<table>
<thead>
<tr>
<th>VALUES STATEMENTS</th>
<th>ISSUES</th>
<th>STRATEGIES</th>
<th>SUCCESS INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern is committed to creating a funding pool for allocation to the academic strategic plan priorities</td>
<td>a. New state funding to Eastern will be limited in future years. b. Funding needs to follow priorities in order to implement the academic strategic plan</td>
<td>a. The Academic Strategic Plan (ASP) pool will be created from a variety of strategies that may include: 1. The Resource Allocation Model (both policy based and enrollment based distribution) can be reworked to funnel a proportion of available new dollars into the ASP pool. 2. Benchmarking a percentage of budget spent on non-instructional functions can provide an upper limit on administrative overhead with savings to flow into the ASP pool. 3. A proportion of residual carryforward funds or other unallocated one-time funds will flow into the ASP pool. 4. XX% of salary and benefit savings from vacant positions will flow into the ASP pool. 5. Other sources of dollars for the ASP pool? b. The ASP pool will be allocated by a team of faculty and key executive leadership to fund ASP priority proposals. To ensure a balance between the three goal areas, XX% of pool is allocated to each of the ASP goal areas with the remaining XX% available to float for high priority/high costs projects. Possible ideas for the use of ASP pool are listed below: 1. An amount equal to the CPI index will be set aside each year from tuition funds for increasing operations budgets in all campus departments to offset inflation. 2. $XXX will be set aside each year for faculty release time to support curriculum development in areas of institutional priority (fostering engaged student learning—interactive, immersed and integrated) as determined by a provost advisory committee consisting of 75% faculty, 25% deans. 3. $XXX will be set aside each year for providing multicultural experiences for faculty and students (travel, exchange programs, conference, etc.) 4. An &quot;efficiency&quot; fund of $XXX will be set aside to fund cost saving and innovative efficiency proposals such as staff training. 5. $XXX will be set aside for awards to a faculty member, a support staff member and a student each year who are considered to have made major contributions to the achievement of each of the 3 academic strategic plan goal areas. 6. Other ideas? c. Eastern will continue to expect the state of Washington to provide a significant portion of funding for higher education. Sufficient state support reduces the financial pressure on needy students and their families and increases access to higher educational opportunities for citizens. Communications with taxpayers and legislators will provide information on the public benefits of higher education.</td>
<td>a. Academic Strategic Plan &quot;What does success look like?” statements are an accurate description of Eastern. b. $2,000,000 in funding is available each year to implement priorities of the Academic Strategic Plan. c. State of Washington funding percent of Ledger 1 budget at Eastern will increase.</td>
</tr>
</tbody>
</table>
Eastern is committed to re-examination of the current practice in an effort to arrive at best practice.

### Ideas to consider:

**a.** A benchmarking study of administrative overhead funding and staffing levels in comparison to peer institutions will be conducted every three years with a report distributed to president’s cabinet. Eastern should strive to have administrative overhead funding at or below the XXth percentile of peer institutions.

**b.** A review group will be established to examine all units in the university on a five year cycle with the goal of identifying costs associated with units not directly connected to university mission and goals. A summary report on these costs will submitted to President’s cabinet to confirm that the functions of these units continue to be university priorities.

**c.** Conduct an evaluation of the current staffing levels for deans’ offices and study cost saving possibilities resulting from the creation of administrative intern positions for faculty to serve in the role of associate dean using 25% to 50% release time. Interns could have three year appointment terms and one year transition overlap between interns. Faculty release time to serve as administrative interns could be backfilled using special faculty. This model could provide professional development opportunities for many more faculty than the current model. It also could provide the university with many more faculty who have a broader view of the university than a faculty member obtains through teaching and serving on university committees. The experience gained could prepare faculty for career opportunities as chairs, directors, deans or executive leadership positions at Eastern or beyond.

**d.** A comprehensive cost/benefit analysis review should be conducted every three years for Eastern’s intercollegiate athletic programs and distributed to president’s cabinet. This review will take into consideration all aspects of the program including but not limited to costs by sport, scholarship of athletes, public relations benefits, student recruitment potential, contributions to campus life and comparisons with big sky peers.

**e.** A cost/benefit analysis of student recruiting process will be conducted by Student Affairs to determine the best allocation of university resources in attracting new students to Eastern.

**f.** A benchmarking study will be conducted to compare support staffing and operations funding levels for all departments (both non-academic and academic) with peer institutions. Eastern should strive to have staff and funding levels between the XXth and XXth percentile of peer institutions. In addition this study should evaluate hours of operations in comparison to support staff availability. For example a department with mostly evening classes may need minimal support staff during morning hours.

**g.** An analysis of the effectiveness of the current structure of student services as separate from colleges and departments will be conducted. The study will evaluate different models of delivery and provide a recommendation on improvements to meeting student needs without increasing the cost to the university. Study shall consider providing student services such as advising, registration and financial aid in academic buildings to allow for increased

### VALUES STATEMENTS

**Eastern is committed to re-examination of the current practice in an effort to arrive at best practice.**

### ISSUES

**a.** Existing program and administrative structures are often maintained from year to year with no evaluation of efficiency, effectiveness or connection to university mission and goals.

**b.** There needs to be trust and collaboration between faculty, administrators and staff if Eastern is to achieve the **INTEGRATED ACADEMIC EXPERIENCE** described on Page 3 of the Academic Strategic Plan.

### STRATEGIES

<table>
<thead>
<tr>
<th>Ideas to consider:</th>
<th>SUCCESS INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a.</strong> A benchmarking study of administrative overhead funding and staffing levels in comparison to peer institutions will be conducted every three years with a report distributed to president’s cabinet. Eastern should strive to have administrative overhead funding at or below the XXth percentile of peer institutions.</td>
<td><strong>a.</strong> The proposed studies are conducted and reports are made available to the president’s cabinet for strategic decision making.</td>
</tr>
<tr>
<td><strong>b.</strong> A review group will be established to examine all units in the university on a five year cycle with the goal of identifying costs associated with units not directly connected to university mission and goals. A summary report on these costs will submitted to President’s cabinet to confirm that the functions of these units continue to be university priorities.</td>
<td><strong>b.</strong> Academic strategic plan goals are accomplished as executive decisions allocate funding to university’s highest priorities based on evaluation of current practice.</td>
</tr>
<tr>
<td><strong>c.</strong> Conduct an evaluation of the current staffing levels for deans’ offices and study cost saving possibilities resulting from the creation of administrative intern positions for faculty to serve in the role of associate dean using 25% to 50% release time. Interns could have three year appointment terms and one year transition overlap between interns. Faculty release time to serve as administrative interns could be backfilled using special faculty. This model could provide professional development opportunities for many more faculty than the current model. It also could provide the university with many more faculty who have a broader view of the university than a faculty member obtains through teaching and serving on university committees. The experience gained could prepare faculty for career opportunities as chairs, directors, deans or executive leadership positions at Eastern or beyond.</td>
<td></td>
</tr>
<tr>
<td><strong>d.</strong> A comprehensive cost/benefit analysis review should be conducted every three years for Eastern’s intercollegiate athletic programs and distributed to president’s cabinet. This review will take into consideration all aspects of the program including but not limited to costs by sport, scholarship of athletes, public relations benefits, student recruitment potential, contributions to campus life and comparisons with big sky peers.</td>
<td></td>
</tr>
<tr>
<td><strong>e.</strong> A cost/benefit analysis of student recruiting process will be conducted by Student Affairs to determine the best allocation of university resources in attracting new students to Eastern.</td>
<td></td>
</tr>
<tr>
<td><strong>f.</strong> A benchmarking study will be conducted to compare support staffing and operations funding levels for all departments (both non-academic and academic) with peer institutions. Eastern should strive to have staff and funding levels between the XXth and XXth percentile of peer institutions. In addition this study should evaluate hours of operations in comparison to support staff availability. For example a department with mostly evening classes may need minimal support staff during morning hours.</td>
<td></td>
</tr>
<tr>
<td><strong>g.</strong> An analysis of the effectiveness of the current structure of student services as separate from colleges and departments will be conducted. The study will evaluate different models of delivery and provide a recommendation on improvements to meeting student needs without increasing the cost to the university. Study shall consider providing student services such as advising, registration and financial aid in academic buildings to allow for increased</td>
<td></td>
</tr>
</tbody>
</table>
**Group 4: Financial Resources for Sustainability and Flexibility**

<table>
<thead>
<tr>
<th>VALUES STATEMENTS</th>
<th>ISSUES</th>
<th>STRATEGIES</th>
<th>SUCCESS INDICATORS</th>
</tr>
</thead>
</table>
| Eastern is committed to an organizational structure that encourages collaboration and integration of rigorous and engaged learning experiences for all students | a. Current organizational structure at Eastern inhibits collaborative activity, restricts the flow of funding among disciplines and contributes to higher levels of administrative costs.  
  b. Faculty who currently reside in different colleges need to work together to create the INTEGRATED ACADEMIC EXPERIENCE described on Page 3 of the Academic Strategic Plan. The university needs to determine which departments have the greatest potential for collaboration and create an organizational structure to encourage collaborative activity.  
  c. Current resource allocation model also encourages competition rather than collaboration | Ideas to consider:  
  a. In response to the importance placed on general education by the Academic Strategic Plan, a funding model for general education and university studies (a horizontal curriculum) needs to be created. The funding system needs to encourage (and not discourage) interdisciplinary collaboration among faculty in separate disciplines. The General Education faculty fellow is encouraged to consider and explore the following options:  
    1. Locate general education and university studies responsibility within undergraduate studies. This option would require a re-design of the Resource Allocation Model to ensure funding flows to general education and university studies.  
    2. Expand the teaching and learning center to include responsibility for general education, university studies and honors. This option would require a re-design of the Resource Allocation Model to ensure funding flows to general education.  
    3. Create a general education college. Since pulling general education and university studies out of the colleges would result in the colleges generating many fewer student credit hours, restructure Eastern's college organization so that there are fewer colleges. The university could phase in changes to the college structure over time.  
    All options above would require some faculty to teach in both their home college and in the general education and university studies programs. This could be facilitated by using the "funding department" mechanism (as used in the FIPSE project in CSBS and has been used routinely across campus) so units can teach courses outside their department without financial damage to the department.  
  4. What other options could accomplish this goal? | a. Increased number of interdisciplinary courses.  
  b. Increased collaboration in teaching and research among faculty from different disciplines.  
  c. Increased satisfaction with resource allocation model allocations to college units |
<table>
<thead>
<tr>
<th>VALUES STATEMENTS</th>
<th>ISSUES</th>
<th>STRATEGIES</th>
<th>SUCCESS INDICATORS</th>
</tr>
</thead>
</table>
| Eastern is committed to a curricular structure that offers programs in a manner that is both pedagogically and financially sound. | a. Course duplication across departments and colleges results in small class sizes.  
   b. Teaching the same course material in multiple courses within different majors denies students an opportunity for an INTEGRATED ACADEMIC EXPERIENCE.  
   c. When core disciplines are taught outside the core department, students are not exposed to the broad perspective and expertise provided by faculty in the core discipline.  
   d. New programs are often approved without prior identification of funding sources. | a. Conduct a complete curriculum audit to identify course duplication across departments and colleges to determine more efficient options.  
   b. Reduce course duplication and combine sections to allow for an INTEGRATED ACADEMIC EXPERIENCE for students from various disciplines.  
   c. Amend Faculty Organization procedures to identify course duplication and to reject proposals that duplicate existing courses.  
   d. New program proposals will identify initial and on-going associated costs and clearly identify source of funding prior to approval. A new program review committee consisting of 75% faculty and 25% deans will review all new program proposals prior to submission to HECB for approval. The committee will make an approval recommendation to the Faculty Organization. Amend Faculty Organization procedures to require that new programs be rejected if source of funding has not been clearly identified. Programs will not be submitted to the HECB without approval of the Faculty Organization.  
   e. Other ideas? | a. Course duplication is reduced by XX sections per academic year.  
   b. New courses approved are not duplicates of existing courses.  
   c. Number of courses required by more than one major program will increase.  
   d. A new program review committee is formed and meets whenever a new program is proposed.  
   e. New programs will be initiated only with a clearly defined funding source. |
| Eastern expects that approved self-supporting programs contribute to the general good of the entire university | a. The general university community doesn’t understand the wider benefit of self-supporting programs or their tie to university mission and goals.  
   b. Self-supporting programs do not fully cover all the costs of the program. | Ideas to consider:  
   a. Develop a university policy outlining specific parameters for self-support programs to obtain approval. Policy should include requirements that the proposal show (1) a connection to the university mission and academic strategic plan and (2) a formal business plan that meets specified requirements to be established by the office business & finance.  
   b. Develop a policy requiring self-supporting programs to include a proportional allocation to primary support, libraries, student services, institutional support and physical plant that is equivalent to the distribution of state dollars for state funded programs.  
   c. Exceptions to university policy and the rationale behind them should be widely communicated to the campus community.  
   d. Create a collaborative off-campus program group made up of faculty and administrators with experience in financially and academically successful off-campus programs to provide executive guidance on parameters for maximizing potential university benefit of off-campus programs. | a. Campus survey reflects greater understanding and the degree to which self-support programs benefit the entire university.  
   b. Non-instructional units benefit from allocations to cover costs related to self-supporting programs.  
   e. Other ideas? |
<table>
<thead>
<tr>
<th>VALUES STATEMENTS</th>
<th>ISSUES</th>
<th>STRATEGIES</th>
<th>SUCCESS INDICATORS</th>
</tr>
</thead>
</table>
| Eastern is committed to seeking private funding to support the Academic Strategic Plan | a. Private donations need to be increased; faculty input is sought for assistance with this, but there is not a history of faculty viewing fundraising as an appropriate use of faculty time.  
   b. Faculty want input on purposes put forward to donors for fundraising dollars; they also want input on the allocation of funds raised | a. Create flexibility within faculty activity plans to allow faculty (who choose to do so) to substitute fundraising and service to the foundation for service on university committees  
b. Include faculty on foundation/university committees charged with planning for fundraising  
c. Charge deans with recruiting at least two faculty per college to work with the advancement office | a. Several faculty activity plans (at least one per college) will include service in the area of University  
b. Private funding increases by $X,XXX in each college as a direct result of faculty effort. |