



# Strategic Resource Allocation University Services Task Force Report

**December 6, 2023**

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# 1. Introduction

Institutions of public higher education face increasing challenges as they must meet the ever-changing demands of a society that has grown less willing to invest in its future. Dwindling public support, particularly during an era of unprecedented technological expansion and globalization, means that what were once well accepted, even respected, ideals are no longer considered sufficient reasons for investing in public higher education.

As a consequence, institutions, particularly regional, comprehensive institutions like Eastern Washington University (EWU), increasingly find themselves in the midst of budget crises that drive critical decisions and planning processes. It is within this context that the process of academic program prioritization was developed. The objective of this process is to find the proper balance in allocating resources among programs deemed essential to achieving the mission and strategic goals of the institution. It is our hope that the work represented by this report will contribute to a strategic planning process that achieves such a balance and results in a more distinctive and sustainable EWU. This report represents the best-faith assessments conducted by the members of the University Services Task Force tasked with assessing all non-academic university services.

Finally, while we were tasked with reviewing and recommending resource allocation within EWU, we never lost sight of the fact that we were also making recommendations that would impact the lives and livelihoods of people who were our friends, colleagues and fellow Eagles. The process was as intellectually demanding as it was emotionally gut-wrenching and painful. The task force knows our decisions will be painful for many members of our community. Please know these recommendations were the product of careful and extensive deliberations.

## 2. Prioritization Guiding Principles

The following were established and agreed upon by the members of the University Services Task Force (USTF) at the outset of the Strategic Resource Allocation process:

- The process will be fair, honest, and transparent. Task force members commit to conducting the process with integrity, respect for each other, and open-mindedness.
- The process will focus on the needs of current and future EWU students as well as how EWU can best serve our region.
- The process will be conducted by participants who strive to be open-minded inquirers driven by evidence and data, not advocates driven by pre-existing biases.
- Participants will be mindful of that value of qualitative evidence and the fact that not all relevant information appears quantitatively.
- The process will be comprehensive in scope and will fairly assess all academic programs and service units.
- Transparent: The study criteria will be collaboratively developed, approved, and well-publicized in advance of the study.
- Comprehensive: The study criteria will be broad in scope so as to encompass all aspects of a program.
- Consistent: The same study criteria will be applied to each program; only their measurement may change as appropriate.
- Inclusive: All university programs - instructional, student service, and administrative will be analyzed, and all university employees will have the opportunity to participate in the analysis of their programs.
- Demand-driven: The study will measure the demand for all programs as determined by students, employers, or internal constituents.
- Data-based: The study will be based on both quantitative and qualitative data.

### 3. University Services Task Force Composition

The University Services Task Force (USTF) was originally composed of sixteen members that were selected by EWU administrative leadership from a group of volunteers at the start of the process. These members were selected to ensure the task force's make up included a broad and diverse representation of the Eastern Washington University campus. The USTF included thirteen staff members selected from services and three faculty. A chair was appointed from the staff task force members. The original USTF chair, Nina Decamp, resigned her position with the university to accept an external career opportunity in July of 2023 and transferred her role as chair to Scott Buck. All of the task force members attended intensive training sessions led by Larry Goldstein, the consultant who developed the SRA process and consulted throughout the process, to ensure all task force members followed a uniform protocol during the process and to develop a consensus regarding guiding principles, ground rules, and decision making parameters.

#### **University Services Task Force:**

- *Chair as of Aug. 1:* Scott Buck, Director of Facilities Services
- *Original Chair:* Nina DeCamp, Public Records Manager (*Stepped down as Chair on July 31*)
- Emilie Crawford, Nursing Operations Manager
- Kristina Guilfoyle, Director of Global Academic Programs and AUAP; Senior Lecturer, Dept. of History, Anthropology, Modern Languages & Literatures
- Chadron Hazelbaker, Professor, Dept. of Wellness & Movement Sciences
- Augie Hernandez, Assistant Athletic Director for Equipment Services
- Natalie Mack, Senior Advisor
- Terrance MacMullan, Professor and Chair, Dept. of English & Philosophy
- Michael Ochi, Counseling Psychologist
- Rocio Rangel, Director of College Assistance Migrant Program
- Maria Reyna, Director of New Student & Family Programs
- Tracey Rice, Library & Archives Paraprofessional
- Michelle Schultz, Director of Student Engagement and the PUB
- Sarah Strong, Undergraduate/Graduate Services Administrator (CSTEM)
- Maria Szep, Program Support Supervisor (Psychology)
- Mark Ward, Management Analyst (Records & Registration)

## 4. Decision Making Process

The goal of this process, as presented to us during our February 2023 training, was to sort every university service unit into one of five quintiles (see Section 5. Quintile Definitions). Each quintile needed to account for roughly 20% of EWU's service expenses. The University Services Task Force members agreed during our training sessions in February of 2023 to adopt the following protocol for making decisions and establishing a quorum for meetings:

- **Quorum:** 75% of a task force must be present in order to conduct a meeting. This meant 12 members constituted a quorum of a 16 person task force and 11 members were a quorum for a 15 person task force.
- **Decision threshold:** 85% of the task force must agree when voting on a decision in order for it to hold. This meant 14 members of a 16 person task force must agree for a decision to hold, or 13 of a 15 person task force.
  - **Fallback option:** if a decision cannot be reached after multiple votes, the chair of the task force may select the “fallback option” which allows the decision threshold to be reduced by one (1) in order to reach a decision.
  - **Proxy votes:** members may submit a vote by proxy in order to ensure a decision can be made, so long as there is a quorum.

## 5. Reflections on the Process

The members of the USTF recognize that EWU's current budget challenges necessitate an institution-wide review of resource allocation and that this process, or one like it, will be necessary in the future. The task force would like to share our reflections on the process in the hope that future such processes will be more productive and efficient. The task force compiled these reflections by category in the Appendix to this report.

## 6. Quintile Definitions

The USTF was responsible for reviewing template submissions for all non-academic university services and assigning them to the appropriate quintile based on an overall assessment. The following definitions were presented to us during training and we were instructed to use them in our SRA deliberations.

### **1. Invest (eligible for enhanced resources)**

Programs assigned to this category generally received high overall program scores. Investment in these programs should be a priority to strengthen the academic performance of the university.

### **2. Maintain (continue with current resources)**

Programs assigned to this category generally received medium to high overall program scores. Continued support of these programs, at or above their current resource allocation, is central to maintaining the academic performance of the university.

### **3. Streamline (continue with reduced resources)**

Programs assigned to this category generally received medium overall program scores. Continued support of these programs, at or near their current resource allocation, is central to maintaining the academic performance of the university.

### **4. Transform (to improve effectiveness)**

Programs assigned to this category generally received medium to low program scores. Programs in this category contribute to the academic quality of the university, but curricular reorganization and/or resource reduction is required for long-term viability on contribution of these programs.

### **5. Disinvest (candidate for phase-out; subject to additional review by senior leadership)**

Programs assigned to this category generally received low program scores. Restructuring, consolidating, or eliminating these programs will permit the redistribution of resources to targeted programs and/or will enhance the academic performance of the university.

**Note: Some University Services appear in two separate quintiles because the recommendation is for them to be split between two quintiles. Please see 8. Narratives of Service Rankings for more information on services that are split between quintiles.**

## 7. Service Rankings by Quintile

### Quintile 1 Invest

#### Department

Civil Rights, Compliance and ERM  
College of Arts, Social Sciences, & Humanities  
College of Arts, Social Sciences, & Humanities  
College of Health Sci & Publ Health  
College of Professional Programs  
College of Professional Programs  
College of Sci, Tech, Eng & Math  
Community Engagement  
Diversity & Inclusion  
Enrollment Services  
Enrollment Services  
Enrollment Services  
Facilities  
Facilities  
Facilities  
Facilities  
Graduate Studies  
Grants Office  
Grants Office  
Information Technology  
Intercollegiate Athletics  
Office of Academic Affairs  
Office of Advancement  
Office of President  
Office of President  
Records & Registration  
Records & Registration  
Records & Registration  
Sports & Recreation Center  
Student Affairs  
Student Affairs  
Student Affairs  
Student Affairs  
Student Affairs

#### Service

Civil Rights, Title IX, EEOC  
Art Gallery  
Writers' Center  
Parasport Programs  
Library Collection Services  
Library Materials Checkout Services  
Turnbull Center  
Community Engagement  
DEI Training/Development/Events  
CiHS Program Operations  
Recruitment, Events & Visits  
Running Start Program Operations  
Custodial Services  
Environmental Health and Safety Services  
Sustainability  
Trucking Services  
Graduate Program Administration  
Grants Administration- Post Award  
Grants Administration- Pre Award  
Classroom and Lab Support Services  
Training  
Satori Camps  
Marketing  
Catalyst Operations Management  
Tribal Relations  
Academic Scheduling  
Records & Registration  
Transcript Evaluation  
Sports and Recreation Center  
ASEWU  
Asia University America Program  
Child Care Services  
Club Sports  
Counseling & Wellness Services



Student Affairs	Food Pantry
Student Affairs	Housing- Residence Hall Operations (Facilities & Custodial)
Student Affairs	Housing- Residential Life Programs
Student Affairs	Intramurals
Student Affairs	International Student Services
Student Affairs	Multicultural Center
Student Affairs	New Student Transition & Parent Programs
Student Affairs	Pride Center
Student Affairs	STA Bus Contract
Student Affairs	Student Accommodation Services
Student Affairs	Student Engagement (Clubs & Orgs)
Student Affairs	Student Support Services
Student Affairs	Study Abroad/NSE
Student Affairs	Veterans Resource Center
Student Research Symposium	Research Symposium
Undergrad Acad Policy & Planning	CAAR: Student Success Advisors
Undergrad Acad Policy & Planning	CAAR: Student Success Collaborative and Degree Completion
Undergrad Acad Policy & Planning	College Assistance Migrant Program
Undergrad Acad Policy & Planning	Plus Program
Undergrad Acad Policy & Planning	Summer Bridge Program



Intercollegiate Athletics  
Intercollegiate Athletics  
Intercollegiate Athletics  
Intercollegiate Athletics  
Intercollegiate Athletics  
Intercollegiate Athletics  
Office of Academic Affairs  
Office of Advancement  
Parking & Transportation  
Public Safety  
Student Affairs  
Student Affairs  
Student Affairs  
Student Affairs  
Student Affairs  
Student Affairs  
Student Affairs  
Student Affairs  
Undergrad Acad Policy & Planning  
Undergrad Acad Policy & Planning  
Undergrad Acad Policy & Planning  
University Recreation Center

Men's Track/Cross Country  
Strength & Conditioning  
Women's Golf  
Women's Soccer  
Women's Tennis  
Women's Track/Cross Country  
Women's Volleyball  
Faculty Commons  
Major Gifts  
Transportation Demand Management  
Campus Police  
Aspire Program  
Campus Rec Buses  
Career Services  
EPIC Adventures  
PUB Operations  
Sorority & Fraternity Life  
Student Life Accounting Services  
Student Rights & Responsibilities  
Academic Planning  
CAAR Grants  
McNair Scholars  
EWU Recreation Center

# Quintile 3 Streamline

## Department

Bookstore  
College of Arts, Social Sciences, & Humanities  
College of Health Sci & Publ Health  
College of Professional Programs  
College of Sci, Tech, Eng & Math  
Facilities  
Facilities  
Facilities  
Financial Services  
Financial Services  
Human Resources  
Information Technology  
Information Technology  
Information Technology  
Information Technology  
Information Technology  
Intercollegiate Athletics  
Intercollegiate Athletics  
Intercollegiate Athletics  
Intercollegiate Athletics  
Intercollegiate Athletics  
Intercollegiate Athletics  
Office of Academic Affairs  
Office of Advancement  
Office of Business & Finance  
Office of President  
Office of President  
Office of President  
Public Safety

## Service

Instructional Resources (e.g textbooks)  
Dean's Office Operations  
Dean's Office Operations  
Dean's Office Operations  
Dean's Office Operations  
Building Maintenance  
Fabrication Shop  
HVAC Shop  
General Accounting  
Payroll Services  
Benefits Administration  
Cloud and Data Center Infrastructure Services  
Enterprise Administrative Services  
Help Desk and User Support Services  
Instructional Technology and Web Services  
Student Technology Fee Administration  
Compliance Office  
Men's Basketball  
Men's Tennis  
Sports Information  
Student Support  
Women's Basketball  
Provost's Office Operations  
VP Office Operations  
VP Office Operations  
Board of Trustees  
Government Relations  
President's Office Operations  
Emergency Services

# Quintile 4 Transform

## Department

Civil Rights, Compliance and ERM  
College of Arts, Social Sciences, & Humanities  
College of Arts, Social Sciences, & Humanities  
College of Arts, Social Sciences, & Humanities  
College of Arts, Social Sciences, & Humanities  
College of Professional Programs  
College of Professional Programs  
College of Professional Programs  
Dining  
Dining  
Diversity & Inclusion  
Diversity & Inclusion  
Enrollment Services  
Facilities  
Facilities  
Facilities  
Facilities  
Facilities  
Financial Services  
Financial Services  
Human Resources  
Human Resources  
Information Technology  
Intercollegiate Athletics  
Intercollegiate Athletics  
Intercollegiate Athletics  
Office of Academic Affairs  
Office of Advancement  
Office of Advancement  
Office of Advancement  
Office of Advancement  
Office of Advancement  
Records & Registration  
Sports & Recreation Center  
Student Affairs  
Student Affairs  
Student Affairs  
Student Affairs  
Student Affairs  
Student Affairs

## Service

Purchasing and Contracts  
Africana Student Services  
Chicano Student Services  
Marching Band  
World Music Ensemble  
Center for Entrepreneurial Activity  
Institute of Public Policy  
Library as Place Services  
Catering & Event Planning  
Union Market  
DEI Training/Development/Events  
DEI Office Operations  
Financial Aid  
Access Control Shop  
Business Services  
Energy Management  
Facilities Fleet Operations  
Surplus Property  
Budget Services  
Student Financial Services  
HR Operations and Compliance  
Talent Acquisition  
Network and Telecom Services  
General Operations (all other)  
Football  
Summer Sports Camps  
Continuing Education, Online Program Admin  
Advancement Services  
Alumni Relations  
Annual Giving  
Media Relations  
Planned Giving  
Commencements  
Aquatics  
Eagle Entertainment  
Eagle Sound  
Easterner  
English Language Institute  
Multicultural Center  
VP Office Operations

# Quintile 5 Disinvest

## Department

Bookstore  
Bookstore  
Civil Rights, Compliance and ERM  
College of Arts, Social Sciences, & Humanities  
College of Professional Programs  
College of Professional Programs  
College of Professional Programs  
Dining  
Dining  
Dining  
Dining  
Dining  
Dining  
Enrollment Services  
Facilities  
Financial Services  
Financial Services  
Office of Academic Affairs  
Office of Academic Affairs  
Office of Academic Affairs  
Office of Advancement  
Office of Advancement  
Office of Advancement  
Office of Advancement  
Office of Advancement  
Office of Advancement  
Parking & Transportation  
Student Affairs  
Student Affairs  
Student Affairs

## Program

Eagle Store Operations  
Merchandise  
Mail Services  
FM Station  
Dean's Office Operations  
Library Course reserves  
Library Test Proctoring services  
Catering & Event Planning  
Dining Services  
Eagle Card Services  
Einstein's  
Freshens  
Panda Express  
Summer Session Operations  
Energy Management  
General Accounting  
Travel  
Bellevue Campus Operations  
Continuing Education, Online Program Admin  
Strategic Planning  
Communications  
Digital Services  
Graphic Design Services  
Multimedia Services  
Social Media  
Parking Services  
Health Care Contract  
Housing- Apartments  
Housing- Residence Hall Operations (Facilities & Custodial)

## 8. Narratives of Service Rankings

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### 1. Invest (eligible for enhanced resources)

**Programs assigned to this category generally received high overall program scores. Investment in these programs should be a priority in strengthening the academic mission of the university.**

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#### **Civil Rights, Compliance & ERM**

##### **Civil Rights, Title IX, EEOC**

This service performs a critical function for the campus, and it would benefit from additional investment in staffing, technology, and space. Helps mitigate significant risks and liabilities for the university.

#### **College of Arts, Social Sciences & Humanities**

##### **Art Gallery**

If EWU is going to have a degree in Art then we need to have a gallery. This service needs to increase marketing utilizing InsideEWU and EagleSync to increase awareness.

##### **Writers' Center**

This is a critical service for student success. There is strong demand for this service which exceeds current funding. This service would benefit from additional investment in staffing, technology, and space.

#### **College of Health Science & Public Health**

##### **Parasport Programs**

This is a unique service which allows for support of DEI in a unique way. The task force would like to see where this service is able to go in the future. An investment in facilities to support this service is necessary.

## **College of Professional Programs**

### **Library Materials Checkout Services**

An essential function with very high and ever-increasing demand. Unit would benefit from additional investment in staffing to meet the growing needs of students who find the hours of operation untenable and unable to meet their needs.

### **Library Collection Services**

This service is critical to the academic mission of the university. The task force recommends investment in additional staffing to enhance this service's ability to meet the growing needs of students.

## **College of Science, Technology, Engineering & Mathematics**

### **Turnbull Center**

With the Turnbull Center there is the opportunity for increased access to experiential learning that could help Eastern Washington University stand out from other institutions of higher education. A small investment could make a difference in the expansion of this program, but there is concern regarding allocating funds for a remodel at the time of this SRA process for a building that is not currently owned by EWU.

## **Community Engagement**

### **Community Engagement**

Community Engagement is a valuable office that is currently defunct. This is an operation that should be offered on campus and to make it sustainable, it needs the resources of more than one full-time staff member. The task force recommends that this service be enhanced through investment which would strengthen the university community.

## **Diversity & Inclusion**

### **DEI Training/Development/Events - Split with Transform**

This unit performs a vital function but needs to be transformed to be effective. The task force recommends that this unit be included in the necessary community-wide reorganization of Eastern's DEI efforts that require both structural transformation and



greater financial support ( **see Appendix IV. Diversity, Equity & Inclusion Support Strategy**). The structure of this service needs to be transformed to make training and events more effective. This service is split 50/50 between invest and transform.

## **Enrollment Services**

### **College in the High School Program Operations**

This unit provides significant revenue and increased enrollment through matriculation of students from high schools served to the university. The program would benefit from additional investment in staffing, technology, and space. Washington State has made access to this program a priority and has taken steps to lower barriers to students (see Senate Bill 5048).

### **Recruitment, Events & Visits**

Invest in increased resources so we can fold Admissions into additional recruitment opportunities such as summer camps. Revise position classification in order to look at salaries and other ways to retain our recruiters.

### **Running Start Program Operations**

This is a strong program with high productivity and potential that serves a unique need in the region and has potential for continued growth. Students in this program matriculate at a high rate to future enrollment at the university. The task force supports investment in this program to not only continue to meet needs, but also expand. As travel to Cheney can be a barrier to enrollment, consider transition of the university's spaces in Spokane to meet geographic needs of potential students.

## **Facilities & Planning**

### **Custodial Services - Split with Maintain**

Aesthetics of the university's physical properties has an impact on the organization's brand and reputation. How the university maintains its spaces contributes to its overall ability to attract and retain a healthy student population. Investment in line staff is recommended by the task force to increase property cleanliness and aesthetics. A focus also needs to be placed on identifying strategies that will attract and retain qualified staff members. This service is split 80% to invest and 20% to maintain to enable Custodial Services to hire necessary line staff.

### **Environmental Health and Safety Services**

A critical function for the campus, it would benefit from additional investment in staffing, technology, and space. This unit helps mitigate significant risks and liabilities for the university, but in its current state is unable to be as proactive as necessary. This is an area that touches all areas on campus in an unseen capacity. Invest in staffing and equipment and allow for ways to increase ability to do ergonomic assessment. Increase proactive work, and ways to increase proactive training. An investment in Environmental Health and Safety is an investment in our staff and faculty's well-being.

### **Sustainability**

A critical function for the campus, it would benefit from additional investment in staffing, technology, and space. There are opportunities for increased access to experiential learning opportunities that could help Eastern Washington University stand out in the higher ed marketplace. Sustainability should be viewed as a guiding principle and requirement of all university business moving forward.

### **Trucking Services**

This service provides a high value and volume of service. Upcoming legislative mandates will require the university to implement new waste reduction strategies targeting organic waste. This service should be funded to recognize this new requirement and develop a plan to execute. The task force also noted that this service has been very active in providing experiential learning opportunities and believes that there are significant opportunities to continue this work.

### **Graduate Studies**

#### **Graduate Program Administration**

This unit requested a full-time State position to increase enrollment in non-AP graduate programs and this is necessary in maintaining a strategic enrollment plan for this area, including prospective students.

### **Grants Office**

#### **Grants Administration- Pre Award**

This unit is in need of upgraded software to manage the full grant lifecycle. This would significantly decrease the administrative workload and allow staff to provide higher quality service to faculty and staff. This could in turn result in more grant awards.

#### **Grants Administration- Post Award**

This is an important service in our institution. Investment in the needed software is required. Additionally, some post-grant tasks are being pushed to the department; this work should be moved back into the Grants Office. These investments would increase efficiency.

## **Information Technology**

### **Classroom & Lab Support Services**

This service is critical to the academic mission of the university and the cuts to this department (previously having a tech support person per department, then per building, and now we put in general tickets) have been detrimental. There is a need for support to EWU's Spokane campuses. When there is an issue, personnel have to be dispatched from Cheney. EWU needs a technology master plan and there needs to be investment in not only the technology but the staffing to support when there are technological issues as well.

## **Intercollegiate Athletics**

### **Training**

This is an important area for Athletics and supports all student athletes. The taskforce recommends an investment in staffing to limit turnover and ensure high quality training for student athletes.

## **Office of Academic Affairs**

### **Satori Camps**

This unique service has fostered a love of learning and intellectual curiosity on the EWU campus for more than three decades. The task force recommends increasing funding for this service to raise awareness about Satori Camp among area middle and high schools and foster greater participation among EWU students and alumni.

## **Office of Advancement**

### **Marketing**

The institution needs to dedicate more funding to a unified marketing plan to increase visibility. The university needs innovation and new strategies in how we advertise EWU

to increase our visibility across the Spokane area and Central Washington. Consider moving the magazine to a digital platform and move those funds to other marketing efforts. Reevaluate the University Relations strategy and explore new approaches to communications, marketing, multimedia, and design.

## **Office of the President**

### **Catalyst Operations Management**

EWU should invest in a Spokane lead position to coordinate between all the Spokane buildings, including the new SIERR building. Additionally, consideration should be given to the reporting structure for the Catalyst, or Spokane Operations (**see Appendix VIII. Satellite Campuses**).

### **Tribal Relations**

This service is an area that needs investment and support so EWU can improve and maintain better relationships with regional tribes. The task force recommends an assessment to determine the effectiveness of the work being done to support the American Indian and Alaska Native student population and how it may be improved.

## **Records & Registration**

### **Academic Scheduling**

The new multi-term scheduling process has been a strong improvement. As mentioned in their template, if the institution chose semesters over quarters, efficiencies and cost savings would be improved. As stated in their template, with additional resources, this unit could analyze data to more accurately determine which courses should be offered with how many seats.

### **Records & Registration**

Records and Registration offers an essential and core service to the institution. The task force recommends an investment in Records and Registration to ensure that the service is fully staffed and is able to continue to automate and improve processes that impact the university.

### **Transcript Evaluation**

This essential service needs additional staffing to effectively perform their required function. Consider reclassifying positions to increase pay for this area to help retain staff. Additional staffing could provide for a position that evaluates prospective student

transcripts and increases enrollment. This position could also train community colleges on our Transfer Guide tool.

### **Sports & Recreation Center**

#### **Sports & Recreation Center**

This is a revenue generating service and the university may not be capitalizing on this. Look at market rates for providing services and adjust as needed. Investment into facility updates (court floors, lighting, paint, temperature control, etc.) are needed to help make this facility more functional for our campus community as well as more attractive to external groups looking to rent spaces for their events.

### **Student Affairs**

#### **ASEWU**

ASEWU is the student-led voice of EWU which plays a critical role in EWU's shared governance. The task force agrees with the opportunity analysis that suggests increasing ASEWU positions to better collaborate with each college.

#### **Asia University America Program**

To sustain a long-standing 35-year old international partnership that has consistently generated revenue for the institution, the task force recommends an investment that includes allocating labor resources to maintain and grow EWU's relationship with Asia University.

#### **Child Care Services**

The Child Care Center is a critical piece of recruitment and retention of students. This service could be improved if EWU were able to provide additional services in Downtown Spokane and evening childcare options.

#### **Club Sports**

This service is vital in helping students feel connected to campus and increasing retention. The task force recommends investment and enhancement.

#### **Counseling & Wellness Services (CWS)**

This service needs more administrative and clinical support and must be in line with the professional standards for a clinical setting, including a director with clinical credentials and licensing. Consider splitting Counseling and Wellness. Historically, the counseling

office has been one of the only university provided, confidential spaces on campus. It has been difficult to maintain confidentiality since the merger between Health, Wellness and Prevention Services (HWPS) and Counseling and Psychological Services (CAPS) and the expanding scope of CWS services. This service should be expanded to all Spokane buildings. The position classification of clinicians should be reviewed and revised to be more competitive.

### **Food Pantry**

This is an important service to our students that was previously housed in the Office of Community Engagement. The task force recommends that it be moved from its current location within Counseling Services and be expanded into our Spokane campus.

### **Housing- Residence Hall Operations (Facilities & Custodial) - Split with Disinvest**

It is crucial that Housing staff be empowered to determine their operational priorities and be supported in meeting those needs. Additionally, Housing should look at the ways in which they can acquire a new building, whether that is through a bond or looking at public-private partnership options. This service has been split between invest and disinvest. As part of a Housing Master Plan, the institution needs to demolish buildings that will not be used in the future in order to optimize expenditures on maintenance, insurance, energy costs, etc. The split of 5% to disinvest is intended to reflect this need to eliminate these buildings. This service is split 95% to invest and 5% to disinvest (**see Appendix VII. Auxiliary Service Business Systems**).

### **Housing- Residential Life Programs**

Additional investment in this service would benefit our students. Consider providing scholarships and/or discounts or other ways of lowering the cost of living for our students. Invest in the staffing that helps build the community and supports students living on campus.

### **International Student Services**

This service requires additional staff to create a sustainable way to recruit, support, and retain international students. This is beneficial to our DEI efforts and impacts the culture on campus and learning environment for students, faculty, and staff. Create base funding and track how it works.

### **Intramurals**

This is an important unit for student retention as well as an outlet for recreation and social engagement for students. Allow new staff to grow and implement ideas.

### **Multicultural Center- Split with Transform**

This unit performs a vital function but needs to be transformed to be effective. The task force recommends that this unit be included in the necessary transformational reorganization of Eastern's DEI efforts that require both structural transformation and greater financial support (**see Appendix IV. Diversity, Equity & Inclusion Support Strategy**). The task force notes that this unit has suffered due to turnover in staff and we are heartened that EWU will work with a consultant to address the DEI support systems. This is an ideal time for the university to transform and improve our DEI services, such as this one. This service is split 50/50 between invest and transform.

### **New Student Transition & Parent Programs**

Family programming was added a few years ago with no additional funding. This unit is being asked to do more family outreach and family events than ever before. The new Vice President for Student Affairs has experience that can support this next step. This is important for the affinity and belonging/connection to others and the university.

### **Pride Center**

We are concerned about the state of this unit since the submission of the template. The funding allocated for staffing at the time of the writing of the template remains appropriate. Support and advocacy units for LGBTQ+ students of this kind are being eliminated in some states and it is important that the university provide funding to this service on our campus not only to support enrolled students, but also to recruit potential students from other areas.

### **STA Bus Contract**

The STA Bus contract is important for sustainability reasons. Expand routes that go to the Cheney and Spokane campuses. Any increased investment should be through Ledger 1 funds and not added onto Student Fees.

### **Student Accommodation Services**

This service has gone through a recent transformation and needs to be given time to see if their current structure will work. The task force recommends investment in this service and also to review the space in which this service resides to evaluate whether it is conducive to the needs of students.

### **Student Engagement (Clubs & Orgs)**

This service provides necessary support and training for Student Organizations which lead to a feeling of belonging, and supports retention efforts. Review the base funding for the staff in this area and evaluate which staff positions are funded through the Student and Activities (S&A) budget. Closely examine how this is funded and ways in which the S&A fees are spread out. Having multiple campuses and multiple terms is

problematic for supporting students. Consider the ways in which this service is able to support students on the Spokane campuses.

### **Student Support Services**

This service is incredibly important to the institution and has a direct impact on retention. It is currently fully staffed and needs time to see how it works before any changes are considered. This service needs a different location; it is not student friendly.

### **Study Abroad/NSE**

This service does not currently have a dedicated full-time staff member, and it is important that there is someone who is dedicated to supporting students as they prepare to and eventually go overseas. Study Abroad is important academically and also supports the transformation in our students especially in the realm of DEI.

### **Veterans Resource Center**

The Veterans Resource Center is critical to our campus and has shown to be beneficial in the last 10 years since it was implemented. As suggested by their template, consider increasing staff for retention and recruitment of students and to strengthen coordination with other units across campus.

### **Student Research Symposium**

#### **Research Symposium**

This service provides EWU students with the valuable opportunity to present scholarly research in an affordable and welcoming venue. The task force recommends increasing funding for this service to raise awareness among students, to expand participation, and to encourage greater staff and faculty participation. The structure of this service needs to be inclusive of both allow for including semester and quarter students.

### **Undergraduate Academic Policy & Planning**

#### **CAAR: Student Success Advisors**

The task force recommends an investment to increase the number of academic advisors in order to help with our retention issues and persistence toward degree completion, especially with tandem advising being implemented in all four colleges. An increased advising staff would reduce wait times and efficiency. Additionally, EWU needs to improve retention of academic advising staff. The position classification should



be reviewed and revised to be more competitive. EWU should possibly bring back the Transfer Office.

### **CAAR: Student Success Collaborative & Degree Completion**

Data has shown that this team is vital for student retention rates with the management of Navigate and the Early Warning System. The team currently needs to hire two more Degree Completion Coordinators. This will be crucial to the success of the tandem advising model. The university must also continue the Title III grant initiatives after the grant ends in September of 2025.

### **College Assistance Migrant Program (CAMP)**

CAMP's budget is required to serve a minimum of 38 students, but consistently serves more. However, the current practice is unsustainable. Grant funding has been flat since 1994. CAMP serves any student, regardless of ethnicity, who has a first generation, farmworking background. The program has been shown to work effectively for diverse groups of students. Being that EWU is a regionally-focused university, it makes sense to continue to serve our region through CAMP. Increased investment can help supplement and support students who are upper-division level and do not currently fall under the grant. CAMP's model has exceeded its goal of supporting at least 86% of its students in completing their first year of college.

### **PLUS Program**

This service supports the academic mission of the institution and increases retention. More staffing is necessary for one-on-one appointments to return. As an institution, we need to look at how all the tutoring services are managed and what umbrella they fall under.

### **Summer Bridge Program**

This unit helps with the onboarding of students and sets them up for success. It does not currently have a home and needs sustained support and focus. If students are coming in with 'college ready' challenges, this program is critical to giving students skills to be able to succeed, thus leading to retention.

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## 2. Maintain (continue with current resources)

**Programs assigned to this category generally received medium to high overall program scores. Continued support of these programs, at or above their current resource allocation, is central to maintaining the academic performance of the university.**

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### **Civil Rights, Compliance and ERM**

#### **Policy Management**

This is a critical function for the campus. The task force believes this unit is currently functioning well.

#### **Public Records and Records Management**

This is a critical function for the campus. The task force recommends maintaining this service at its current level of resources to ensure effective continued operation.

#### **Risk Management and Compliance**

This is a critical function for the campus. The task force recommends maintaining this service at its current level of resources to ensure effective continued operation.

### **College of Arts, Social Sciences, & Humanities**

#### **Get Lit**

This service appears to have a strong opportunity for growth and fits well within the local and regional community, providing for community visibility. The task force finds that the service provides a unique experience for our students with attendance that continues to grow and recommends maintaining at its current resource level or possible enhancement.

#### **ROTC**

There is a growing need for this program, but limited resources prevent it from being more proactive. The task force recommends that the university maintains this service at

its current resource level but also makes an effort operationally or with enhanced added resources to assist in recruitment.

### **Symphony Scholarships**

This program appears to have a strong opportunity for growth and fits well within the local/regional community. The task force recommends maintaining this service at its current resource level or possible enhancement. Minimal investment in this service could yield a strong impact.

## **College of Health Science & Public Health**

### **Child & Family Outreach Program**

This program appears to have a strong opportunity for growth and fits well within the local/regional community. The task force recommends maintaining this service at its current resource level or possible enhancement. Opportunities for experiential learning opportunities are inherent within this service.

## **College of Professional Programs**

### **Archeological & Historical Services**

This program appears to have a strong opportunity for growth and fits well within the local/regional community. The task force finds that there are strong opportunities for expansion with this service as well as expanded experiential learning opportunities, but limited funding prevents this service from being more effective.

### **Family Resource & Training Center**

This program offers strong opportunities for student learning and fits well within the local/regional community. The task force recommends maintaining this service at its current resource levels with a possibility of enhancement for collaborative learning opportunities. This service is grant funded and offers valuable opportunities for Social Work internships.

### **Library Curriculum Center**

This service is essential for student success. Demand is high and additional resources will increase access and availability for students. The task force finds that the funding model should be evaluated as this service is housed in the College of Professional Programs but utilized universally.

### **Library Interlibrary Loan and Summit Services**

This is a critical service. Limited resources have prevented this service from being more proactive in meeting student demand. Demand is high and the task force recommends maintaining this unit at its current resource levels but recognizes that additional resources would increase access and availability for students leading to more positive outcomes.

### **Library Laptop & Equipment Checkout Services**

There is heavy demand for this service which has increased in recent years. It is important that this service be maintained to offer our students the necessary implements they need for their studies.

### **Library Outreach, Collaboration, Marketing and Communication**

This service serves valuable functions for students and library operations. The task force recommends maintaining this service and reevaluating at a later date as it was already streamlined.

### **Library Reference & Research Consultations**

This is an essential service for student success. Demand is high and additional resources may increase access and availability for students. The task force recommends maintaining this service at its current resource level or enhancing resources to increase availability to students.

### **Library Stack Maintenance**

This service is essential to the operational success of the library. As the task force finds that the library is critical for student success, our recommendation would be to maintain this service at or above its current resource level.

### **Library Systems & Discovery**

This service is essential to the operational success of the library. As the task force finds that the library is critical for student success, our recommendation would be to maintain this service at or above its current resource level.

### **University Archives and Special Collections**

A required function and an important celebration of the university and its history. The task force recommendation is to maintain this service at its current funding and staffing levels.

### **College of Science, Technology, Engineering & Mathematics**

## **Animal Colony**

This program appears to have a strong opportunity for growth. The task force recommends maintaining this service or possible enhancement to promote and expand experiential learning opportunities.

## **Enrollment Services**

### **Admissions Operations**

With the addition of the Common App, this service should be given time to see how that impacts its operations. The task force's recommendation is to continue staffing at current levels while assessing other ways to increase efficiency.

### **Enrollment Communications**

This service has garnered attention and funding, with Slate and Mongoose significantly aiding in tracking communications to prospective students. The task force recommends maintaining this service at its current resource level.

### **Enrollment Services**

This service appears to have a strong opportunity for growth. In the opportunity analysis response, this unit outlined potentially beneficial ideas for expanding enrollment programs. The task force recommends maintaining or possibly enhancing resources to support potential opportunities.

## **Facilities & Planning**

### **Construction and Planning**

This is a crucial service for campus facilities and physical infrastructure planning. This service will be necessary for any future rightsizing of the university, but limited resources prevent this unit from being more proactive. The task force recommends maintaining current levels of staffing and funding but recognizes that enhanced resources could augment their efforts.

### **Custodial Services - Split with Invest**

Aesthetics of the university's physical properties has an impact on the organization's brand and reputation. How the university maintains its spaces contributes to its overall ability to attract and retain a healthy student population. Investment in line staff is recommended by the task force to increase property cleanliness and aesthetics. A focus

also needs to be placed on identifying strategies that will attract and retain qualified staff members. This service is split 80% to invest and 20% to maintain to enable Custodial Services to hire necessary line staff.

### **Electrical Shop**

This is a critical service for campus facilities and physical infrastructure. The task force's recommendation is to maintain at its current resource level. The task force also finds that this unit could be leveraged for cost savings and greenhouse gas reductions through project work, example given (Projects aimed at retrofitting facilities with LED lighting.)

### **Grounds Maintenance**

Aesthetics of the university's physical properties and landscape has an impact on the organization's brand and reputation. How the university maintains its spaces contributes to its overall ability to attract and retain a healthy student population. The template communicated a recent investment in this unit to recognize these needs. The task force recommends that this unit is maintained at its current resource levels or that this services funding is enhanced going forward.

### **Paint Shop**

This service has seen recent investment and is important to maintaining campus property and the aesthetics of its infrastructure. The task force's recommendation is to maintain this service at its current staffing and funding levels.

### **Plant Operations**

This is a crucial campus service that must operate 24/7. The task force's recommendation is to maintain this service at its current levels and assess viability of future system upgrades to enhance the effectiveness of this unit and respond to the need to reduce energy consumption.

### **Plumbing Shop**

This is a critical service for campus facilities and physical infrastructure. The task force's recommendation is to maintain the current resource level.

### **Work Order process**

This is a crucial campus service. The task force recommends maintaining at current levels. The task force also finds that there are opportunities to enhance and build efficiencies into this unit's processes that could have a significant impact on Facilities & Planning's operations.

## **Faculty Organization**

### **Faculty Organization**

This is recognizably an important component of campus shared governance; however, there are concerns about inefficiencies and possible redundancy in work. The task force finds that this service should be maintained but reassessed to evaluate whether it is operationally effective.

## **Financial Services**

### **Accounts Payable**

This is a crucial campus service. The task force recommends maintaining this service at its current resource levels. The task force also recommends that the unit and university look for opportunities to enhance and build efficiencies into this service's processes.

## **Grants Office**

### **Compliance**

This service is essential for maintaining compliance for grant funded work. The task force recommends that resources should be maintained at current levels or enhanced to meet operational needs and demand.

## **Human Resources**

### **Labor Relations**

This service provides critical work to the campus in regard to its labor obligations. The unit assists in creating the necessary work-related environment while working with supervisors to create efficiencies university-wide. The task force recommends that this service should be maintained at its current level but could also be enhanced to provide more training and support to university supervisors or establish leadership mentoring programs.

## **Information Technology**

### **Information Security Services**

This is a critical campus service that could be leveraged to provide experiential learning opportunities for our Cyber Security students. The task force recommends that this service should be maintained at its current level, but as digital security threats continue to expand, eventual enhancement of this service may be required in the future.

### **Institutional Research/Effectiveness**

#### **Assessment and Accreditation**

Important service to the institution. This process needs time to see how it works before recommendations for change are made. Maintain at current resource levels but consider additional investment in Nuventive, its institutional assessment tool to add to the service's efficacy.

#### **IR Office/Operations**

This is an essential service with solid potential for change making opportunities within the university. The task force recommends that Institutional Research be encouraged to utilize its full budget. The task force finds that this service and its tracking and analysis of data will be crucial in formulating successful operational strategies moving forward.

### **Intercollegiate Athletics**

#### **Cheerleaders**

Cheerleaders are a relatively low cost unit that is well-utilized across the university. The task force recommends maintaining this service at its current funding level.

#### **Development and Promotion**

This service does a great job of connecting with alumni through social media, videos, etc. The game day experience is great in spite of our facilities. The task force recommends maintaining this service at its current funding levels, but would suggest looking at other possible revenue generation ideas such as streaming extra content on Twitch.

#### **Men's Track/Cross Country**

This service provides for a group of university student athletes in a cost effective manner. The task force recommends that this service be maintained at its current resource level.

#### **Strength & Conditioning**



This service is essential for attracting, retaining, and supporting Eastern's student athletes. The task force recommends that this service be maintained at its current resource level.

### **Women's Golf**

This service provides for a group of university student athletes in a cost effective manner. The task force recommends that this service be maintained at its current resource level.

### **Women's Soccer**

This service provides for a group of university student athletes in a cost effective manner. The task force recommends that this service be maintained at its current resource level.

### **Women's Tennis**

This service provides for a group of university student athletes in a cost effective manner. The task force recommends that this service be maintained at its current resource level.

### **Women's Track/Cross Country**

This service provides for a group of university student athletes in a cost effective manner. The task force recommends that this service be maintained at its current resource level.

### **Women's Volleyball**

This service provides for a group of university student athletes in a cost effective manner. The task force recommends that this service be maintained at its current resource level.

### **Office of Academic Affairs**

#### **Faculty Commons**

This service is crucial as it creates an environment that offers professional development opportunities for the university's faculty. By doing so, it can enhance the student experience and provide for a relevant and quality education. The task force recommends that this service be maintained at its current resource level.

### **Office of Advancement**

## **Major Gifts**

This is a critical operation and is in the middle of a large-scale fundraising effort. Recommendation is to maintain at current levels of resources to avoid disruption of this necessary and valuable service.

## **Parking & Transportation**

### **Transportation Demand Management**

Program appears to have a strong opportunity for growth and fits well within the local/regional community. The task force recommends maintaining at its current resource level and possible enhancement.

## **Public Safety**

### **Campus Police**

The same template was provided for both Campus Police and Emergency Services. These are viewed as distinct services and the expectation was that two different templates would be provided. Given the totality of the unit, the task force recommends that Campus Police and Emergency Services be maintained at or near its current resource level.

## **Student Affairs**

### **Aspire Program**

This is a new program that the task force believes has an opportunity for great potential. The university should track return on investment as well as information on retention and persistence of mentors. If the results are favorable, then the task force would recommend that the service receive enhanced resources.

### **Campus Recreation Buses**

This is an important and well-utilized service on campus that not only supports Campus Recreation trips, but now also serves other areas on campus since the Motor Pool was disinvested in 2019. The task force recommends maintaining this service at its current resource level and possibly enhancing it to recognize the service it has been providing to other campus services.

### **Career Services**

This service is critical to the mission of the institution. University leadership should continually evaluate how the collaboration and coordination between Student Affairs and Academic Affairs on student initiatives related to Career Services are managed. The task force recommends maintaining this service at its current resource level.

### **EPIC Adventures**

The task force recognizes that this service is a valuable tool for student recruitment and retention. This service fosters group engagement and offers local outdoor recreation opportunities. The task force recommends that this service be maintained at its current resource level.

### **Pence Union Building Operations**

This service is the central hub for campus activities and student engagement with the potential to host regional and national conferences. While the task force recommends that this service be maintained at its current resource level, necessary staffing to functionally support such events does not exist and should be considered in the future if the university wishes to maintain its services.

### **Sorority & Fraternity Life**

This service is important as students in sororities and fraternities tend to exhibit higher engagement on campus during their years as a student and as alumni. Supporting the Diversified Greek Council is also important to the institution's DEI efforts.

### **Student Life Accounting Services**

This service provides a student-centered approach which is crucial for enhancing student engagement and retention. The task force recommends that this service be maintained at its current resource level.

### **Student Rights & Responsibilities**

This service is essential and has high internal and external demand. The task force recommends that this service be maintained at its current resource level but also recognizes that there are potential redundancies between work that this unit provides and other units such as hazing and alcohol education.

## **Undergraduate Academic Policy & Planning**

### **Academic Planning**

This service functions effectively and plays a pivotal role in EWU's academic mission. It is actively working on enhancing student's ability to formulate academic plans for future terms, contributing to higher retention and satisfaction rates. The task force recommends maintaining this service at its current resource level.

### **CAAR Grants**

This service was initially funded through Title III grants, mandating eventual full institution funding. This service is critical for student retention and the task force recommends maintaining it at its current resource level.

### **McNair Scholars**

This service is important to the academic mission of the institution. Academic Affairs should focus on increasing awareness of McNair Scholars to attract additional programs to participate in the program. This program is primarily grant funded. It is the task force's recommendation that this service be maintained at its current resource level.

### **University Recreation Center**

#### **EWU Recreation Center**

This service plays a vital role in enhancing student satisfaction and retention while also supporting the health and wellbeing of students, staff, and faculty. It further enables revenue generation and fosters engagement with the Cheney community. The task force recommends maintaining this service at its current resource level.

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### 3. Streamline (continue with reduced resources)

**Programs assigned to this category generally received medium overall program scores. Continued support of these programs, at or near their current resource allocation, is central to maintaining the academic performance of the university.**

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#### **Bookstore**

##### **Instructional Resources (e.g. textbooks)**

This service is important to the academic mission of the institution. This group has made some proactive changes in how they have moved away from textbooks and moved toward eBooks. This is a fairly new process, but consider increased process efficiencies.

#### **College of Arts, Social Sciences, & Humanities**

##### **Dean's Office Operations**

The task force acknowledges the impact to the College of Arts, Social Sciences, and Humanities that the change in College in the High School funding will have and recommends all of the Dean's Office Operations consider opportunities to streamline to match current enrollment trends and revenue impacts to ensure that operations are sustainable long term.

#### **College of Health Science & Public Health**

##### **Dean's Office Operations**

As noted in the template provided by the CHSPH Dean's Office, they proposed a reorganization with potential to use current resources more effectively and efficiently as well as align programs to best serve student needs. All of the Dean's Office Operations should consider opportunities to streamline to match current enrollment trends and revenue impacts to ensure that operations are sustainable long term.

## **College of Professional Programs**

### **Dean's Office Operations- Split with Disinvest**

All of the Dean's Office Operations should consider opportunities to streamline to match current enrollment trends and revenue impacts to ensure that operations are sustainable long term. Understanding that the CPP serves the most students per college, the CPP Dean's Office Operations is split with disinvest to bring the expenses of the college relatively in line with the other colleges, but still maintain a higher overall level of resources. This service is split 87% to streamline and 13% to disinvest.

## **College of Science, Technology, Engineering & Mathematics**

### **Dean's Office Operations**

Although it is noted that the CSTEM Dean's Office Operations has maintained a relatively balanced budget, it is recommended that all of the Dean's Office Operations should consider opportunities to streamline to match current enrollment trends and revenue impacts to ensure that operations are sustainable long term.

## **Facilities & Planning**

### **Building Maintenance**

This service is critical to our physical structures; however there needs to be a differentiation between facility improvements (projects which should be contracted out to increase the better use of our budgets) and routine and required maintenance. The task force suggests the institution explore opportunities to demolish unused buildings.

### **Fabrication Shop**

The importance and quality of the work and timely service of the Fabrication Shop is noted. The task force suggests the unit explore opportunities to increase efficiency and streamline expenses.

### **HVAC Shop**

The task force acknowledges that much of this work needs to be addressed on the capital level and efficiencies at maintaining old and new systems are complicated. The task force suggests that the institution explore opportunities to move unused buildings offline. This action would reduce the workload on units such as the HVAC Shop and provide opportunities to streamline.

## **Financial Services**

### **General Accounting - Split with Disinvest**

Providing additional training to department level budget officers would be incredibly helpful for professional development and also for effective and efficient management of budgets at the departmental level. Additionally, General Accounting staffing levels should be benchmarked against other regional universities. This service is split 22% to streamline and 78% to disinvest.

### **Payroll Services**

While Payroll Services is incredibly important, the recommendation is to explore ways to automate processes in order to be more efficient and to allow for more flexibility of possible start dates other than the 1st and the 16th of the month.

## **Human Resources**

### **Benefits Administration**

Benefits Administration is an important function. Current staffing levels are in line with other regional and similar sized institutions, but efficiency opportunities should be explored.

## **Information Technology**

### **Cloud and Data Center Infrastructure Services**

As the institution continues to move its data infrastructure to cloud services, the recommendation is to look at ways in which automation of services can be used in order to free staff up to work more efficiently. Additionally, there are concerns about the long-range planning of cloud services support and the task force suggests a comprehensive plan that addresses cloud infrastructure and staffing needs.

### **Enterprise Administrative Services**

This unit provides an important service that impacts many units on campus. Implementation of software services is well supported and staffed. There are opportunities for increased efficiencies within the software support post-implementation. The recommendation is to explore a reallocation of services to support implementation and post-implementation equally.

### **Help Desk and User Support Services**

Support for instruction is given priority which supports the mission. The

recommendation is to establish a comprehensive computer replacement program for faculty and staff. This plan should attempt to reduce inefficiencies and streamline costs through better processes.

### **Instructional Technology and Web Services**

This service is incredibly important but is administratively heavy. The recommendation is to explore reallocation of resources to front line support staffing and streamline administrative functions.

### **Student Technology Fee Administration**

Maintain the funding for this service, but reconsider the long-term technology fee plan. Specifically, consider exploring the option of funding Wi-Fi directly through the institution instead of relying on a student fee.

### **Intercollegiate Athletics**

#### **Compliance Office**

The Athletics Compliance Office serves an important function, but the recommendation is to explore efficiencies using technology and stronger collaboration with other units to better support student athletes and compliance officers.

#### **Men's Basketball**

This service is important to the university and has seen recent growing success. The recommendation is to operate below current funding level, while exploring additional fundraising and revenue opportunities to support a self-sustaining program moving forward.

#### **Men's Tennis**

Men's Tennis maintains a high cost per student athlete ratio. There should be consideration as to the amount of scholarships awarded and a shift in recruitment strategy to recruit more in-state student athletes at a lower cost.

#### **Sports Information**

This service has transformed itself in the last year and is performing well. The recommendation is to explore opportunities to streamline processes to maintain a more efficient unit long term.

#### **Student Support**

This service supports the mission of the institution in terms of Athletics. The recommendation is to explore opportunities to better integrate functions into the broader



campus student support system to reduce redundancy of service.

### **Women's Basketball**

This service is important to the university and has seen recent growing success. The recommendation is to operate below current funding level, while exploring additional fundraising and revenue opportunities to support a self-sustaining program moving forward.

### **Office of Academic Affairs**

#### **Provost's Office Operations**

The Provost's Office has provided support to the colleges during the reorganization and pandemic, but should explore opportunities to streamline redundant processes that are better served in units such as: Institutional Effectiveness or other functions that could be returned to the individual colleges.

### **Office of Advancement**

#### **VP Office Operations**

The recommendation is that the number of administrative positions in this service be streamlined to ensure that front line services are staffed and supported appropriately. This is aligned with the recommendation to move Marketing and the related services to its own department.

### **Office of Business & Finance**

#### **VP Office Operations**

Understanding that the VP Office Operations is currently operating with limited staff, the recommendation is to explore opportunities to streamline processes and operate below its current funding level.

### **Office of President**

#### **Board of Trustees**

While the Board of Trustees operate on a limited budget, the recommendation is that the Board review expenses incurred and look for opportunities to streamline to provide an example for the institution. In addition, as stated in the template, continued

professional development is essential to have a highly functional and successful board.

### **Government Relations**

The task force acknowledges that functionally this unit maintains one position, but recommends that the institutional Government Relations strategy be reviewed for opportunities to streamline as there is redundancy with the government relations position in Faculty Organization.

### **President's Office Operations**

The task force acknowledges that this is a new administration and current staffing levels are appropriate. The recommendation is to analyze current expenses to ensure that they are below what has been provided in the template.

### **Public Safety**

#### **Emergency Services**

The same template was provided for both Campus Police and Emergency Services. These are viewed as distinct services and the expectation was that two different templates would be provided. Given the totality of the unit, the task force recommends that Emergency Services operate below their current expenses.

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## 4. Transform (to improve effectiveness)

**Programs assigned to this category generally received medium to low program scores.**

**Programs in this category contribute to the academic quality of the university, but reorganization and/or resource reduction is required for long-term viability on contribution of these programs.**

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### **Civil Rights, Compliance and ERM**

#### **Purchasing and Contracts**

The task force recommends the transformation of this unit to address inefficiencies in this service relating to service time, timeline to secure contracts, and procurement processes. Recommend clearer communication with community stakeholders.

### **College of Arts, Social Sciences, & Humanities**

#### **Africana Student Services**

This unit performs a vital function but needs to be transformed to be effective. The task force recommends that this unit be included in the necessary community-wide reorganization of Eastern's DEI efforts that require both structural transformation and greater financial support (**see Appendix IV. Diversity, Equity & Inclusion Support Strategy**). Africana students would be better served if the services of this unit were not based within an academic college and received greater institutional support.

#### **Chicano Student Services**

This unit performs a vital function but needs to be transformed to be effective. The task force recommends that this unit be included in the necessary community-wide reorganization of Eastern's DEI efforts that require both structural transformation and greater financial support (**see Appendix IV. Diversity, Equity & Inclusion Support Strategy**). Chicano students would be better served if the services of this unit were not based within an academic college and received greater institutional support.

### **Marching Band**

This unit is important to EWU's mission and vision, but its funding model and budget need to be transformed to be sustainable. The task force suggests considering Code Red as a more sustainable option or adopting a student club model that would be able to raise funds. The task force also suggests investigating the possibility of charging performances to other departments. Finally, the task force notes that this service is adversely impacted by the fact that EWU still primarily follows a quarter schedule.

### **World Music Ensemble**

The task force recommends a review of how this service is managed to ensure that students have appropriate access and are receiving support during the application process and the necessary follow up post-event.

### **College of Professional Programs**

#### **Center for Entrepreneurial Activity**

This unit shows great promise but would benefit from reorganization focused on securing more sustainable operations and more consistent staffing.

#### **Institute of Public Policy**

This well-regarded service provides valuable research for our region. However, this unit primarily serves external shareholders and it is unclear through review of the information to what extent it serves our students.

#### **Library as Place Services**

Consolidating this service into a single position would enhance efficiency. Long-term planning is essential to define the role and responsibilities of this position as the service is currently distributed among several staff members.

### **Dining**

#### **Catering & Event Planning- Split with Disinvest**

The task force recommends this service should be transformed and split; Event Planning should not exist within an auxiliary and require charges for scheduling rooms and services such as event set ups. Additionally, the task force recommends consideration should be taken to evaluate Catering for disinvestment and/or outsourcing. The current model is cost prohibitive for university clients (**see Appendix VII. Auxiliary Service Business Systems**). The task force notes that if this service

were to be discontinued there could be adverse effects to related services. This service is split 50/50 between transform and disinvest.

### **Union Market**

Union Market is an important service that would better serve our students' needs with extended hours and more varied food options in the summer so staff and faculty could make greater use of this service. Moving this unit to external, third party management might be beneficial.

### **Diversity & Inclusion**

#### **DEI Office Operations**

This unit performs a vital function but needs to be transformed to be effective. Staffing in this area has recently changed; the task force recommends that this unit be included in the necessary community-wide reorganization of Eastern's DEI efforts that require both structural transformation and greater financial support (**see Appendix IV. Diversity, Equity & Inclusion Support Strategy**).

#### **DEI Training/Development/Events - Split with Invest**

This unit performs a vital function but needs to be transformed to be effective. The task force recommends that this unit be included in the necessary community-wide reorganization of Eastern's DEI efforts that require both structural transformation and greater financial support (**see Appendix IV. Diversity, Equity & Inclusion Support Strategy**). The structure of this service needs to be transformed to make training and events more effective. This service is split 50/50 between invest and transform.

### **Enrollment Services**

#### **Financial Aid**

This is an essential service unit that needs to be transformed to be more responsive to the needs of our students. This unit should prioritize being more proactive with educational outreach to help students (and prospective students) understand how financial aid works. Student retention would be improved through more timely responses to student questions regarding financial aid. This unit might benefit from added staff, but more importantly needs a fundamental transformation to better focus on responding to students' needs and collaborating with other service units on campus. Consider using available software that can be used for drop in scheduling to communicate with students who want to meet with a Financial Aid advisor.

## **Facilities & Planning**

### **Access Control Shop**

This unit performs an essential function but is in need of transformation to be more responsive to the needs of internal shareholders. They rely on outdated software and procedures that need to be updated. This office should consider expanding hours of operation to make it easier for community members to receive support. Consider combining with Eagle Card Services to place all access related functions in one unit. Other transformation options may be possible to increase efficiency.

### **Business Services**

The institution needs to look at the Washington State Patrol and Archives contracts to make sure the university is charging the appropriate amount for the services Facilities provides.

### **Facilities Fleet Operations**

This service is essential but requires reevaluation of its operational model. The funding structure and Enterprise vehicle rental contract should be reassessed as departments, and possibly the institution, are paying more for the service of Enterprise vehicle rental compared to the previous motor pool system. This also impacts labor efficiency for those who have to go off-site to pick up vehicles.

### **Energy Management - Split with Disinvest**

This unit needs to be transformed so that our energy use can be more sustainable and in line with the scientifically proven need to reduce emissions that drive global warming. Since energy use is significantly influenced by in-person working hours, the task force suggests considering mitigation efforts, like moving to a four day a week schedule, to assist EWU's energy management and decrease the university's carbon footprint (**see Appendix III. Funding Concentration and Pass-Through Expenses**). This unit is split 21% to transform and 79% to disinvest.

### **Surplus Property**

This unit provides a mandated service, but would benefit from a transformed business model to make it more responsive and better able to generate revenue.

## **Financial Services**

## **Budget Services**

This template indicated that Budget Services helps to train budget managers to effectively understand and manage their budgets. Based on the templates the task force read, many budget managers do not share this view and instead feel that budgeting is insufficiently transparent. Throughout this process, it has become clear to this committee that EWU needs a fundamental overhaul of its budgeting services to make them more transparent and responsive to the needs of unit budget managers. EWU needs regular, campus-wide training on budgets so that managers across campus have access to the information they need to plan and make decisions (**see Appendix II. Data Concerns**).

## **Student Financial Services**

The task force recommends building a proactive business process that better supports students as they pay tuition and fees (**see Appendix III. Funding Concentration and Pass-Through Expenses**).

## **Human Resources**

### **HR Operations and Compliance**

This essential unit needs to be transformed to be more responsive, especially regarding the hiring process, which can often involve delays that inhibit other units from conducting their work. The task force recommends that this unit consider returning to adjustable start dates, as limiting new hires to the 1st or 16th inhibits day to day operations. The task force recommends developing a comprehensive on-boarding plan for new staff as well as regular training for HR leadership. The task force supports the suggestions in the opportunity analysis provided, including training and development for employees and supervisors encompassing leadership development initiatives, skill enhancement workshops, and professional certifications in order to enhance performance, engagement, and employee satisfaction.

### **Talent Acquisition**

This unit performs an important function, but our current processes cause significant delays in the hiring process. EWU loses talent because our talent acquisition process is too time consuming. This unit should be transformed to better support and communicate with search committees and units with new talent needs.

## **Information Technology**

## **Network and Telecom Services**

The institution must allocate resources for campus network infrastructure improvement, but the current funding model and operational approach are not effective. A fundamental change in approach is required to make this successful and sustainable long term.

## **Intercollegiate Athletics**

### **General Operations (all other)**

Athletics as a whole needs to be transformed to eliminate its structural deficit and function with a reduced budget that would bring it in line with other regional state universities and EWU's overall budget. The task force encourages this service to undergo operational transformation and explore additional revenue generation strategies.

### **Football**

Football needs to be transformed in order to bring it in line with EWU's budget challenges and other regional universities in our area. It is unsustainable for a university of our size with our budgetary challenges to allow a single unit to accumulate annual deficits as large as the ones listed in this template. At the start of this process, Larry Goldstein, the consultant who developed the SRA process and consulted throughout the process, charged the task forces to consider all options to cut our deficit and said this process can only succeed if there are no sacred cows. EWU's leadership needs to consider all options to decrease Football's unsustainable deficit spending, including moving Football to a lower division.

### **Summer Sports Camps**

Summer Sports Camps hold the promise of generating revenue during the summer. However, the current model of Summer Sports Camps needs to be reconsidered and transformed to achieve this promise. This unit is hampered by the fact that there is insufficient coordination between different summer activities. The task force recommends that this unit be evaluated alongside other units that function primarily during the summer to develop an overall strategy for how EWU can better generate revenue and recruit students during summer activities.

## **Office of Academic Affairs**

### **Continuing Education, Online Program Administration - Split with Disinvest**



We recognize that this important unit is under new leadership and needs time to grow and develop. However, the task force recommends a new model to allocate and distribute the sizable fund balance that this unit holds that would be better utilized in other areas of the university. This service is split 50/50 between transform and disinvest.

## **Office of Advancement**

### **Advancement Services**

This service holds significant importance for the institution as it oversees the management of the EWU Foundation and the receipt and processing of gifts from donors. There is a clear need for improved transparency regarding fund balances and enhanced training on the procedures for accessing funds by the benefiting areas.

### **Alumni Relations**

This unit should be transformed to develop, track, and maintain better connections with our alumni and to foster affinity groups (such as Sorority and Fraternity Life members, CAMP students, and alumni active in clubs). Information about a student's participation in various university programs like Honors, CAMP, McNair, etc., are tagged in our Slate and Banner systems. That information would be important to keep once someone goes from being a student to an alum. Consider adding administrative staff to help this tracking.

### **Annual Giving**

This valuable service makes important contributions to the university's budget, but the task force recommends reconsidering not placing such a strong emphasis on targeting staff, faculty, and students for giving during current budget challenges.

### **Media Relations**

This unit provides an important service but needs to be transformed as part of a comprehensive media plan. The task force recommends that this unit place greater focus on sharing with local media some of the achievements of our staff, faculty, and students. The staffing allocation for this service seems to be a very small piece of the Office of Advancement's portfolio.

### **Planned Giving**

This valuable service makes important contributions to the university budget and facilitates strategic donor contributions. It is prudent to explore the potential for reorganization or cross-training within other areas of Advancement. Additionally,

consideration should be given to leveraging the FreeWill software platform to benefit alumni and potentially yield a favorable return on investment through planned gifts.

## **Records & Registration**

### **Commencement**

This important service should be transformed to bring costs in line with declining enrollment. This service would be more affordable if the entire university moved to semesters or quarters. The task force also suggests considering holding ceremonies on Fridays and returning to campus to reduce costs.

## **Sports & Recreation Center**

### **Aquatics**

We recommend transforming this service to improve its ability to generate revenue. This unit could capitalize on the fact that the Cheney community pool is currently being closed.

## **Student Affairs**

### **Eagle Entertainment**

This unit offers an important service that contributes to student retention. The task force recommends transforming how Student Affairs units, like this one, are staffed and funded so that students are better able to track how their S&A fees are spent.

### **Eagle Sound**

We recommend combining this unit with University Productions. The task force recommends transforming these units so that student organizations have priority in using these services and receive discounted rates. The task force also recommends developing processes to ensure that the equipment controlled by this service is used by other campus partners in ways that are in accordance with the requirements of S&A policies.

### **Easterner**

Student journalism is a vital service for the university and The Easterner needs to continue to serve our community. The task force recommends transforming this unit so that it receives clearer and more consistent oversight from journalism professionals paid

a regular salary, rather than through Part Time and Overload faculty salaries. The task force suggests considering other media to supplement the current format, such as podcasts or digital media.

### **English Language Institute**

This service has recently transitioned from Student Affairs to Academic Affairs. This is a crucial program designed to support international students during their matriculation. This service has not had a consistent home. Consistent placement and resources are necessary to provide a reliable and appropriate service. The task force recommends that this office is transformed to receive the necessary support for its ongoing operation.

### **Multicultural Center - Split with Invest**

This unit performs a vital function but needs to be transformed to be effective. The task recommends that this unit be included in the necessary transformational reorganization of Eastern's DEI efforts that require both structural transformation and greater financial support (**see Appendix IV. Diversity, Equity & Inclusion Support Strategy**). The task force notes that this unit has suffered due to turnover in staff and we are heartened that EWU will work with a consultant to address the DEI support systems. This is an ideal time for the university to transform and improve our DEI services, such as this one. This service is split 50/50 between invest and transform.

### **VP (Student Affairs) Office Operations**

We encourage the new Vice President for Student Affairs to transform this unit's structure to be more responsive to students' needs and better coordinate with Academic Affairs and other campus shareholders.

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## 5. Disinvest (candidate for phase-out; subject to additional review by senior leadership)

**Programs assigned to this category generally received low program scores. Restructuring, consolidating, or eliminating these programs will permit the redistribution of resources to targeted programs and/or will enhance the academic performance of the university.**

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### **Bookstore**

#### **Eagle Store Operations**

This service plays a vital role within the university; however, its long-term financial sustainability may pose a challenge. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (**see Appendix VII. Auxiliary Service Business Systems**). The task force recommends that careful assessment takes place to assess what service is relevant to the university and conduct a cost-benefit analysis to explore the possibility of outsourcing as a potential solution. The task force notes that if this service is discontinued there could be adverse effects to related services.

#### **Merchandise**

This service plays a vital role within the university; however, its long-term financial sustainability may pose a challenge. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (**see Appendix VII. Auxiliary Service Business Systems**). The task force recommends that careful assessment takes place to assess what service is relevant to the university and conduct a cost-benefit analysis to explore the possibility of outsourcing as a potential solution. The task force notes that if this service were to be discontinued there could be adverse effects to related services.

### **Civil Rights, Compliance and ERM**

#### **Mail Services**

This service offers a valuable service to our campus community but is not cost effective or sustainable as currently deployed. To enhance its effectiveness, the task force

recommends consolidating with other receiving services and centralizing package deliveries to a single location on campus to potentially streamline the process. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (**see Appendix VII. Auxiliary Service Business Systems**).

## **College of Arts, Social Sciences & Humanities**

### **FM Station**

This unit was marked for disinvestment by the manager in charge of the template at the start of the SRA process.

## **College of Professional Programs**

### **Dean's Office Operations - Split with Disinvest**

All of the Dean's Office Operations should consider opportunities to streamline to match current enrollment trends and revenue impacts to ensure that operations are sustainable long term. Understanding that the CPP serves the most students per college, the CPP Dean's Office Operations is split with disinvest to bring the expenses of the college relatively in line with the other colleges, but still maintain a higher overall level of resources. This service is split 87% streamline and 13% disinvest.

### **Library Course Reserves**

The function of this service is already managed independently through some colleges and directing this responsibility through the colleges may minimize the impact on the Library workload and provide financial savings.

### **Library Test Proctoring Services**

This service was not in existence prior to the COVID pandemic. The task force recommends reverting to the previous approach, delegating proctoring services to Student Accommodations and Support Services, reviewing and allocating resources to match current and trending needs for proctoring services, and receiving assistance from departmental staff and faculty.

## **Dining**

### **Catering & Event Planning - Split with Transform**

The task force recommends this service should be transformed and split. Event Planning should not exist within an auxiliary and require charges for scheduling rooms and services such as event set ups. Additionally, the task force recommends consideration should be taken to evaluate Catering for disinvestment and/or outsourcing. The current model is cost prohibitive for university clients (**see Appendix VII. Auxiliary Service Business Systems**). The task force notes that if this service were to be discontinued there could be adverse effects to related services. This service is split 50/50 between transform and disinvest.

### **Dining Services**

This service plays a crucial role in enhancing campus vitality by offering diverse food options. Nevertheless, as indicated in the opportunity analysis, there is a need for a transformative approach in its operations. The service is financially unsustainable in its current format. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (**see Appendix VII. Auxiliary Service Business Systems**). The task force recommends that careful assessment of what services are necessary/relevant and conduct a cost-benefit analysis to explore the possibility of outsourcing as a potential solution. The task force notes that if this service were to be discontinued there could be adverse effects to related services.

### **Eagle Card Services**

This service is vital to the institution. While there are meal plan components associated with Eagle Cards, the task force believes its overall significance warrants it being administratively independent of an auxiliary and recommends exploration of a potential merger of this service with Access Control in Facilities & Planning to enhance both units' operational efficiency.

### **Einstein's**

This service is a popular campus dining option, however faces financial sustainability issues due to franchise fees. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (**see Appendix VII. Auxiliary Service Business Systems**). Should this service stay, the institution should consider relocation to the Pence Union Building. The task force notes that if this service were to be discontinued there could be adverse effects to related services.

### **Freshens**

This service is a popular campus dining option, however is financially unsustainable in its current operation. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (**see Appendix VII. Auxiliary Service Business Systems**). Having a variety of dining options is important. Should this service

stay, the institution should consider location and hours of operation. The task force notes that if this service were to be discontinued there could be adverse effects to related services.

### **Panda Express**

This service is a popular campus dining option, however faces financial sustainability issues due to franchise fees. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (**see Appendix VII. Auxiliary Service Business Systems**). The task force notes that if this service were to be discontinued there could be adverse effects to related services.

## **Enrollment Services**

### **Summer Session Operations**

The task force recommends a review of the business model for this service. If kept, consider expanding course offerings which are currently limited. Explore four-day work weeks for cost savings. Additionally, a university-wide approach to summer camps should be considered.

## **Facilities & Planning**

### **Energy Management - Split with Transform**

This unit needs to be transformed so that our energy use can be more sustainable and in line with the scientifically proven need to reduce emissions that drive global warming. Since energy use is significantly influenced by in-person working hours, the task force suggests considering mitigation efforts, like moving to a four day a week schedule, to assist EWU's energy management and decrease the university's carbon footprint (**see Appendix III. Funding Concentration and Pass-Through Expenses**). This unit is split 21% to transform and 79% to disinvest.

## **Financial Services**

### **General Accounting - Split with Streamline**

Providing additional training to department level budget officers would be incredibly helpful for professional development and also for effective and efficient management of budgets at the departmental level. Additionally, General Accounting staffing levels should be benchmarked against other regional universities. This service is split 22% streamline and 78% disinvest.

## **Travel**

This service is important; however the task force recommends integrating this service into General Accounting as staff and faculty are increasingly managing their travel independently. Exploring the full Concur platform for enhanced functionality may be beneficial.

## **Office of Academic Affairs**

### **Bellevue Campus Operations**

As a regional comprehensive institution, our mission entails concentrating resources in Eastern Washington. The task force recommends the institution should prioritize online degree programs over satellite campuses outside of the region.

### **Continuing Education, Online Program Administration - Split with Transform**

The task force recognizes that this important unit is under new leadership and needs time to grow and develop. However, the recommendation is for a new model to allocate and distribute the sizable fund balance that this unit holds that would be better utilized in other areas of the university. This service is split 50/50 between transform and disinvest.

### **Strategic Planning**

The task force recommends that Strategic Planning as a service should be discontinued. However, the practice of strategic planning should be retained under the purview of the President's Office.

## **Office of Advancement**

### **Communications**

This service template exhibits overlap with other MarCom areas. The task force recommends that a larger focus be put on sharing institutional stories externally. Additionally, the task force recommends disinvesting in this service as it is currently structured. Restructuring Marketing as an independent department would allow the department to redistribute the resources pulled from this service to enable a single, coordinated marketing strategy.

### **Digital Services**

This service does important out-facing work but is unsustainable in its current format. The task force believes the function of this unit could benefit from reorganization with Information Technology to have one centralized website team. If this service is retained



under the Office of Advancement, the task force recommends disinvestment in this service as it is currently structured while placing a heavier investment on Marketing as an independent department and allow the department to redistribute the resources pulled from this service to best align with the marketing strategy of the institution going forward.

### **Graphic Design Services**

This service template exhibits overlap with other MarCom areas. It is imperative to define the services they will offer and communicate this clearly to the university to help eliminate barriers and delays in work product reaching customers. The task force recommends disinvestment in this service as is while placing a heavier investment on Marketing as an independent department and allow the department to redistribute the resources pulled from this service to best align with the marketing strategy of the institution going forward.

### **Multimedia Services**

It appears there is a bottleneck in the service that prevents projects from being pushed through. This service appears to experience frequent turnover and requires additional staff to effectively manage the workload. The task force recommends disinvestment in this service as is while placing a heavier investment on Marketing as an independent department and allow the department to redistribute the resources pulled from this service to best align with the marketing strategy of the institution going forward.

### **Social Media**

This service is currently operating as a three-year project position. The task force recommends disinvestment in this service as is while placing a heavier investment on Marketing as an independent department and allow the department to redistribute the resources pulled from this service to best align with the marketing strategy of the institution going forward.

## **Parking & Transportation**

### **Parking Services**

While this service generates needed revenue, it falls short of maintaining the parking lots at appropriate levels. The task force believes a critical evaluation of Parking Services' revenue sources and their allocation is needed, including charges to Athletics on athletics games days. Consider a potential merger of this service with other areas such as Facilities or Campus Safety.

## **Student Affairs**

### **Health Care Contract**

This service is important; however, there is a lack of robust quality measures which negatively impacts the student experience. The task force recommends follow-up to assess the implementation of the contract, feedback mechanisms in place, and regular analysis to evaluate whether the program is yielding the desired results in an impactful manner. Institutional education about the contract terms and coverage should be improved if this is a service that must be retained.

### **Housing - Residence Hall Operations (Facilities and Custodial) - Split with Invest**

It is crucial that Housing staff be empowered to determine their operational priorities and be supported in meeting those needs. Additionally, Housing should look at the ways in which they can acquire a new building, whether that is through a bond or looking at public private partnership options. This service has been split between invest and disinvest. As part of a Housing Master Plan, the institution needs to demolish buildings that will not be used in the future in order to optimize expenditures on maintenance, insurance, energy costs, etc. This service is split 95% invest and 5% disinvest (**see Appendix VII. Auxiliary Service Business Systems**).

### **Housing - Apartments**

The institution requires a comprehensive Housing Master Plan that addresses the life cycle of its facilities, which are currently at risk. The task force recommends that Housing be granted the flexibility to reinvest its funds into necessary infrastructure improvements which are not currently being addressed due to the state of Facilities staffing. The task force acknowledges that on-campus apartments offer recruitment and retention advantages. However, the sustainability of the current apartment system would require changes in how Housing is permitted to maintain these structures (**see Appendix VII. Auxiliary Service Business Systems**).

# Appendix

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## Preface

During the course of the Strategic Resource Allocation process, the members of the USTF noticed several themes that warranted special comment beyond the discussion of specific unit templates. Therefore, the task force has opted to detail them within this appendix to the SRA report.

### **I. Services Not Reviewed**

The Facilitation Team was unable to provide financial data for a number of services. As a result, the task force was unable to review these services. For clarity's sake, the task force has included a list of service units that the USTF was unable to review because of either missing data sets or general university financial obligations that fell beyond the scope of the SRA process. The task force recommends that these services be attached to budget line items to better enable future review.

- American Indian Student Services
- Area Health Education Center
- Capital & Master Planning
- Cheney Hangout
- Debt Service - Housing/Dining
- Debt Service - Pence Union Building
- Debt Service - University Rec Center
- General University Obligations

- Library Course Support
- Math Lab
- Mentor Collective
- Mine Safety
- Music Concerts
- Northwest Autism Center
- Prairie Restoration
- R25 Management
- S&A Fee Revenue
- Theatre
- University Productions
- Women & Gender Education Center

## II. Data Concerns

As the task force progressed through the review process, it began to encounter barriers to the review of some services that appeared to be systemic to the methods the university uses to budget, collect, and/or report financial data. Examples of these barriers are as follows:

- **No line-item data**  
Some services that were in the initial list submitted to the task force had no line item data. Without discrete data, these services did not meet the definition of a service for review. Going forward, the task force would recommend that line items be created for these services so that the university can track the performance of these services and produce reliable information for any future review.
- **Expenditure services (Debt Services)**  
Services that were in the initial list had data line items for debt expenditures and did not meet the definition of a service. This data may have applied to corresponding services but the expense itself did not constitute a service. As a result, the task force was unable to review and place these programs.
- **Unclear Data**  
As the task force reviewed templates, another common theme began to emerge. Several responders responsible for filling in templates for university service units commented within their template submissions that the data provided to them did not accurately represent their financial situations or was unintelligible as provided. The task force would like to recommend that the university analyze the

processes used for tracking financial data and formulate a plan that is more user-friendly for its departments and more transparent to review. The task force also recognizes that many in the university may also need appropriate training in this discipline and the university may benefit from offering something to its employees that will satisfy these needs.

- **Miscellaneous Data Issues**

Aside from the more common problems that have already been identified, the USTF also regularly identified other problems either annotated by services within their templates or in deliberation over the services. Commentary within the templates suggested that some expenses that were listed in data sets did not correspond with the actuals that responders see in Banner. Responders also commented that the data they received was difficult to respond to as they represented multiple funding sources or ORGs, or did not have an ORG attached at all. The task force requested service detailed data with the understanding that there may be some templates that shared org codes but the task force would be given a split of percentage. However, when data was received, the data was at the division level, rather than targeted data for the singular service, which did not meet the needs of the task force and provided considerable confusion to template writers.

The USTF was told by the consultant that consideration should be taken in regard to whether or not services stayed within their means; however, this was not possible as the Facilitation Team provided data in the form of actuals and not budgeted data. Additionally, several template data sets did not reflect revenue even though it does exist in the form of service and activity fees or administrative fees.

### **USTF Recommendation**

Budgeting, accounting, and tracking of financial data are of paramount importance to an institution's success. These functions allow the university and its internal stakeholders to formulate plans for current conditions as well as prioritize and strategize for the future of the organization. During the course of the SRA process, the task force observed that there is room for institutional improvement regarding the collection and transparency of our data. Recognizing this, the task force recommends that the university analyze its current budgeting and accounting model and find ways to make our data systems more accurate, transparent, and responsive. The task force has a few suggestions for the university regarding this important work as follows:

- Create line items to associate with services included in the SRA review but lacking distinct data.
- Realignment of the university's chart of accounts to better reflect the institution's operational efforts and alleviate confusion.
- Update budget line items to reflect current costs of operation to allow managers to gauge performance against realistic measures.
- Institute a comprehensive training program for university budget authorities.

### **III. Funding Concentration and Pass-Through Expenses**

As the review progressed and the task force began assigning services to the quintiles, a noteworthy concern emerged regarding the concentration of funds into a small number of large units. For reference, the top 30 services by volume of expenditure accounted for 69% of all reviewed expenses. As larger services were placed into quintiles, the distribution of the quintiles would change dramatically. At times this condition would create difficulty in correctly distributing the appropriate amount of expenses into each quintile.

Early in the process of assessing and ranking service units, the task force noted that in several cases overhead was incorrectly represented as an operating expense. When the task force alerted Larry Goldstein (whom EWU retained as an advisor throughout the process) to this fact, he reiterated that certain expenses (such as work study, utilities, interest expense portion of debt services, and infrastructure renewal construction costs) should not be treated as operating expenses and should be removed from the templates in question and reconciled. The task force requested that the Facilitation Team change and reconcile the templates in question to align with Mr. Goldstein's recommendation. However, no such changes or reconciliations were made.

### **IV. Diversity, Equity & Inclusion Support Strategy**

The members of the USTF agree unanimously about the need for EWU to take special care during the remainder of the SRA process to ensure necessary support for underrepresented students, staff, and faculty within our community. The task force finds that EWU needs a more cohesive strategic plan to address institutional equity gaps that cause the institution to underserve marginalized BIPOC students, faculty, and staff. Currently, EWU maintains several affinity centers, including the Pride Center and the Multicultural Center, that perform critical work in addressing inequities and encouraging belonging, but are under-resourced and are hampered by a lack of an institution-wide DEI plan. Additionally, students have expressed dissatisfaction with the high rates of

leadership turnover and inconsistent support for the services that perform DEI functions within EWU.

Regarding EWU's DEI initiatives as a whole, the USTF recommends both increased investment to close gaps in equity as well as transformation of some services engaged in DEI. The USTF recommends greater investment in and the transformation of our DEI initiatives as part of a holistic review of EWU's DEI plan that can develop the support system necessary for the many direct DEI services on campus.

## **V. Calendar System**

Several services mentioned in their templates the negative impact that operating on both quarters and semesters has on both students and staff. Operating on two different calendars increases the complexity and cost of our administrative processes by requiring additional planning, scheduling, and management. A two (technically three with online accelerated ) calendar system generates a needlessly complicated web of procedures that can be challenging to navigate. Additionally, managing multiple academic structures often results in increased labor costs which strains the institution financially.

Balancing both quarters and semesters leads to difficulties in providing adequate support and experiences for students on semester schedules. Despite our current efforts, EWU is not able to provide the same experience to semester students as it does for quarter students in terms of welcoming and orientation, availability of engagement opportunities, and support services. The USTF therefore recommends reviewing our current multi-term calendar and assessing the viability of establishing a single, universal term calendar.

## **VI. Student Support System Deficiencies**

Ensuring the availability and effectiveness of tutoring is crucial for student success on campus. Not all tutoring services had data attached and therefore not all could be evaluated. However, the task force recommends a strategic evaluation of these services provided on campus. Centralizing management under a unified umbrella should be explored for efficient coordination and resource optimization. Additionally, exploring an Athletics-inspired model for centralized student support, akin to a campus-wide template, could prove beneficial. The task force recommends looking at what works well in different areas (PLUS, Writers' Center, Math Lab, etc.) and what could be made more effective to contribute to a holistic and effective support system for all students.

## VII. Auxiliary Service Business Systems

Campus auxiliary services play a vital role in supporting the academic mission of our institution. Services such as the Eagle Store, Dining, and Housing are self-support services that are mandated to generate revenue while maintaining financial sustainability. Nevertheless, the task force recommends that these auxiliary services may encounter disadvantages resulting from the university's fee imposition structure. Currently, auxiliaries are charged a non-negotiable 8% administrative fee on revenue, which has been increased this fiscal year from the 6% administrative fee at the time of the template submission. Further compounding this financial challenge, both the Eagle Store and Dining Services are obligated to make rent payments to the PUB, which provides necessary funds for operation and maintenance of the PUB but results in a dual financial burden for these services and impacts their financial sustainability. The task force recommends the institution revisit the administrative fee structure for auxiliaries, how it is negotiated, and determine if changes could allow for more auxiliary flexibility and yield a better operational result. The task force recognizes and would like to highlight that additional expenses for these units inflate the price for their goods and services, which ultimately leads to restricted demand and altered performance. The USTF recommends that any fee structure imposed should be very thoughtfully considered and analyzed, as the impacts have direct side effects on efficacy and demand for the service provided.

The task force created a survey to analyze how auxiliaries are operated at other institutions across the United States. Some highlights include:

- Of respondents regarding bookstores:
  - 26% operate in-house Bookstore
  - 67% work with a third party contracted out Bookstore
  - 7% offer a mixed contract/in-house Bookstore
  - 53% pay an administrative fee, rent, or overhead charge
- Of respondents regarding Dining Services:
  - 21% operate in-house Dining Services
  - 58% work with a third party contracted out Dining Services
  - 29% offer a mixed contract/in-house Dining Services
  - 71% pay an administrative fee, rent, or overhead charge
- Of respondents regarding Housing and Residential Life:
  - 79% operate in-house Housing
  - 21% offer a mixed contract/in-house Housing
  - 63% pay an administrative fee



- Of respondents regarding Mail Services:
  - 94% report having daily delivery to all departments and offices on campuses
  - 6% reported having a centralized mail office where campus community members pick up their mail

This survey had a limited sample size and was not meant to be exhaustive of all options available. The task force acknowledges the benefits of providing in-house Bookstore and Dining Services operations, but in order to examine all options, recommends EWU consider externally contracted partnerships.

### **VIII. Satellite Campuses**

Similar to some of the concerns addressed under Appendix V. Calendar System, the task force acknowledges the institution has struggled with the identity and service levels provided at satellite/non-Cheney campuses. The operation of multiple campuses poses communication and coordination challenges, resulting in operational discrepancies and a lack of alignment with the overarching institutional mission. Managing facilities in diverse locations incurs a financial strain; however, paramount among our concerns is the inequity of student support services and the difficulty of fostering a uniform student experience across all campuses. Additionally the task force acknowledges that there are concerns about programs being moved, causing students to commute between campuses. Students have reported that it adds complexity to their schedule causing some students to commute between campuses. The task force recommends a comprehensive assessment and actionable strategic plan to fortify the identity, service levels, and overall effectiveness of our satellite/non-Cheney campuses.