Presidential Goals for 2005-06
Presented to Board of Trustees, August 17, 2005

Sustaining Enrollment and Growth:

Focus the campus on strategies to assure long-term enrollment stability and growth capacity. In an environment on the verge of declining traditional student demographics, the university will need to create a more identifiable message and image that can carry from recruitment through alumni and development activities. This image will grow from our purposeful creation of an environment that is built primarily for student success.

A campus commitment to student success flows from our historical roots, our mission and our strategic plan. It supports the state policies on accountability and an increased number of baccalaureate graduates in Washington. It also supports our own commitment to diversity and to increasing college participation among historically underrepresented student populations. Most importantly, it focuses the campus on the recruitment and retention of students, vital to sustaining enrollment over the next decade.

We have begun this focus in our cabinet retreat in August, 2005. It will require a more explicit set of accountabilities for all university units and personnel related to measures of student retention, persistence to degree, timely graduation, and success beyond the baccalaureate. These accountabilities will become integrated into our funding model within the university to create the incentives necessary to change behavior and culture. It will also require continuing to identify opportunities to obtain new student market shares both in the Spokane area, the I-5 corridor and beyond, including international students.

Evidence of meeting this goal will include: a better understanding of student enrollment, retention, attrition and graduation influences gained through more effective assessment; the development of strategies to improve performance on these measurements; and individual unit and employee commitment to achieving these improvements. We expect to implement key strategies to achieve these goals internally and to continue to develop off-campus programs, sites, and marketing opportunities. Because student success depends on faculty development, we will transition the Teaching and Learning Center to a new funding base, a clearer mission, and provide programmatic support for faculty excellence in teaching and scholarship.

University Advancement:

Continue to work toward achievement of the goals of the university's comprehensive campaign. Maintain relationships with prospective donors and develop new prospects. Create operational improvements in our development efforts. Personally conduct visits, relationship building, and solicitations, and deepen understanding and involvement in the campaign by university leadership, faculty and staff. Clarify the campaign case statement and goals within a campaign theme that supports the internal quality enhancement messages of all of our actions.

Evidence of meeting this goal will be: a more efficient development operation; a clearer campaign theme and goals; enhanced prospective donor leads in our campaign pipeline; increased solicitations; and a level of fundraising that sustains the progress of the campaign against the backdrop of a transitional leadership year.
Commitment to Diversity:

A focus on diversity is of the higher priority for fulfilling our community building efforts. The 2004-5 year ended with a number of events and issues that left many disaffected. It is critical that we take the knowledge acquired from our surveys and experiences and directly and openly address making EWU and its communities more inclusive and supportive of all students, faculty and staff. This will require leadership and involvement from the president and the board. I also strongly support the internationalization of our university to expand multicultural understanding. This involves recruiting a more diverse international population, promoting curricular innovation and encouraging international experiences for faculty and students.

Evidence of meeting this goal will include but is not limited to: filling the Faculty Fellow position; meeting affirmative action goals in hiring and retention; recruiting more students, faculty and staff of color; incorporating diversity emphases into all university events and communications; creating safe forums for student engagement and input; and working with the Cheney and Spokane communities to create safe and supportive environments for our students, faculty and staff. We will also progress on reorganizing international program support, expanding international contacts, and increasing global awareness.

External Relationships:

Continue and strengthen relationships with external constituencies. It is important to convey to our external audiences the continuity of Eastern's resolve to continuously fulfill its mission and to contribute to the achievement of higher education goals for the state and region. To this purpose, I will attempt to make early contact with and achieve communication fluency with key legislators, state higher education influencers (e.g. HECB and those active in Washington Learns), key executive branch staff, and business and civic leaders in Cheney and Spokane. I will contribute to statewide policy debates and to national issues that directly affect the ability of EWU or its students to fulfill our goals (e.g. higher education reauthorization). We will also engage with our region as an integral component of our teaching, learning and scholarship mission. I will provide presidential leadership to implement partnerships that benefit the university and our communities.

Evidence of meeting this goal will be: the quality and effectiveness of presentations given, relationships developed, and communications with policy-makers at all levels; as well as visibility of presidential participation in partnerships to enhance the quality of life in Cheney, Spokane and in our partnerships with other institutions of higher education across the state.

University Community Building:

A period of transitional leadership heightens sensitivities, fears and anxieties around workplace and career issues. Presidential leadership is essential to mitigating these concerns and harnessing these energies for positive community development. To this end it will be important for me to maintain a relatively high level of campus visibility during the coming academic year and to communicate often, directly and effectively with the entire campus community. I will support the expected dialogue around First Amendment rights and academic freedom as well as necessary dialogue around diversity. It will also be important by spring to have built a deeper understanding of our strategic plan and our focus on student success so that these themes are evident to the visiting accreditation team.

Evidence of meeting this goal will include: a vigorous dialogue having occurred throughout the year and in many venues around freedom of speech; open dialogue and forums having occurred around issues of diversity; implementation of greater parts of the strategic plan as demonstrated in the annual report on strategic planning. In addition we expect a positive report from the accreditation team with minimum recommendations and maximum commendations.