Work Group 1

Academic Vision:

Eastern Washington University will sustain or increase enrollment and resources to enhance academic and service quality.

Goal 1:

Eastern Washington University will have planned and managed enrollment growth.

Current Environment or Issues:

Approximately 90% of EWU’s operating revenue is enrollment-based. Continued generation and growth of enrollment is the only way to ensure resource availability in the future. Given the lower demographic projections for college students in the next 5-10 years, it is apparent that we will need to aggressively pursue new and existing student markets in order to generate and grow the resources needed to meet our objectives for academic and institutional quality.

Strategy:

Planned and managed enrollment growth will be achieved by:

A. sustaining our current market share from the east side of the state and expanding our market share from the west side of the state;
B. expanding our market share from Western University Exchange (WUE) states and expanding our market share from international locations;
C. continuing to focus on value-based strategies that emphasize quality, cost and location;
D. developing Spokane growth strategies in concert with the Spokane Task Force.

Tactics:

1. Create an Enrollment Management Team charged with enrollment planning responsibilities.
2. Update the STAMATS market research to survey prospective students, high school influencers, and community college counselors across the state.
3. Develop a west-side physical site (likely Bellevue) with a commitment to 2+2 programs at this location.
4. Increase recruitment staff to effectively staff a west-side recruitment hub for attracting freshmen and transfers to Cheney/Spokane.
5. Develop a comprehensive and aggressive recruitment plan for increasing market share of west-side, out-of-state and international students.
6. Adopt a differential tuition pricing model that incorporates the WUE rate (150% of undergraduate tuition) as a third tuition category.
Indicators of Success:

a. Percent enrollment growth from west side, WUE states and international students.
b. Annual evaluation of the effectiveness of the recruitment plan.

Goal 2:

Eastern Washington University will obtain additional state funding to support EWU enrollments.

Current Environment or Issues:

State funding of enrollment has not adequately kept pace with enrollment growth. The state has shifted the responsibility for enrollment funding to the student/parent by increasing tuition rates 30%+ over the past three years and projections suggest it is becoming tacit policy. These tuition increases have backfilled for the lack of state funding, but this is not a viable long-term solution.

Strategy:

Pursue additional state funding for EWU enrollments based on:
A. Mutual benefit (partnership with state or performance contracting)
B. Access and capacity at EWU and its various sites
C. Meeting state accountability measures
D. High-demand or high state need enrollments if made available.

Tactics:

1. Re-invest new state enrollment funding to effectively and efficiently support planned and managed enrollment growth.
2. Re-invest new state enrollment funding to effectively and efficiently support academic and service quality.

Indicators of Success:

a. The amount of increased state funding.
b. The degree of implementation of Academic Strategic Plan.
c. Annual analysis of academic and service quality

Goal 3:

Eastern Washington University will develop selected community college partners to expand our enrollment base.
Current Environment or Issues:

Washington state's public higher education policy is in disarray. The state is 49th out of 50 states in four-year participation, and 4th in two-year participation rates. The state's higher education model is built around our community college system. However, the community colleges are doing an ineffective job of producing direct transfer students. There are also policy movements in the legislature to allow some branch campuses and community colleges to offer four-year degree programs.

Strategy:

Eastern Washington University will develop a community college strategy that involves partnerships with some community colleges and competition for freshmen with the others.

Tactics:

1. Continue partnering with the community colleges that are succeeding in producing four-year transfers (SFCC, SCC, Bellevue).
2. Compete aggressively with remaining community colleges and branch campuses for freshmen using our competitive advantages of academic quality, superior facilities, excellent residential campus life.

Indicators of Success:

a. The number of 2 + 2 programs with Bellevue CC and Spokane CCs.
b. The amount of increase in market share of freshmen from Washington state.
c. The number and success (graduation rates) of students in articulated programs, especially those from non-AA degree programs

Goal 4:

Eastern Washington University will increase non-state resources.

Current Environment or Issues:

Seventy-one percent of our current operating revenues come from sources other than state Appropriations. Besides enrollment growth, Eastern Washington University needs to also focus our efforts on mechanisms that will expand all non-state university resources, including financial, physical, and human.

Strategy:

A. Generate additional non-state resources from business and auxiliary services, private financial aid, grants and contracts
B. Maintain competitive advantage using tuition setting/pricing efforts
Tactics:

1. Business and auxiliary services should develop institutional strategic partnerships, which focus on Auxiliary Enterprises, DEO, Athletics, ASEWU, the Foundation, and Student Affairs as well as public and private external opportunities to increase revenues.
2. The office that manages non-state financial aid should develop institutional strategies to generate more non-endowed private aid. Each dollar generated offsets students' costs but goes back into the operating revenue of the university.
3. The Grants Office should develop opportunities in areas such as undergraduate research, student and faculty support and entrepreneurial opportunities.
4. When setting tuition and pricing, the university should continue using competitive strategies focused on value but based on cost, quality and access.

Indicators of Success:

a  The amount of growth in non-state revenues.
b  Evaluation of university programs to assure value.