. This is also true about the debate around access and charging true costs.
9. Philosophies and practices behind the distribution of "profits" from functions such as auxiliary services and summer school need periodic reexamination. Distribution policies seem to vary from being truly ad hoc to mired in old formulas.
10. The college needs to look at rates and costs of auxiliary and summer school while acknowledging program costs that may not be covered.
11. Recently, housing has begun to experience increasing vacancy rates. If this should become a long term trend, the college should be prepared to explore alternative markets for excess housing.
12. The relationship with EF Language Institute plays a critical role in the financial viability of our housing, food services, and other operations on campus. This relationship also has substantial advantages in terms of educational benefits, enhancing diversity and intercultural understanding. Efforts should continue to build the EF relationship. A longer term contract with EF should be explored.
13. The State's commitment to resources for higher education will continue to decline, thereby making it necessary to re-allocate resources in order to support new initiatives or programs within the college. This will require maximum efforts to enhance our academic efforts through revenue sources available to us, and in ways consistent with college mission and goals.
14. The college should closely examine the growth potentials for summer school, summer conferences, and the EF language school. Currently, each program

generates revenue which benefits the college. The college should maximize the potential revenue and space utilization while recognizing that growth creates tension between academic and other programs.

15. The college should examine the summer school program and consider developing the summer program to its full potential. This requires a discussion of the purpose, the ideal size, and mix of offerings. More continuity and overall planning in academic administration is probably needed to realize the full potential of summer school.

16. The establishment of a vigorous continuing education program should be explored to expand the college's services, deepen its relationships with the community and provide an avenue for early retirement faculty to work part time.

17. We need to do more detailed planning about our development/funding needs to establish clearer priorities and to determine what level of support is achievable. Inter-unit coordination and planning is important.

18. We need to maintain our commitment to alumni relations and annual giving and prepare to strengthen our capacity to cultivate and solicit major gifts.

19. We should aggressively seek federal and state grants and contracts that are compatible with our goals and objectives.

20. The college should better use existing programs to strengthen ties to the community (Evergreen Expressions, galleries, etc.). These are key to building future endowments and contributions.

21. Many of our units and programs would benefit from developing a clearer sense of their mission and goals. This would help in setting priorities and do the work that is most central.

22. More interdivisional planning and coordination is needed in a variety of areas relating to the College's fiscal affairs.

23. There have been various changes in systems over the years. The psychological difficulty of these changes have created duplication of systems to maintain the old look on the new system. The institution needs to study and examine systems on campus and eliminate system duplication. The institution also needs to find ways to avoid system duplication in the future by addressing the tendency to duplicate an old system while planning and implementing new systems.

Emerging Technologies

Strategic Statement VIII:

The college's mission statement should acknowledge our obligation to educate students with appropriate, contemporary and innovative tools and methods. We should commit to producing graduates who are comfortable with technology in a world of increasing technological complexity.

Strategic Statement IX:

Applications of emerging technologies in the library should be a high institutional priority because of the great opportunity for both improving support for the academic mission and the potential for cost savings.

Strategic Statement X:

The college should regularly assess the impact of emerging technologies on the educational marketplace and workplace. Technical changes (such as broader use of networks) have funding implications which need to be acknowledged.

Action Items:

- 1. Each division of the College should determine how and in what manner it will respond to emerging technologies in Evergreen's educational, social and cultural environment.**
- 2. A Long Range Curriculum DTF, recommended elsewhere in the Long Range Plan, should assess the implementation of technology across the curriculum. The DTF should survey faculty and students to assess the importance of technology as both a subject of and a set of core skills in the curriculum. The DTF should determine the relative merits of a specialized versus a generalized approach to technology in the curriculum, and develop models for implementation of technologies as learning tools.**

3. Applications of technology in the curriculum need to support fundamental educational models, allowing the College to maintain or enhance the quality of the student experience while increasing efficiency and volume.

A. Distance learning technology may have special value in supporting off-campus programs, allowing the College to make efficient use of on-campus personnel and programming. Deans and faculty should investigate whether such systems could enhance the operations in a cost-effective manner.

B. Deans, faculty and computing staff should assess our ability to provide information and network resources to students directly, versus deflecting students to external resources.

C. Academic computing programs and resources should prioritize general teaching and learning objectives for many students above high-level research and applications projects for a few.

D. Academics should draw on existing faculty and staff expertise to develop an interdisciplinary center for the study of emerging technologies and their ethical, social and economic consequences.

4. Applications of emerging technologies should be the result of focused initiatives, based on research and experience.

A. All divisions should base technology initiatives on established service goals.

B. When considering the implementation of media and communications technology in the classroom, priority should be given to systems which are reliable, uncomplicated and require little staff support for operation. The College should focus on technologies that support existing teaching methods.

C. Academics should seek technologies which can enhance the efficiency of frequently required content areas through the use of self paced learning units (SPLUs), multi-media and other technologies.

D. Electronic document transfer and storage have great potential to assist staff and faculty and accelerate regular functions, such as registration, evaluations, purchasing and invoicing.

E. The movement toward a common campus debit card for library access, food services, copying and other services should be accelerated.

- F. When there are significant cost savings or substantial added benefit of doing so, the college should seek cooperative projects or consortial arrangements in the acquisition and application of emerging technologies.
- X G. The College should improve access, support and training for Internet and other information and computing resources.
5. The College should invest in new library equipment and personnel in such a way that we move ahead while, to the extent possible, keep our options open.
6. The College should seek consortial arrangements with other libraries in an effort to spread equipment costs over more users and to take advantage of their combined purchasing power.
7. The unique teaching role of Evergreen librarians should be accounted for when implementing new information technologies in the library.
8. Personnel development mechanisms should meet the training needs of faculty librarians and library staff in light of constantly changing processes and procedures.
9. The College should provide staffing and resources to support the development of nontext-based materials more broadly on campus.
10. The College should avoid over-committing to a particular technological development of technological standard, so that we do not suddenly find that our technology is obsolete.
11. The Vice-Presidents, in consultation with the Director of Computing and Communications, should regularly convene one or more technology assessment forums, including students and representatives of all divisions.
12. Anticipating a growing population of students with computers, the College should work to provide reasonable access to networks and other resources for students in all areas of the curriculum and campus life.
13. The College needs to improve its ability to acquire and maintain funding for the implementation of emerging technologies in both academic and business-related applications.
- A. The College should undertake regular budget initiatives to acquire and support the infrastructure necessary for campus communications and networking near the current state of the art.

B. In all divisions, new technology initiatives will require the reallocation of existing physical, personnel and financial resources, or the development of new resources.

C. In conjunction with the Development Office, all campus divisions should aggressively pursue opportunities for funding of technology-based projects and applications, consistent with the College's mission, goals and ability to support such initiatives.

14. The ability to work comfortably with technology is becoming an increasingly important factor in employee selection and development.

A. The College should prioritize continuing education and development programs for current personnel. New appointments should enhance, rather than replace, existing human resources. Personnel development resources should be allocated in a manner that allows faculty and staff to assimilate current trends and envision future possibilities.

B. All faculty and staff hiring processes should foresee the technological capabilities required for any given position. Review processes should pay special attention to the technological skills and abilities of applicants.

C. The College should create a mechanism to provide significant, ongoing training and support for systems and software in all campus units.

15. The College should assess the impact of technology on policies and procedures, and particularly on the Social Contract.

A. The Vice President for Student Affairs should convene a group to revise the Social Contract and the Student Conduct Code to accommodate the emerging electronic community.

B. The Affirmative Action office should work with campus units to address affirmative action concerns in the electronic community.

C. All College information, including catalogues, program descriptions, policies and procedures, should be available on the campus network.

The Human Environment

Strategic Statement XI:

Regular opportunities to expand and renew knowledge and expertise should be provided to staff and other members of the community.

Strategic Statement XII:

The college needs to find or to design ways to develop the sense of a larger community beyond the individual work unit or academic program. Maintain or expand support for programs and activities that provide community members with involvement in the college, including educational programming, events, community service and other offerings and activities, to appeal to the widest variety of interests and needs possible.

Strategic Statement XIII:

Each administrative unit within the college should undertake a comprehensive review to assess its effectiveness in promoting diversity. Areas in need of improvement should be clearly identified and appropriate action should be taken.

Strategic Statement XIV:

We need to address our inadequate systems of community governance and our skills in communication. We need to repair our sense of community and to learn to disagree civilly and respectfully.

Action Items:

- 1. Opportunities should be provided to reflect upon shared values. Community members should be encouraged to participate in celebrations, commemorations, convocations and potlucks.**
- 2. Processes which contribute to community should be continued, should be periodically reviewed and should be publicized more widely.**

3. Vigorous efforts must be made to acquaint community members with the Social Contract.
4. Each administrative unit within the college should undertake a comprehensive review to assess its effectiveness in promoting diversity. Consideration should be given to hiring practices, training and orientation, management issues, the built environment, conflict resolution processes, performance evaluations, and the impact of the unit's work upon students. Areas in need of improvement should be clearly identified and addressed in a timely manner.
5. On going faculty development should be provided to support the work of creating a multicultural curriculum. Opportunities to examine communication styles and classroom interaction patterns which affect our student populations should also be offered.
6. Assessment should be undertaken to evaluate faculty, staff, and student perceptions of the campus climate as it relates to issues of inclusiveness and appreciation of diversity.
7. The college should continue to fund groups which are working to promote multiculturalism including the Diversity Advisory Committee, the Racial Justice DTF, the Rainbow Lodge group, and groups actively involved in planning training and development opportunities for students, staff, and faculty. The faculty and staff responsible for publicizing college events must work to inform both on and off campus communities of our ongoing work in support of diversity.
8. Our community should acknowledge respect and support the person, as well as the demands placed upon their position as we adapt to change. Whenever changes in how we go about our work are being discussed, the impact on the people who make our community vital must be of central importance.
9. Faculty should have time and opportunities outside of their regular teaching responsibilities for research, revitalization and professional development.
10. Regular opportunities to expand and renew knowledge and expertise must be provided to staff and other members of the community that contribute to the vitality of our endeavor. The college must give equal merit to both personal and professional development.
11. Maintain or expand support for programs and activities that provide community members with access to and/or involvement in the college, including educational programming, events, community service and other offerings and activities, to appeal to the widest variety of interests and needs possible.