



Regular Meeting of the Board of Trustees

The Evergreen State College
1210 6th Ave, Sankofa Room
Tacoma, WA 98405
Wednesday, May 14, 2025
10:00 a.m. – 2:15 p.m.

Public Zoom link: <https://evergreen.zoom.us/j/83853089942>

"Ever Evolving Since 1971"

The Evergreen State College Mission Statement

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

AGENDA

- 10:00 a.m.
1. Call to order, determination of quorum
 2. Welcome from Evergreen Tacoma
 3. Chair's opening remarks
 4. Executive Leadership report
 5. Public comment*
 6. Student Trustee report
 7. Representative reports
 - a) Faculty
 - b) Staff
 - c) GSU (Geoduck Student Union)
 8. Finance and Budget Committee
 - a) Chair's report
 - b) Enrollment update
 - c) Legislative report
 - d) Preview of June action items
 1. Student fees and rates
 2. Intercollegiate athletics budget
 - LUNCH BREAK
 9. Approval of meeting minutes
 - a) Action item: *motion to approve minutes of March 6, 2025.*
 - b) Action item: *motion to approve minutes of April 10, 2025.*
 10. Student Achievement and Success Committee
 - a) Chair's report

b) Sustainable MBA program

11. Fundraising update

2:15 p.m.

12. Adjourn

* The Board of Trustees welcomes public comment. It can be submitted in writing or made orally during the meeting. Written comment will be distributed to the Trustees per the [Board of Trustee's Public Comment Policy](#). Please submit written comment, or sign up to make oral public comment, no later than 10:00 a.m. Wednesday, May 14, 2025, by signing in at the meeting location or by emailing trustees@evergreen.edu.

For more information or accommodations, please email trustees@evergreen.edu.

2025 Enrollment & Retention Update

April 22, 2025



evergreen



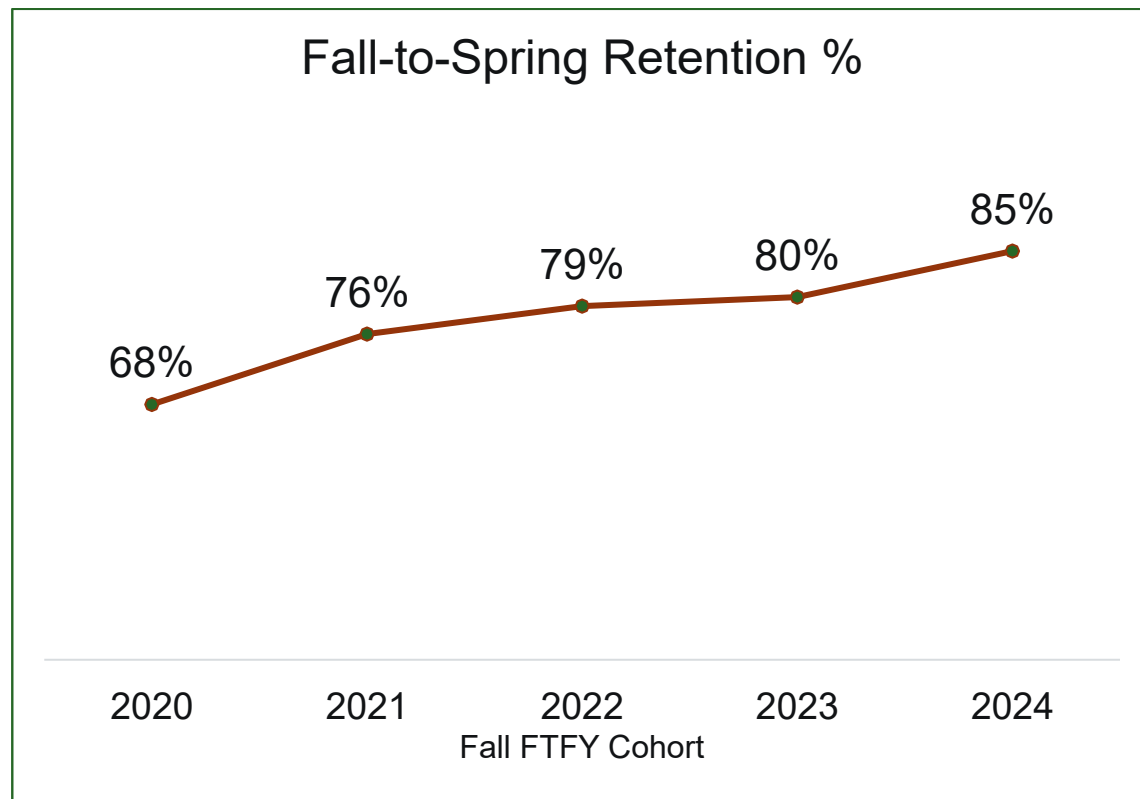
evergreen

Spring Enrollment Trends Headcount

	Spring 23	Spring 24	Spring 25	+/-	%
New UG	103	119	111	8	8%
Non-WUE	117	106	93	-24	-21%
WUE	135	170	199	64	47%
UG Total	1775	1966	2220	445	25%
Total Enroll	2021	2181	2416	395	20%



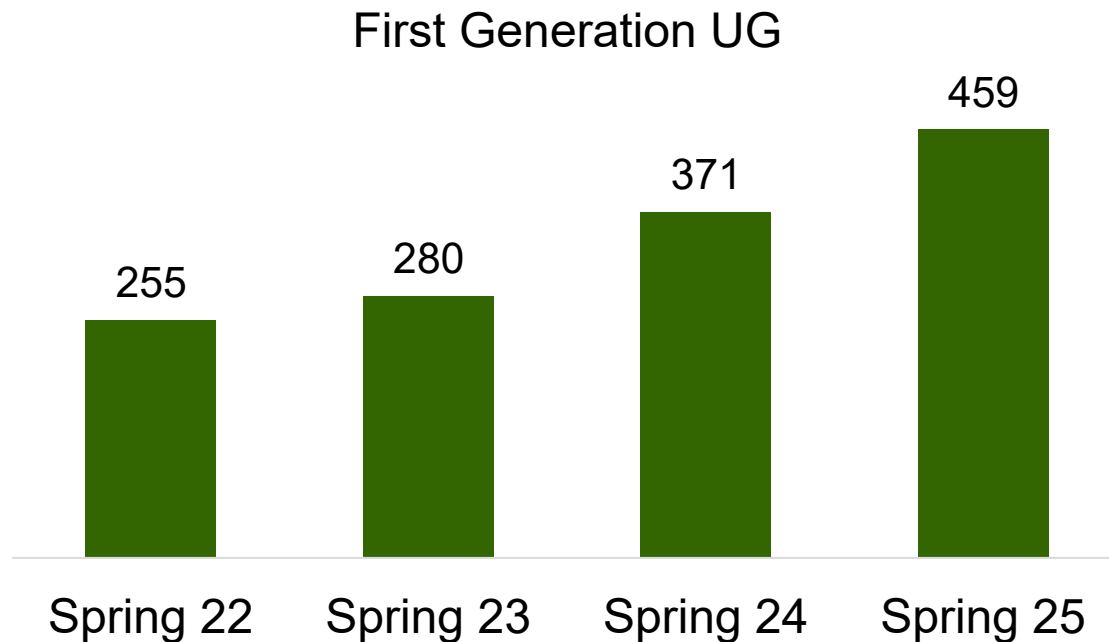
Fall-to-Spring Retention Rates



*Preliminary data – pre-census



First Generation UG Spring 2025



*Preliminary data – pre-census



EXECUTIVE SUMMARY

To: Board of Trustees

From: John P. Carmichael, President

Date: April 30, 2025

Subject: 2025-2027 Services and Activities Fees Budget

1) Proposed motion

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

2) Explanation and Purpose

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

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

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

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

3) Funding Recommendation for Services & Activities Fees

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

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

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

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

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

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

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

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

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

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

4) Proposed by:

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

5) Staff review

_____ Chief Financial Officer

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



EXECUTIVE SUMMARY

To: Board of Trustees

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

Date: April 30, 2025

Subject: 2025-2026 New Student Fee Increase

1) Administrative Recommendation:

Currently Evergreen charges a one-time New Student Fee of \$300 for enrollment in Fall, and \$170 for enrollment in Winter/Spring. Starting with Academic year 2025-26 we would change to a flat \$300, one-time fee, regardless of quarter of initial enrollment.

2) Explanation:

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

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

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

Evergreen's New Student Program experience has changed significantly in the last 13 years, including adding much more engagement and transition support for students beginning in

Winter/Spring. With just a few differences, new students receive similar learning outcomes with similar institutional supports. Winter/Spring students are also openly invited to participate in Fall Quarter Orientation events, and many do for additional social engagement and to reinforce information to support their transition to Evergreen.

3) Legal Process:

The Board of Trustees retains the authority to “approve general tuition and mandatory fees” (Resolution 2007-04).

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

The last time the new student fee was increased was 2020. The additional fee resources are targeted at addressing increases to minimum wage, faculty and staff salary and benefits increases and overall inflation. There would be no change of fee for the 76% of students who enroll during Fall Quarter.

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

2025-2026 New Student Fee Revenue Model

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

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

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

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

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



EXECUTIVE SUMMARY

TO: Board of Trustees

FROM: John Carmichael, President

DATE: May 1, 2025

RE: Increase Clean Energy Fee for 2025-26

1) Administrative Recommendation:

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

2) Explanation:

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

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

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

Evergreen was one of the first institutions to start purchasing renewable energy credits when students voted to establish the Clean Energy Fee about twenty years ago, with the fee first collecting revenue in 2005-06. While the program scope has changed and broadened, this is the first increase for the fee.

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

3) Student Fee Referendum Process:

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

4) Scheduling:

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

5) Fiscal Impact:

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

6) Legal Process:

RCW 28B.15.041 establishes authority for the approval of special student fees. The statute requires Board of Trustees approval of those plans.

7) Proposed by:

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

Staff review:

____ Chief Financial Officer

____ Executive Associate to the President/Secretary to the Board



EXECUTIVE SUMMARY

TO: Board of Trustees

FROM: John Carmichael, President

DATE: April 30, 2025

RE: Proposed Housing and Dining Rates for 2025-26

1) Proposed motion

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

2) Explanation

Housing Rates:

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

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

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

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

The recommended 4% increase for 2025-26 supports:

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

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

Dining Rates:

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

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

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

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

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

3) Proposed by:

Susan Hopp, Interim Director of Residential and Dining Services
Holly Joseph, Dean of Students

Staff review:

____ Chief Financial Officer

____ Executive Associate to the President/Secretary to the Board



EXECUTIVE SUMMARY

TO: Board of Trustees

FROM: John Carmichael, President

DATE: May 1, 2025

RE: Establish a Student Recreation Fee for 2025-26

1) Administrative Recommendation:

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

2) Explanation:

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

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

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

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

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

Specific Enhancements associated with the fee:

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

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

3) Student Fee Referendum Process:

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

4) Scheduling:

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

5) Process for Future Increases to the Recreation Fee:

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

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

6) Fiscal Impact:

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

7) Legal Process:

RCW 28B.15.041 establishes authority for the approval of special student fees. The statute requires Board of Trustees approval of those plans.

8) Proposed by:

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

Staff review:

____ Chief Financial Officer

____ Executive Associate to the President/Secretary to the Board



EXECUTIVE SUMMARY

To: Board of Trustees

From: Elizabeth McHugh, Director of Student Wellness Recreation and Athletics
Andy Corn, Associate Dean of Student Affairs
Holly Joseph, Dean of Students

Date: May 1, 2025

Subject: 2025-2026 Student Wellness Services Budget, no fee increase

1) Explanation and Purpose

The Wellness Fee is assessed to students attending the Olympia campus enrolled for four (4) or more credits. This fee directly supports Student Wellness Services and is not health insurance. Student Wellness Services operates during Fall, Winter and Spring quarter and provides limited services during the summer; no fees are charged during the summer quarters. This fee is similar to those assessed at other Washington state four-year public institutions that charge a health/wellness fee.

2) Legal Process

The Board of Trustees retains the authority to “approve general tuition and mandatory fees” (Resolution 2007-04).

3) Fiscal Impact and Funding Recommendation for Student Wellness Services

The proposed budget will maintain the quality of service for students with a similar staffing model to our current year, responsive to increased demand due to enrollment increases, and provides continuity of care. The purpose of Student Wellness Services is to promote student health and emotional well-being through care and support to students in the pursuit of academic and co-curricular success. Student Wellness Services continues to balance meeting the needs of the greatest number of students while responding to the students with the greatest need.

This budget will secure base staffing to sustain a Wellness Services Program for the student population at Evergreen ensuring the continuation of current services and programs for the student population, and referral services for students whose care is beyond the scope of a campus medical and/or counseling service.

Proposed Student Wellness Services Budget 2025-2026

Budget Model for Student Wellness Services Fees	
Anticipated Wellness Fee Revenue	-\$1,266,656
Salaries & Benefits (11.59 FTE)	\$1,122,290
Goods/Services/Travel	\$125,000
Contingency	-\$19,366

Upon review of the upcoming revenue estimate for Student Wellness Fees we have successfully built a viable budget model that does not require an additional fee increase. At this time, we are advancing the recommendation to not change the fee for next year. Rationale for no fee change:

- The current cash fund balance is stable for this fee and program projected into 2025-26.
- Anticipated revenue growth for FY26 from increased student FTE will address inflation and scale program growth for FY26.
- Considerations on cost of attendance and impact on students: Evergreen's Wellness Fee is high for Evergreen students compared to our peers. (See chart below). This reflects a multi-year challenge to stand up the basic provisions of health and counseling services in this region, high service delivery costs, and other challenges.

Student Wellness Fees	Fee Label	Annual for full-time
WSU - Pullman	Health Fee	\$488
WSU - Spokane	Health Fee	\$210
CWU	Combined Wellness (\$54) and Health (\$309) Fees	\$363
EWU	Health & Wellness	\$470
WWU	Health Services	\$495
Evergreen	Health, Counseling & Wellness	\$552
UW	No direct fee, it's funded and integrated in their S&A fee	
		As of 4/25/25



EXECUTIVE SUMMARY

To: The Evergreen State College Board of Trustees

From: John P. Carmichael, President

Date: April 30, 2025

Subject: 2025-26 Intercollegiate Athletics Budget

1) **Proposed Motion**

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

2) **Explanation and Background:**

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

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

3) **Legal Process:**

The Board of Trustees retains the authority to "approve general tuition and mandatory fees" (Resolution 2007-04).

4) **Proposed by**

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

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

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

6) **Staff review**

_____ Chief Financial Officer

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

Social and Sustainable Impact MBA (SMBA) Program Summary

The proposed Social and Sustainable Impact Master of Business Administration (SMBA) is a 60-credit graduate program that **fully integrates sustainability and social impact** throughout its curriculum. Unlike traditional MBA programs that offer limited sustainability electives, this program embeds these principles into its core design, **aligning with Evergreen's mission** of social justice, diversity, and environmental stewardship.

Program Structure Highlights

- **Format:** Fully online, accessible to working professionals
- **Duration:** Two years full-time or three years part-time
- **Curriculum:** Courses include Foundations in Sustainability, Transformative Leadership, Sustainable Supply Chain Management, Triple Bottom Line Accounting, and AI for Social Impact
- **Capstone:** Applied projects with organizations doing this work

Market Demand

The sustainability job market shows robust growth, with LinkedIn reporting a 22.4% increase in job postings requiring green skills. The 2023 GMAC survey found 42% of prospective business students consider sustainability essential in graduate curricula. Graduates can pursue careers in:

- Sustainability management (median \$139K/year)
- Sustainability consulting (median \$107K/year)
- Impact-driven marketing (median \$71K/year)
- Sustainable supply chain management (median \$144K/year)

Competitive Positioning

The program offers significant advantages over comparable programs:

- Affordability compared to similar programs (\$25,500-\$89,445 at competitors)
- Fully online format increasing accessibility
- Strong ROI potential based on comparable program outcomes
- Comprehensive integration of sustainability principles

Financial Viability

Financial projections¹ show the program becoming profitable by the third year, with projected enrollment growing to 54 FTE students by Year 3.

¹ See Pro Forma, p. 17.

Partnerships

The program will leverage partnerships with B Labs, Thurston County Green Business Committee, local businesses, and potential international connections for internships and capstone projects.

Student Recruitment

The program will focus on recruiting diverse students through:

- A robust marketing and communication plan
- Partnerships with Tribal communities
- Affordable tuition and financial aid opportunities
- Flexible online learning to accommodate working professionals
- Applied learning opportunities addressing real-world challenges

This innovative program addresses a clear market need for sustainability-focused business education while creating accessible pathways for students to become leaders in the rapidly growing field of sustainable business.

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

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

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Program Overview

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

Total credits: 60

Program summary:

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

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

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

The SMBA program-level learning objectives include the following:

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

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

Timeline for degree completion:

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

Curriculum Overview

Fall (Year 1)

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

Winter (Year 1)

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

Spring (Year 1)

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

Fall (Year 2)

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

Winter (Year 2)

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

Spring (Year 2)

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

Career Options

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

Potential Student Demand, Equitable Recruitment, and Market Reach

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

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

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

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

1. Partnerships with Tribal Communities

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

2. Cost and Financial Aid Considerations

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

3. Flexible, Online Learning Considerations

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

4. Applied Learning

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

Market Analysis

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

Demand for Sustainability Jobs

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

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

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



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

Demand for Online Programs

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



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

Return on Investment

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

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

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

Popularity

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



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

Enrollment Growth

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

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

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

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

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

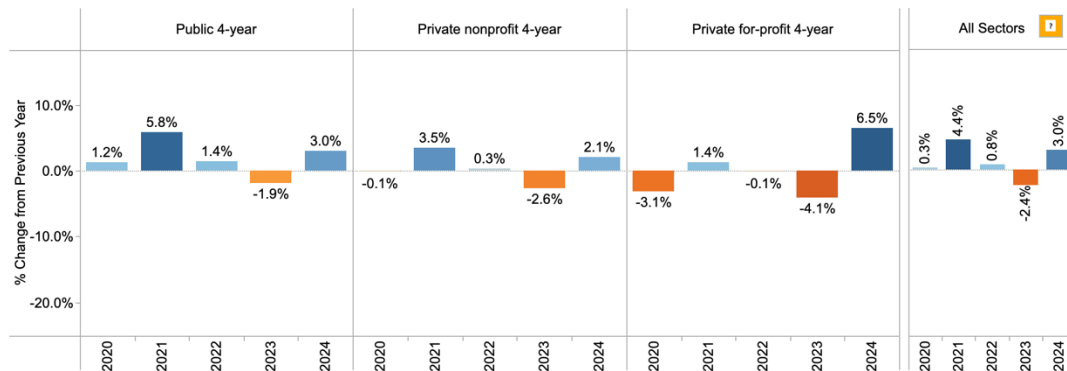


Figure 6. Annual percent change in spring graduate enrollment for business, management, and marketing sector from 2020-2024 (Source: National Student Clearinghouse Research Center)

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

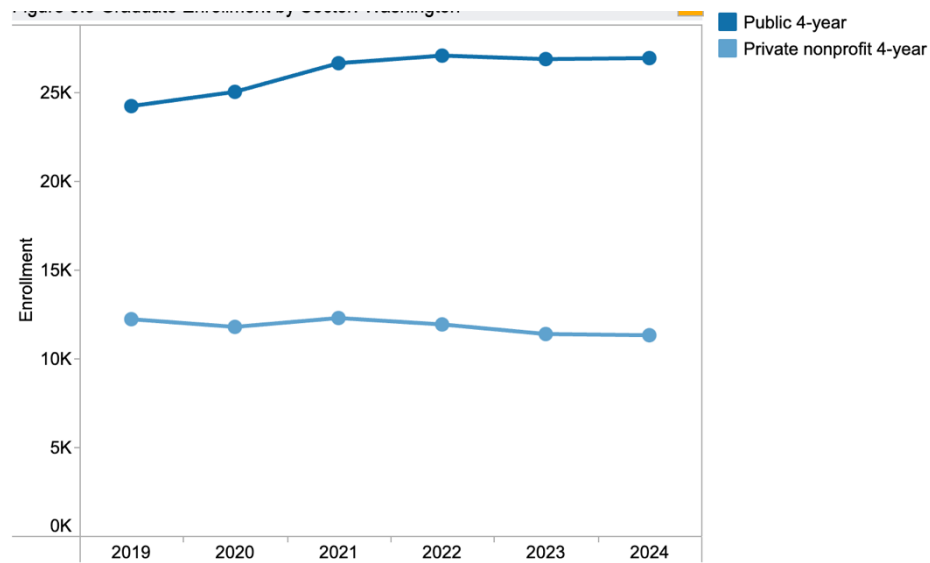


Figure 7. Graduate enrollment in the state of Washington for public 4-year and private non-profit 4-year institutions from 2019 to 2024 (Source: National Student Clearinghouse Research Center)

In summary, current data trends indicate that:

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

Comparable Programs^{1,2}

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

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

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

Potential Community Partners and Accreditation

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

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

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

Institutional Capacity and Resources

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

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

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

Projected Student Enrollment

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

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

Pro Forma

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

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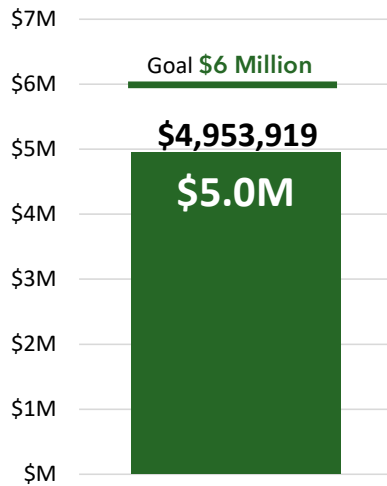
evergreen

2024-25 Fundraising Progress as of April 30, 2025

The Evergreen State College and The Evergreen State College Foundation

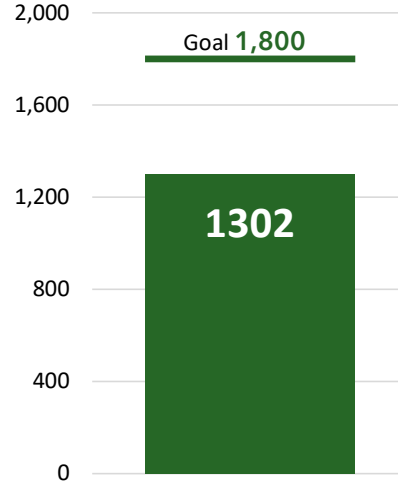
New Commitments

New gifts, grants, planned gifts and pledges



Total Donors

Foundation and College donors



Impact Growth 2019-2025

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

83% Increase in student aid budget²

20% Increase in average budgeted scholarship award²

46% Increase in individual scholarship awards per year³

1,389 Scholarship recipients from July 2019 to December 2024⁴

940 Student Emergency Fund recipients from July 2019 to March 2025⁴

353 Upward Bound students from July 2019 to December 2024⁴

46 Summer Undergraduate Research Fellowship (SURF) projects⁴

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

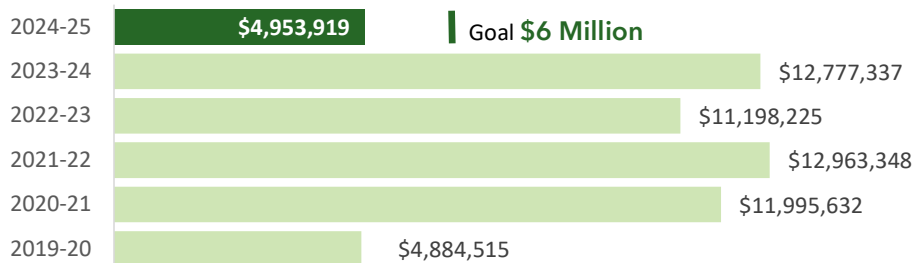
² Percent change in scholarship total budget and individual budgeted awards, 2019 to 2025

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

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

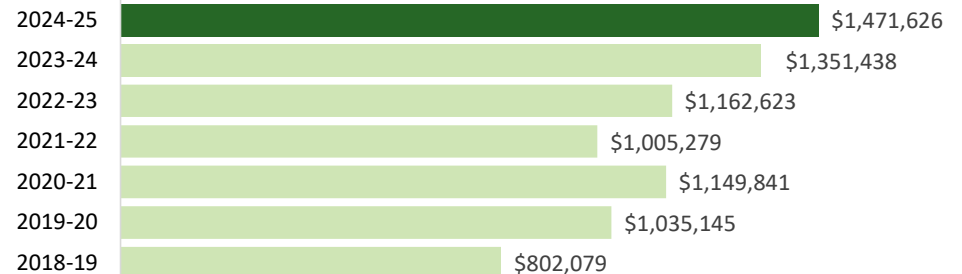
New Commitments Compared to Prior Years

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



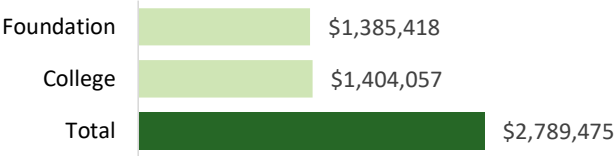
Student Aid Budget Year Over Year

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



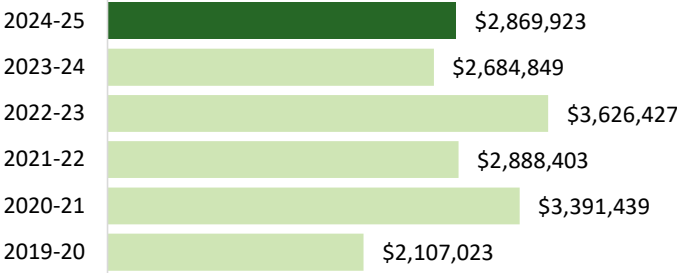
New Pledges

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



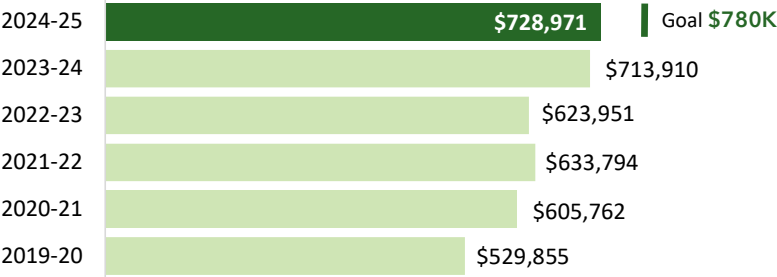
Foundation Total Raised

Gifts received and pledge payments to be received by June 30



Evergreen Funds Received

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



Notable Gifts and Grants in 2024-25

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