Expanding Our Horizons
Strategic Planning Work Groups

Work Group 1: Enrollment Growth Profile
Work Group Members: Flash Gibson, Gerilyn Hausback, Sara Sexton-Johnson, Dan Pugh, Wendy Repovich and Rick Romero
Assess and recommend goals for the optimum enrollment mix that will assure financial sustainability at 12,000 students. Consider freshman/transfer, graduate/undergraduate, on-campus, 2-year and distance students, international students, state-supported and non-resident. Provide strategies to assure stable growth in light of demographic declines and expected shifts in state support.
Questions to ask.¹
- What are the implications of community college partnerships?
- What State policies may restrict how we manage growth?
- What are the limitations on tuition increases?
- How can we be more responsive to change?

Connect to: Academic Plan Goal 1
Collaborate with: Groups 2, 3, 4 and 5

Work Group 2: Student Retention Through Graduation
Work Group Members: Steve Bertram, Lynn Briggs, Angela Brown, Marti Brzoska, Byron Russell, Rebecca Stolberg, Michelle Whittingham
Develop strategies to enable Eastern to recruit students, with a focus on increasing enrollment from the West side and international students, and on partnerships with 2-year institutions. Determine strategies for improving retention and graduation rates and propose long-term funding strategies that support a vision of quality education. Consider also the role of summer session and intersession.
Questions to ask:
- How do we matriculate students and how does this impact our ability to sustain quality?
- What impacts do semesters/quarters have?
- What program changes might be needed to maintain enrollment at our optimum levels?
- How do we address our low second- and third-year retention rates?
- What are the implications of community college partnerships on our programs, enrollment and budget?
- What strategies will help us increase our international and minority recruitment and retention?

Connect to: Academic Plan Goal 1
Collaborate with: Groups 1, 3, 5, 6

¹ The questions are taken from the “Questions to Guide Planning” matrix developed by the President’s Cabinet, June 2004, to steer strategic planning efforts.
Work Group 3: Program Profile
Work Group Members: Mark Baldwin, Larry Briggs, Elizabeth Clewett, Tony Flinn, Dick Winchell

Based on market and demographic information, as well as Eastern’s academic vision for an integrated, interdependent education, identify programs of emphasis (at the master’s and doctoral levels as well as under-graduate) their capacity and financial requirements. Recommend a program delivery mix, identifying size of programs and where they can best be delivered (consider branch learning centers, for example). Create strategies that will encourage colleges and departments to be innovative and interdisciplinary in program delivery across locations and across colleges. Assess and recommend priority leadership opportunities for community engagement in both research and learning. Identify and recommend ways in which community-based student learning can be enlarged and supported and how faculty training in service learning will be funded. Review the current practices related to program assessment and suggest a campus-wide process that will enable ongoing, productive program assessment as well as support the efforts of the General Education Review.

Questions to ask:
- What are the alternatives to adding new programs?
- How do our programs fit our mission and strategic plan and what is the appropriate programmatic mix?
- How can our programmatic decision process better integrate mission and the goals of our strategic plan?
- How can we encourage innovation and be more responsive to change?

Connect to: Academic Plan Goals 1 and III
Collaborate with: Groups 1, 2, 4, 5, 6

Work Group 4: Financial Resources for Sustainability and Flexibility
Work Group Members: Barbara Alvin, Ruth Galm, Tesha Kropidlowski, Doug Orr, Rick Phillips, Annette Skaer

Analyze current budget, decision-making and reward infrastructure as it relates to creating and maintaining an integrated academic environment. Recommend ways in which flexible structures can be implemented and encouraged. Suggest strategies for encouraging innovation in support of integrated student learning with less or no additional cost. Determine financial strategies that will maximum revenue. Consider current waiver/tuition policies.

Questions to ask:
- How can we use the budget process to support institutional priorities?
- How can we reward choices that create efficiencies or cut costs but may negatively impact the status quo?
- How do we provide incentives for change that supports the mission and vision?
- What are the contractual, structural and infrastructural opportunities for or limits on change? How can they be addressed?
- How can we manage growth so that all benefit and all share responsibility for change?
- What policies and structures need to change to facilitate flexibility and collaboration?

Connect to: Academic Plan Goal 1
Collaborate with: Groups 1, 3, 6
Work Group 5: Physical and Technological Capacity

Work Group Members: Prakash Bhuta, Michael Conlin, Ron Dalla, Shawn King, Linda Matthias, Lisa Poplawski and Jennifer Stucker

Based on enrollment goals and program assessments as well as market and demographic trends, determine strategies for maximizing physical assets. Recommend key elements for a sustainable physical renewal plan. Address strategies for managing scheduling across multiple campuses and for encouraging cross-disciplinary learning that enables diverse groups of faculty and students to interact 24/7. Include recommendations for maximizing our technology investment to encourage innovative ways of delivering information. Develop strategies that will sustainably support library and information resources that will serve students across campuses and with distance education.

Questions to ask:
- What are our physical capacity baselines?
- How do we best configure the Cheney, Spokane and West-side campuses?
- What marginal investments are required to increase our capacity?
- What physical master plan changes are necessary to accommodate our vision?
- How do we create and reinforce structures that encourage our vision for an integrated and interdependent academic experience?

Connect to: Academic Plan Goal 1 and II
Collaborate with: Groups 1, 2, 3 and 4

Work Group 6: Developing Human Capacity

Work Group Members: Harvey Alvy, Laurie Connelly, Earl Gibbons, Neville Hosking, Bob Schwartz, Sally Winkle

Our goal is to configure our faculty and staff resources to best serve Eastern students and to support institutional goals. Assess Eastern’s capacity to meet current expectations and position the university for sustainability. Determine organizational or financial changes that can support our goals of an increased research focus, our goal of integrated learning, and responsive outreach to our region and the world. Recommend recruitment and development strategies that address needs across the career spectrum and that take into account faculty turnover. Reference the “Faculty Retention, Tenure & Promotion Report,” Feb., 2002.

Questions to ask:
- How can we address the university community’s workload in light of changing teaching, research and engagement priorities?
- What policies and structures need to change to facilitate more flexibility and collaboration?
- How can we be more responsive to change?
- How do we provide incentives for change and reward behavior that supports the mission and vision?

Connect to: Academic Plan Goal II and III
Collaborate with: All Groups