

Strategic Resource Allocation Sample Support Function Task Force Charter

PURPOSE

This document presents the charter for Eastern Washington University's (EWU) Strategic Resource Allocation (SRA) Support Function Task Force. The broad charge to the task force is to conduct an assessment of all support functions. This process will assist EWU with the reallocation of resources from programs/functions not performing as well as others and toward programs/functions with the greatest opportunity for enhanced services and benefits to EWU's stakeholders.

OBJECTIVES

The task force will work with its counterpart task force focused on academic programs to define what constitutes a function or program and ensure that all activities are assigned for review by one of the two task forces. It also will determine the criteria and weighting for the assessment of its assigned functions or programs, design a template aligned with the selected criteria, and develop a series of questions to support the criteria.

Although the task force is charged with establishing the criteria for the activity assessment, its members are expected to adhere to two principles in carrying out this responsibility:

- The criteria must be holistic. That is, they must take into consideration the full gamut of assessment considerations including both qualitative and quantitative, financial and nonfinancial, and any other relevant measures of performance.
- The criteria must result in a fair assessment of all programs and functions. Although the differences among programs and functions will result in some faring better on some criteria than others, the selection and weighting of criteria must ensure that no individual activities are treated unfairly in the process.

The task force is charged with assessing all identified support functions in comparison with all similar activities. The purpose of the assessment is to support the classification of each activity into one of five categories (to be labeled by the task force). The categories will correspond to varying levels of future resource commitment. The highest-ranking activities will be eligible for increased investments expected to enhance their overall contributions to EWU's stakeholders. Conversely, the lowest-ranking activities will be candidates for phase out or merger. Other activities will be assigned to categories covering transformation, continuation without significant change in resources, continuation with reduced resources, etc.

RESOURCES AND SUPPORT

The task force will receive administrative and logistical support from Nate Bryant, SRA Project Manager, as well as a Facilitation Team staffed with representatives from Academic Affairs, Facilities and Planning, Financial Services, Human Resources, Information Technology, Institutional Research, President's Office, Student Life, Student Success, and University Relations. Additionally, the task force will have access to advice from Larry Goldstein, president of Campus Strategies, LLC, who will serve as a consultant to assist with this process.



COMMUNICATION GUIDELINES

Working with the champions responsible for this effort, Provost Jonathan Anderson and Vice President Mary Voves, and members of the communications team, Lance Kissler and Tessa Delbridge, the task force will develop and execute a communication plan to ensure that the broader campus community remains fully informed of this effort. As part of this effort, the task force will do its best to address rumors that surface during the process.

The task force must ensure that the process is undertaken in an appropriately transparent manner. This means that the task force's early work to develop criteria, design a template, etc. will be shared with the EWU community for review and feedback.

At the same time, the task force is expected to maintain confidentiality in accordance with ground rules and guidelines they will establish. Recognizing the bias in favor of process transparency, three specific items must remain confidential:

- Scores of individual programs and functions
- Votes taken with respect to individual programs and functions
- Commentary attributed to any task force member

DELIVERABLES

The task forces' work is expected to begin shortly after the training and continue through October. It will culminate with the submission of a written report to the co-champions. In addition to describing the process and acknowledging the task force and facilitation team membership, the report should contain an alphabetical listing of the academic programs assigned to each category. If appropriate, the report may include an addendum addressing supplemental information deemed relevant by the task force (e.g., recommended policy changes).

Finally, in carrying out the work of the task force, members are advised that they are expected to maintain a focus on what is best for EWU rather than what might be advantageous for themselves or their particular unit.

My signature below indicates acceptance of the responsibilities described within this document and my commitment to adhere to the confidentiality principles detailed above.

Signature: _____ Date: _____

Task Force Member's name:
