### GROUP 1 - RESOURCE AND ENROLLMENT GROWTH

<table>
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<tr>
<th>Goals</th>
<th>Issues</th>
<th>Strategies</th>
<th>Tactics</th>
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<td>Acquire, allocate and manage resources to meet strategic goals</td>
<td>Resources include financial, physical, and human resources. The university has three resource responsibilities: A. Acquire Resources (Generation &amp; Growth) B. Allocate Resources (Distribute &amp; Prioritize) C. Manage Resources (Efficiency &amp; Utilization)</td>
<td>Institutional quality and sustainability is dependent on developing successful strategies to achieve all three resource responsibilities. Deficiencies and opportunities must be identified and addressed.</td>
<td>Group 1 is focusing on resource generation and growth strategies. Group 2 is focusing on retention strategies. Groups 3-6 are focusing on resource allocation and management strategies.</td>
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**Planned and managed enrollment growth**

Approximately 90% of EWU’s operating revenue is enrollment-based. Continued generation and growth of enrollment is not an option; it is a necessity. Given the demographic projections for the next 5-10 years, it is apparent that we will need to stay aggressive in pursuing new and existing student markets in order to generate and grow the resources needed to meet our objectives for academic and institutional quality.

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 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.

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

Percent enrollment growth from Westside, WUE states and international students.
| Obtain additional state funding to support EWU enrollments | State funding 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. These tuition increases have backfilled for the lack of state funding, but this is not a viable long-term solution. | Pursue additional state funding for EWU enrollments based on:  
A. Mutual benefit (partnership with state or performance contracting)  
B. Access and capacity at EWU  
C. Meeting state accountability measures  
D. High-demand or high state need enrollments | 1. Re-invest new state enrollment funding to support planned and managed enrollment growth.  
2. Re-invest new state enrollment funding to support academic quality. | 1. Amount of increased state funding.  
2. Degree of implementation of Academic Strategic Plan. |
| Identify selected community college partners | This state's public higher education policy is in disarray. We are 49th out of 50 states in four-year participation rates, and we are 4th in two-year participation rates. The state's higher education model is built around our community college system and yet they are doing an inadequate job of producing baccalaureate transfers. There are also current policy movements to allow branch campuses and CCs to offer four-year degree programs. | Develop a community college strategy that involves partnerships with some and competition with the others. | 1. Partner with specific community colleges (SFCC, SCC, Bellevue) that are succeeding in producing four year transfers  
2. Compete aggressively with remaining CC’s for freshmen. Use our competitive advantages (i.e. academic quality, facilities, residential campus life,) to compete with CC’s and branch campuses. | Increase in the number of 2 +2 programs with Bellevue CC and Spokane CCs. Increase in market share of freshmen in the state. |
| Increase non-state resources | 71% of our current operating revenues come from sources other than state appropriations. We are no longer a state funded institution - we are a state-assisted institution. We need to focus on strategies (besides enrollment growth), that will expand our university resources (financial, physical, and human). | 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 | 1. Business and Auxiliary Services - Develop institutional strategic partnerships. Key areas to focus on are Auxiliary Enterprises, DEO, Athletics, ASEWU, Foundation, Student Affairs as well as public and private external opportunities.  
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<td>3. Grants &amp; Contracts - Develop opportunities in areas not currently emphasized. These include undergraduate research, student &amp; faculty support, or entrepreneurial opportunities.</td>
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<td>4. Tuition Setting/Pricing - Continue competitive advantage strategies focused on value (cost, quality and access).</td>
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