



Economic Impact of The Evergreen State College

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360.754.6320

www.thurstonedc.com

4220 6th Ave Lacey, WA

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CONTACTS

The analysis and writing for this report was conducted by Gene Angel and managed by Kyle Wiese of the Thurston Economic Development Council. They can be reached with any questions at the contact below:

Gene Angel
Research Manager
gangel@thurstonedc.com

Kyle Wiese
Project Manager
kyle@thurstonedc.com

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Additionally, thank you to Jaren Tengan, an Evergreen graduate, for providing the image of the Conservation Corps in action.

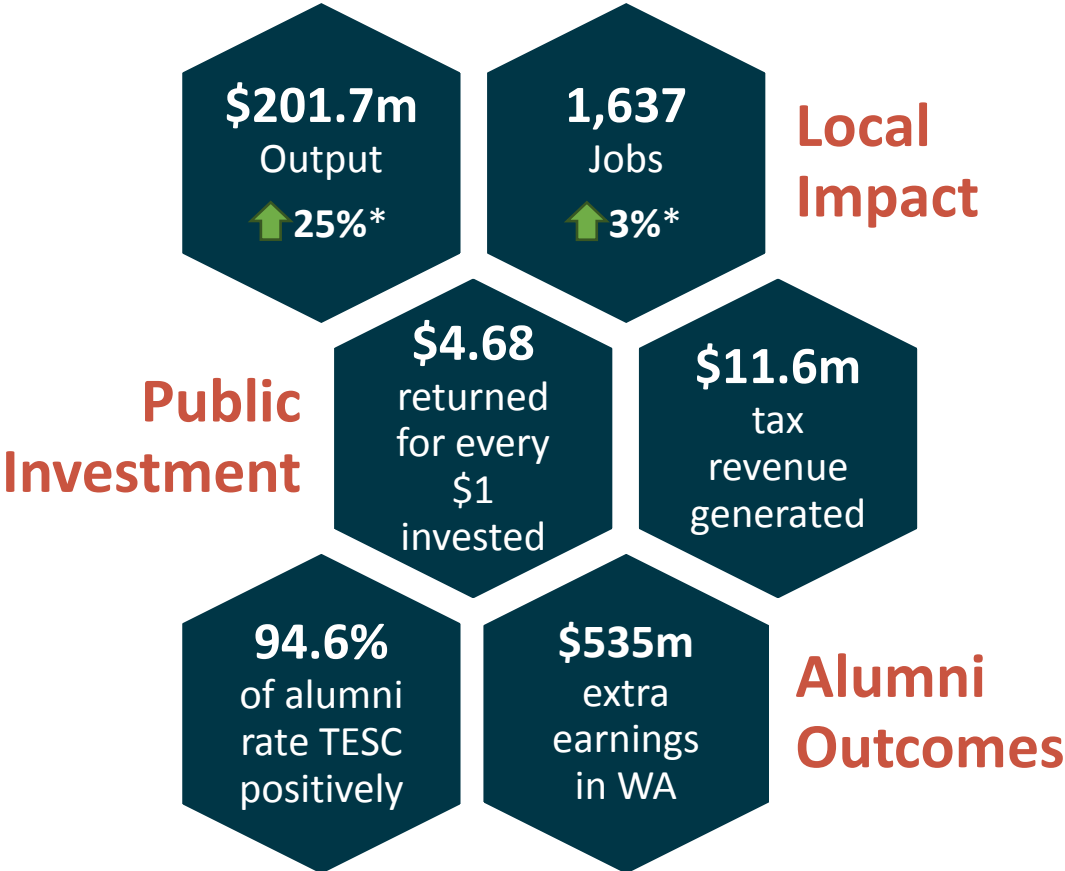
Lastly, a special thanks to the staff at the Thurston Economic Development Council.

“My education at Evergreen was the best thing I ever did.”*

*Quotes scattered throughout this report were provided directly by Evergreen alumni in the Thurston Economic Development Council Alumni Survey, 2018

EXECUTIVE SUMMARY

The Evergreen State College (hereafter referred to as “Evergreen”) recently contracted with the Thurston Economic Development Council to review and update Evergreen’s economic impact study previously conducted in 2012 by ECONorthwest. The following data is representative of the 2016-2017 academic year, which was the most recent year on record at the time of this report. This report assessed economic impacts using the IMPLAN I/O model’s 2016 dataset. The report findings are highlighted below.



*Increases represent a % change from the 2012 impact assessment conducted by ECONorthwest.

TOTAL LOCAL IMPACTS

Evergreen’s total economic contribution to Thurston County is valued at **\$201,793,988** and includes **\$109,478,924 in income and 1,637.25 jobs**. These impacts accrue from local operational and capital spending by Evergreen, local spending by Evergreen’s student body and local spending by visitors that come from out of town to one of Evergreen’s many events hosted in Olympia. When compared with 2012, total economic output has increased approximately 25% and total jobs have increased approximately 3%. These increases are largely attributed to increases in capital spending in 2016 compared with 2012 (approximately \$8 million in 2012 and \$16.7 million in 2016).

Table 1: Total Thurston County Impact, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	997.02	247.21	393.02	1,637.25
Income	\$73,365,881	\$13,936,939	\$22,176,104	\$109,478,924
Output	\$109,822,527	\$38,189,721	\$53,781,740	\$201,793,988
State & Local Taxes	\$5,537,548	\$1,982,252	\$4,163,603	\$11,683,403

Sources: Thurston EDC, The Evergreen State College and IMPLAN

DIRECT IMPACT

Evergreen's *direct impact* is the direct spending and purchasing by Evergreen on payroll, operations and capital expenditures. Also included in direct impact is spending by Evergreen's student body and tourist dollars generated by visitors to Evergreen's campus. **In total, \$109,822,527 in direct spending occurred in Thurston County due to the existence of Evergreen.**

INDIRECT IMPACT

Indirect impacts occur when businesses purchase inputs from other businesses to meet the needs of the direct-impact purchasing. Sometimes called *secondary impacts* or *supply-chain impacts*, indirect impacts demonstrate how money spent as a direct impact can circulate through a local economy multiple times. **The total indirect impact of Evergreen within Thurston County is \$38,189,721 in output, \$13,936,939 in new income and 247.21 new jobs.**

INDUCED IMPACT

Induced impacts are increases in spending by employees of the supply-chain businesses that benefit from direct and indirect purchases. Direct and indirect spending boosts the salaries of employees and proprietors who increase purchasing in their local economy on goods and services like food, healthcare and real estate as their incomes grow. **Induced impacts generated by Evergreen in Thurston County are valued at \$53,781,740 in total economic output, \$22,176,104 in new income and 393.02 new jobs.**

MULTIPLIERS

Multipliers signify the degree to which spending multiplies and circulates within the local economy before it leaks out of the area. The following calculations were done by the Thurston Economic Development Council using the IMPLAN I/O model.

Evergreen's output multiplier is 2.33. That means for every \$100 spent by Evergreen, \$233 in total economic output is added to Thurston County.

Evergreen's income multiplier is 1.72. That means for every \$100 spent by Evergreen on wages, \$172 in total income is added to Thurston County.

Evergreen's employment multiplier is 2.15. That means for every 100 jobs at Evergreen, a total of 215 jobs are added in Thurston County.

Output Multiplier Income Multiplier Employment Multiplier

2.33

1.72

2.15

Source: Thurston EDC calculations. Numbers rounded to two significant digits.

ALUMNI IMPACTS

Spending by Evergreen alumni in Washington supports **3,336.83 jobs throughout Washington**, generates **\$535,627,041 in economic output and contributes an additional \$35,169,524 in state and local taxes.**

RETURN ON PUBLIC INVESTMENT

For every \$1 the state invests in Evergreen, approximately \$4.68 is generated in Thurston County. Public investment in Evergreen generates value for the local economy with **each job created costing the state only \$26,357.73.** **For every \$3.69 spent by the state to fund Evergreen, \$1 is returned to the public in state and local taxes.**

STUDENT OUTCOMES

As part of this report, the Thurston Economic Development Council conducted an electronic survey of Evergreen alumni to measure student outcomes. A total of 2,006 total responses were collected. According to alumni, **96.49% had a positive or very positive experience while attending Evergreen.**

The average reported salary for alumni graduating in 2016 was \$39,057.97 one year after graduation. Approximately **83% of 2016 graduates were currently employed.** Average salary among all Evergreen alumni was **\$60,755.67 and that 62.26% felt their daily work was "very creative".**

The most represented employment sector was "educational services" with 25.63% of all respondents working in that field.

10.67% indicated they were executives or board members at a for-profit business while 16.46% indicated they were executives or board members at a non-profit organization.

"Evergreen gave me an excellent undergraduate education... that degree was pretty much an open ticket to graduate school."

INTRODUCTION

DEFINITIONS

This report was designed to be readable to a wide audience, however some terms used in technical economic analysis might be unfamiliar to readers. In the following section you will find definitions and explanations on the technical terms used throughout this report.

IMPLAN

Short for “Impact Analysis for Planning”, IMPLAN is an input-output modeling software created specifically for assessing economic impacts. IMPLAN was originally created exclusively for use by the U.S. government and has been utilized for more than 30 years of economic planning. It is recognized as a global standard for economic analysis and is trusted by governments, non-profits, educational institutions and the private sector. IMPLAN uses government-verified datasets to calculate economic impact. This is the modeling system used by the Thurston Economic Development Council for this study. This report uses IMPLAN’s 2016 dataset.

DIRECT IMPACT

The direct impact of any organization is equal to the initial “direct” spending by that organization. This might include operational expenses like payroll and supplies or capital expenses like construction projects. For this study the direct impact is the operational and capital spending by The Evergreen State College, student spending (such as school supplies, food and off-campus living accommodations) and direct spending by visitors who attend events hosted by Evergreen.

INDIRECT IMPACT

Indirect impact measures the additional *supply-chain* purchasing that can be attributed to the *direct spending*. Whereas *direct impact* represents the initial spending of an organization, *indirect impact* represents the increase in inputs that businesses must purchase to meet the needs of the organization’s direct spending. For example, if Evergreen purchases services from a company, that company must purchase an additional number of inputs required to operate and meet Evergreen’s purchase request. As such, the indirect impact is often referred to as the *supply-chain impact*.

INDUCED IMPACT

Induced impact measures the increase in *personal consumption* caused by an increase in personal income from direct and indirect spending. Individuals and households purchase an increased number of goods and services such as healthcare, education, food and entertainment in response to increases in their own salary. Induced impact creates additional job growth, primarily in tertiary industries.

TOTAL IMPACT

The total impact is the summation of additional economic activity caused by an organization. *Direct spending + indirect spending + induced spending = total impact*.

MULTIPLIER

The multiplier effect is a ratio of direct spending and the total economic impact. Economic impact with a

value larger than its original spending is said to have a multiplier. Mathematically it is written as *total impact/direct impact*. For example, if the direct impact is equal to \$100 and the total impact is equal to \$150, then the multiplier would be 1.5 (150/100) or \$1.50 in total economic impact for every \$1 in direct spending.

OPERATIONAL SPENDING

Operational spending represents all spending on the *day-to-day* expenses required to keep the doors open. Examples include payroll expenses, marketing, utilities and many others. Operational spending (in conjunction with capital and student spending) are the main elements that make up the *direct impact*.

CAPITAL SPENDING

Capital spending is spending by Evergreen on non-consumable, non-operations related purchasing. Unlike *operational spending*, capital spending is an investment for a future outcome and is not necessarily required in the day-to-day operations of the school. Construction projects, renovations, upgrades and computer equipment are all considered capital spending.

VISITOR SPENDING

Evergreen hosts event attendees from across Washington, and around the world. Conferences, camps and special events attract visitors from many places outside of Thurston County. To help quantify these impacts, Thurston EDC partnered with Experience Olympia & Beyond, the local, state-designated non-profit for promoting tourism in Thurston County.

EVERGREEN PROFILE

Founded in 1967, The Evergreen State College is a small four-year, liberal arts college located in Olympia, WA, between Seattle and Portland. Evergreen is unique because it's the only public liberal arts institution in Washington and one of only a select few across the county.

Evergreen embraces a different model of liberal arts education. Evergreen is known for its team-taught, full-time programs that incorporate multiple fields of study, narrative evaluations instead of single-letter grades, and the ability of students to design their own path to an area of emphasis (major).

Evergreen offers bachelor's degrees in arts, science or both.



Evergreen students study on a thousand-acre campus, which includes forests and beaches. Photo courtesy of Evergreen.

COURSES OFFERED

In the 2017-2018 academic year Evergreen offered 396 part-time and full-time programs. These programs range from two-credit offerings all the way to interdisciplinary 16 credit-programs that can last for up to three quarters. Both night and weekend classes are offered in addition to day classes to help accommodate the schedules of non-traditional college learners.

More than 60 different fields of study are offered for students to choose from to create a unique area of emphasis based on their interest.

In addition to their undergraduate curriculum, Evergreen offers three graduate programs:

- Master of Environmental Studies (MES)
- Master of Public Administration (MPA)
- Master in Teaching (MiT)

MASTER OF ENVIRONMENTAL STUDIES

This two-three year interdisciplinary degree combines natural and social sciences, GIS, public policy, environmental economics, sustainable forestry and more.

MASTER OF PUBLIC ADMINISTRATION

This two-year degree is designed for working professionals looking to build their knowledge in public administration, public policy, non-profit management and tribal governance. Given that Evergreen is located in Washington's capital city of Olympia, the MPA program is an integral part of the region's workforce training.

MASTER IN TEACHING

The master in teaching program is a full-time two-year program built around the central theme of, "*How can public education meet the needs of the diverse peoples who live in our democracy?*" It is one of Evergreen's most admired programs. According to the Thurston Economic Development Council's 2018 Alumni Survey, "educational services" was the largest single employment sector for Evergreen graduates.

"The MiT was 20 years ahead of its time. What is now known as best practice in K-12 education was everything we were taught in 1999-2001."

ECONOMIC IMPACT OF OPERATIONS SPENDING

Operations spending keeps Evergreen functioning. Operational spending includes payroll and benefits for campus staff and the purchasing of goods and services required to run the college. Evergreen's operation budget for the 2016-2017 school year is detailed below in Table 2.

In total, operational spending by Evergreen directly generates 1,282.05 jobs, \$85,659,185 in new income, \$145,027,021 in total economic output and \$8,798,146 in state and local taxes in Thurston County.

In addition to Evergreen's main campus in Olympia, it hosts classes in satellite campuses in Pierce, Grays Harbor and Clallam counties.

Table 2: The Evergreen State College Operations Budget, All Locations, 2017

Operation Category	Total
Jobs	783
Wages	\$49,196,934.24
Benefits	\$15,147,822.00
Goods and Services	\$18,763,846.65
Total Operations Spending	\$83,108,602.89

Sources: The Evergreen State College

When looking at Evergreen’s operational spending by category, the largest is investment in faculty. Evergreen prides itself on its ability to provide students with small classrooms and consistent access to professors and support services. This investment in staff is demonstrated clearly in its operational budget.

Of the total \$83,108,602.89 spent, \$69,844,463.85 was spent in Thurston County including \$6,069,031 in purchasing and \$63,775,432.84 in wages and benefits with the remaining \$13,264,139.04 spread throughout Washington¹.

Table 3 details purchasing on goods and services required for the administration of the college.

Table 3: The Evergreen State College Highest Value Goods and Services Purchased by Location, 2017

Thurston County		Rest of Washington	
\$1,512,801.19	Public Works Contracts	\$9,262,653.98	Public Works Contracts
\$1,028,444.73	Other Contract Services	\$1,549,292.43	Utilities
\$851,141.43	Food	\$542,623.50	Other Supplies
\$686,670.71	Utilities	\$224,283.97	Other Services
\$479,204.48	Other Services	\$207,219.40	Other Contract Services

Sources: The Evergreen State College

¹ Only operational spending occurring within Washington was included in this analysis. Any additional spending outside of Washington was not considered in this impact assessment.

Evergreen’s operational spending is a critical part of the local economy in Thurston and a significant contributor statewide. Table 4 details the full local economic impact of Evergreen’s operational spending.

Table 4: Thurston County Economic Impact from Evergreen Operational Spending, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	762	182.55	337.28	1,282.05
Income	\$64,344,756	\$11,006,743	\$19,756,737	\$85,659,185
Output	\$69,844,464	\$29,518,863	\$45,663,694	\$145,027,021
State & Local Taxes	\$3,823,755	\$1,412,717	\$3,561,674	\$8,798,146

Sources: Thurston EDC, The Evergreen State College and IMPLAN.

ECONOMIC IMPACT OF CAPITAL SPENDING

Evergreen spent more than \$16 million in capital projects between June 2016 and June 2017. These projects include renovations, new construction, maintenance and improvements. This new spending was concentrated exclusively at the Olympia campus located within Thurston County.

These capital investments are critical components to providing a quality education to the attending student body and are important economic contributors to the local economy. Capital impacts, unlike impacts generated by operations, are one-time events and are not sustained year to year without new capital investments. The following are some of the largest capital investments made by Evergreen during the 2016-2017 school year.

Table 5: Evergreen High Value Capital Projects, 2017

Project	Cost
Lecture Hall Remodel	\$8,865,346
Lab I Basement Renovation	\$1,347,197
Flood Remediation and Repair	\$836,324
Brick Paver Renovation	\$645,066

Source: The Evergreen State College



Purce Hall, a new lecture hall renovation on Evergreen’s Olympia campus. Courtesy of Evergreen.

Between June of 2016 and June of 2017, **Evergreen’s capital spending generated a total of 147.30 new jobs, \$7,831,201 in new income, \$24,177,541 in new economic output and \$951,187 in new state and local taxes.**

Table 6: Thurston County Economic Impact from Evergreen Capital Spending, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	95.21	21.50	30.59	147.30
Income	\$5,336,134	\$1,176,511	\$1,318,556	\$7,831,201
Output	\$16,706,990	\$3,287,530	\$4,183,021	\$24,177,541
State & Local Taxes	\$319,161	\$303,930	\$328,096	\$951,187

Sources: Thurston EDC, The Evergreen State College and IMPLAN.

“I gained the self-confidence and skills to turn my life around. As single mother of three children, I had been on and off of welfare. Now I am a home owner and tax-payer.”

ECONOMIC IMPACT OF VISITOR SPENDING

When not being used by students, Evergreen facilities are used to host a variety of events for people from all over the world. These events facilitate additional spending in the local economy by the tourists who attend them. Table 7 lists a few of the most-attended events hosted at Evergreen in 2017.

In Thurston County, visitors attending events and conferences put on by Evergreen generated an **additional 14.88 jobs, \$541,309 in new income, \$2,044,808 in total economic output and \$123,335 in state and local taxes.** The economic impact of **graduation located in Pierce County created 3.98 new jobs, \$120,151 in new income, \$371,057 in total economic output and \$43,468 in local and state taxes.**

Table 7: Most-Attended Events by Visitor Count, 2017

Event	Attendees
Strings Festival	1,500
Football Camps	1,691
Knowledge Bowl	500
The Green Party	250

Source: The Evergreen State College

In total, more than 5,000 visitors attended events at Evergreen in 2017. These events encourage visitor spending in transportation, lodging, food & beverage, retail sales, recreation and more. To help assess the net economic impacts of these visitors, the Thurston Economic Development Council enlisted the help of the local Destination Marketing Organization (DMO), “Experience Olympia & Beyond”, the state-designated nonprofit tasked with promoting and assessing tourism in Thurston County. The direct economic impact assessment provided by Experience Olympia & Beyond was then modeled in IMPLAN to calculate the full supply-chain impact and shown below in Table 8.

Table 8: Thurston County Economic Impact of Visitor Spending, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	5.75	0.67	0.9	7.32
Income	\$160,125	\$31,673	\$38,734	\$230,532
Output	\$352,537	\$90,500	\$565,839	\$1,008,876
State & Local Taxes	\$27,851	\$4,513	\$9,612	\$41,976

Sources: Thurston EDC, The Evergreen State College and IMPLAN

Foreign students studying English in an immersion environment are also significant contributors to visitor spending in Thurston County. These “Education First” students come to Thurston County through a variety of arrangements.

While these Education First students are not enrolled at Evergreen, they do study at the Evergreen campus. These students stay in Thurston County between two and 52 weeks. Some of these students live in dorms at Evergreen, some live with a host-family and some pay for market-rate housing (Table 9).

Table 9: Education First Students by Housing Type, 2017

Housing	Students	Average Stay Length	Years Conversion
Host Family	208	134.82 days each	76.83 total years
Private Housing	41	65.90 days each	7.40 total years
Evergreen Campus	542	47.28 days each	70.21 total years

Sources: Thurston EDC, The Evergreen State College and IMPLAN

This conversion allows for an impact assessment to approximate the yearly impact of these students using the known costs associated with attending Evergreen. These estimated costs (shown in Table 10) are provided by Evergreen’s Financial Aid Office and have been converted from a nine-month cost schedule to a full year.

Table 10: Estimated Yearly Costs to Evergreen Students (adjusted for Education First Students), 2017

Type	Cost
Tuition	-
Books and Supplies	-
Room and board	\$14,182.50
Transportation	\$1,462.50
Personal Expenses	\$2,662.50
Total	\$18,307.50

Source: The Evergreen State College, Financial Aid Office with adjustment by Thurston EDC

Using the information provided in Tables 9 and 10, a full economic impact assessment was conducted on spending within these categories. The full economic impact of Education First students is presented below in Table 11 below. Table 12 shows the combined impacts of event visitor spending and spending by Education First students.

Table 11: Thurston County Economic Impact of Education First Spending, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	5.06	1.29	1.21	7.56
Income	\$202,402	\$56,116	\$52,259	\$310,777
Output	\$694,878	\$175,334	\$165,720	\$1,035,932
State & Local Taxes	\$59,815	\$8,562	\$12,982	\$81,359

Sources: Thurston EDC, The Evergreen State College and IMPLAN

Table 12: Thurston County Economic Impact of Visitor Spending Combined, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	10.81	1.96	2.11	14.88
Income	\$362,527	\$87,789	\$90,993	\$541,309
Output	\$1,047,415	\$265,834	\$731,559	\$2,044,808
State & Local Taxes	\$87,666	\$13,075	\$22,594	\$123,335

Sources: Thurston EDC, The Evergreen State College and IMPLAN

In 2017, Evergreen’s graduation ceremony moved from its traditional location on the main campus in Olympia, WA to Cheney Stadium in Tacoma, WA. That year, graduation impacts that typically occur in Thurston County were generated in Pierce County instead.

Using data provided by The Evergreen State College, it was determined that 644 students walked for graduation in Pierce County and brought along with them 3,551 guests. Of those, approximately 59 students and 325 guests were from Pierce County. (Spending from individuals originating in Pierce County was not included in this impact assessment as their spending would have accrued in Pierce County regardless of the existence of Evergreen’s graduation ceremony.)

According to data provided by the Pierce County Economic Development Department, individuals visiting Pierce County spend approximately \$120 per day in activities. The full breakdown is included in Table 13 and the full economic impact assessment of graduation in Table 14.

Table 13: Daily Visitor Spending Profile, Pierce County, 2017

Impact Type	Direct
Food & Beverage	\$32
Lodging and Accommodations	\$30
Shopping	\$17
Recreation and Entertainment	\$16
Car Rentals	\$12
Gasoline	\$10
General Merchandise	\$3

Source: Pierce County Visitor Profile Report (Feb 2017)

Table 14: Pierce County Economic Impact of Graduation Visitors, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	3.15	0.41	0.43	3.98
Income	\$81,517	\$18,634	\$20,000	\$120,151
Output	\$254,956	\$57,158	\$58,944	\$371,057
State & Local Taxes	\$35,862	\$3,224	\$4,382	\$43,468

Sources: Pierce County Visitor Profile Report (Feb 2017), Thurston EDC, The Evergreen State College and IMPLAN

ECONOMIC IMPACT OF STUDENT SPENDING

Evergreen student spending plays an important role in the Thurston County economy. In total, **193 jobs are created through spending by Evergreen students. That spending generates \$5,988,684 in new income and \$30,402,190 in total output. All of this new economic output results in \$1,807,893 worth of new taxes revenues.**

Outside of Thurston County, student spending at Evergreen's satellite campuses in Tacoma, Grays Harbor and the Kitsap Peninsula generated an additional impact. Students from these campuses bring the total impact for student spending in Washington to **196.73 jobs, \$6,093,838 in new income, \$30,957,782.00 in total output and an additional \$1,842,605 in tax revenues.**

MEASURING NET IMPACTS

This analysis was done at two levels, once for Thurston County and again for the state of Washington. This analysis, importantly, measures net and not gross impacts from student spending. To do this, only spending from students originating from outside the region of analysis was considered. For example, to measure economic impact in Thurston County, only students originating from a county in Washington other than Thurston County or from out of state were considered. This sorts out potential spending that would have occurred in Thurston County regardless of the existence of Evergreen. This process was repeated for each county and summed to generate a total Washington impact.

An important assumption made in this analysis is that these schools are not substitutes for each other and have no direct in-region substitutes. The program offerings at each campus are all each individual and unique to their specific regions and are not directly substitutable for each other. Thus it was not deemed appropriate to consider a student spending money in Grays Harbor, as a substitute option for attending Evergreen's main campus in Olympia.

While there are other four-year degree institutions in both Thurston and Pierce counties that could be considered potential substitutes for Evergreen, it was determined that due to Evergreen's unique class structure, grading structure and course offerings that those other four-year institutions are not considered direct substitutes.

For example, a class offered at the Tacoma campus, "Global/Local Realities and Alternative Visions," is taught by a team of faculty and touches on interdisciplinary topics like biology, government, health, history, law, public policy, literature, mathematics, political economy, sociology, visual arts and writing. There is no similar class structure in Pierce County that acts as a direct substitute for this style of learning.

In Thurston County, Evergreen is the only four-year public institution available to students. So while St. Martin's University is an additional option for students in Thurston County, it is a private, religious institution with a very different class structure and teaching style. For these reasons it is not considered a direct substitute for Evergreen.

Table 15: Estimated yearly costs to Evergreen students

Type	Cost
Tuition	\$6,810
Books and Supplies	\$870
Room and Board	\$11,346
Transportation	\$1,170
Personal Expenses	\$2,130
Total	\$22,326

Source: The Evergreen State College, Financial Aid Office

According to The Evergreen State College Financial Aid Office, a typical student will spend \$22,326 a year to attend Evergreen. The largest of these expenses is “room and board” which alone costs students \$11,346 per year. However, not all of these costs contribute to economic impact. Tuition is paid directly to Evergreen and is reabsorbed as part of its operations budget and spent accordingly. As such, student spending on tuition has no direct economic impact until spent later through operations.

Approximately two-thirds of spending on books and supplies occurs at the Evergreen Olympia Campus bookstore. As such, the final spending values for books and supplies were adjusted downward to represent only the 33% of spending that occurs as market activity.

Similarly, students who live in campus dorms are not engaged in the real estate market and do not contribute to economic impact. Evergreen estimates approximately 24% of students live in campus dorms. Consequently, the impacts for student spending on housing were adjusted to 76% of their original value. These impacts were adjusted only within Thurston County, as the dormitory and bookstore are localized to the main Olympia campus and not featured at any of Evergreen’s satellite campuses. The following impact values are all post-adjustment.

“...every program I took, whether tangential to my area of emphasis or not, was inevitably valuable in some synergistic way larger than the program itself. It all had a lasting impact!”

STUDENT-SPENDING IMPACTS IN THURSTON COUNTY

Table 16: Number of Students by Origin, Olympia Campus

Student Origin	Number of Students
From Thurston County	1,160
Out of Thurston County (in WA)	1,737
Out of State	839
Total Olympia Campus	3,736

Source: The Evergreen State College, Institutional Research and Assessment

“I was a disabled Iraq war veteran. Evergreen's environment was understanding and healing. I could customize my studies to work at my own pace.”

Table 17: Economic Impact from Evergreen Student Spending in Thurston County

Impact Type	Direct	Indirect	Induced	Total
Jobs	129	41	23	193
Income	\$3,322,464	\$1,657,999	\$1,008,221	\$5,988,684
Output	\$22,113,391	\$5,090,396	\$3,198,403	\$30,402,190
State & Local Taxes	\$1,305,749	\$251,302	\$250,842	\$1,807,893

Sources: Thurston EDC and IMPLAN.

Table 18: Economic Impact from Evergreen Student Spending in Washington State

Impact Type	Direct	Indirect	Induced	Total
Jobs	131.58	41.78	23.37	196.73
Income	\$3,379,665	\$1,688,977	\$1,025,196	\$6,093,838
Output	\$22,522,790	\$5,185,571	\$3,249,421	\$30,957,782
3.State & Local Taxes	\$1,331,635	\$256,250	\$254,720	\$1,842,605

Sources: Thurston EDC and IMPLAN.

VOLUNTEERISM BY EVERGREEN STUDENTS & ALUMNI

Evergreen prides itself on its commitment to social justice and community development. Many of Evergreen’s classes are specifically focused around service, community engagement and social betterment. It is then not surprising that students at Evergreen would take volunteer work and community service seriously.

“When I asked about the curriculum and the structure of the learning in her class and at Evergreen, she asked, ‘What do you want to learn? I didn't understand. The concept of what do I want to learn was never asked of me before. I was blank and could only ask, ‘What do you mean?’ This question did not compute in my brain. Once I joined the class and began my learning at Evergreen, I understood.”

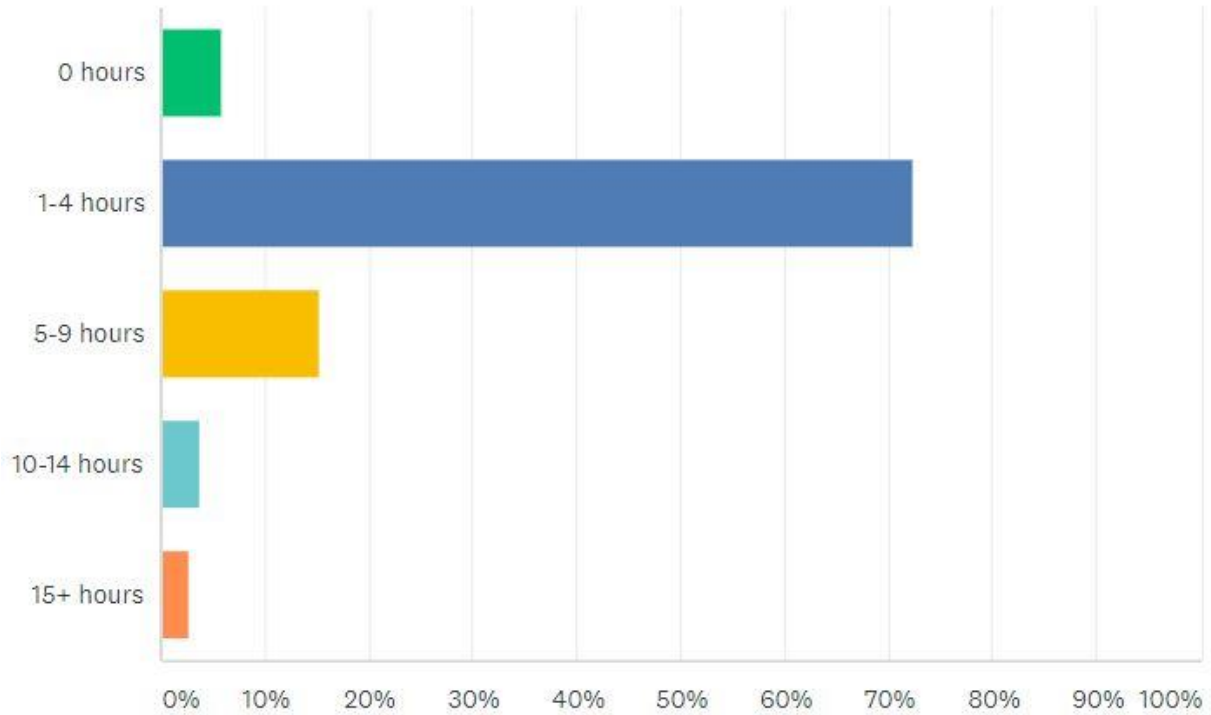


An Evergreen student club, “The Conservation Corps,” dedicates itself to the preservation and maintenance of Evergreen’s thousand-acre forests by picking up trash and updating trails. Photo courtesy of Evergreen.

Thurston EDC’s Evergreen Alumni Survey indicated that **94.08% of 1,251 respondents engaged in at least 1-4 hours of community service per week**. This speaks to the service-oriented nature that Evergreen instills in the student body.

“As a [United States Air Force] vet in ‘75... Evergreen was a safe place to let my soul heal... loved it.”

Table 19: Weekly hours volunteered by Evergreen Alumni (1,251 responses)



Source: Thurston EDC Evergreen Alumni Survey 2018

PEACE CORPS 2018 VOLUNTEERISM

On February 21st, 2018, The Peace Corps announced that **The Evergreen State College was ranked fourth** in producing Peace Corps volunteers among all small colleges and universities in the United States. Small colleges and universities in this category are defined as having less than 5,000 students enrolled. In total, 252 Evergreen alumni have served in the Peace Corps since its creation in 1961.

VOLUNTEERISM ECONOMIC IMPACT IN THURSTON COUNTY

According to detailed records kept by Evergreen, **223 students participated in 4,954 hours of volunteerism and social service in 2017**. These volunteer activities include but are not limited to:

- United Way of Thurston’s Day of Caring
- AmeriCorps youth mentorship programs
- Wa He Lut Indian School (k-8)
- Gateways juvenile incarceration mentorship
- Thurston Food Bank

Volunteerism and service learning represent an opportunity for students to apply classroom theory to the real world, while actively making a clear and present impact on the issues students care about. Beyond this, volunteerism has a very real economic impact on the community at large.

Evergreen’s Center for Community Based Learning and Action estimates that untracked volunteerism within student groups, classes and internship programs accounts for approximately twice the recorded number of hours. For the purposes of this impact analysis, only the tracked volunteerism is considered and not the campus-wide estimates. However, due to the culture of social and civic service fostered at Evergreen, Thurston EDC believes the following is a conservative analysis of the full impact of volunteerism by the Evergreen student body.

In 2017, according to independentsector.org, one hour of non-management, non-agricultural volunteerism within the State of Washington was valued at \$30.04. Using this metric, the total compensation value of volunteer work provided by the Evergreen student body was \$148,818, a direct cost savings for nonprofits and civic organizations throughout Thurston County.

However, according to JobsEQ, a product of Chmura Economics & Analytics, the average wage in Thurston County is \$48,600 for all occupations and, as such, the \$30.04 hourly rate has been judged by Thurston EDC to be too high for our region. Instead, the hourly value of volunteer work by Evergreen students was assumed to be the minimum wage, or \$11.50. Though the true labor market value of this work is likely much higher, in the professional opinion of Thurston EDC the \$11.50 wage value represents a more accurate, albeit conservative, metric. **The total compensation value of volunteer work provided by Evergreen is conservatively calculated at \$56,971.**

“By pushing me to be self-driven, Evergreen allowed me to produce work that was above and beyond anything I could have done in a more traditional setting. The faculty at Evergreen are some of the most dedicated and engaged of any teachers I have ever encountered. This cannot be overvalued.”

Using the IMPLAN model, this \$56,971 in deferred employee compensation is associated with \$110,837.94 in total economic output.

This additional \$110,837.94 in direct output, like other forms of economic activity, circulates through the regional supply-chain, increasing the total effects. Given that this output was generated by volunteers, there is no direct income or direct employment created by these activities.

In total, volunteerism by Evergreen students in Thurston County is responsible for \$142,428 in economic output, 0.24 new jobs, \$9,494 in additional income and \$2,842 in state and local taxes.

Table 20: Thurston County Economic Impact from Evergreen Student Volunteerism, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	0.00	0.20	0.04	0.24
Income	0	\$7,897	\$1,597	\$9,494
Output	\$110,267	\$27,098	\$5,063	\$142,428
State & Local Taxes	\$1,217	\$1,228	\$397	\$2,842

Sources: Thurston EDC, The Evergreen State College Center for Community Based Learning and IMPLAN.

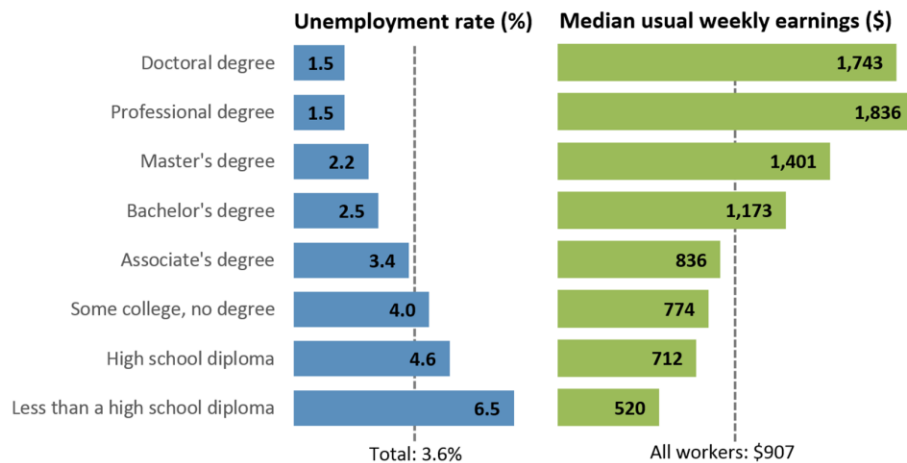
APPENDIX: ALUMNI IMPACTS

Evergreen has issued 45,196 degrees since it opened its doors to students in 1971. According to The Evergreen Alumni Survey conducted in 2018 by The Thurston Economic Development Council, employed alumni respondents indicated their average compensation was worth approximately \$60,755.67 each year.

According to an Evergreen Office of Institutional Research survey, a minimum of 47% of Evergreen graduates remained in Washington and according to the Thurston EDC Alumni Survey 2018, 84.77% were currently employed. Using these numbers to adjust for employment status and in-state residency, approximately 19,330 Evergreen graduates are actively working throughout Washington.

The link between graduating college and higher earnings is well established, and Evergreen graduates are no different. According to information provided by the U.S. Bureau of Labor Statistics, an average worker with a high-school education earns approximately \$37,024 a year. As previously mentioned, an average Evergreen graduate earns an estimated \$60,755.67 per year. The net salary contribution by Evergreen to its alumni, on average, is estimated at \$23,731.67.

Unemployment rates and earnings by educational attainment, 2017



Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.
Source: U.S. Bureau of Labor Statistics, Current Population Survey.

There was not enough data or information on alumni earnings to definitively calculate the impact of Evergreen alumni, but this estimate can provide a useful marker to understand the degree of impact that is likely. As such, these impacts are not included in the total impacts calculation, but do represent very real contributions by Evergreen graduates.

Evergreen alumni earnings generate an additional \$535,627,041 in total economic output for Washington, including \$173,603,878 in new income, sustaining 3,336.83 jobs and creating \$35,169,524 in state and local taxes.

Table 21: Economic Impact of Net Alumni Earnings, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	2,019.18	617.32	700.33	3,336.83
Income	\$100,487,192	\$65,910,371	\$66,306,102	\$173,603,878
Output	\$310,363,783	\$114,888,921	\$535,627,041	\$535,627,041
State & Local Taxes	\$22,859,860	\$4,964,488	\$7,344,176	\$35,169,524

Sources: Thurston EDC, The Evergreen State College and IMPLAN.

RETURN ON PUBLIC INVESTMENT

Central to the question of economic viability is the return on public investment for The Evergreen State College. Though not all benefits are captured in an economic impact analysis (many social goods are often obfuscated by seeing public investment solely through the lens of economic impact), there are three main metrics to consider. Total cost for output, cost per job and cost per dollar of taxes returned.

Table 22: State Appropriation Totals, 2017

State Appropriation	
General Fund	\$23,664,500
Education Legacy Fund	\$2,725,000
Capital Fund	\$16,764,693.34
Total State Appropriation	\$43,154,193.34

Source: The Evergreen State College

\$4.68 returned to local economy for every \$1 in state investment

\$26,357.73 cost per job created

\$3.69 invested for every \$1 generated in new state and local taxes.

The state invested \$43,154,193.34 in Evergreen and as a result generated \$201,793,988 in economic output. **For every \$1 the state invested in Evergreen an additional \$4.68 was generated in the local economy.** This investment also facilitated the creation of 1,637.25 new full-time jobs in the local

economy at a cost of \$26,357.73 per job. \$11,683,403 in new state and local taxes was generated through activities attributed to Evergreen representing a return of \$1 to the public in state and local taxes for every \$3.69 invested by the state.

WASHINGTON STATE NET IMPACTS

One of the most important aspects of an impact analysis is to make sure only the **net** impacts of an organization or institution are measured. To establish net impacts we must organize our analysis around the question, “What impacts would no longer occur should the organization not exist?” In Thurston County, without the existence of Evergreen, it is likely that none of the impacts associated with Evergreen would have occurred as there are no substitute public four-year institution of similar cost or structure within the region.

Statewide, however, this is different and it is likely that if Evergreen did not exist, many of its students would find education at a similar public, four-year institution within Washington. To adjust for the net impacts of Evergreen on Washington's economy, this report uses the adjustment factor of 40.1% which was developed by ECONorthwest’s 2012 “*Impacts of The Evergreen State College.*” Below is a summary of their methodology from page 9 of the report:

“While Evergreen draws about 23% of its entering students from out of state. 40.1% of students indicated that they applied to another college outside of Washington...at least a portion of Washington residents that applied to both Evergreen and a college out of state would likely have left the state but for the availability of Evergreen as a college option...”

In the professional opinion of the Thurston Economic Development Council, the 40.1% adjustment factor is a reasonable and conservative metric for calculating net Washington State impacts.

The Evergreen State College is a substantial **net** contributor to Washington's economy with **698.48 total jobs added, \$109,162,930.81 in new income created, \$96,951,985.85 in total economic output and \$12,465,611.81 in new state and local tax revenue.**

Table 23: Washington State GROSS Economic Impacts, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	1,023.75	285.18	454.54	1,741.84
Income	\$73,142,082.81	\$13,898,772.81	\$22,122,096.81	\$109,162,930.81
Output	\$122,703,616.81	\$50,885,376.81	\$68,186,554.81	\$241,775,526
State & Local Taxes	\$5,492,903.81	\$2,361,281.81	\$4,611,447.81	\$12,465,611.81

Sources: Thurston EDC, The Evergreen State College and IMPLAN.

Table 24: Washington State NET Economic Impacts, 2017

Impact Type	Direct	Indirect	Induced	Total
Jobs	410.52	114.36	182.27	698.48
Income	\$29,329,975.21	\$5,573,407.90	\$8,870,960.82	\$43,774,335.25
Output	\$49,204,150.34	\$20,405,036.10	\$27,342,808.48	\$96,951,985.85
State & Local Taxes	\$2,202,654.43	\$946,874.01	\$1,849,190.57	\$4,998,710.34

Sources: Thurston EDC, The Evergreen State College and IMPLAN.

CONCLUSION

In total, Evergreen is a major contributor to the local and state economy. It is responsible for the creation of 1,637 jobs and more than \$201 million in total economic impact in Thurston County. Even when adjusting for net impacts it has a significant impact on the state's economy at 698 jobs and nearly \$97million in total economic output. Evergreen represents an efficient return on investment for the state, generating \$4.68 in economic activity for every \$1 invested into it.

The economic impact associated with Evergreen’s existence is an important aspect of its value. Colleges and universities are charged with increasing economic opportunity for their students and to support the creation of a vibrant workforce that can meet the needs of the local region. Much has been written about the jobs created and economic output created by Evergreen, but when reading the responses sent in by Evergreen alumni in the Alumni Survey, it becomes clear that Evergreen alumni have a deep, resonating and personal connection with the institution.

The alumni survey responses describe the importance of the institution in their development as thinking and caring members of their communities. They mention the care and support that faculty showed them as students and the lasting impact that the institution had on them. Nearly everyone seems to have been deeply changed by their experience in the Evergreen learning community. A few of these alumni responses are scattered throughout this report and in the opinion of the Thurston Economic Development Council, represent an intangible, but deeply important social benefit that Evergreen provides its student body and region.

APPENDIX: ALUMNI SURVEY

An important part of understanding the impact that The Evergreen State College has on its community is to understand the outcomes of the alumni the institution produces. To do this, Thurston Economic Development Council partnered with Evergreen's Office of College Advancement. The function of the Office of College Advancement is, in part, to facilitate alumni programs and to cultivate lifelong relationships between Evergreen as an institution and its alumni. As such, they represent a great avenue to reach alumni.

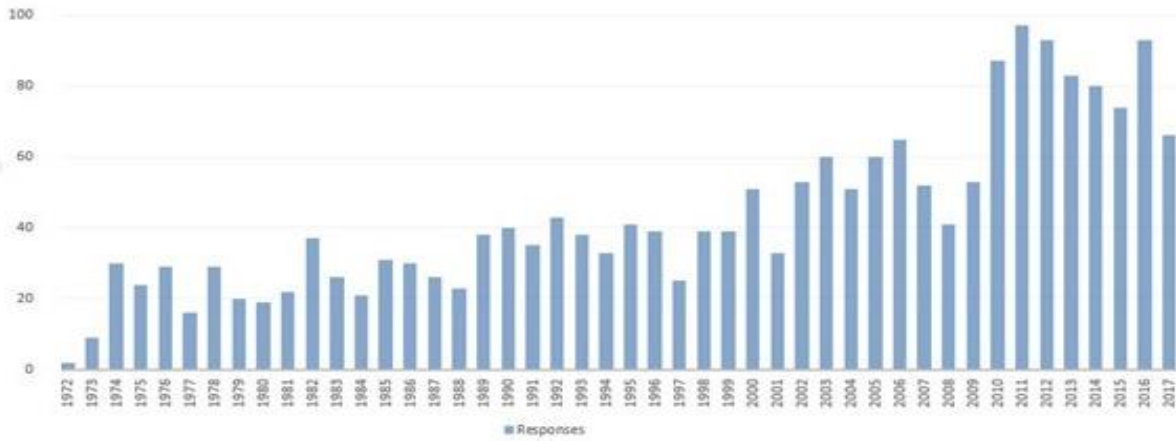
With their support, Thurston EDC successfully surveyed 2,003 individual alumni respondents during February and March of 2018. Respondents answered questions on the following topics:

- Experience at Evergreen
- Attending graduate school
- Employment and economic outcomes
- Leadership in business and non-profits
- Volunteerism

Q1 - What year did you graduate from The Evergreen State College? (1,998 responses)

In the opening question to the survey, respondents identified themselves by the year in which they graduated from Evergreen.

Table 25: Evergreen alumni survey respondent by graduation year



Graduation Year	Percent of Total	Responses
2011	4.85%	97
2012	4.65%	93
2016	4.65%	93
2010	4.35%	87
2013	4.15%	83
2014	4.00%	80
2015	3.70%	74
2017	3.30%	66
2006	3.25%	65
2005	3.00%	60

Q2 – What was your area of emphasis? (1,999 responses)

One of Evergreen’s unique selling points is the freedom given to students to build their own degree programs as they see fit. At Evergreen, students are encouraged to follow their interests and mix and match classes to build an educational experience around a theme. This theme is known as an “area of emphasis.” Evergreen students are unique in this sense in that they are self-directed in their educational goals.

Due to Evergreen’s unique, student-driven structure, students are allowed to choose the language of their majors that most accurately represents the degree program that they design. As such, the responses that came back from alumni represent a wide range of language, even for similar degree programs. It was then decided that a word cloud would be the best way to represent the kinds of degree programs that Evergreen students pursue. Below is a word cloud of the most common areas of emphasis mentioned by respondents. Larger lettering indicates more common responses and smaller lettering indicates less common (but still often mentioned) responses.

Ecology Cultural Anthropology Humanities Natural Sciences
 Political Economy Community Development Business Creative Writing
 Biology Communications Education Public Administration
 Arts Social Sciences Studies Media Psychology
 Chemistry History Social Work Environmental Science
 Master in Teaching Political Science Marine Science Literature
 Computer Science

NOTE: The terms “arts” and “studies” are overrepresented in the word cloud due to the prolific nature in which those terms are used in differing degree programs. For example, “arts” is part of liberal arts, performing arts, fine arts and arts history. Studies is similar. It is included in many different degree programs like urban studies, environmental studies, international studies and others.

Q3 – In what ways did The Evergreen State College prepare you for the work you are currently doing? (1,536 responses)

This question was intentionally designed to be an open platform for alumni to express, in their own words, the importance of the professional skills and values that Evergreen instilled in them as students. alumni cited a variety of important skills, but consistent themes were seen throughout most of the responses. The most commonly cited themes included:

- Critical thinking
- Communication
- Collaboration and group work
- Nurturing imagination and thinking “outside the box”
- Lifelong learning
- Seeing their work in an interdisciplinary way
- Courage and confidence

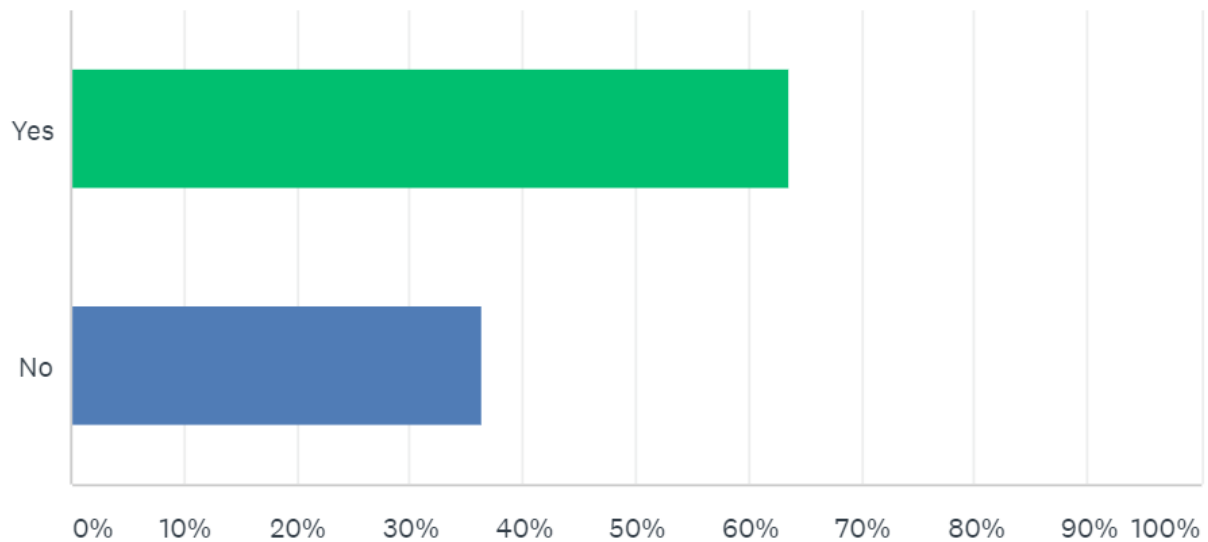
Q4 – Please rate your overall experience at Evergreen. (1,964 responses)

Respondents were asked to rate their overall impression of their experience at Evergreen. **3.51% (69) indicated they had a poor or mostly poor experience while 96.49% (1,895) indicated they had a mostly or very positive experience.**

I had a very positive experience	I had a mostly positive experience	I had a mostly negative experience	I had a poor experience
61.15% (1,201)	35.34% (694)	2.19% (43)	1.32% (26)

Q5 – Did you seek additional education after graduating The Evergreen State College? (1,989 responses)

Among the 1,989 respondents who were asked if they sought out additional education after Evergreen, 63.5% indicated they did seek additionally education and 36.50% did not.



Q6 - Which graduate school did you attend? (1,182 responses)

Of the 1,989 alumni that indicated they had attended graduate school after graduating from Evergreen, the most common school attended for graduate school was one of Evergreen’s own graduate programs with 11.93% (141). The next most common school was the University of Washington at 9.98% (118).

Graduate School	Percent of Total
The Evergreen State College	11.93% (141)
University of Washington	9.98% (118)
Seattle University	3.64% (43)
Antioch University	2.45% (29)
University of Oregon	2.20% (26)

Q7 – What subject did you study in graduate school? (1,174 responses)

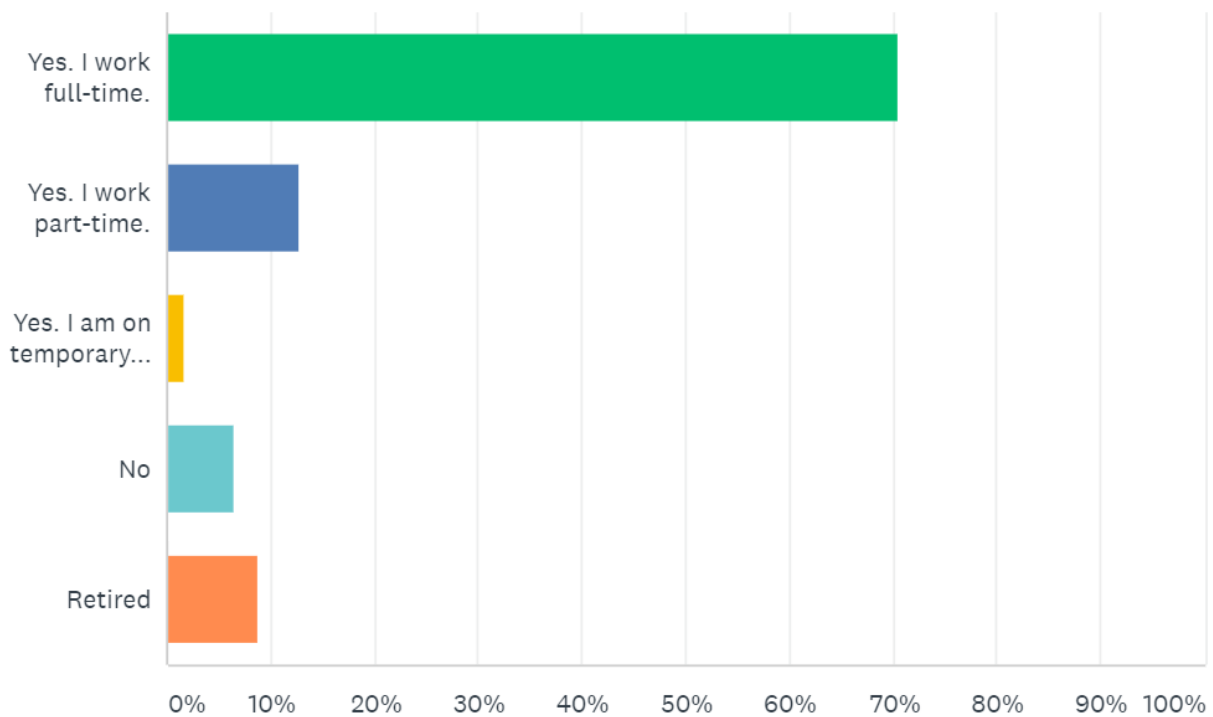
Of the 1,989 respondents who indicated they attended graduate school, 1,174 provided to us the subject in which they attended graduate school for. Due to the variety of responses, the answers are best visualized using a word cloud.



Evergreen graduates go on to pursue a wide range of studies, but most commonly in education and teaching. **16.1% of Evergreen students pursuing graduate degrees did so to study education or teaching.** The next largest graduate program attended by Evergreen graduates was **law at 4.60% and psychology at 4.51%.**

Q8 – Are you currently employed? (1,957 responses)

Potentially the most critical outcome of a college education is the ability to generate new employment opportunities for graduates. 1,957 Evergreen graduates shared their current employment status in our survey. **84.77% reported that they were employed full-time, part-time or currently on temporary leave.** **6.49% indicated they were currently unemployed.**



Are you currently employed?**Percent of Total**

Yes, I work full-time	70.41% (1,387)
Yes, I work part-time	12.67% (248)
Yes, I am on temporary leave	1.69% (33)
I am retired	8.74% (171)
No, I am unemployed	6.49% (127)

Q9 – What is your yearly pay range? (1,587 responses)*

Evergreen alumni report a variety of yearly wage compensation. Given that this survey was open to all alumni, the respondents represent a large spectrum of work experience. **The single largest wage bracket represented was \$40,000 – 49,999 with 13.42% followed closely by \$50,000 – \$59,999 at 13.11% and greater than \$110,000 at 12.48%.**

Salary Range	Percent of Total
\$0 – \$9,999	3.02% (48)
\$10,000 - \$19,999	6.43% (102)
\$20,000 - \$29,999	8.07% (128)
\$30,000 – 39,999	9.64% (153)
\$40,000 - \$49,999	13.42% (213)
\$50,000 - \$59,999	13.11% (208)
\$60,000 - \$69,999	10.08% (160)
\$70,000 - \$79,999	8.07% (128)
\$80,000 - \$89,999	6.55% (104)
\$90,000 - \$99,999	4.98% (79)
\$100,000 - \$109,999	4.16% (66)
\$110,000 or more	12.48% (198)

*This question was asked only to individuals who indicated they were employed in question 9.

Q10 – What industry does your job employ you in? (1,614 responses)

Respondents who indicated they were employed detailed which industry sector they were employed in. **25.59%** indicated they worked in education, **13.26%** indicated they provided professional, scientific or technical services and **9.48%** in non-profit services.

Industry	Percent of Total
Education	25.59% (413)
Professional, Scientific, and Technical Services	13.26% (214)
Non-Profit	9.48% (153)
Public Administration	7.37% (119)
Other Services (except Public Administration)	7.06% (114)
Arts, Entertainment, and Recreation	6.51% (105)
Agriculture, Forestry, Fishing and Hunting	3.35% (54)
Information	3.28% (53)
Accommodation and Food Services	2.29% (32)
Construction	1.98% (32)
Finance and Insurance	1.67% (27)
Management of Companies and Enterprises	1.61% (26)

Q11 – Please rate how creative (including problem solving) you are in your day-to-day work. (1,627 responses)

91.95% of respondents indicated that their day-to-day work was moderately or very creative work.

How creative are you in your day-to-day work?

Very Creative	Moderately	A little creative	Not Creative	Unsure
62.26% (1,013)	29.69% (483)	5.96% (97)	1.66% (27)	0.43% (7)

Q12 – Are you an executive or a board member of a for-profit business? (1,930 responses)

10.67% of 1,930 respondents indicated they serve as an executive or a board member for a for-profit business. This demonstrates the entrepreneurial environment fostered at Evergreen.

Are you an executive or a board member of a for-profit business?

Yes	10.67% (206)
No	89.33% (1,724)

Q13 – Are you an executive or a board member of a nonprofit organization? (1,913 responses)

16.41% of 1,913 alumni respondents indicated they serve as an executive or a board member for a nonprofit organization.

Are you an executive or a board member of a nonprofit organization?

Yes	16.41% (314)
No	83.59% (1,599)

Q14 – Approximately how many hours per week do you commit to volunteer activities? (1,252 responses)

Of the 1,252 respondents that answered, 94.09% indicated they volunteered at least 1-4 hours every work for community or charitable organizations.

Do you spend any of your free time volunteering for community or charitable organizations?

0 hours	5.91% (74)
1 – 4 hours	72.28% (905)
5 – 9 hours	15.26% (191)
10 – 14 hours	3.83% (48)
15+ hours	2.72% (34)