Expanding Our Horizons
Strategic Planning Part II
Growth, Capacity and Resources
November 17, 2004

The Learning Environment
Strategic Planning, Part I

- In support of university mission and vision
- Completed in 2003-04
- Defines academic quality
  - Rigorous and engaged student learning experience
  - Academic community culture that supports and engages faculty
  - Institution-wide commitment to community engagement
### Understanding Our Environment

**Legal / Legislation**

- Independent board authority
- No boundaries on student markets/enrollments
- Decentralized tuition income
- Institutional pricing authority
  - Full financial aid autonomy
- State funding tied to specific enrollments
- Full scale collective bargaining
- Performance contracts with state (trend)

### Higher Education Models

- State funded institution
- State assisted institution
- Private Institution

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Understanding Our Environment
Implications of a state-assisted model

- University sustainability tied to enrollment
- Decreased state funding – more funds must be “earned”
- Financial risk and responsibility shifted to university
- Market based environment / competition
- Market and data analysis are critical to strategic decision making
- Assess and calculate risk as opposed to avoiding risk

Expanding Our Horizons

Growth, Capacity and Resources
Strategic Planning, Part II

Expanding Our Horizons
Understanding the Political Environment

- HECB Master Plan (Fall 2004)
- Eastern’s positive reputation
- Public opinion of higher education funding
- State deficit continues
- State accountability approach
- Proposed expansion of branch campus service levels (scope & size)
- Collective voice of higher education
  - Competing interests within four year sector
  - Partnerships and competition with two year sector

Growth, Capacity and Resources

Strategic Planning, Part II
Student Demographics

- **Fall 2004 10th day** (based on head count of 9,775)
  - Full-time students – 88.3%
  - Minority students – 14.1%
  - Non Resident: Domestic – 9.9%, Foreign – 1.5%
  - Average Entering Freshmen GPA – 3.275
  - Average Entering Transfer GPA – 3.09

- 46% of all new students are first generation college bound

- In 03-04, 76% of students received financial aid

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**Fall 2004 Entering Freshmen by Institution and Region**

- **Total WA**
  - EWU
  - CWU
  - WWU
  - WSU
  - UW

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Fall 2004 Entering Transfers by Institution and Region

Community College Enrollment Patterns

Fall 2002 Headcount - 260,488
AY02-03 Associate Degrees - 20,403
Liberal / General Studies - 12,489
Fall 2003 CC students entering public four year institutions - 6,650
Fall 2003 CC students entering EWU - 749

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Growth, Capacity and Resources
Strategic Planning, Part II

Human Resources
Our Most Valuable Asset

- Instruction: 47.9%
- Operation and Maintenance of plant: 12.2%
- Institutional Support: 13.8%
- Public Service: 0.1%
- Research: 0.6%
- Academic Support: 6.5%
- Library: 5.5%
- Student Services: 13.5%

Based on FY2003 Staff Hours
Employee Profile

- **Demographics (based on headcount)**
  - Classified, 464 (38.9%)
  - Faculty, 446 (37.4%)
  - Exempt, 282 (23.7%)
  - 50.8% - Female and 11.2% - Ethnic Minority

- **Average Years of Service**
  - Classified and Faculty 10
  - Administrative Exempt 9

- Roughly 50% of all personnel have been hired since January 1, 1999

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Growth, Capacity and Resources

Strategic Planning, Part II

- Physical
  - Learning Environment & Programs
- Financial
- Human
- Market / Enrollment
- Legal / Legislation

Expanding Our Horizons
Physical Resources

- Campus master plan
  - Instructional and lab space
  - Program and administrative space
  - Auxiliary space
  - Infrastructure

- 10 year capital plan
  - Implementation of the campus master plan
  - Funded by capital budget
  - Increase efficiency of existing space

- Other capital projects
  - Housing system
  - Student initiatives

Cheney Campus Classroom Utilization

- General Use Classrooms Only

8 AM 9 AM 10 AM 11 AM 12 PM 1 PM 2 PM 3 PM 4 PM 5 PM
Growth, Capacity and Resources

Spokane Center & Riverpoint Classroom Utilization

Strategic Planning, Part II

Legal / Legislation
Human
Financial
Political Environment
Learning Environment & Programs
Market / Enrollment
Expanding Our Horizons
University Finances

- Fiscal Responsibility
- Operating Budget
- Other instructional funding
- Grants
- Auxiliaries
- Capital Budget

FY2003 Revenues by Source

- State Operating appropriation 28%
- Investment Income 3%
- Other Revenues and Gifts 1%
- Student Tuition and Fees 25%
- Grants and Contracts 21%
- Auxiliary Services 11%
- State Capital Appropriations 11%
Revenue Sources Tied to Students

- State operating appropriation
- Student tuition and fees
- Auxiliary services
- Grants and contracts

FY2003 Operating Expenses by Category

- Salaries and wages 46%
- Other expenses 2%
- Depreciation 5%
- Utilities 3%
- Benefits 11%
- Supplies and Materials 24%
- Scholarships and fellowships 9%

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FY2003 Operating Expenses by Function

- Scholarships & Fellowships: 6%
- Operation and Maintenance of plant: 14%
- Institutional Support: 7%
- Student Services: 7%
- Academic Support: 6%
- Public Service: 2%
- Auxiliary Services: 16%
- Research: 34%
- Instruction: 1%
- Depreciation: 5%

University Finances
State Funding Trends

- Restricted enrollment funding
- Minimal maintenance and operations
- Ongoing costs not fully funded
  - Inflationary Increases
  - Faculty Recruitment and Retention
  - Salary and Benefits
How Eastern Allocates New Funds

Resource Allocation Model

- Used since FY2003
- Applied only to general fund state and tuition (Ledger 1) funds
- New revenue divided into two portions
  - Enrollment based pool
  - Policy based pool

Resource Allocation Model

- Enrollment based
  - Instruction percentage is based on enrollment change
    - $1.5 million allocated since FY2003
  - Non-instruction percentage is based on enrollment change
    - $1.3 million allocated since FY2003

- Policy Based
  - $3.4 million allocated since FY2003
Growth, Capacity and Resources
Strategic Planning, Part II

Washington State Realities

5th in two year participation rates and 6th in degrees earned
+ 49th in four year participation rates and 33rd in degrees earned
+ 10th in % of population with four year degrees
= Washington imports large numbers of four year degree holders
Expanding Our Horizons

State FTE Goals & Projections

- Environment
- Growth
- Resources
- Capacity

- Enrollment growth profile
- Student recruitment and Retention
- Program profile
- Financial resources for sustainability and flexibility
- Physical and technological capacity
- Developing human resources

Comments and clarifications....