

ELT Action Plan in Response to University Services Task Force Report

Overview:

ELT has thoroughly evaluated potential campus impacts of the proposed recommendations from the University Services Task Force (USTF) and engaged in thoughtful discussions within their respective teams to prepare an action plan to address all quintiles (invest through disinvest).

Already, departments have begun and will continue to implement operational efficiencies that were identified in the USTF report as part of normal business operations. The implementation of these efficiencies will focus on the improvement of processes and customer service to Eastern students, faculty, staff and community stakeholders.

Our commitment to strategic resource allocation and operational efficiency underscores our dedication to enhancing the Eastern Washington University experience. Through thoughtful, incremental changes and a commitment to excellence, we aim to build a more distinctive, sustainable and inclusive institution.

Implementation Process:

The implementation process related to university services will follow an extended timeline and adhere to the normal budget process. In Fall/Winter 2024, units will begin to draft 2025-2027 (FY26, FY27) operating and capital budget plans that will identify additional actions, investments or disinvestments for the following years. As part of the normal budget process, those plans will be presented to the University Budget Committee whose primary focus will be to ensure the University's priorities are reflected in the operating budget through coordinated consultation, discussion, education and outreach to the University community.

Each division will engage in a thoughtful, incremental approach to minimize disruptions of campus operations, allow for on-going initiatives to help inform decisions and enable investments to align with the goals, outcomes and strategies of the new strategic plan. It is important to understand that implementation will continue as a multi-year process with opportunities for adjustments as conditions change.

General Guiding Themes for Prioritizing Actions:

- **Supporting the Students of Tomorrow:** The students we serve are requiring that we continuously examine our programs and adjust to meet their changing needs. In order to support and provide for their short- and long-term success, we must invest in their education, well-being and future prospects. It involves providing them with the necessary resources, guidance and opportunities to thrive academically, socially and emotionally.
- **Investing in the Campus Experience:** Establishing a welcoming campus environment that provides for students, faculty and staff well-being requires ongoing investment. The strong, regional identity of Eastern Washington University is reliant on improving the student experience and university culture. The campus experience encompasses all aspects of university life, including academics, arts and cultural experiences, student life, athletic programming, sports and recreational facilities and alumni and community engagement.

- **Linking to Strategic Plan:** We are moving the campus forward through a new mission, vision, values, goals, outcomes, and strategies. The implementation of recommendations and allocation of resources will need to align with the established strategies as outlined by the new strategic plan. This underscores the need to be thoughtful and take an incremental approach to changes within university services.
- **Creating and Coordinating Efficiencies:** The actions will focus primarily on creating and coordinating efficiencies in operations. Where many university services cannot function effectively with a reduction in service, staff or programming, the USTF identified areas where there are processes that can be examined to move incrementally toward greater efficiency.
- **Embracing Innovation:** Within university services, opportunities for innovation must be explored. The changing landscape of higher education and barriers to campus efficiencies as identified in the USTF report require evaluation to improve our use of technology, expand and strengthen our communications and establish systems, all of which require creative thinking and problem solving.
- **Increasing Campus Awareness & Connectedness:** Communication silos continue to exist. Efforts within departments need to be undertaken to gain a greater awareness of campus services, their interconnectedness and the roles and responsibilities as part of building a more unified campus community.

Quintile Definitions

The ELT has determined common understandings of the work that will be attributed to the quintile distribution within the USTF report and the implementation plans. Programs that were identified for **Streamline, Transform, or Disinvest** may not experience a reduction in service or resources. To streamline or transform a university service/program, it may be necessary to invest resources if the outcome will improve key priorities such as recruitment and retention of students, faculty or staff, and/or it is aligned with the university identity. Additionally, at the Dec. 8, 2023 BOT meeting, it was relayed by the USTF that programs may have been placed in the Disinvest quintile as a result of insufficient agreement on the task force. Therefore, ELT action on services within that quintile may deviate from the disinvest recommendation. [The Academic Programs Task Force Report similarly stated that "...some programs may need some investment to transform. Equally, many programs were placed into "Disinvest" for reasons having to do with curricular redundancy or the need for increased clarity for student success."]

Business and Finance

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
Civil Rights, Title IX, EEOC	<p><i>USTF Recommendation:</i> This service performs a critical function for the campus, and it would benefit from additional investment in staffing, technology, and space. Helps mitigate significant risks and liabilities for the university.</p>
	<p><i>Response:</i> We appreciate the task force’s understanding and commitment on these important issues which affect the campus climate. Additional investment would allow EWU to focus on enhancing prevention efforts to try and minimize the amount of sexual and domestic violence that occurs within the university community, enhance its offerings of training on important equity topics, and enhance opportunities for alternate dispute resolution.</p> <p>Action: B&F have reallocated funds to create a new position that will provide mediated resolutions and enhanced training as well as assist with the increased investigative workload.</p>
Classroom & Lab Support Services	<p><i>USTF Recommendation:</i> This service is critical to the academic mission of the university and the cuts to this department (previously having a tech support person per department, then per building, and now we put in general tickets) have been detrimental. There is a need for support to EWU’s Spokane campuses. When there is an issue, personnel have to be dispatched from Cheney. EWU needs a technology master plan and there needs to be investment in not only the technology but the staffing to support when there are technological issues as well.</p>
	<p><i>Response:</i> We have requested space for a second IT help desk location at Catalyst. An IT Strategy and Roadmap already exists, but an update in response to the Task Force recommendations is underway.</p>

	<p>Action: Upon completion of the technology master plan, we will manage resources and investments to address the concerns of the campus. We have permanently assigned IT staff to Catalyst/SIERR locations.</p>
<p>Custodial Services</p>	<p><i>USTF Recommendation:</i> Aesthetics and physical condition of the University’s properties has a significant impact on EWU’s brand and reputation How the university maintains its spaces contributes to its overall ability to attract and retain a healthy student population. Investment in line staff is recommended by the task force to increase property cleanliness and overall campus aesthetics. A focus also needs to be placed on identifying strategies that will attract and retain qualified staff members. This service is split 80% to invest and 20% to maintain to enable Custodial Services to hire necessary line staff.</p>
	<p><i>Response:</i> Additional requirements to support events, weekend classes and other non-base services need to be planned for and funded.</p> <p>Action: The first step in this process is a full analysis of workload assignments and efficiencies which can be created in custodial. Scheduling of work around leave created vacancies will be analyzed. We will evaluate better processes. Initial staffing requests will be focused on weekend support.</p>
<p>Environmental Health and Safety</p>	<p><i>USTF Recommendation:</i> A critical function for the campus, it would benefit from additional investment in staffing, technology, and space. This unit helps mitigate significant risks and liabilities for the university, but in its current state is unable to be as proactive as necessary. This is an area that touches all areas on campus in an unseen capacity. Invest in staffing and equipment and allow for ways to increase ability to do ergonomic assessment. Increase proactive work, and ways to increase proactive training. An investment in Environmental Health and Safety is an investment in our staff and faculty’s well-being.</p>

	<p><i>Response:</i> This unit is adequately staffed at this time. Increased efficiency in scheduling and operations will create more capacity.</p> <p>Action: An evaluation of efficiencies and prioritization of work will be completed before additional resources are requested. In addition, moving EHS to report to Risk Management will help in the prioritization of work.</p>
<p>Sports and Recreation Center</p>	<p><i>USTF Recommendation:</i> This is a revenue generating service and the university may not be capitalizing on this. Look at market rates for providing services and adjust as needed. Investment into facility updates (court floors, lighting, paint, temperature control, etc.) are needed to help make this facility more functional for our campus community as well as more attractive to external groups looking to rent spaces for their events.</p>
	<p><i>Response:</i> We are the annual host of numerous external events. This unit provides competitively priced high quality athletic and event space for many community, regional, and national events. Numerous plans and ideas are in the concept stage to improve the facilities.</p> <p>Action: Evaluate rate schedules annually to ensure the EWU remains competitive, while also covering all costs. Our facilities are an important recruiting tool and the Director is currently preparing a proposal to address facilities improvements.</p>
<p>Sustainability</p>	<p><i>USTF Recommendation:</i> A critical function for the campus, it would benefit from additional investment in staffing, technology, and space. There are opportunities for increased access to experiential learning opportunities that could help Eastern Washington University stand out in the higher ed marketplace. Sustainability should be viewed as a guiding principle and requirement of all university business moving forward.</p>

	<p><i>Response:</i> To provide the technical expertise to support the Sustainability office (grant writing), increase building and plant efficiency, provide technical analysis and recommendation for sustainable design, carbon reduction and utility efficiency requires a certified energy performance engineer/manager report to the sustainability office.</p> <p>Action: As we expand the work of this unit, we must increase staffing. As we realize the return on grants and energy investments, this additional position can become largely self-funded.</p>
<p>Trucking Services</p>	<p><i>USTF Recommendation:</i> This service provides a high value and volume of service. Upcoming legislative mandates will require the university to implement new waste reduction strategies targeting organic waste. This service should be funded to recognize this new requirement and develop a plan to execute. The task force also noted that this service has been very active in providing experiential learning opportunities and believes that there are significant opportunities to continue this work.</p>
	<p><i>Response:</i> There is an eventual return on investment with this program that is dependent on stakeholder adherence to requirements.</p> <p>Action: A campus education program is necessary to ensure compliance with these mandates.</p>

Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
<p>Accounts Payable</p>	<p><i>USTF Recommendation:</i> This is a crucial campus service. The task force recommends maintaining this service at its current resource levels. The task force also recommends that the unit and university look for opportunities to enhance and build efficiencies into this service’s processes.</p>

	<p><i>Response:</i> The Accounts Payable Department is currently collaborating with the Purchasing and Contracts Office to streamline the procure to pay process. The result of this process includes greater flexibility in the use of procurement cards, removal of requirements for purchase requisitions, and focused procedures for those items that require compliance with competitive solicitation regulations.</p> <p>Action: We will continue to evaluate ways to make this department more streamlined, while ensuring compliance and customer service.</p>
Public Safety (Campus Police)	<p><i>USTF Recommendation:</i> Given the totality of the unit, the task force recommends that Campus Police and Emergency Services be maintained at or near its current resource level.</p>
	<p><i>Response:</i> We thank the Task Force for recognizing this is a critical function.</p> <p>Action: We have received legislative funding for a campus emergency manager and are currently interviewing candidates.</p>
Construction and Planning	<p><i>USTF Recommendation:</i> This is a crucial service for campus facilities and physical infrastructure planning. This service will be necessary for any future rightsizing of the university, but limited resources prevent this unit from being more proactive. The task force recommends maintaining current levels of staffing and funding but recognizes that enhanced resources could augment their efforts.</p>
	<p><i>Response:</i> we will maintain current funding levels but seek to be more efficient in our work.</p> <p>Action: We are evaluating work order processing and time management of projects to ensure maximum efficiency. We will explore processes which allow staff to use time more effectively.</p>
Custodial Services	<p><i>USTF Recommendation:</i> Aesthetics and physical condition of the University's properties has a significant impact on EWU's brand and reputation. How the university maintains its</p>

	<p>spaces contributes to its overall ability to attract and retain a healthy student population. Investment in line staff is recommended by the task force to increase property cleanliness and aesthetics. A focus also needs to be placed on identifying strategies that will attract and retain qualified staff members. This service is split 80% to invest and 20% to maintain to enable Custodial Services to hire necessary line staff.</p>
	<p><i>Response:</i> Baseline service levels need to be identified and stated to the campus for clarity. Additional requirements to support events, weekend classes and other non-base services need to be planned for and funded.</p> <p>Action: The first step in this process is a full analysis of workload assignments and efficiencies which can be created in custodial. Scheduling of work around leave created vacancies and we will evaluate better processes. Initial staffing requests will be focused on weekend support.</p>
<p>Electrical Shop</p>	<p><i>USTF Recommendation:</i> This is a critical service for campus facilities and physical infrastructure. The task force's recommendation is to maintain at its current resource level. The task force also finds that this unit could be leveraged for cost savings and greenhouse gas reductions through project work, example given (Projects aimed at retrofitting facilities with LED lighting.)</p>
	<p><i>Response:</i> Maintain.</p> <p>Action: Evaluate work processes to assess efficiencies. Partner with the Office of Sustainability to explore opportunities for energy retrofits and energy savings.</p>
<p>EWU Recreation Center</p>	<p><i>USTF Recommendation:</i> This service plays a vital role in enhancing student satisfaction and retention while also supporting the health and wellbeing of students, staff, and faculty. It further enables revenue generation and fosters engagement with the Cheney community. The task force recommends maintaining this service at its current resource level.</p>

	Action: Maintain.
Grounds Maintenance	<i>USTF Recommendation:</i> Aesthetics of the university’s physical properties and landscape has an impact on the organization’s brand and reputation. How the university maintains its spaces contributes to its overall ability to attract and retain a healthy student population. The template communicated a recent investment in this unit to recognize these needs. The task force recommends that this unit is maintained at its current resource levels or that this services funding is enhanced going forward.
	<i>Response:</i> Maintain. Action: This unit is maintained at its current level of staffing and funding, however as we implement our Climate Resiliency Landscape Plan, the work of this unit will change.
Information Security Services	<i>USTF Recommendation:</i> This is a critical campus service that could be leveraged to provide experiential learning opportunities for our Cyber Security students. The task force recommends that this service should be maintained at its current level, but as digital security threats continue to expand, eventual enhancement of this service may be required in the future.
	<i>Response:</i> The Cybersecurity program is currently sponsoring two internships with the Information Technology department this academic year. This partnership is expected to continue in future academic years. Action: This is a unit that desperately needs more staffing, and we will be asking for an additional staff member in the next budget cycle.
Labor Relations	<i>USTF Recommendation:</i> This service provides critical work to the campus in regard to its labor obligations. The unit assists in creating the necessary work-related environment while working with supervisors to create efficiencies university-wide. The task force recommends that this service should be maintained at its current

	level but could also be enhanced to provide more training and support to university supervisors or establish leadership mentoring programs.
	<p><i>Response:</i> HR has developed the EWU Leadership in Action: Essential Training for Supervisors program. The program includes a total of 24 trainings covering a broad range of topics and allows supervisors to earn up to two Leadership certificates for completing a series of training.</p> <p>Action: Although this unit only has one staff member, we will deploy resources throughout HR to better equip supervisors to provide supportive management for employees and to understand the labor contracts which govern our working relationships.</p>
Paint Shop	<p><i>USTF Recommendation:</i> This service has seen recent investment and is important to maintaining campus property and the aesthetics of its infrastructure. The task force's recommendation is to maintain this service at its current staffing and funding levels.</p>
	<p><i>Response:</i> Maintain.</p> <p>Action: We will develop a schedule to address deferred maintenance painting projects on campus.</p>
Plant Operations	<p><i>USTF Recommendation:</i> This is a crucial campus service that must operate 24/7. The task force's recommendation is to maintain this service at its current levels and assess viability of future system upgrades to enhance the effectiveness of this unit and respond to the need to reduce energy consumption.</p>
	<p>Action: Maintain.</p>
Plumbing Shop	<p><i>USTF Recommendation:</i> This is a critical service for campus facilities and physical infrastructure. The task force's recommendation is to maintain the current resource level.</p>
	<p>Action: Maintain.</p>

<p>Policy Management</p>	<p><i>USTF Recommendation:</i> This is a critical function for the campus. The task force believes this unit is currently functioning well.</p>
	<p>Action: Maintain.</p>
<p>Public Records and Records Management</p>	<p><i>USTF Recommendation:</i> This is a critical function for the campus. The task force recommends maintaining this service at its current level of resources to ensure effective continued operation.</p>
	<p><i>Response:</i> In FY23, the unit undertook a large project to convert the paper-based records storage into digital records storage. The unit no longer accepts paper-based records unless the records are archival in nature or have a retention period of more than seven years. Records with more than a seven-year period are being scanned and stored digitally. As a result of the digitization project, EWU has been able to streamline the efforts of this program. The number of FTE has been reduced from 1.75 FTE to 1.0 FTE.</p> <p>Action: We will continue to digitize records to increase efficiency. In addition to reducing storage needs, this system actually makes it easier to retrieve records from the digital archives. We will also continue to shred records and eliminate the need for excess records storage.</p>
<p>Risk Management and Compliance</p>	<p><i>USTF Recommendation:</i> This is a critical function for the campus. The task force recommends maintaining this service at its current level of resources to ensure effective continued operation.</p>
	<p><i>Response:</i> We thank the Task Force for recognizing this is a critical function that should be maintained at its current level of service.</p> <p>Action: As we continue to evaluate operations within B&F to enhance efficiencies, the relocation of EHS to Risk Management will create synergies in this area.</p>

Transportation Demand Management	<i>USTF Recommendation:</i> Program appears to have a strong opportunity for growth and fits well within the local/regional community. The task force recommends maintaining at its current resource level and possible enhancement.
	<i>Response:</i> We thank the Task Force for recognizing this is a critical function that should be maintained at its current level of service. Action: Maintain
Work Order Process	<i>USTF Recommendation:</i> This is a crucial campus service. The task force recommends maintaining at current levels. The task force also finds that there are opportunities to enhance and build efficiencies into this unit's processes that could have a significant impact on Facilities & Plannings' operations.
	<i>Response:</i> We believe that efficiencies can be achieved in this function which will benefit the campus. We are currently evaluating these processes. Action: This is an area where we can achieve better efficiencies and customer relations. We are beginning a deep dive into the technological infrastructure of how work orders are developed and deployed and customer relations and communications.

Quintile 3 – Streamline (Continue with reduced costs)

University Service	Recommendation & Response
Benefits Administration	<i>USTF Recommendation:</i> Benefits Administration is an important function. Current staffing levels are in line with other regional and similar sized institutions, but efficiency opportunities should be explored.
	<i>Response:</i> Benefits is exploring how efficiencies may tie into any compliance driven mandatory trainings for state and federal programs including

	<p>Health Care Authority, Dept. of Retirement Systems, TIAA (Secure Act 2.0), etc; researching other institutions’ practices; strategizing efficiencies for dealing with duplicate data entry into Banner and the Health Care Authority system.</p> <p>Action: Benefits can be more productive and accurate if we can eliminate duplicative data entry processes, and we are currently evaluating options.</p>
<p>Building Maintenance</p>	<p><i>USTF Recommendation:</i> This service is critical to our physical structures; however there needs to be a differentiation between facility improvements (projects which should be contracted out to increase the better use of our budgets) and routine and required maintenance. The task force suggests the institution explore opportunities to demolish unused buildings.</p>
	<p><i>Response:</i> We have several buildings that could be demolished with their limited functions relocated to other buildings, increasing efficiency of space and reducing utility and maintenance costs.</p> <p>Actions: We are requesting legislative funding to demolish three buildings on campus that are no longer useful in space and energy.</p>
<p>Cloud and Data Center Infrastructures</p>	<p><i>USTF Recommendation:</i> As the institution continues to move its data infrastructure to cloud services, the recommendation is to look at ways in which automation of services can be used in order to free staff up to work more efficiently. Additionally, there are concerns about the long-range planning of cloud services support and the task force suggests a comprehensive plan that addresses cloud infrastructure and staffing needs.</p>
	<p><i>Response:</i> An IT Strategy and Roadmap already exists, but an update in response to the SRA task force’s recommendations is underway. As noted by the SRA taskforce, additional operating funds</p>

	<p>will be needed to address concerns about long-range support.</p> <p>Action: Evaluate IT Roadmap and determine budget requirement to support this function.</p>
Public Safety (Emergency Services)	<p><i>USTF Recommendation:</i> Given the totality of the unit, the task force recommends that Campus Police and Emergency Services be maintained at or near its current resource level.</p>
	<p><i>Response:</i> We thank the Task Force for recognizing this is a critical function. With legislative funding we will be employing and updating the Comprehensive Emergency Management Plan for the university.</p> <p>Action: An updated digital emergency management plan is the first task assigned to the new emergency manager upon hire.</p>
Enterprise Administrative Services	<p><i>USTF Recommendation:</i> This unit provides an important service that impacts many units on campus. Implementation of software services is well supported and staffed. There are opportunities for increased efficiencies within the software support post-implementation. The recommendation is to explore a reallocation of services to support implementation and post-implementation equally.</p>
	<p><i>Response:</i> An IT Strategy and Roadmap already exists, but an update in response to the SRA task force’s recommendations is underway. As noted by the SRA taskforce, additional operating funds will be needed to address concerns about long-range support.</p> <p>Action: The IT Governance Council will be charged with evaluation of current and future software needs. As new software or cloud services are added, estimates of ongoing support and funding must be provided to provide that support.</p>
Fabrication Shop	<p><i>USTF Recommendation:</i> The importance and quality of the work and timely service of the Fabrication Shop is noted. The task force</p>

	<p>suggests the unit explore opportunities to increase efficiency and streamline expenses.</p>
	<p><i>Response:</i> With a lack of preventative maintenance, there is growth in backlog and deferred maintenance. Reduction in staffing levels will exacerbate the problem.</p> <p>Action: Evaluate staffing levels to determine optimal staffing levels with current budget constraints.</p>
<p>General Accounting</p>	<p><i>USTF Recommendation:</i> Providing additional training to department level budget officers would be helpful for professional development and for effective and efficient management of budgets at the departmental level. Additionally, General Accounting staffing levels should be benchmarked against other regional universities. This service is split 22% to streamline and 78% to disinvest.</p>
	<p><i>Response:</i> General Accounting Department is one of the departments within the Office of Controller and performs a critical role in the financial management and reporting functions of the institution. This department manages fiscal functions including responsibility for financial accounting and reporting, capital asset management, debt compliance, and capital construction accounting. The Controller’s Office group is responsible for the accurate and complete presentation of the financial records and reports of the University.</p> <p>General Accounting’s functions include supporting all university partners with recording, reviewing, and auditing revenue and revenue transactions. The team is responsible for the monthly closing of each monthly fiscal period, fiscal year-end, and state and federal reporting included in those processes.</p> <p>Action: We will evaluate the work processes of this division to identify and implement efficiencies.</p>

<p>Help Desk and User Support Services</p>	<p><i>USTF Recommendation:</i> Support for instruction is given priority which supports the mission. The recommendation is to establish a comprehensive computer replacement program for faculty and staff. This plan should attempt to reduce inefficiencies and streamline costs through better processes.</p>
	<p><i>Response:</i> IT proposed a universal leasing program for all faculty, staff and lab computers several years ago. Participation has not been required and is only on an opt-in basis. IT recommends that all divisions and departments be encouraged to participate.</p>
<p>HVAC Shop</p>	<p><i>USTF Recommendation:</i> The task force acknowledges that much of this work needs to be addressed on the capital level and efficiencies at maintaining old and new systems are complicated. The task force suggests that the institution explore opportunities to move unused buildings offline. This action would reduce the workload on units such as the HVAC Shop and provide opportunities to streamline.</p>
	<p><i>Response:</i> We have several buildings that could be demolished with their limited functions relocated to other buildings, increasing efficiency of space and reducing utility and maintenance costs.</p> <p>Action: We have requested funding in the 2025-27 capital budget to move identified buildings offline.</p>
<p>Instructional Resources (e.g. textbooks)</p>	<p><i>USTF Recommendation:</i> This service is important to the academic mission of the institution. This group has made some proactive changes in how they have moved away from textbooks and moved toward eBooks. This is a fairly new process but consider increased process efficiencies.</p>
	<p><i>Response:</i> The EWU Eagle Store’s textbook department has proven its adaptability and evolution to meet the changing times and needs of EWU students and faculty. Transitioning from</p>

	<p>physical textbooks to Canvas eBooks, digital textbooks that are available via each student’s course in Canvas, has been a tremendous success. Winter quarter 2024 we worked to collect textbook information on 1,129 courses, not all available courses require textbook information. Maintaining the uniformity of our textbook offerings will improve efficiencies, streamline processes, and improve accuracy.</p> <p>Action: This is a valuable program for our students and the Eagle Store will continue to develop programs to inform and encourage faculty to participate.</p>
<p>Instructional Technology and Web Services</p>	<p><i>USTF Recommendation:</i> This service is incredibly important but is administratively heavy. The recommendation is to explore reallocation of resources to front line support staffing and streamline administrative functions.</p>
	<p><i>Response:</i> This team provides direct end-user support to both faculty, staff, and students, which is a need noted in the USTF’s response in the Classroom and Lab Support Services section. The two supervisors in this unit are working supervisors as is the Director. They directly assist faculty, staff, and students in addition to their managerial duties. IT supervisors receive a 5% increase in their salary for their management responsibilities.</p> <p>Action: Improving and updating WiFi and hardwired capacity across campus will mitigate the need for a number of these calls for support, and we are planning a capital project to address these needs. We will begin implementation summer 2024.</p>
<p>Payroll Services</p>	<p><i>USTF Recommendation:</i> While Payroll Services is incredibly important, the recommendation is to explore ways to automate processes to be more efficient and to allow for more flexibility of possible start dates other than the 1st and the 16th of the month.</p>
	<p><i>Response:</i> The Payroll Services team operates in an automated environment using the Banner</p>

	<p>Payroll module to process payroll. The only payroll transactions that require additional calculations are related to terminal pay or recapture of overpayments.</p> <p>Action: HR and Payroll moved to standardized start dates to improve efficiency of processing. We continue to explore options for efficiency. The recent implementation of ePAFs in Banner has helped, and we are exploring ways to integrate Banner and People Admin to streamline processes.</p>
Student Technology Fee Administration	<p><i>USTF Recommendation:</i> Maintain the funding for this service, but reconsider the long-term technology fee plan. Specifically, consider exploring the option of funding Wi-Fi directly through the institution instead of relying on a student fee.</p>
	<p><i>Response:</i> This service is funded entirely by student fees and spending is directed, in accordance with state statute, by a committee composed of a student majority.</p> <p>Action: This process is managed by students, for students and staffed by IT. IT will work with the student committee to enhance planning.</p>
VP Office Operations	<p><i>USTF Recommendation:</i> Understanding that the VP Office Operations is currently operating with limited staff, the recommendation is to explore opportunities to streamline processes and operate below its current funding level.</p>
	<p><i>Response:</i> We appreciate the opportunity to streamline processes.</p> <p>Action: Evaluate expenditures and streamline operations.</p>

Quintile 4 – Transform (Improve effectiveness)

University Service	Recommendation & Response
Access Control Shop	<i>USTF Recommendation:</i> This unit performs an

	<p>essential function but needs transformation to be more responsive to the needs of internal shareholders. They rely on outdated software and procedures that need to be updated. This office should consider expanding hours of operation to make it easier for community members to receive support. Consider combining with Eagle Card Services to place all access related functions in one unit. Other transformation options may be possible to increase efficiency.</p>
	<p><i>Response:</i> This is an area of considerable campus concern and is regularly expressed.</p> <p>Action: We are evaluating steps to implement the recommendations of the task force and address campus concerns about Access Control customer hours. These include combining functions with Eagle Card Office, managing these functions in IT, and distributing cards and keys in a central location such as the Tawanka Campus Service Office. Brad Christ will be leading this assessment.</p>
Aquatics	<p><i>USTF Recommendation:</i> We recommend transforming this service to improve its ability to generate revenue. This unit could capitalize on the fact that the Cheney community pool is currently being closed.</p>
	<p><i>Response:</i> Although the campus pool is an important resource for the campus and the community, it will in the very near future require hundreds of thousands of dollars to address significant facilities issues. An alternative approach may be to work with the City of Cheney as they develop their new aquatic facility and incorporate EWU's needs into the planning and create a shared facility.</p> <p>Action: Enter into discussions with the City of Cheney to determine their plans for aquatic facilities and assess the viability of a shared facility.</p>
Budget Services	<p><i>USTF Recommendation:</i> This template indicated that Budget Services helps to train budget</p>

	<p>managers to effectively understand and manage their budgets. Based on the templates the task force read, many budget managers do not share this view and instead feel that budgeting is insufficiently transparent. Throughout this process, it has become clear to this committee that EWU needs a fundamental overhaul of its budgeting services to make them more transparent and responsive to the needs of unit budget managers. EWU needs regular, campus-wide training on budgets so that managers across campus have access to the information they need to plan and make decisions.</p>
	<p><i>Response:</i> Thank you for increasing our awareness of the campus opinion. We have work to do helping the campus understand the role and responsibility of budget services. Budget processes can appear less transparent due to the complexity of the process.</p> <p>Action: Improved standardized and structured campus training will help alleviate some of these issues, and we will work with HR to dedicate a section of the campus training programs to understanding budgets and finances and EWU’s unique processes.</p>
<p>Business Services</p>	<p><i>USTF Recommendation:</i> The institution needs to look at the Washington State Patrol and Archives contracts to make sure the university is charging the appropriate amount for the services Facilities provides.</p>
	<p><i>Response:</i> We will evaluate.</p> <p>Action: As we renegotiate MOU’s with both Archives and WSP, we will ensure that all costs are captured with an annual escalator to reflect COL increases.</p>
<p>Catering and Event Planning</p>	<p><i>USTF Recommendation:</i> The task force recommends this service should be transformed and split; Event planning should not exist within an auxiliary and require charges for scheduling rooms and services such as event set ups. Additionally, the task force recommends</p>

	<p>consideration should be taken to evaluate Catering for disinvestment and/or outsourcing. The current model is cost prohibitive for university clients (see Appendix VII. Auxiliary Service Business Systems). The task force notes that if this service were to be discontinued there could be adverse effects to related services. This service is split 50/50 between transform and disinvest.</p>
	<p>Action: We will evaluate options including contracting services in this area.</p>
<p>Energy Management</p>	<p><i>USTF Recommendation:</i> This unit needs to be transformed so that our energy use can be more sustainable and in line with the scientifically proven need to reduce emissions that drive global warming. Since energy use is significantly influenced by in-person working hours, the task force suggests considering mitigation efforts, like moving to a four day a week schedule, to assist EWU's energy management and decrease the university's carbon footprint (see Appendix III. Funding Concentration and Pass-Through Expenses). This unit is split. 21% to transform and 79% to disinvest.</p>
	<p><i>Response:</i> Not only the recommendations of the task force but the Climate Commitment Act and other legislation require EWU to be more energy efficient and better at reporting energy usage and savings. The Office of Sustainability will play a significant role in improving this area's functionality.</p> <p>Action: Energy management will remain within the Facilities portfolio but have an additional dotted line reporting relationship to Sustainability to improve deliverables.</p>
<p>Facilities Fleet Operations</p>	<p><i>USTF Recommendation:</i> This service is essential but requires reevaluation of its operational model. The funding structure and Enterprise vehicle rental contract should be reassessed as departments, and the institution, are paying more for the service of Enterprise vehicle rental compared to the previous motor pool system.</p>

	<p>This also impacts labor efficiency for those who must go off-site to pick up vehicles.</p>
	<p><i>Response:</i> After significant cost and pricing evaluation, the contracted out model using Enterprise Services continues to be the most cost effective and efficient method of providing rental cars. The previous motor pool system was flawed and in serious deficit.</p> <p>Action: Maintain current model.</p>
<p>HR Operations and Compliance</p>	<p><i>USTF Recommendation:</i> This essential unit needs to be transformed to be more responsive, especially regarding the hiring process, which can often involve delays that inhibit other units from conducting their work. The task force recommends that this unit consider returning to adjustable start dates, as limiting new hires to the 1st or 16th inhibits day to day operations. The task force recommends developing a comprehensive on-boarding plan for new staff as well as regular training for HR leadership. The task force supports the suggestions in the opportunity analysis provided, including training and development for employees and supervisors encompassing leadership development initiatives, skill enhancement workshops, and professional certifications in order to enhance performance, engagement, and employee satisfaction.</p>
	<p><i>Response:</i> HR and Payroll moved to standardized start dates to improve efficiency of processing. We continue to explore options for efficiency. The recent implementation of ePAFs in Banner has helped and we are exploring ways to integrate Banner and People Admin to streamline processes. Delays in the hiring process are often driven by external requirements such as sexual misconduct background checks, criminal background checks and I9 among other things. In addition, there are often delays in the search process that are department driven. We will work with the HR associates to have them track the searches more closely and reach out to</p>

	<p>departments if their search appears to be slowing or stagnating.</p> <p>Action: Begin a business process improvement assessment including mapping of all steps to identify efficiencies. Evaluate risk/rewards associated with changing strategies.</p> <p>A Sr. Director of Organizational Development has been hired to implement campus wide onboarding and training programs.</p>
<p>Network and Telecom Services</p>	<p><i>USTF Recommendation:</i> The institution must allocate resources for campus network infrastructure improvement, but the current funding model and operational approach are not effective. A fundamental change in approach is required to make this successful and sustainable long term.</p>
	<p><i>Response:</i> We appreciate the support of the task force on this issue. It has long been a concern for IT and campus managers. In the future we will commit an ongoing portion of the capital budget to regular network upgrades.</p> <p>Action: We are investing \$2 million of capital funds in the upgrade of the campus network beginning summer 2024.</p>
<p>Procurement and Contracts</p>	<p><i>USTF Recommendation:</i> The task force recommends the transformation of this unit to address inefficiencies in this service relating to service time, timeline to secure contracts, and procurement processes. Recommend clearer communication with community stakeholders.</p>
	<p><i>Response:</i> Many of the complexities of the procurement process are driven by state regulations, but we are currently in the process of evaluating those processes to determine opportunities to maximize efficiencies. Improvements with customers can always be made and the implementation of the Fresh Service customer service desk solution will provide better communication and feedback to customers regarding status of requests.</p>

	<p>Action: We conducted a process analysis of the procure-to-pay process and on July 1, 2024 began implementing efficiencies to streamline the process.</p>
Student Financial Services	<p><i>USTF Recommendation:</i> The task force recommends building a proactive business process that better supports students as they pay tuition and fees.</p>
	<p><i>Response:</i> SFS has implemented a number of processes in the past few years to provide better support to students. For example, entering all student contacts into Navigate allows student advisors to see what communications students are having with SFS and any payment plans they may be on.</p> <p>Action: As B&F implements annual assessment plans for all units, this unit will be evaluated for efficiencies and effectiveness.</p>
Surplus Property	<p><i>USTF Recommendation:</i> This unit provides a mandated service but would benefit from a transformed business model to make it more responsive and better able to generate revenue.</p>
	<p><i>Response:</i> Thank you for this feedback. We are evaluating relocating this function under the director of procurement to better reflect the procure, receive and surplus process and to create a streamlined approach. The reality in surplus is that there is not a significant amount of revenue to be developed, but we can be more efficient thereby reducing costs.</p> <p>Action: Evaluate the receiving, warehousing and surplus functions in summer 2024 to create efficiencies. Consider outsourcing surplus.</p>
Talent Acquisition	<p><i>USTF Recommendation:</i> This unit performs an important function, but our current processes cause significant delays in the hiring process. EWU loses talent because our talent acquisition process is too time consuming. This unit should be transformed to better support and communicate with search committees and units</p>

	with new talent needs.
	<p><i>Response:</i> While we appreciate the frustrations related to the complexity and duration of the hiring process, these challenges are not unique to EWU. As a state institution, we have very highly regulated processes driven by the state. We will continue to refine processes in this unit to achieve efficiency.</p> <p>Action: One area where we can achieve greater efficiency is in the hiring processes in People Admin. This third-party software is slated for a project review with HR and IT. In addition, the elimination of paper hiring forms through the implementation of the Banner Electronic Payroll Action Form should create time savings as units familiarize themselves with the process.</p>
Union Market	<p><i>USTF Recommendation:</i> Union Market is an important service that would better serve our students' needs with extended hours and more varied food options in the summer so staff and faculty could make greater use of this service. Moving this unit to external, third-party management might be beneficial.</p>
	<p>Action: We are evaluating options including outsourcing these services to a third party provider.</p>

Quintile 5 – Disinvest (Needing additional review)

University Service	Recommendation & Response
Catering and Event Planning	<p><i>USTF Recommendation:</i> The task force recommends this service should be transformed and split; Event planning should not exist within an auxiliary and require charges for scheduling rooms and services such as event set ups. Additionally, the task force recommends consideration should be taken to evaluate Catering for disinvestment and/or outsourcing. The current model is cost prohibitive for university clients (see Appendix VII. Auxiliary</p>

	Service Business Systems). The task force notes that if this service were to be discontinued there could be adverse effects to related services. This service is split 50/50 between transform and disinvest.
	Action: We are evaluating options including outsourcing these services to a third party provider.
Dining Services	<i>USTF Recommendation:</i> This service plays a crucial role in enhancing campus vitality by offering diverse food options. Nevertheless, as indicated in the opportunity analysis, there is a need for a transformative approach in its operations. The service is financially unsustainable in its current format. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (see Appendix VII. Auxiliary Service Business Systems). The task force recommends that careful assessment of what services are necessary/relevant and conduct a cost-benefit analysis to explore the possibility of outsourcing as a potential solution. The task force notes that if this service were to be discontinued there could be adverse effects to related services.
	Action: We are evaluating options including outsourcing these services to a third party provider.
Eagle Card Services	<i>USTF Recommendation:</i> This service is vital to the institution. While there are meal plan components associated with Eagle Cards, the task force believes its overall significance warrants it being administratively independent of an auxiliary and recommends exploration of a potential merger of this service with Access Control in Facilities & Planning to enhance both units' operational efficiency.
	<i>Response:</i> Addressing efficiencies in the management and organizational structure of the Eagle Card office along with other central service functions will be addressed this summer.

	<p>Action: Implemented new model in Summer 2024.</p>
<p>Eagle Store Operations</p>	<p><i>USTF Recommendation:</i> This service plays a vital role within the university; however, its long-term financial sustainability may pose a challenge. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (see Appendix VII. Auxiliary Service Business Systems). The task force recommends that careful assessment takes place to assess what service is relevant to the university and conduct a cost-benefit analysis to explore the possibility of outsourcing as a potential solution. The task force notes that if this service were to be discontinued there could be adverse effects to related services.</p>
	<p><i>Response:</i> We are currently exploring ways to make the Eagle Store operations more cost effective, while maintaining high levels of customer service.</p> <p>Action: The Eagle Store has engaged an inventory management consultant to advise on appropriate levels of product inventory and is in the process of implementing the recommendations.</p>
<p>Einsteins</p>	<p><i>USTF Recommendation:</i> This service is a popular campus dining option, however faces financial sustainability issues due to franchise fees. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (see Appendix VII. Auxiliary Service Business Systems). Should this service stay, the institution should consider relocation to the Pence Union Building. The task force notes that if this service were to be discontinued there could be adverse effects to related services.</p>
	<p>Action: We are evaluating options including outsourcing these services to a third party provider.</p>
<p>Energy Management</p>	<p><i>USTF Recommendation:</i> This unit needs to be transformed so that our energy use can be more</p>

	<p>sustainable and in line with the scientifically proven need to reduce emissions that drive global warming. Since energy use is significantly influenced by in-person working hours, the task force suggests considering mitigation efforts, like moving to a four day a week schedule, to assist EWU's energy management and decrease the university's carbon footprint (see Appendix III. Funding Concentration and Pass-Through Expenses). This unit is split. 21% to transform and 79% to disinvest.</p>
	<p><i>Response:</i> Not only the recommendations of the task force but the Climate Commitment Act and other legislation require EWU to be more energy efficient and better at reporting energy usage and savings. The Office of Sustainability will play a significant role in improving this area's functionality.</p> <p>Action: Energy management will remain within the Facilities portfolio but have an additional dotted line reporting relationship to Sustainability to improve deliverables.</p>
<p>Freshens</p>	<p><i>USTF Recommendation:</i> This service is a popular campus dining option, however is financially unsustainable in its current operation. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (see Appendix VII. Auxiliary Service Business Systems). Having a variety of dining options is important. Should this service stay, the institution should consider location and hours of operation. The task force notes that if this service were to be discontinued there could be adverse effects to related services.</p>
	<p>Action: We are evaluating options including outsourcing these services to a third party provider.</p>
<p>General Accounting</p>	<p><i>USTF Recommendation:</i> Providing additional training to department level budget officers would be incredibly helpful for professional development and also for effective and efficient management of budgets at the departmental</p>

	<p>level. Additionally, General Accounting staffing levels should be benchmarked against other regional universities. This service is split 22% streamline and 78% disinvest.</p>
	<p><i>Response:</i> General Accounting is one of the departments within the Office of Controller and performs a critical role in the financial management and reporting functions of the institution. This department manages fiscal functions including responsibility for financial accounting and reporting, capital asset management, debt compliance, and capital construction accounting. The Controller’s Office group is responsible for the accurate and complete presentation of the financial records and reports of the University.</p> <p>General Accounting’s functions include supporting all university partners with recording, reviewing, and auditing revenue and revenue transactions. The team is responsible for the monthly closing of each monthly fiscal period, fiscal year-end, and state and federal reporting included in those processes.</p> <p>Action: We will evaluate the work processes of this department to identify and implement efficiencies.</p>
<p>Mail Services</p>	<p><i>USTF Recommendation:</i> This service offers a valuable service to our campus community but is not cost effective or sustainable as currently deployed. To enhance its effectiveness, the task force recommends consolidating with other receiving services and centralizing package deliveries to a single location on campus to potentially streamline the process. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service.</p>
	<p><i>Response:</i> We are evaluating the recommendation to combine with other services on campus and are exploring the creation of a campus services office in Tawanka to better</p>

	<p>provide a number of services to campus including mail services.</p> <p>Action: In summer 2024, create a campus services office that will incorporate mail services, parking, Eagle Card office, event planning and other centralized services.</p>
Merchandise	<p><i>USTF Recommendation:</i> This service plays a vital role within the university; however, its long-term financial sustainability may pose a challenge. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (see Appendix VII. Auxiliary Service Business Systems). The task force recommends that careful assessment takes place to assess what service is relevant to the university and conduct a cost-benefit analysis to explore the possibility of outsourcing as a potential solution. The task force notes that if this service were to be discontinued there could be adverse effects to related services.</p>
	<p><i>Response:</i> Thank you for your feedback.</p> <p>Action: The Eagle Store will be evaluated by a national consultant to determine the most effective mode of operation.</p>
Panda Express	<p><i>USTF Recommendation:</i> This service is a popular campus dining option, however faces financial sustainability issues due to franchise fees. The task force surveyed institutions in regard to auxiliary services including responsibilities provided by this service (see Appendix VII. Auxiliary Service Business Systems). The task force notes that if this service were to be discontinued there could be adverse effects to related services.</p>
	<p>Action: We are evaluating options including outsourcing these services to a third party provider.</p>
Parking Services	<p><i>USTF Recommendation:</i> While this service generates needed revenue, it falls short of maintaining the parking lots at appropriate levels. The task force believes a critical evaluation</p>

	<p>of Parking Services’ revenue sources and their allocation is needed, including charges to Athletics on athletics games days. Consider a potential merger of this service with other areas such as Facilities or Campus Safety.</p>
	<p><i>Response:</i> This function will be merged into a central campus services model. We are evaluating the recommendation to combine with other services on campus and are exploring the creation of a campus services office in Tawanka to better provide a number of services to campus including mail services.</p> <p>Action: In summer 2024, create a campus services office that will incorporate mail services, parking, Eagle Card office, event planning and other centralized services. Evaluate parking price structures to encourage on campus parking.</p>
<p>Travel Services</p>	<p><i>USTF Recommendation:</i> This service is important; however the task force recommends integrating this service into General Accounting as staff and faculty are increasingly managing their travel independently. Exploring the full Concur platform for enhanced functionality may be beneficial.</p>
	<p><i>Response:</i> Decentralizing travel may in fact make travel accounting and management more of a burden on individual departments. This is an area regularly audited for compliance with state travel regulations and there is a concern that all departments may not be interested in the recording, reconciling and compliance for travel functions under a decentralized system.</p> <p>Action: There are a number of steps that the travel department can take to make travel less onerous to the customer departments. These include reloadable declining balance cards for per diem and group travel and an evaluation of Concur to ensure that we are using all its capabilities effectively for the university.</p>

University Advancement

Marketing plays a vital role in advancing our mission, showcasing excellence, and enhancing brand visibility. We're grateful for the Marketing department's significance within the first quintile, and it's crucial to clarify that Marketing is one area of University Relations (UR). Templates were submitted separately, and now we see there's a notable disparity in assessing these units within UR in isolation versus recognizing their collective impact on our department's effectiveness.

University Relations functions as a cohesive ecosystem where teams in communications, marketing, web, social media, multimedia, graphic design, and Alumni collaborate to reinforce our brand and engagement strategies. The integrated approach consistently engages audiences with a unified message that defines EWU's identity and values. For instance, our collaborative efforts extend across strategic advertising and enrollment initiatives, fundraising campaigns, strategic plan storytelling, campus/alumni events, and public relations. Additionally, a digital presence is the primary tool for marketing in today's climate. Our integrated model is a standard among our higher education peers.

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
Marketing	<p><i>USTF Recommendation:</i> The institution needs to dedicate more funding to a unified marketing plan to increase visibility. The university needs innovation and new strategies in how we advertise EWU and increase our visibility across the Spokane area and Central Washington. Consider moving the magazine to a digital platform and move those funds to other marketing efforts. Reevaluate the University Relations strategy and explore new approaches to communications, marketing, multimedia, and design.</p>
	<p><i>Response:</i> We're grateful for the Marketing department's significance within the first quintile.</p> <p>Action: We agree with the recommendation of investment. The launch of a new brand for EWU as well as a comprehensive fundraising campaign will be underway in the 24/25 academic year.</p>

Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
Major Gifts	<p><i>USTF Recommendation:</i> This is a critical operation and is in the middle of a large-scale fundraising effort. The recommendation is to maintain current levels of resources to avoid disruption of this necessary and valuable service.</p>
	<p><i>Response:</i> Carry forward investment will maintain this valuable service which is part of the fundraising eco-system: Annual Giving, Major Giving and Planned Giving. These functions cannot be teased apart. Further investment in major gift officer FTEs is likely to increase investment in the university.</p> <p>Action: Maintaining current resources for fundraising success, critical for the second half of the campaign to remain at pace. Two major gift positions are on temporary allocation status and will end before the conclusion of the campaign. The positions should be permanently allocated.</p>

Quintile 3 – Streamline (Continue with reduced costs)

University Service	Recommendation & Response
VP Office Operations	<p><i>USTF Recommendation:</i> The recommendation is that the number of administrative positions in this service be streamlined to ensure that front line services are staffed and supported appropriately. This is aligned with the recommendation to move Marketing and the related services to its own department.</p>
	<p><i>Response:</i> There are only two people (VP and executive assistant) within this area providing front line service which work within and provide support to Advancement Services, Philanthropy, University Relations, (Marketing, Communications, Media, Social, Digital and Community Relations.)</p>

	Action: We will continue to work on efficiencies.
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Quintile 4 – Transform (Improve effectiveness)

Advancement Services is not only responsible for processing gifts from donors but for ensuring that funds are spent in line with the donor’s intent. In order to ensure that donations continue to flow into the foundation to support the students and programs of EWU it is vital that we perform our duties with the utmost integrity. In pursuit of bolstering data integrity within our alumni relations and advancement services departments, a collaborative effort will be forged between Alumni Relations and Advancement Services. This strategic alliance will endeavor to incrementally enhance data integrity.

Given the diverse and expansive nature of our alumni community, over 120,000 worldwide, we need to ensure that we can adequately serve and engage with our alumni community. Strengthening the Alumni Relations team will not only address the challenges identified by the USTF, but also capitalize on opportunities for growth and development within vital affinity groups. Moreover, it's important to emphasize the positive impact that additional staff members can have on fostering stronger connections with our campus partners.

University Service	Recommendation & Response
Advancement Services	<p><i>USTF Recommendation:</i> This service holds significant importance for the institution as it oversees the management of the EWU Foundation and the receipt and processing of gifts from donors. There is a clear need for improved transparency regarding fund balances and enhanced training on the procedures for accessing funds by the benefiting areas.</p>
	<p><i>Response:</i> As the fundraising entity of EWU, the Foundation is a separate 501(c)(3) tax exempt organization. The Foundation produces its own financial statements and Form 990 tax return and is subject to an annual audit. Deviation from established policies and procedures could jeopardize the tax-exempt nature of the foundation.</p> <p>Action: Continue to reach out and communicate openly and directly with Deans, Vice Presidents, Department Chairs, Directors, and Finance staff for the various colleges and programs to educate on the policies and procedures in place to ensure compliance with accessing fund balances and</p>

	<p>filing proper documentation to process payments.</p>
<p>Alumni Relations</p>	<p><i>USTF Recommendation:</i> This unit should be transformed to develop, track, and maintain better connections with our alumni and to foster affinity groups (such as Sorority and Fraternity Life members, CAMP students, and alumni active in clubs). Information about a student’s participation in various university programs like Honors, CAMP, McNair, etc., are tagged in our Slate and Banner systems. That information would be important to keep once someone goes from being a student to an alum. Consider adding administrative staff to help this tracking.</p>
	<p><i>Response:</i> A student’s participation status in various university programs that are designated in Slate and Banner do not transfer over to the software used for alumni and donor data. It's essential to recognize the significance of self-reported information and the collaborative relationships with campus partners such as Honors, CAMP, McNair, etc. to continue to keep records updated. Further investment would make sure we have accurate and up-to-date data available to connect with alumni.</p> <p>Action: Leveraging alumni outreach initiatives will serve as a pivotal mechanism for data validation and updates.</p>
<p>Annual Giving</p>	<p><i>USTF Recommendation:</i> This valuable service makes important contributions to the university’s budget, but the task force recommends reconsidering not placing such a strong emphasis on targeting staff, faculty, and students for giving during current budget challenges.</p>
	<p><i>Response:</i> It is established practice within higher education to include employees and students in annual fund solicitation. Asking students for their support contributes to their education because it demonstrates that they are acknowledged as participating citizens in their university and community and informs them that their</p>

	<p>education is made possible by financial support beyond their tuition and to which others outside their immediate sphere contribute. Washington State law allows for the solicitation of public employees through the Combined Fund Drive and through internal solicitations. The timing and frequency of internal solicitations are governed by RCW and authorized on an annual basis at EWU by leadership.</p> <p>Action: Reorganize and streamline for campaign purposes. We follow state law as approved by the attorney general to solicit employee donations using work emails up to two times annually.</p> <p>Thank and communicate the impact of their giving to employee donors three to four times annually by email, US mail, one-to-one outreach and engagement events.</p> <p>Educate students about the impact of giving up to two times annually by tabling at university events.</p>
<p>Media Relations</p>	<p><i>USTF Recommendation:</i> This unit provides an important service but needs to be transformed as part of a comprehensive media plan. The task force recommends that this unit place greater focus on sharing with local media some of the achievements of our staff, faculty, and students. The staffing allocation for this service seems to be a very small piece of the Office of Advancement’s portfolio.</p>
	<p><i>Response:</i> The units of Marketing/Digital as well as Communications/Media and Social Media along with graphic designers and writers have been unified into University Relations. This allows for cross training and employees able to cover each other and efficiencies. We have reduced an FTE in multimedia/photography.</p> <p>Action: Actively organizing this one-person unit for efficiency by creating a comprehensive media plan that incorporates a consistent schedule of sharing EWU stories highlighting faculty, staff,</p>

	<p>student and alumni achievements with the media.</p>
<p>Planned Giving</p>	<p><i>USTF Recommendation:</i> This valuable service makes important contributions to the university budget and facilitates strategic donor contributions. It is prudent to explore the potential for reorganization or cross-training within other areas of Advancement. Additionally, consideration should be given to leveraging the FreeWill software platform to benefit alumni and potentially yield a favorable return on investment through planned gifts.</p>
	<p><i>Response:</i> The Office of Gift Planning conducts three essential activities: donor education/marketing, philanthropy team education, and solicitation. The office provides leadership and expertise in maximizing donor investments with current gifts of non-cash assets, such as IRAs, securities, real estate and other appreciated assets, and future gifts of beneficiary designations and estate gifts. Additionally, the office facilitates strategic donor education/marketing that supports donor goals.</p> <p>Action: Reorganize and streamline for campaign purposes.</p> <p>Introduce a branded, self-guided will-making platform to faithful alumni and donors to expand our opportunity to garner future—and current—gifts.</p> <p>Continue to cross-train the philanthropy team with focused monthly trainings and individual coaching, consultation and collaboration to ensure the team—major gift officers, annual giving, stewardship and prospect researchers—are informed, equipped and confidently prepared for effective donor conversations and planning.</p>

Quintile 5 – Disinvest (Needing additional review)

University Relations functions as a cohesive ecosystem where teams in communications, marketing, web, social media, multimedia, graphic design, and Alumni collaborate to reinforce our brand and engagement strategies. The integrated approach consistently engages audiences with a unified message that defines EWU’s identity and values. For instance, our collaborative efforts extend across strategic advertising and enrollment initiatives, fundraising campaigns, strategic plan storytelling, campus/alumni events, and public relations. Additionally, a digital presence is the primary tool for marketing in today's climate. Our integrated model is a standard among our higher education peers.

University Service	Recommendation & Response
Communications	<p><i>USTF Recommendation:</i> This service template exhibits overlap with other MarCom areas. The task force recommends that a larger focus be put on sharing institutional stories externally. Additionally, the task force recommends disinvesting in this service as it is currently structured. Restructuring Marketing as an independent department would allow the department to redistribute the resources pulled from this service to enable a single, coordinated marketing strategy.</p>
	<p><i>Response:</i> The integrated marketing and communications model is both effective and efficient. Communications staff are also the primary vehicle for producing fundraising collateral.</p> <p>Action: The two-person communications staff will remain committed to telling Eastern’s story, with a focus on student, faculty, staff and alumni achievements.</p>
Digital Services	<p><i>USTF Recommendation:</i> This service does important out-facing work but is unsustainable in its current format. The task force believes the function of this unit could benefit from reorganization with Information Technology to have one centralized website team. If this service is retained under the Office of Advancement, the task force recommends disinvestment in this service as it is currently structured while placing a heavier investment on Marketing as an independent department and</p>

	<p>allow the department to redistribute the resources pulled from this service to best align with the marketing strategy of the institution going forward.</p>
	<p><i>Response:</i> Digital Services, a two-person team within marketing, is proactively organized for efficiency. The integration of Digital Services into Marketing and the broader advancement operations is a deliberate strategy as they hold a pivotal role in ensuring optimal execution and fostering cohesive synergy between our digital infrastructure and the forthcoming brand and fundraising initiatives.</p> <p>Action: Maintain.</p>
Graphic Design	<p><i>USTF Recommendation:</i> This service template exhibits overlap with other MarCom areas. It is imperative to define the services they will offer and communicate this clearly to the university to help eliminate barriers and delays in work product reaching customers. The task force recommends disinvestment in this service as is while placing a heavier investment on Marketing as an independent department and allow the department to redistribute the resources pulled from this service to best align with the marketing strategy of the institution going forward.</p>
	<p><i>Response:</i> The two-person Graphic Design team in marketing is actively organizing for efficiency, overseeing brand visual execution and logo licensing approval. Their crucial role extends to the upcoming brand launch and comprehensive campaign this year. Simultaneously streamlining university collateral, they aim to enhance efficiency and reduce administrative burdens, with an additional focus on increasing licensing revenue.</p> <p>Action: Maintain.</p>
Multimedia Services	<p><i>USTF Recommendation:</i> It appears there is a bottleneck in the service that prevents projects from being pushed through. This service appears</p>

	<p>to experience frequent turnover and requires additional staff to effectively manage the workload. The task force recommends disinvestment in this service as is while placing a heavier investment on Marketing as an independent department and allow the department to redistribute the resources pulled from this service to best align with the marketing strategy of the institution going forward.</p>
	<p><i>Response:</i> This single FTE position is the only multimedia service position on campus and will be a critical support tool for all marketing and fundraising campaign initiatives moving forward, including: Student/donor testimonial videos and profiles; capturing photography assets to be used across multiple platforms – social media, marketing collateral/ads and EWU’s website which will feature stories highlighting campus events, activities and student, faculty and staff achievements.</p> <p>Action: Maintain.</p>
<p>Social Media</p>	<p><i>USTF Recommendation:</i> This service is currently operating as a three-year project position. The task force recommends disinvestment in this service as is while placing a heavier investment on Marketing as an independent department and allow the department to redistribute the resources pulled from this service to best align with the marketing strategy of the institution going forward.</p>
	<p><i>Response:</i> EWU’s Instagram, X (twitter) and Facebook accounts are popular tools for interaction, and the new EWU Tik-Tok account is proving to be a huge success with students, who value the interaction. Social media will be a critical tool to share Eastern’s story and in crisis communications.</p> <p>Action: This single FTE position is currently operating as a three-year project position. The plan is to make this an essential outreach</p>

	component of our marketing efforts moving forward.
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President's Office

Quintile 1 – Invest (Eligible for enhanced resources)

The President has begun to address the investment opportunities at Catalyst, conducting several meetings to clarify the purpose of the Catalyst building and to capitalize on the opportunities provided to students at the U-District locations. The greatest value is in providing adequate support for students, faculty, and staff but also creating new and unique experiences that take advantage of the partnerships and connections available in the U-District and actually expand the range and depth of offerings at EWU. Faculty member Dr. Robert Sauders has been appointed as a Faculty Fellow for Catalyst Strategy position to re-establish Catalyst as a place where the blending of learning and experiences can connect students' learning to cutting edge application.

The recommendation to assess the effectiveness of the work that is currently being done within Tribal Relations is in complete alignment with the call to bring in a consultant to evaluate the student support provided for several student populations including American Indian and Alaska Native students. The results will help direct new resources that may be invested into the tribal relations area. Serving students well is a part of improving tribal relationships, but there are other areas that improve these relationships too and can benefit from other investment; student interns, programming support for student activities, professional conferences and travel to support the President meeting with tribal leaders.

University Service	Recommendation & Response
<p>Catalyst Operations Management</p>	<p><i>USTF Recommendation:</i> EWU should invest in a Spokane lead position to coordinate between all the Spokane buildings, including the new SIERR building. Additionally, consideration should be given to the reporting structure for the Catalyst, or Spokane Operations (see Appendix VIII. Satellite Campuses).</p>
	<p><i>Response:</i> The appendix discusses limitations to the current experience at Catalyst and in the other Spokane buildings. These are on target and need to be addressed, although an exact replication of the services, experiences and campus community found on the Cheney campus is not achievable.</p> <p>Action: Investments have been made in security with two EWU security officers, in food by the addition of a street vendor and vending machines and through a reduction in parking costs. These</p>

	types of investment will continue to be expanded upon.
Tribal Relations	<i>USTF Recommendation:</i> This service is an area that needs investment and support so EWU can improve and maintain better relationships with regional tribes. The task force recommends an assessment to determine the effectiveness of the work being done to support the American Indian and Alaska Native student population and how it may be improved.
	<p><i>Response:</i> The task force report accurately identified the key goal of this service area, to achieve better relationships with regional tribes. This is a key component of the Tribal Relations effort; it is important to the university to serve all students well, to meet their needs and to create meaningful opportunities to achieve their goal of graduation. With that said, student support is something that is shared among several units on campus, whereas the relationships with local and regional tribes is uniquely assigned to Tribal Relations.</p> <p>Action: The campus has hired CORE Perspectives to engage in an assessment and will make recommendations on how the University may achieve a more inclusive campus environment.</p>

Quintile 3 – Streamline (Continue with reduced costs)

University Service	Recommendation & Response
Board of Trustees	<i>USTF Recommendation:</i> While the Board of Trustees operate on a limited budget, the recommendation is that the Board review expenses incurred and look for opportunities to streamline to provide an example for the institution. In addition, as stated in the template, continued professional development is essential to have a highly functional and successful board.

	<p><i>Response:</i> The primary expenditures for the Board of Trustees (BOT) are per diem reimbursements and travel costs. Board members are officers of the university, so state regulations apply regarding travel and per diem remittance. New members will be added to the Board over the next several months. It is likely that forming a cohesive leadership team will lead to an emphasis on meeting together, in person, and seeking educational development at a professional conference, especially for new members. Since these are basically fixed costs, the university nor the President’s Office control those costs.</p> <p>Action: The BOT conducted a review of their expenditures. The exercise of evaluation and clarification of the expenses was valuable and provided some insights that had not been readily understood.</p>
<p>Government Relations</p>	<p><i>USTF Recommendation:</i> The task force acknowledges that functionally this unit maintains one position, but recommends that the institutional Government Relations strategy be reviewed for opportunities to streamline as there is redundancy with the government relations position in Faculty Organization.</p>
	<p><i>Response:</i> A review of other Government Relations efforts at the public universities in the state clarified the value to Eastern of its current structure. What is seen as redundancy actually is often a help when it comes to demonstrating broad campus support for a bill or budget item. It has long been understood that faculty speaking for themselves is most appropriate and effective with lawmakers, so both positions provide unique value to the University.</p> <p>Action: The position is engaged 100% and any reduction in effort would result in a corresponding reduction in effectiveness. Already shorthanded, we are not reducing the government relations service.</p>

<p>President’s Office Operations</p>	<p><i>USTF Recommendation:</i> The task force acknowledges that this is a new administration and current staffing levels are appropriate. The recommendation is to analyze current expenses to ensure that they are below what has been provided in the template.</p>
	<p><i>Response:</i> Any reduction in force simply results in shifting work out of the President’s Office into other areas of the campus. Centralizing institutional level activities creates consistency and efficiency. To further investigate the staffing costs associated with the President’s office a comparison was made with other schools. Between staff and Vice Presidents, Eastern has the smallest President’s office. EWU employs ten positions; Central has fifteen, Western has twelve, Gonzaga has thirteen and Washington State has sixteen.</p> <p>In addition, the expenses in the President’s office in 2022 is not consistent with other years as in 2022 there was a presidential search which added additional operational expenses.</p> <p>Action: Maintain.</p>

Office of Diversity, Equity and Inclusion

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
<p>DEI Training/Development/Events</p>	<p><i>USTF Recommendation:</i> This unit performs a vital function but needs to be transformed to be effective. The task force recommends that this unit be included in the necessary community-wide reorganization of Eastern’s DEI efforts that require both structural transformation and greater financial support (see Appendix IV. Diversity, Equity & Inclusion Support Strategy). The structure of this service needs to be transformed to make training and events more effective. This service is split 50/50 between invest and transform.</p>
	<p><i>Response:</i> The work is a vital function of the University. This area would benefit from additional investment, along with pooling resources, staffing, and expertise. The campus has hired CORE Perspectives to engage us in a process of restructuring.</p> <p>Action: Consider recommendations from the campus-wide assessment of all organizational structures, policies, and practices related to diversity, equity, inclusion, and belonging.</p>

Quintile 4 – Transform (Improve effectiveness)

University Service	Recommendation & Response
<p>DEI Training/Development/Events</p>	<p><i>USTF Recommendation:</i> This unit performs a vital function but needs to be transformed to be effective. The task force recommends that this unit be included in the necessary community-wide reorganization of Eastern’s DEI efforts that require both structural transformation and greater financial support (see Appendix IV. Diversity, Equity & Inclusion Support Strategy). The structure of this service needs to be transformed to make training and</p>

	<p>events more effective. This service is split 50/50 between invest and transform.</p>
	<p><i>Response:</i> The work is a vital function of the University, and work is being done with the assistance of CORE Perspectives to make a recommendation for reorganization.</p> <p>Action: Consider recommendations from the campus-wide assessment of all organizational structures, policies, and practices related to diversity, equity, inclusion, and belonging.</p>
<p>DEI Office Operations</p>	<p><i>USTF Recommendation:</i> This unit performs a vital function but needs to be transformed to be effective. The task force recommends that this unit be included in the necessary community-wide reorganization of Eastern’s DEI efforts that require both structural transformation and greater financial support (see Appendix IV. Diversity, Equity & Inclusion Support Strategy). The structure of this service needs to be transformed to make training and events more effective. This service is split 50/50 between invest and transform.</p>
	<p><i>Response:</i> The largest cost of salary and benefits of four employees, including a vice president position, fell into the TRANSFORM quadrant. EWU has hired a DEI consultancy to assess the University structures and make recommendations.</p> <p>There are specific structural changes that happened over time that impacted the effectiveness of DEI work on this campus. First, there was an elimination of ODEI in 2020, whereby the Multicultural Center and Pride Center were moved out of ODEI and into Student Affairs. When the ODEI division was restored later that same year, the Multicultural Center and Pride Center remained in Student Affairs. Shortly thereafter, Student Affairs built its own DEI structure, adding an Associate Vice President of Student Equity, Belonging, and Voice, as well as a Director of Student Equity and Inclusion Services. This created duplication of</p>

	<p>roles, confusion for campus, and a breakdown of equity-related campus support. The separation of those units and resources, including people, supplies, and funds, has negatively impacted ODEI's ability to make a significant impact on equity gaps. In addition, there has been DEI work taken on by many academic and non-academic units, but often with little consultation or collaboration with ODEI, creating individual efforts without a broader view of what the University needs and resulting in over-programming.</p> <p>A restructure of campus DEI efforts will be necessary to achieve a more inclusive campus environment.</p> <p>Action: Consider recommendations from the campus-wide assessment of all organizational structures, policies, and practices related to diversity, equity, inclusion, and belonging.</p>
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Intercollegiate Athletics

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
<p>Training</p>	<p><i>USTF Recommendation:</i> This is an important area for Athletics and supports all student athletes. The taskforce recommends an investment in staffing to limit turnover and ensure high quality training for student athletes.</p>
	<p><i>Response:</i> As an industry, sports medicine and athletic training departments have been hit hard by the additional duties, hours and expectations during and coming out of the COVID-19 pandemic.</p> <p>To relieve staff time and to increase efficiencies we are redistributing duties such as insurance coordination and reconciliation to the business office to free up 20+ hours per week to sport medicine/athletic training practitioner work.</p> <p>Currently, EWU Athletics’ average pay for athletic training is in the middle of the Big Sky average for athletic training.</p> <p>Action: Fill vacancies in Sports Medicine to ensure high quality training and stabilize turnover. Move insurance tracking to the athletics business office. Develop strategies to maximize partnerships with external medical providers to support quality of care.</p>

Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
<p>Cheerleaders</p>	<p><i>USTF Recommendation:</i> Cheerleaders are a relatively low cost unit that is well-utilized across the university. The task force recommends maintaining this service at its current funding level.</p>

	<p><i>Response:</i> We are seeking to strengthen the connection between students participating in the cheer program and the University by securing waivers that help with the recruitment and retention of students to increase belonging at EWU. The program will increase expectations in fundraising that will offset program costs. This group also oversees Swoop’s public appearances and the department built out new rates for public appearances that could help bring in additional income for this unit.</p> <p>Action: Increase fundraising through 50/50 sales and other initiatives to offset programmatic costs and foster increased participation.</p>
<p>Development and Promotion</p>	<p><i>USTF Recommendation:</i> This service does a great job of connecting with alumni through social media, videos, etc. The game day experience is great in spite of our facilities. The task force recommends maintaining this service at its current funding levels, but would suggest looking at other possible revenue generation ideas such as streaming extra content on Twitch.</p>
	<p><i>Response:</i> Due to Big Sky Conference regulations, we are unable to stream live content on platforms like Twitch. All athletic contests have to be streamed or broadcast through ESPN or through a secondary rights holder (Scripps Broadcast or SWX).</p> <p>A reinvestment in facilities would create more opportunities for revenue growth through student, community, fan, donor and sponsor activation and engagement.</p> <p>Student employees make up nearly 54 percent of this budget line item, and that includes full time employees. We would like to see growth in this area since, according to campus statistics, student employment leads to higher retention rates and positive outcomes.</p> <p>Action: Evaluating purchase of equipment to better equip student-workers. Maximize broadcast opportunities that are contractually</p>

	allowed within the Big Sky multimedia rights and distribution agreements.
Men's Track/Cross Country	<i>USTF Recommendation:</i> This service provides for a group of university student athletes in a cost-effective manner. The task force recommends that this service be maintained at its current resource level.
	<p><i>Response:</i> Feedback from our team physician is that the surfaces that are currently used by our team as well as other campus and outside groups are creating chronic injuries (stress fractures, chronic muscle tightness, sprains). The deterioration of the track surface puts additional pressures on the athletic training staff especially for a group as large as track and field. By simply maintaining investment in Track and Field/Cross Country, we are exposing student-athletes to increase risk of injury.</p> <p>Action: Identify additional fundraising opportunities while addressing surface improvement opportunities.</p>
Strength & Conditioning	<i>USTF Recommendation:</i> This service is essential for attracting, retaining, and supporting Eastern's student athletes. The task force recommends that this service be maintained at its current resource level.
	<p><i>Response:</i> While we appreciate the USTF's recommendation to maintain this level of service, we cannot afford to maintain the current offering. Private funds are being used to add and update equipment to increase opportunity for student-athletes and academic programs that are currently operated under the WAMS Department.</p> <p>This unit also oversees all nutrition programming for our student-athletes, which has additional investment benchmarks as mandated by the Big Sky strategic plan.</p> <p>Action: Maintain current levels of institutional support while securing private philanthropy to</p>

	invest in facilities. Explore additional partnerships that would serve WAMS program deliverables.
Women's Golf	<i>USTF Recommendation:</i> This service provides for a group of university student athletes in a cost-effective manner. The task force recommends that this service be maintained at its current resource level.
	<i>Response:</i> Evaluating opportunities for direct fundraising support to offset and increase investment. Our women's golf program already plays in less events than peers to help offset travel. The program holds a fundraiser every year. During this fiscal year, the fundraiser helped to revitalize the indoor hitting area. Action: Identify additional fundraising opportunities.
Women's Soccer	<i>USTF Recommendation:</i> This service provides for a group of university student athletes in a cost-effective manner. The task force recommends that this service be maintained at its current resource level.
	<i>Response:</i> We are evaluating opportunities for direct fundraising support to offset and increase investment. To maintain compliance with Title IX, the women's soccer team must maintain a 30 student-athlete roster size which increases budgetary needs. Action: Identifying additional fundraising opportunities.
Women's Tennis	<i>USTF Recommendation:</i> This service provides for a group of university student athletes in a cost-effective manner. The task force recommends that this service be maintained at its current resource level.
	<i>Response:</i> We are evaluating opportunities for direct fundraising support to offset and increase investment. This program is not fully funded, and there is just one coach, whereas the NCAA allows three coaches on staff. Many international students are Global residents which saves

	<p>money. International student-athletes are common in tennis across the country and international students broaden EWU’s global visibility.</p> <p>Action: Identify additional fundraising opportunities. Additionally, the Big Sky Conference has suspended the fall championship to mitigate additional costs.</p>
<p>Women’s Track/Cross Country</p>	<p><i>USTF Recommendation:</i> This service provides for a group of university student athletes in a cost-effective manner. The task force recommends that this service be maintained at its current resource level.</p>
	<p><i>Response:</i> Feedback from our team physician is that the surfaces that are currently used by our team as well as other campus and outside groups are creating chronic injuries (stress fractures, chronic muscle tightness, sprains). The deterioration of the track surface puts additional pressures on the athletic training staff especially for a group as large as track and field. By simply maintaining investment in Track and Field/Cross Country, we are exposing student-athletes to increase risk of injury.</p> <p>Action: Identifying additional fundraising opportunities while addressing surface improvement opportunities.</p>
<p>Women’s Volleyball</p>	<p><i>USTF Recommendation:</i> This service provides for a group of university student athletes in a cost-effective manner. The task force recommends that this service be maintained at its current resource level.</p>
	<p><i>Response:</i> We are evaluating opportunities for direct fundraising support to offset and increase investment. Increase in travel has affected the current budget.</p> <p>When on road trips, to save money, three coaches drive the team in vans from the airport to the institution of competition. To save money, 5 am flights are booked as they are cheaper. Safety has been brought up due to budget</p>

	<p>restraints of not allowing a bus to drive the team from place to place as coaches are tired from early flights. Scholarship does not cover full room and board in snyamncut.</p> <p>Action: Identify additional fundraising opportunities. Program has placed an increased focus on community engagement and will welcome 1,000+ elementary aged students to the Cheney campus this fall for a “youth” game. This opportunity strengthens the connectivity that EWU has with the surrounding area and provides an example for the educational outcomes that are delivered at Eastern.</p>
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Quintile 3 – Streamline (Continue with reduced costs)

University Service	Recommendation & Response
Compliance Office	<p><i>USTF Recommendation:</i> The Athletics Compliance Office serves an important function, but the recommendation is to explore efficiencies using technology and stronger collaboration with other units to better support student athletes and compliance officers.</p>
	<p><i>Response:</i> Compliance uses ARMS software that streamlines compliance and student-athlete support services for the department. The funding is housed under SAOF. The compliance office has a strong collaboration with campus partners such as admissions, housing, financial aid, student financial services, records and registration, and utilizes all institutional available softwares. For example, compliance has access to Banner, Slate, Argos, Degree Works, and Navigate.</p> <p>Action: Maintain.</p>
Men’s Basketball	<p><i>USTF Recommendation:</i> This service is important to the university and has seen recent growing success. The recommendation is to operate below current funding level, while exploring additional fundraising and revenue opportunities to support a self -sustaining</p>

	<p>program moving forward.</p>
	<p><i>Response:</i> This team operates below Big Sky peers in total expenses and funding. Men’s Basketball played the fourth toughest non-conference strength of schedule in the nation to help with operational needs. Further reducing funding would impact on and off court performance. Alston or cost of attendance will be required to be provided to basketball student-athletes by the Big Sky. Without additional funding, EWU men’s basketball will fall below our peers.</p> <p>Action: Identify additional fundraising opportunities including but not limited to an efficiency that was identified by current MBB staff to generate additional guarantee game revenue through fewer scheduling opportunities. This lowers the expense of travel while providing the opportunity for additional ticket sales for home contests.</p>
<p>Men’s Tennis</p>	<p><i>USTF Recommendation:</i> Men’s Tennis maintains a high cost per student athlete ratio. There should be consideration as to the amount of scholarships awarded and a shift in recruitment strategy to recruit more in-state student athletes at a lower cost.</p>
	<p><i>Response:</i> The program is currently not fully funded. Many international students are Global residents which saves money. There is only one coach, whereas the NCAA allows three coaches on staff.</p> <p>Action: Identify fundraising opportunities. Additionally, the Big Sky Conference has suspended the fall championship to mitigate additional costs.</p>
<p>Sports Information</p>	<p><i>USTF Recommendation:</i> This service has transformed itself in the last year and is performing well. The recommendation is to explore opportunities to streamline processes to maintain a more efficient unit long term.</p>

	<p><i>Response:</i> The department continues to identify industry trends for this area and tailor content to those needs. Across the industry, sports information departments are being reimaged from statisticians and journalists to content creators.</p> <p>Action: Streamlining staff with marketing staff in order to maximize strategic creation of content that supports revenue generation efforts.</p>
<p>Student Support</p>	<p><i>USTF Recommendation:</i> This service supports the mission of the institution in terms of Athletics. The recommendation is to explore opportunities to better integrate functions into the broader campus student support system to reduce redundancy of service.</p>
	<p><i>Response:</i> Student-athletes have better retention rates and GPA than the general campus population. The culture, academic services, and touch points that Athletics provides should be looked at by campus as the model for all students. Athletic academic services integrate with campus in many ways to reduce redundancy of service. Student-athletes use the writing center, math lab, and tutors for study hall credit and additional help. PLUS academic coaches are also used with our student-athletes. Currently, there are only two academic advisors in Athletics for 300 student-athletes, which is the lowest number of advisors in Big Sky. Further reducing staff would impact retention and positive outcomes that are currently leading the way at EWU.</p> <p>Action: Evaluating opportunities to streamline with Academic Affairs.</p>
<p>Women's Basketball</p>	<p><i>USTF Recommendation:</i> This service is important to the university and has seen recent growing success. The recommendation is to operate below current funding level, while exploring additional fundraising and revenue opportunities to support a self-sustaining program moving forward.</p>

	<p><i>Response:</i> Ticketing and game guarantee revenues do not match what men’s basketball brings in. Alston or cost of attendance will be required to be provided to basketball student-athletes by the Big Sky.</p> <p>Action: Will continue to seek additional funding sources but don’t anticipate operating below current funding in order to remain in compliance with Title IX.</p>
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Quintile 4 – Transform (Improve effectiveness)

As stated previously, to streamline or transform a university service/program, it may be necessary to invest resources if the outcome will improve key university priorities such as recruitment and retention of students, faculty, or staff, and/or it is aligned with the overall university identity. Additionally, action may not be taken on recommendations due to the negative impact disinvestment or transformation may cause across other campus services, programs, or to the university identity. To function as a Division I institution, an appropriate investment by EWU is necessary and should eliminate deficits.

University Service	Recommendation & Response
General Operations (all other)	<p><i>USTF Recommendation:</i> Athletics as a whole needs to be transformed to eliminate its structural deficit and function with a reduced budget that would bring it in line with other regional state universities and EWU’s overall budget. The task force encourages this service to undergo operational transformation and explore additional revenue generation strategies.</p>
	<p><i>Response:</i> An investment in facilities and premium seating opportunities would return more revenue back to the athletics department and the university. Additionally, we provide other direct and indirect revenue to the university (Parking, Concessions, merchandise, philanthropy, etc.) We have experienced an increase in Learfield sponsorships.</p> <p>Action: Currently planning to increase revenue with increased concession and hospitality experiences in the south endzone. Additionally working to attribute other revenues that are</p>

	<p>generated by Athletics back to the Department. For example, gameday parking.</p>
<p>Football</p>	<p><i>USTF Recommendation:</i> Football needs to be transformed in order to bring it in line with EWU’s budget challenges and other regional universities in our area. It is unsustainable for a university of our size with our budgetary challenges to allow a single unit to accumulate annual deficits as large as the ones listed in this template. At the start of this process, Larry Goldstein, the consultant who developed the SRA process and consulted throughout the process, charged the task forces to consider all options to cut our deficit and said this process can only succeed if there are no sacred cows. EWU’s leadership needs to consider all options to decrease Football’s unsustainable deficit spending, including moving Football to a lower division.</p>
	<p><i>Response:</i> We are committed to continually enhancing Eastern Athletics, with a strong focus on generating additional revenue through the opportunities created by EWU Football. The program is integral to our university identity, providing academic opportunities to 100+ students annually and engaging more than 2,000 students each year through event attendance. Additionally, it directly supports employment for dozens of students, contributing to their professional development and experience.</p> <p>As a regional comprehensive university, EWU benefits significantly from the 30,000+ visitors that EWU Football draws to campus annually, along with substantial engagement across our social media platforms. These efforts not only enhance the university's visibility but also create opportunities for broader campus engagement.</p> <p>EWU Athletics sits about average of FCS revenues but does not pace with Big Sky peers. While EWU Football is already anticipating a growth of over 20% in ticket sales, donations, and sponsorships year over year, our projections indicate that with stadium investments, the Athletics Department</p>

	<p>could generate an additional \$900,000 in annual revenue. Given the prominent role of EWU Athletics in the university’s comprehensive campaign, all investments made will be aimed at enhancing both the fan and student experience. Stadium investments will also increase usability for external community events with the additional revenue helping to offset operating costs.</p> <p>Moving forward, EWU Athletics is committed to working on stronger collaboration with other campus units with an intended outcome to further reduce expenses and increase operational efficiencies.</p> <p>Action: Working with ALSC architects to develop more refined estimates for stadium renovation and construction that, in partnership with the EWU Foundation and the comprehensive campaign, would generate additional revenue for EWU Athletics Department and increase stadium usability for campus and external events.</p>
<p>Summer Sports Camps</p>	<p><i>USTF Recommendation:</i> Summer Sports Camps hold the promise of generating revenue during the summer. However, the current model of Summer Sports Camps needs to be reconsidered and transformed to achieve this promise. This unit is hampered by the fact that there is insufficient coordination between different summer activities. The task force recommends that this unit be evaluated alongside other units that function primarily during the summer to develop an overall strategy for how EWU can better generate revenue and recruit students during summer activities.</p>
	<p><i>Response:</i> Camps are a financial net zero in terms of revenue and expense for the university.</p> <p>Action: Explore having more collaboration with campus departments (admissions, compliance, etc.) to plan on-campus activities.</p>

Student Affairs

Quintile 1 – Invest (Eligible for enhanced resources)

Investing in the student experience is a cornerstone of the USTF report, and we fully recognize its importance for student success and retention. Moving forward, we are committed to optimizing resource allocation to maximize student benefit. We look forward to collaborating with campus stakeholders and leveraging internal and external partnerships to achieve these goals effectively.

Students who live on campus experience higher first-to-second year retention than their peers who live off campus. Re-tooling the residential, first-year comprehensive experience requires assessing resources in both Student Affairs and Academic Affairs to prioritize a robust first-year journey. Ultimately, a student success-focused model of the first-year experience should be our collective focus. This model will include a robust FYE College 101 Course including high touch, wrap-around supports found in complementary programs such as CAMP and TRiO.

In addition, the creation of a comprehensive applied learning experience for all students at Eastern Washington University (EWU) is poised to become the region’s leading institution offering hands-on, applied learning for its graduates. With funding from the state to establish on-and-off campus opportunities for experiential learning, EWU will aid both students and workforce needs of the region. By 2031, 72% of jobs will require a college degree or other post-secondary credential. EWU is uniquely positioned to connect its undergraduate population with the more than 45,000 EWU alumni in the Spokane region. Ensuring that every graduate pursuing a baccalaureate degree has opportunities to experience applied learning relevant to their academic objective will not only add to student degree completion but also exponentially increase the significant alumni base who will serve the economic and workforce needs of the region. In partnership with colleagues in Academic Affairs, the revisioning and re-opening of the Office of Community Engagement in alignment with Applied Learning is a top priority for Student Affairs in 2024-25.

University Service	Recommendation & Response
ASEWU	<p><i>USTF Recommendation:</i> ASEWU is the student-led voice of EWU which plays a critical role in EWU’s shared governance. The task force agrees with the opportunity analysis that suggests increasing ASEWU positions to better collaborate with each college.</p>
	<p><i>Response:</i> Increasing funding for ASEWU is integral to advancing the university's mission of cultivating an engaged, involved, and supported student body. The recent enactment of legislation has established Senate Positions aligned with each of the four colleges, underscoring ASEWU's dedication to shared governance. Augmenting investment in ASEWU</p>

	<p>would afford more hours dedicated to these pivotal roles and elevate the onboarding experience for student representatives. However, a significant challenge arises from the existing funding model, which relies heavily on Student and Activities Fees (S&A). These fees, contingent upon enrollment, are proving insufficient to cover escalating costs. The strain on officers within ASEWU's legislative branch underscores the pressing need for additional financial support. Securing state funding for permanent staff would not only alleviate this strain but also enable greater investment in enhancing the overall student experience, thereby fostering enriched learning and development opportunities.</p> <p>Action: Enhance funding dedicated to ASEWU positions, aimed at extending the scope of working hours available. We propose a significant extension to 19 hours per week. Such a policy would not only democratize access to leadership experiences but also enrich campus life through more diverse and comprehensive participation. Support for student leaders' investment is needed in on-going training and development.</p>
<p>Child Care Services</p>	<p><i>USTF Recommendation:</i> The Child Care Center is a critical piece of recruitment and retention of students. This service could be improved if EWU were able to provide additional services in Downtown Spokane and evening childcare options.</p>
	<p><i>Response:</i> We understand the pivotal role of childcare for our student community. Before expanding, we're prioritizing a thorough assessment of Spokane's landscape. Currently, support from the Biella Foundation assists qualifying students at external centers. Recognizing childcare as a pressing societal concern, we've extended our partnership with the YMCA for an additional three years, albeit at increased costs. Continuous evaluation of the Center's usage remains imperative.</p> <p>Action: Student Affairs and Business and Auxiliary Services have realigned the childcare center</p>

	<p>within Business and Auxiliary services, acknowledging substantial funding support from external sources beyond Student Affairs. In addition, a three-year contract with the YMCA for childcare services has been secured with base-funding. In addition to realignment, additional funding support is needed to support the contract.</p>
<p>Club Sports</p>	<p><i>USTF Recommendation:</i> This service is vital in helping students feel connected to campus and increasing retention. The task force recommends investment and enhancement.</p>
	<p><i>Response:</i> Club Sports play a crucial role in fostering a deeper connection to campus for students. This year, our club sports have experienced significant growth, yet financial support has been limited.</p> <p>Students currently bear the burden of club expenses, including dues, travel, and uniforms, with costs ranging from \$20 to \$3,000 per student. Despite this financial strain, these students serve as ambassadors for EWU regionally, aiding in recruitment and retention efforts.</p> <p>Additional investment would directly alleviate financial barriers to engagement, enhancing student support and ultimately leading to increased retention and success rates.</p> <p>Action: Work collaboratively with EWU Foundation to identify donor and sponsorship opportunities.</p>
<p>Community Engagement</p>	<p><i>USTF Recommendation:</i> Community Engagement is a valuable office that is currently defunct. This is an operation that should be offered on campus and to make it sustainable, it needs the resources of more than one full-time staff member. The task force recommends that this service be enhanced through investment which would strengthen the university community.</p>

	<p><i>Response:</i> The revitalization of the Community Engagement Office stands as a cornerstone for EWU's student success endeavors and directly aligns with the strategic priority of promoting experiential and applied learning outlined in our newly approved strategic plan. Presently, a dedicated committee of faculty and staff is meticulously researching viable models tailored to EWU's context, alongside the necessary funding requirements.</p> <p>Action: Secure funding for three full-time equivalent (FTE) staff positions, while simultaneously pursuing applications for two AmeriCorps positions. Allocate funds for Direct Expenses to support operational needs and identify an appropriate student-centered location to establish the team's workspace. Re-open the Office of Community Engagement in 2024-25 in alignment with Applied Learning.</p>
<p>Counseling & Wellness Services</p>	<p><i>USTF Recommendation:</i> This service needs more administrative and clinical support and must be in line with the professional standards for a clinical setting, including a director with clinical credentials and licensing. Consider splitting Counseling and Wellness. Historically, the counseling office has been one of the only university provided, confidential spaces on campus. It has been difficult to maintain confidentiality since the merger between Health, Wellness and Prevention Services (HWPS) and Counseling and Psychological Services (CAPS) and the expanding scope of CWS services. This service should be expanded to all Spokane buildings. The position classification of clinicians should be reviewed and revised to be more competitive.</p>
	<p><i>Response:</i> Administrative restructuring is deemed unnecessary based on national and state-wide reviews. Merging counseling and wellness enhances prevention efforts, and we have seen success with our current model with respect to addressing waitlists and improving student outreach and support from a community of care model. Future endeavors are encouraged to</p>

	<p>explore telehealth, community partnerships, and expanding counselor resources. This team has increased grant funding in the last two years by \$300k to support on-going efforts.</p> <p>Action: In partnership with Academic Affairs, GSA waivers have been allocated to support recovery programming and outreach, and to enhance Peer Health Educator development, outreach and programming.</p> <p>In accordance with the strategic plan, Counseling and Wellness Services will be actively engaged in developing a campus wide well-being model. We anticipate staffing levels will be evaluated as part of this process.</p>
<p>Food Pantry</p>	<p><i>USTF Recommendation:</i> This is an important service to our students that was previously housed in the Office of Community Engagement. The task force recommends that it be moved from its current location within Counseling Services and be expanded into our Spokane campus.</p>
	<p><i>Response:</i> Recent additions to our staff, such as the Basic Needs Navigator, have bolstered pantry operations, enhancing our ability to serve students. Collaboration with Spokane partners is essential due to space limitations, but our current structure effectively supports pantry operations.</p> <p>Action: In partnership with Academic Affairs a GSA has been allocated to support food pantry network, outreach, and volunteer coordination.</p> <p>CWS will continue to collaborate with the EWU Foundation and Grants Office to explore expanded opportunities for support aimed at bolstering the campus food pantry network.</p>
<p>Housing – Residential Hall Operations</p>	<p><i>USTF Recommendation:</i> It is crucial that Housing staff be empowered to determine their operational priorities and be supported in meeting those needs. Additionally, Housing should look at the ways in which they can acquire a new building, whether that is through a bond or looking at public-private partnership</p>

	<p>options. This service has been split between invest and disinvest. As part of a Housing Master Plan, the institution needs to demolish buildings that will not be used in the future in order to optimize expenditures on maintenance, insurance, energy costs, etc. The split of 5% to disinvest is intended to reflect this need to eliminate these buildings. This service is split 95% to invest and 5% to disinvest (see Appendix VII. Auxiliary Service Business Systems).</p>
	<p><i>Response:</i> For EWU to thrive as a residential campus with a first year live-on requirement, it's imperative to have facilities that attract and retain students.</p> <p>Currently, a committee is researching various avenues to acquire new buildings, whether through a bond or exploring public-private partnership (P3) options. In considering new construction, we advocate for multi-use facilities.</p> <p>This creative and collaborative approach ensures the development of modern, versatile facilities that meet the diverse needs of our campus community today and into the future.</p> <p>Action: An RFP is currently on the market seeking P3 consultants with expertise in on-campus housing. We anticipate finalizing a comprehensive long-term housing strategy within the next nine (9) months, prioritizing sustainable and inclusive living solutions that meet the evolving needs of our student body.</p>
<p>Housing – Residential Life Programs</p>	<p><i>USTF Recommendation:</i> Additional investment in this service would benefit our students. Consider providing scholarships and/or discounts or other ways of lowering the cost of living for our students. Invest in the staffing that helps build the community and supports students living on campus.</p>
	<p><i>Response:</i> While we don't foresee requiring significant new resources, we anticipate prioritizing existing staff and time to ensure success. Collaboration and partnerships with</p>

	<p>other campus units present ample opportunities to enhance programming efforts.</p> <p>Action: Allocate existing resources effectively and dedicate staff time to guarantee the success of our academic partnership initiatives. Establish a new full-time equivalent (FTE) role that will serve as a catalyst for fostering collaboration and building partnerships across various campus units to enrich our programming.</p> <p>In partnership with Academic Affairs a Graduate Assistantship was allocated to Housing and Residential Life to focus on the assessment of their residential education model.</p>
<p>Intramurals</p>	<p><i>USTF Recommendation:</i> This is an important unit for student retention as well as an outlet for recreation and social engagement for students. Allow new staff to grow and implement ideas.</p>
	<p><i>Response:</i> Intramural activities offer students a healthy outlet for recreational engagement. We've witnessed a rise in participation this year by introducing new alternatives to traditional sports. Increasing funding for student workers and event costs will support the expansion of offerings, as our current capacity is limited.</p> <p>Enhancing campus wellbeing is central to our mission. Adjusting full-time staff allocation could enable us to broaden our program offerings. Additionally, we envision a long-term partnership between recreation and EWU Athletics to enhance shared athletic spaces for students. For instance, upgrading turf practice and intramural fields with improved seating and lighting would enrich the student experience.</p> <p>Action: Initiate a transformative partnership between campus recreation and EWU Athletics to develop a strategic, long-term plan for upgrading all athletic spaces. This collaboration aims to significantly enhance student engagement by expanding recreational offerings, upgrading facilities with modern turf, seating,</p>

	<p>and lighting, and ultimately elevating the overall student experience and campus wellbeing.</p>
<p>Multicultural Center</p>	<p><i>USTF Recommendation:</i> This unit performs a vital function but needs to be transformed to be effective. The task force recommends that this unit be included in the necessary transformational reorganization of Eastern’s DEI efforts that require both structural transformation and greater financial support (see Appendix IV. Diversity, Equity & Inclusion Support Strategy). The task force notes that this unit has suffered due to turnover in staff and we are heartened that EWU will work with a consultant to address the DEI support systems. This is an ideal time for the university to transform and improve our DEI services, such as this one. This service is split 50/50 between invest and transform.</p>
	<p><i>Response:</i> Addressing BJEDI (Belonging, Justice, Equity, Diversity & Inclusion) concerns remains a top priority as we await recommendations from consultants. Sustainable funding supports our current staffing levels, with potential for additional funding pending consultant insights.</p> <p>Consultants will assess and evaluate resource allocation to enhance effectiveness. Despite ample support and funding campus-wide, our focus is on optimizing structures for maximum student benefit.</p> <p>Action: Through Presidential support and the Students Activities Fee allocation process, funding has been established to support cultural student organizations for annual signature events. The funding aims to contribute 50% support from the President's office and 25% from the Student Activities Fee Committee allocation, based on historical budgets, towards signature cultural events organized by the Black Student Union, Native American Student Association, Asian American Pacific Islander Club, Asian Student Association, and MEChA.</p>

	<p>The search and hiring process to fill the JLR MC Program Coordinator role has been completed.</p>
<p>New Student Transition & Parent Programs</p>	<p><i>USTF Recommendation:</i> Family programming was added a few years ago with no additional funding. This unit is being asked to do more family outreach and family events than ever before. The new Vice President for Student Affairs has experience that can support this next step. This is important for the affinity and belonging/connection to others and the university.</p>
	<p><i>Response:</i> Engaging families as partners in supporting students can significantly impact retention rates. Family programming was integrated into this unit several years ago without additional funding. However, the demand for family outreach and events has increased substantially since then.</p> <p>To meet this growing need, increased funding is crucial. Priorities include providing lunches at Summer Orientations, offering overnight options for all Summer Orientations, and implementing a college-success focused FYE course (i.e., College 101) in partnership with Academic Affairs.</p> <p>Action: Expand Summer Orientation Offerings to provide lunches and enable overnight stays for some/all Summer Orientation sessions.</p> <p>Launch a Family Weekend Event, creating an opportunity for families to connect with the campus community, thereby strengthening their role as partners in student success.</p> <p>Develop and Implement FYE College 101 Course. Collaborate with Academic Affairs to design and introduce a comprehensive First-Year Experience (FYE) College 101 Course with a designated budget, aiming to provide a foundational, on-going college orientation experience for incoming students, with special emphasis on enhancing the success of participants in alignment with the proven practices identified through CAMP and TRiO programs. Find the appropriate home for</p>

	<p>this first-year experience course within Student Affairs.</p>
<p>Eagle Pride Center</p>	<p><i>USTF Recommendation:</i> We are concerned about the state of this unit since the submission of the template. The funding allocated for staffing at the time of the writing of the template remains appropriate. Support and advocacy units for LGBTQ+ students of this kind are being eliminated in some states and it is important that the university provide funding to this service on our campus not only to support enrolled students, but also to recruit potential students from other areas.</p>
	<p><i>Response:</i> Addressing BJEDI concerns remains a top priority, pending recommendations from consultants. Sustainable funding is already allocated for current staffing levels. This investment is expected to enhance EWU's overall Diversity, Equity, and Inclusion (DEI) approach, aligning with recommendations from both the SRA process and the accreditation process.</p> <p>The Eagle Pride Center currently employs two full-time professionals alongside student employees, which adequately serves the student population. Funding for staff comes from state funds, while the Eagle Pride Center's direct expenses are covered by S&A funds, which are tied to enrollment. As such, we do not foresee a need for additional operating funds unless there is a requirement to expand programming efforts.</p> <p>Action: Maintain sustainable funding for the current staffing levels. The Eagle Pride Center is currently in process to fill the Eagle Pride Center Program Coordinator role and anticipates hiring early fall 2024.</p>
<p>STA Bus Contract</p>	<p><i>USTF Recommendation:</i> The STA Bus contract is important for sustainability reasons. Expand routes that go to the Cheney and Spokane campuses. Any increased investment should be through Ledger 1 funds and not added onto Student Fees.</p>

	<p><i>Response:</i> Evaluation through the Transportation Fee Committee aligns with standard practices and budget allocations. While acknowledging access importance, additional state funding will not support expansion.</p> <p>Action: In partnership with Business and Auxiliary services, assess the feasibility of expanding services while recognizing the limitations of additional state funding. Explore alternative strategies within existing budgets to enhance accessibility. Communicate findings to stakeholders and implement necessary adjustments to optimize transportation services effectively. Continuously monitor and adjust practices to ensure alignment with committee objectives and fiscal responsibility.</p>
<p>Student Accommodation Services</p>	<p><i>USTF Recommendation:</i> This service has gone through a recent transformation and needs to be given time to see if their current structure will work. The task force recommends investment in this service and also to review the space in which this service resides to evaluate whether it is conducive to the needs of students.</p>
	<p><i>Response:</i> Significant staffing investments have improved functionality, with plans underway for incorporation into Martin Williamson's design. Staff additions have improved outreach and support. Additional staff is not needed at this time, however, funding for student accommodations should be centralized and additional funding is needed for on-going training and development. The level of student concerns demands that we partner more closely with Academic Affairs to ensure a community of care and manage expectations that we will not be able to meet all student needs that come our way — even with additional funding.</p> <p>Action: Streamline and centralize funding for student disability accommodations to align with the existing framework for faculty and staff. Adopting a flexible funding approach that disburses resources on an as-needed basis will allow for greater agility in allocating funds to</p>

	<p>address emergent needs within the Student Affairs division.</p> <p>Seek additional funding to establish a dedicated staff position responsible for overseeing the Passport (former foster youth) program. This individual would also fulfill the role of liaison and collaborator with representatives from the College Success Foundation and Gear Up.</p>
<p>Student Engagement (Clubs & Orgs)</p>	<p><i>USTF Recommendation:</i> This service provides necessary support and training for Student Organizations which lead to a feeling of belonging, and supports retention efforts. Review the base funding for the staff in this area and evaluate which staff positions are funded through the Student and Activities (S&A) budget. Closely examine how this is funded and ways in which the S&A fees are spread out. Having multiple campuses and multiple terms is problematic for supporting students. Consider the ways in which this service is able to support students on the Spokane campuses.</p>
	<p><i>Response:</i> Additional funding presents an opportunity to bolster leadership development for club officers and advisors, leading to robust success outcomes for our students in these organizations. The participation rate has surged to 2,508 students across 82 ASEWU student organizations, marking a remarkable 107% increase from last year. Investing in leadership development funds is expected to further enhance student development, retention and success.</p> <p>State funding for staffing is required to reallocate S&A funds to increase support for ongoing leadership development training, ensuring continuous growth and empowerment for student leaders.</p> <p>Action: We recognize the need to develop leadership offerings campus-wide and will be undergoing a series of professional development opportunities to enhance the ability for staff to provide these services.</p>

<p>Student Support Services</p>	<p><i>USTF Recommendation:</i> This service is incredibly important to the institution and has a direct impact on retention. It is currently fully staffed and needs time to see how it works before any changes are considered. This service needs a different location; it is not student friendly.</p>
	<p><i>Response:</i> Significant staffing investments have improved functionality, with plans underway for incorporation into Martin Williamson's design. Staff additions have improved outreach and support. Additional staff is not needed at this time, however, funding for student accommodations should be centralized and additional funding is needed for on-going training and development. The level of student concerns demands that we partner more closely with academic affairs to ensure a community of care and manage expectations that we will not be able to meet all student needs that come our way - even with additional funding.</p> <p>Action: Streamline and centralize funding for student disability accommodations to align with the existing framework for faculty and staff. Adopting a flexible funding approach that disburses resources on an as-needed basis allows for greater agility in allocating funds to address emergent needs within the Student Affairs division.</p> <p>Seek additional funding to establish a dedicated staff position responsible for overseeing the Passport (former foster youth) program. This individual would also fulfill the role of liaison and collaborator with representatives from the College Success Foundation and Gear Up. In partnership with Academic Affairs, we have received two GSA Waivers to further bolster program support.</p>
<p>Veterans Resource Center</p>	<p><i>USTF Recommendation:</i> The Veterans Resource Center is critical to our campus and has shown to be beneficial in the last 10 years since it was implemented. As suggested by their template, consider increasing staff for retention and</p>

	recruitment of students and to strengthen coordination with other units across campus.
	<p><i>Response:</i> Expanding support staff and infrastructure is essential, especially for serving the dependents of Veterans. Additionally, this initiative represents a potential growth area for increasing student enrollment.</p> <p>Action: Allocate funding for an additional role for enhanced planning, recruitment, and retention efforts.</p>

Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
Aspire Program	<p><i>USTF Recommendation:</i> This is a new program that the task force believes has an opportunity for great potential. The university should track return on investment as well as information on retention and persistence of mentors. If the results are favorable, then the task force would recommend that the service receive enhanced resources.</p>
	<p><i>Response:</i> The Aspire program has reached its current staffing capacity with 30 student mentors and one AmeriCorps member, effectively serving seven schools within the community. Currently in its second year, we are gathering baseline data. Feedback on the program has been positive from both EWU student mentors and the mentees they support.</p> <p>Currently, the program manager position is funded by temporary University funding on a one-time basis. 2023-2024 represents the final year of funding. While we do receive significant grant and outside funding, stabilizing resources for staff is crucial for the program's ongoing success.</p>

	<p>Action: Ensure the stability and expansion of the Aspire program by funding the manager position and associated direct expenses.</p>
<p>Campus Rec Buses</p>	<p><i>USTF Recommendation:</i> This is an important and well-utilized service on campus that not only supports Campus Recreation trips, but now also serves other areas on campus since the Motor Pool was disinvested in 2019. The task force recommends maintaining this service at its current resource level and possibly enhancing it to recognize the service it has been providing to other campus services.</p>
	<p><i>Response:</i> Our fleet, composed mostly of older vehicles, requires extensive maintenance. As they age, vehicles will depreciate even further and break down more frequently, leading to escalating maintenance costs. Generating more revenue from these vehicles would necessitate increased usage or higher charges, which conflicts with the goal of providing affordable transportation on campus.</p> <p>We face a decision regarding the future of this service, considering the evolving needs and expenses. Sustaining funding for EPIC vehicles for student trips is essential.</p> <p>Action: In accordance with many other higher education institutions, we anticipate moving to a different model that focuses on rental agencies for club sports and student organizations. It will be critical for us to maintain high-quality vehicles for our EPIC programs.</p>
<p>Career Services</p>	<p><i>USTF Recommendation:</i> This service is critical to the mission of the institution. University leadership should continually evaluate how the collaboration and coordination between Student Affairs and Academic Affairs on student initiatives related to Career Services are managed. The task force recommends maintaining this service at its current resource level.</p>

	<p><i>Response:</i> Experiential learning stands out as a top priority for EWU, aligning with directives from the Strategic Plan and the Board of Trustees. Within this framework, we identify Career Services as an area warranting investment.</p> <p>Currently, our Career Services operates with a modest direct expense budget of \$43K, the smallest in our region. In comparison to national standards set by the National Association of Colleges and Employers (NACE), our advisor-to-student ratio is significantly high. While NACE recommends one career advisor for every 500 students, we currently have one advisor for every 2,850 students, equivalent to 3.5 FTE.</p> <p>Similarly, NACE advises a minimum of three staff members dedicated to employer relations for a school the size of EWU, yet we only have 1.5 FTE in this role.</p> <p>Action: Funding needs to be identified to increase the direct expense budget for this unit in alignment with strategic plan priorities. We anticipate additional staffing will be needed because of the focus on applied learning, community engagement and the strategic plan priorities. This funding will be sought through the legislative ask process.</p>
<p>EPIC Adventures</p>	<p><i>USTF Recommendation:</i> The task force recognizes that this service is a valuable tool for student recruitment and retention. This service fosters group engagement and offers local outdoor recreation opportunities. The task force recommends that this service be maintained at its current resource level.</p>
	<p><i>Response:</i> EPIC Adventures remains committed to offering diverse exploration opportunities for students, faculty, staff, alumni, and community members to discover our region at discounted rates. Leveraging local trips, our current funding adequately meets the demand from students.</p>

	<p>Action: Maintain sustainable funding for the current staffing levels and vehicle operations.</p>
<p>PUB Operations</p>	<p><i>USTF Recommendation:</i> This service is the central hub for campus activities and student engagement with the potential to host regional and national conferences. While the task force recommends that this service be maintained at its current resource level, necessary staffing to functionally support such events does not exist and should be considered in the future if the university wishes to maintain its services.</p>
	<p><i>Response:</i> The PUB serves as the central hub for campus activities and student engagement. We've streamlined staffing by merging roles from the PUB reopening, consolidating two full-time staff into one with oversight of student engagement.</p> <p>Concerns arise regarding potential disinvestment in Eagle Store and Dining Services, as their rental rates constitute 53% of the PUB Operations budget.</p> <p>Action: Strengthen the PUB's role as a campus engagement nexus by adding 1.0 FTE, enhancing operational capacity and enabling the hosting of significant regional and national conferences.</p>
<p>Sorority & Fraternity Life</p>	<p><i>USTF Recommendation:</i> This service is important as students in sororities and fraternities tend to exhibit higher engagement on campus during their years as a student and as alumni. Supporting the Diversified Greek Council is also important to the institution's DEI efforts.</p>
	<p><i>Response:</i> Sorority and fraternity life (SFL) emerges as a pivotal force in driving student engagement, promoting diversity, and bolstering academic achievement across college campuses. It's more than just a series of social events; it's a transformative experience that offers support networks, leadership opportunities, and an inclusive environment that mirrors real-world diversity. Our commitment to sorority and</p>

	<p>fraternity life has resulted in significant growth within our Diversified Greek Council, spotlighting our efforts towards embracing diversity, equity, and inclusion (DEI). This initiative has proven instrumental in boosting the retention and graduation rates among students of color, underscoring the vital role these organizations play in fostering an environment of belonging and academic perseverance.</p> <p>On average, SFL members experience a 4-percentage point improvement in retention and graduation when compared to the general university population average. In addition, there is a larger increase in graduation rate of first-generation students within Sorority and Fraternity Life. In Spring 2022, 39% of first-generation seniors graduated vs. 51.2% of first-generation seniors who are members of SFL, an increase of over 12%. Finally, the demographics of students in SFL show greater proportions of underserved minority students participating, which the Diversified Greek Council heavily focuses on supporting.</p> <p>Action: In partnership with Academic Affairs, we have appointed a Graduate Assistant to Sorority and Fraternity Life, focusing on elevating student support within the Greek community to significantly bolster university recruitment and retention efforts.</p>
<p>Student Life Accounting Services</p>	<p><i>USTF Recommendation:</i> This service provides a student-centered approach which is crucial for enhancing student engagement and retention. The task force recommends that this service be maintained at its current resource level.</p>
	<p><i>Response:</i> We stand behind maintaining this service at its current resource level. Its student-centered approach is essential for boosting student engagement and retention, and it plays a pivotal role in bringing student initiatives to fruition. Since the completion of the USTF report, we have successfully secured additional state funds, allowing us to reallocate resources and relieve the burden on S&A funding.</p>

	Action: Maintain sustainable funding for the current staffing levels.
Student Rights & Responsibilities	<i>USTF Recommendation:</i> This service is essential and has high internal and external demand. The task force recommends that this service be maintained at its current resource level but also recognizes that there are potential redundancies between work that this unit provides and other units such as hazing and alcohol education.
	<p><i>Response:</i> While recognizing potential redundancies with other units, we have actively collaborated with Counseling and Wellness services to realign educational efforts. This department's role in addressing student conduct and rights education remains paramount. We're committed to expanding our partnerships and enhancing our ability to respond to student conduct effectively, including sustainable solutions like the recent partnership with Gonzaga Law students.</p> <p>Action: In partnership with Gonzaga Law School, we have increased part-time staffing to support hearing needs. Additionally, in partnership with Academic Affairs, we have hired a GSA to develop a conflict resolution center that includes peer coaching.</p>

Quintile 4 – Transform (Improve effectiveness)

University Service	Recommendation & Response
Eagle Entertainment	<i>USTF Recommendation:</i> This unit offers an important service that contributes to student retention. The task force recommends transforming how Student Affairs units, like this one, are staffed and funded so that students are better able to track how their S&A fees are spent.
	<i>Response:</i> The University Services task force has emphasized the importance of investing in the student experience, particularly in units classified

	<p>within quintile one. Eagle Entertainment, responsible for organizing various student events such as concerts, comedians, and homecoming, is a crucial component of this focus. Despite its significance, the ability to increase funding for Eagle Entertainment is constrained by its reliance on S&A fees.</p> <p>We recognize these events as essential avenues for fostering student connection and engagement, both of which are known to positively influence retention rates and a sense of belonging. Neglecting investment in this area could inadvertently hinder student success and retention efforts.</p> <p>Action: Request an increase in the Direct Expense budget to sustain and enhance our education and community development programs. This can be accomplished through S&A by moving staff positions off of S&A and securing state support.</p>
<p>Eagle Sound</p>	<p><i>USTF Recommendation:</i> We recommend combining this unit with University Productions. The task force recommends transforming these units so that student organizations have priority in using these services and receive discounted rates. The task force also recommends developing processes to ensure that the equipment controlled by this service is used by other campus partners in ways that are in accordance with the requirements of S&A policies.</p>
	<p><i>Response:</i> We support the suggestion to merge this unit with University Productions. Given their successful collaboration this year due to a staff vacancy, we're actively pursuing discussions with our partners in University Productions to consider making this partnership permanent.</p> <p>Action: In partnership with Business and Auxiliary Services, we have merged Eagle Sound with University Productions to serve the campus-wide need for sound.</p>
<p>Easterner</p>	<p><i>USTF Recommendation:</i> Student journalism is a vital service for the university and The Easterner</p>

	<p>needs to continue to serve our community. The task force recommends transforming this unit so that it receives clearer and more consistent oversight from journalism professionals paid a regular salary, rather than through Part Time and Overload faculty salaries. The task force suggests considering other media to supplement the current format, such as podcasts or digital media.</p>
	<p><i>Response:</i> We strongly believe in the transformative impact of student journalism and the importance of platforms for student voices. Despite a 30% increase in digital readership and continuous growth since transitioning to digital in 2020, the educational depth provided by the Easterner is limited. Collaborations with local news outlets promise to redefine student journalism at EWU, providing a real-world platform for students to hone their journalism skills and broaden their audience. Beyond keeping pace with digital trends, this initiative is designed to enhance the educational journey and professional readiness of our students.</p> <p>Action: Transition from the Easterner to strategic partnerships with local news outlets like the Spokesman or Inlander, creating EWU paid journalism opportunities for EWU students.</p>
<p>JLR Multicultural Center</p>	<p><i>USTF Recommendation:</i> This unit performs a vital function but needs to be transformed to be effective. The task recommends that this unit be included in the necessary transformational reorganization of Eastern’s DEI efforts that require both structural transformation and greater financial support (see Appendix IV. Diversity, Equity & Inclusion Support Strategy). The task force notes that this unit has suffered due to turnover in staff and we are heartened that EWU will work with a consultant to address the DEI support systems. This is an ideal time for the university to transform and improve our DEI services, such as this one. This service is split 50/50 between invest and transform.</p>
	<p><i>Response:</i> We're engaging a consultant to evaluate the university's BJEDI framework, and</p>

	<p>future actions will be guided by their insights. Securing lasting funding will be crucial to ensure DEI initiatives remain a top priority.</p> <p>Action: Please refer to recommended action items in Quintile One.</p>
<p>VP Office Operations</p>	<p><i>USTF Recommendation:</i> We encourage the new Vice President for Student Affairs to transform this unit’s structure to be more responsive to students’ needs and better coordinate with Academic Affairs and other campus shareholders.</p>
	<p><i>Response:</i> In our pursuit to elevate student support and enhance collaboration across campus, we’ve taken strategic steps to refine our unit’s structure. We are dedicated to improving our proactive outreach and timely-responsive communications to better serve our students. This mission highlights the need for additional resources to support enhanced training, support mechanisms, and communication efforts.</p> <p>Our team, including the critical Dean of Students Office, is at the forefront of maintaining our commitment to student support.</p> <p>Action: Secure funding for an Assistant Dean of Students. This position will serve as the campus lead in addressing freedom of expression and creating conditions for civil campus discourse, providing critical leadership and building capacity for students, staff, faculty and community members to engage in a marketplace of ideas.</p> <p>We have hired a Director of Operations and strategically redistributed the responsibilities once managed by the Dean of Students, addressing the gap left by the elimination of the Director for Budget and Administrative Services role.</p>

Quintile 5 – Disinvest (Needing additional review)

University Service	Recommendation & Response
<p>Health Care Contract</p>	<p><i>USTF Recommendation:</i> This service is important; however, there is a lack of robust quality measures which negatively impacts the student experience. The task force recommends follow-up to assess the implementation of the contract, feedback mechanisms in place, and regular analysis to evaluate whether the program is yielding the desired results in an impactful manner. Institutional education about the contract terms and coverage should be improved if this is a service that must be retained.</p>
	<p><i>Response:</i> The Comprehensive Health Fee is indispensable for fostering the well-being and academic success of our student community. It allocates crucial funding to a variety of health services, encompassing disease control, crisis management, counseling, outreach, and health education. This fee plays a vital role in nurturing a campus environment that promotes student learning and well-being. While continuous assessment and improvement are acknowledged, maintaining this service is essential for the overall health and success of our student population.</p> <p>Action: Implement a strategy for the ongoing evaluation and enhancement of the Comprehensive Health Fee to ensure it continues to support a wide range of essential health services vital for the academic success and well-being of our student community.</p>
<p>Housing – Apartments</p>	<p><i>USTF Recommendation:</i> It is crucial that Housing staff be empowered to determine their operational priorities and be supported in meeting those needs. Additionally, Housing should look at the ways in which they can acquire a new building, whether that is through a bond or looking at public private partnership options. This service has been split between</p>

	<p>invest and disinvest. As part of a Housing Master Plan, the institution needs to demolish buildings that will not be used in the future in order to optimize expenditures on maintenance, insurance, energy costs, etc. This service is split 95% invest and 5% disinvest (see Appendix VII. Auxiliary Service Business Systems).</p>
	<p><i>Response:</i> Sustaining our residence halls and apartments presents a formidable challenge. Yet, we perceive both as integral components of our campus housing system, interconnected and equally deserving of support. Thus, we are committed to maintaining and investing in both, recognizing their collective importance in providing quality living spaces for our students.</p> <p>Action: Student Affairs and Business and Auxiliary Services have been working this past year to develop a comprehensive, equitable long-term housing plan for our campus residences, encompassing both halls and apartments. It is critical that the plan ensures quality living spaces for our students that will foster a thriving community. The plan should be completed within the next nine (9) months. An RFP is currently on the market seeking P3 consultants with expertise in on-campus housing.</p>
<p>Housing – Residence Hall Operations</p>	<p><i>USTF Recommendation:</i> It is crucial that Housing staff be empowered to determine their operational priorities and be supported in meeting those needs. Additionally, Housing should look at the ways in which they can acquire a new building, whether that is through a bond or looking at public private partnership options. This service has been split between invest and disinvest. As part of a Housing Master Plan, the institution needs to demolish buildings that will not be used in the future in order to optimize expenditures on maintenance, insurance, energy costs, etc. This service is split 95% invest and 5% disinvest (see Appendix VII. Auxiliary Service Business Systems).</p>
	<p><i>Response:</i> We need to establish a comprehensive Housing Master Plan to meticulously address the</p>

	<p>life cycle of our facilities. The looming risk of system failures in numerous facilities underscores the urgency of this endeavor. With current staffing constraints exacerbating maintenance challenges, the need for proactive action is evident. Aligning with the invest quintile, we echo the task force's call for immediate measures to fortify the infrastructure of our residence halls and apartments.</p> <p>Action: Form a diverse task force to develop a comprehensive, equitable long-term housing plan for our campus residences, encompassing both halls and apartments ensuring quality living spaces for our students that will foster a thriving community. An RFP is currently on the market seeking P3 consultants with expertise in on-campus housing.</p>
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Provost's Office

The higher education landscape, along with expected student experience, has and will continue to change quickly. Investing in the educational landscape of EWU means extending our focus beyond traditional classrooms to create academic programs that are not only robust and contemporary but also essential to our region's growth. As we emphasize the importance of experiential learning and community engagement across all disciplines, from ecological research to cybersecurity initiatives, our students will be poised to apply their coursework to career-ready experiences that will only strengthen the connection and demands of our region's workforce. The university services under Academic Affairs, such as college offices, Financial Aid, and the Faculty Commons, play a crucial role in supporting and preparing students for the rapidly evolving job market, ensuring their education is practical, forward-looking, and connected to the needs of our community.

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
Community Engagement	<p><i>USTF Recommendation:</i> Community Engagement is a valuable office that is currently defunct. This is an operation that should be offered on campus and to make it sustainable, it needs the resources of more than one full-time staff member. The task force recommends that this service be enhanced through investment which would strengthen the university community.</p>
	<p><i>Response:</i> We agree that Community Engagement (CE) should be resourced, and that how it is envisioned and carried out matters. Along with Career Services, CE can support Experiential Learning, Community Engagement could help EWU partner with public and private sectors to enrich scholarship, enhance curriculum, teaching, and learning, contributing to the region's economic and environmental health. However, it is essential that the design of Community Engagement takes in current research on how CE is best used to educate and retain students. We look forward to supporting Community Engagement and related initiatives with Student Affairs and working with faculty to integrate experiential learning into coursework.</p> <p>Action: Investment in staffing, infrastructure, and program development to support the</p>

	reestablishment and operation of the Office of Community Engagement.
Satori Camps	<p><i>USTF recommendation:</i> This unique service has fostered a love of learning and intellectual curiosity on the EWU campus for more than three decades. The task force recommends increasing funding for this service to raise awareness about Satori Camp among area middle and high schools and foster greater participation among EWU students and alumni.</p>
	<p><i>Response:</i> Satori is financially self-sustaining. It is not currently sustainable as it lacks sufficient administrative support.</p> <p>Action: The Provost’s Office is reviewing the appropriate unit to manage Satori Camp. Ideally, this program should be led from an office that supports other pre-college events and summer camps at EWU. We will explore opportunities to increase faculty involvement in Satori and other summer camps to enhance the program’s educational and regional impacts and integration with university activities.</p>
Summer Bridge Program	<p><i>USTF recommendation:</i> This unit helps with the onboarding of students and sets them up for success. It does not currently have a home and needs sustained support and focus. If students are coming in with 'college ready' challenges, this program is critical to giving students skills to be able to succeed, thus leading to retention.</p>
	<p><i>Response:</i> The 'home' of the Summer Bridge Program is in the Provost Office, although units across campus contribute to its programming. For Summer Bridge 2023 (SB 2023), all units regardless of division were invited to provide programming. We are adapting the SB 2024 based on assessment of SB 2023 and updated data on incoming students' strengths and needs. The SB 2024 program has been actively pursuing students from AIAN populations through tribal educators, students served by the College Success Foundation, MESA, CAMP, GEAR-UP students, Pathways and Passport students. The</p>

	<p>SB emphases are on academics, belonging, and success skills. Students would benefit greatly if this program was integrated into a broader <i>experience of the first year</i> that includes all incoming students</p> <p>Action: We are adapting SB 2024 based on assessment of SB 2023 and updated data on incoming students’ strengths and needs. The Provost’s Office is reviewing the appropriate unit to manage SB. Ideally, this program would be connected with other Orientation and Family Programs (e.g., NSO).</p>
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Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
<p>Faculty Commons</p>	<p><i>USTF Recommendation:</i> This service is crucial as it creates an environment that offers professional development opportunities for the university’ faculty. By doing so, it can enhance the student experience and provide for a relevant and quality education. The task force recommends that this service be maintained at its current resource level.</p>
	<p><i>Response:</i> The Provost’s Office wholeheartedly supports the Faculty Commons and recognizes its essential role in enhancing professional development opportunities for our faculty. We have already increased our investment in faculty development, including initiatives such as the New Faculty Liaison and Faculty Mentoring programs. However, maintaining the current resource level is insufficient to meet our ambitious goals for faculty support and student experience enhancement.</p> <p>To further bolster faculty development, we are committed to pivoting existing personnel to provide dedicated leadership to drive comprehensive faculty development initiatives, ensuring our faculty are equipped to deliver a relevant and quality education.</p>

	<p>Action: Identify appropriate administrative position to assist in expanding and enhance faculty development programs, including continuous support for the Faculty Commons, New Faculty Liaison, and Faculty Mentoring programs.</p>
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Quintile 3 – Streamline (Continue with reduced costs)

University Service	Recommendation & Response
<p>Provost’s Office Operations</p>	<p><i>USTF Recommendation:</i> The Provost's Office has provided support to the colleges during the reorganization and pandemic, but should explore opportunities to streamline redundant processes that are better served in units such as: Institutional Effectiveness or other functions that could be returned to the individual colleges.</p>
	<p><i>Response:</i> This year, we have focused on identifying and leading initiatives to streamline redundant or inefficient processes, enabling faculty to focus on students, curriculum, service, and scholarship. This effort includes initiatives supporting the Faculty Commons, budget transparency, academic scheduling, OGRD, PCE, Global, and Strategic Planning. We are also implementing the Faculty Load and Compensation (FLAC) module of Banner to enhance efficiency further. Our goal is to reduce administrative burdens on faculty and ensure that our processes are as effective and streamlined as possible. We are also in a position to respond to new federal and state regulations and implement processes for reporting and compliance (e.g. Distance Education, CPOS, Gainful Employment, etc.)</p> <p>Action: Identify and streamline redundant or inefficient processes across the university. Implement the Faculty Load and Compensation (FLAC) module in Banner to improve efficiency. Reallocate functions better served by Institutional Effectiveness or other central units. Enhance communication and collaboration</p>

	between the Provost's Office and individual colleges to ensure smooth transitions and process improvements.
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Quintile 4 – Transform (Improve effectiveness)

University Service	Recommendation & Response
<p>Continuing Education, Online Program Admin</p>	<p><i>USTF Recommendation:</i> Continuing Education, Online Program Administration - Split with Disinvest. We recognize that this important unit is under new leadership and needs time to grow and develop. However, the task force recommends a new model to allocate and distribute the sizable fund balance that this unit holds that would be better utilized in other areas of the university. This service is split 50/50 between transform and disinvest.</p>
	<p><i>Response:</i> The USTF's evaluation, based on 2020-21 data, showed PCE generating \$4.98 million in revenue. This figure included all funds from online courses, with a significant portion allocated to ITWS to ensure compliance with distance education regulations. In reality, PCE was awarded \$1 million in FY24 to establish itself, become self-sustaining, and generate additional revenue for the university.</p> <p>PCE is central to EWU's mission, playing a crucial role in regional workforce connections. It is evolving into a modern continuing education unit that offers non-degree educational opportunities across eastern Washington. PCE will become a source of new students and revenue. We have already reconstituted this office with robust support in 2023-24. PCE is integrating a new service and registration (educational management) system, set to be fully functional by Fall 2024. The AVP is developing several projects with regional business sectors to ensure PCE meets continuing education needs, while also supporting the ongoing skill development of EWU employees.</p>

	<p>Action: Integrate the new service and registration (educational management) system, ensuring it is fully operational by Fall 2024. Develop and launch several projects in collaboration with regional business sectors to address their continuing education needs. Support ongoing skill development for EWU employees.</p>
<p>English Language Institute</p>	<p><i>USTF Recommendation:</i> This service has recently transitioned from Student Affairs to Academic Affairs. This is a crucial program designed to support international students during their matriculation. This service has not had a consistent home. Consistent placement and resources are necessary to provide a reliable and appropriate service. The task force recommends that this office is transformed to receive the necessary support for its ongoing operation.</p>
	<p><i>Response:</i> We agree. In addition, this unit is collaborating with PCE on a project to provide ELI services to Spokane area immigrants to help them progress in the healthcare sector. They are also redesigning the ELI program so that more international students will be able to come to EWU on a pathway through ELI into an academic program.</p> <p>Action: Establish a consistent and appropriate home for the international student services within Academic Affairs. Collaborate with PCE on providing ELI services to Spokane area immigrants. Establish the new ELI curriculum and enter into CPAC process by December 2024.</p>

Quintile 5 – Disinvest (Needing additional review)

<p>University Service</p>	<p>Recommendation & Response</p>
<p>Bellevue Campus Operations</p>	<p><i>USTF Recommendation:</i> As a regional comprehensive institution, our mission entails concentrating resources in Eastern Washington. The task force recommends the institution should</p>

	<p>prioritize online degree programs over satellite campuses outside of the region.</p>
	<p><i>Response:</i> The reduction in funding for the Bellevue Campus followed a decline in EWU's academic presence at Bellevue College. Despite this, our Bellevue Campus has maintained a positive net revenue with two successful academic programs. As noted during the APTF response, it is imperative that we strategically assess EWU's role and presence in locations outside Cheney, such as Bellevue. This exploration is crucial to aligning our institutional mission with regional needs and ensuring sustained success across all campus locations.</p> <p>Action: Conduct a comprehensive review of the Bellevue Campus operations, considering financial sustainability, program relevance, and alignment with the institution's mission. Explore strategic partnerships or program expansions that enhance EWU's impact and presence in Bellevue and other satellite locations.</p>

College of Arts, Humanities and Social Sciences

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
<p>Art Gallery</p>	<p><i>USTF Recommendation:</i> If EWU is going to have a degree in Art then we need to have a gallery. This service needs to increase marketing utilizing InsideEWU and EagleSync to increase awareness.</p>
	<p><i>Response:</i> The Art Gallery plays a crucial role in the pedagogy of art education at EWU. It serves as a platform for students to engage with contemporary professional artists and showcase their own work through student exhibitions. Additionally, the gallery programming supports undergraduate research and diversity, equity, and inclusion (DEI) initiatives by hosting visiting artists and exhibitions. Moreover, the gallery presents an opportunity for the university to develop an experiential learning program that cultivates professional skills in arts leadership, administration, and management. We are committed to exploring potential investments to enhance the gallery's effectiveness, increase student engagement, and raise its visibility on campus and within the region. Specifically, we will leverage platforms like InsideEWU and EagleSync to intensify our marketing efforts and broaden community awareness.</p> <p>Action: Conduct a comprehensive review of current gallery operations and identify areas for improvement. Develop and implement a strategic marketing plan using InsideEWU and EagleSync to increase awareness and engagement. Explore opportunities to expand gallery programming to further support undergraduate research and DEI initiatives.</p>
<p>Writers' Center</p>	<p><i>USTF Recommendation:</i> This is a critical service for student success. There is strong demand for this service which exceeds current funding. This service would benefit from additional investment in staffing, technology, and space.</p>

	<p><i>Response:</i> Ahead of AY 24-25 the WC’s budget has been increased to expand responder capacity and support stable staffing. The WC management has been exploring innovative ways to support students outside of the standard one-on-one session format, via group sessions, use of AI, and better communication with classroom instructors.</p> <p>Action: Increase responder capacity in terms of number of distinct students served, overall number of sessions, wait time, etc., and assess impact. The overall effectiveness of the Center in terms of student persistence should be assessed, and additional funding provided depending on the results. Parallel to that, the operations of the WC should be reviewed for increased efficiency, including the session management software.</p>
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Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
Get Lit!	<p><i>USTF Recommendation:</i> This service appears to have a strong opportunity for growth and fits well within the local and regional community, providing for community visibility. The task force finds that the service provides a unique experience for our students with attendance that continues to grow and recommends maintaining at its current resource level or possible enhancement.</p>
	<p><i>Response:</i> We strongly agree with the task force’s assessment that Get Lit! has significant potential for expansion. A key challenge we face is the increasing difficulty in securing sponsors, particularly securing annual presenting sponsors, which is crucial for sustained growth. To capitalize on the opportunity to expand Get Lit!, we propose continuing close collaboration with Development Officers to enhance fundraising efforts. Additionally, integrating Writers in the Community under the Get Lit! umbrella presents</p>

	<p>an exciting opportunity to broaden the program’s reach and impact.</p> <p>Action: Collaborate with appropriate EWU Development Officer(s) to secure annual presenting sponsors and additional funding sources to support Get Lit! Expansion. Integrate Writers in the Community into the Get Lit! framework to enhance program offerings and community impact. Develop a strategic growth plan for Get Lit! that includes outreach strategies to increase student participation and community visibility.</p>
<p>Symphony Scholarships</p>	<p><i>USTF Recommendation:</i> This program appears to have a strong opportunity for growth and fits well within the local/regional community. The task force recommends maintaining this service at its current resource level or possible enhancement. Minimal investment in this service could yield a strong impact.</p>
	<p><i>Response:</i> We appreciate the recognition of the scholarship fund's importance and potential for growth. The scholarship fund supports elite performers who contribute significantly to the EWU Orchestra or Wind Ensemble. Each year, students audition for scholarships based on their performance, making this fund crucial for both recruiting and retaining talented musicians. Maintaining this fund is vital for sustaining our high standards of musical excellence and ensuring continued student engagement and success.</p> <p>Action: No action. Optional action items include expanding outreach efforts to attract a broader pool of talented musicians through increased marketing and promotion of scholarship opportunities. Explore partnerships with local and regional music organizations to expand the scholarship fund's impact and visibility.</p>
<p>ROTC</p>	<p><i>USTF Recommendation:</i> There is a growing need for this program, but limited resources prevent it from being more proactive. The task force recommends that the university maintains this</p>

	<p>service at its current resource level but also makes an effort operationally or with enhanced added resources to assist in recruitment.</p>
	<p><i>Response:</i> The Military Science Department operates primarily on federal government funding, covering all essential aspects such as military personnel, federal employees, equipment, training, and academic materials necessary to fulfill ROTC program requirements and objectives. These resources, provided by military and federal personnel, ensure the department’s operational continuity without drawing on university budget resources. This approach allows the department to meet growing demands efficiently and effectively.</p> <p>Action: No action needed. Optional action items include strengthening collaboration with federal partners and program donors to optimize resource allocation and support for the Military Science Department, implementing targeted recruitment strategies to attract and retain students interested in EWU ROTC, and enhancing community engagement and awareness of the department’s contributions to student development and national defense.</p>

Quintile 3 – Streamline (Continue with reduced costs)

University Service	Recommendation & Response
<p>CAHSS Dean’s Office Operations</p>	<p><i>USTF Recommendation:</i> The task force acknowledges the impact to the College of Arts, Social Sciences, and Humanities that the change in College in the High School funding will have and recommends all of the Dean’s Office Operations consider opportunities to streamline to match current enrollment trends and revenue impacts to ensure that operations are sustainable long term.</p>
	<p><i>Response:</i> The efficiency of the Dean’s Office is critical to the overall effectiveness of the College</p>

of Arts, Social Sciences, and Humanities (CAHSS). Over recent years, our colleges have made significant strides in enhancing efficiency through the modernization of business practices. Moving forward, we will continue to evaluate and optimize the functional operations of the Dean's Office to better serve the diverse needs of our faculty and programs. Given CAHSS's size and scope, encompassing numerous departments, programs, and running start enrollments, along with College in the High School (CiHS) offerings, there is a clear opportunity to centralize the coordination of dual enrollment activities. By hiring a dedicated individual to oversee these efforts, we aim to streamline processes across departments, ensuring greater efficiency and effectiveness. Additionally, it is crucial that each of the Dean's offices is positioned not only to streamline operations but also to support and foster innovative programming initiatives—such as the development of 3-year degree pathways, refining CiHS as a pipeline to higher education, exploring upside-down degrees, and creating interdisciplinary programs—as well as providing robust support for grant activities. This dual focus on efficiency and innovation will ensure that CAHSS remains adaptable and forward-thinking in meeting the evolving needs of our students and faculty.

Action: We will begin by evaluating the current operations of the Dean's Office to identify opportunities for streamlining and centralizing dual enrollment coordination across CAHSS departments. This includes considering the hiring of a dedicated coordinator to oversee these activities, ensuring more efficient and effective processes. Additionally, we will implement modernized business practices and technologies to enhance the overall efficiency of the Dean's Office. Beyond these operational improvements, we will also position the Dean's Office to actively support innovative programming initiatives—such as the development of 3-year degree pathways and interdisciplinary programs—as well as providing robust support for grant activities. These efforts will collectively ensure that the

	College remains agile and responsive to the evolving needs of our students and faculty.
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Quintile 4 – Transform (Improve effectiveness)

University Service	Recommendation & Response
Marching Band	<p><i>USTF Recommendation:</i> This unit is important to EWU’s mission and vision, but its funding model and budget need to be transformed to be sustainable. The task force suggests considering Code Red as a more sustainable option or adopting a student club model that would be able to raise funds. The task force also suggests investigating the possibility of charging performances to other departments. Finally, the task force notes that this service is adversely impacted by the fact that EWU still primarily follows a quarter schedule.</p>
	<p><i>Response:</i> The Marching Band plays a crucial role in fostering school spirit and enhancing the campus experience for all EWU students, who are eligible to participate and receive scholarships for their involvement. To ensure the sustainability of the Marching Band, we are committed to exploring and implementing innovative funding models. This includes evaluating successful models used by other universities, such as Code Red or adopting a student club model that empowers members to actively raise funds through various initiatives.</p> <p>Action: Research and evaluate alternative funding models such as Code Red or a student club model to sustain the Marching Band. Engage with stakeholders and alumni to explore fundraising opportunities and community support. Investigate the feasibility of charging performances to other departments or external entities to generate additional revenue streams.</p>
World Music Ensemble	<p><i>USTF Recommendation:</i> The task force recommends a review of how this service is managed to ensure that students have</p>

	<p>appropriate access and are receiving support during the application process and the necessary follow up post-event.</p>
	<p><i>Response:</i> Since the Strategic Resource Allocation (SRA) review, the world music ensemble fund has undergone restructuring, focusing its resources on supporting the EWU Mariachi Band, Las Aguilas. This ensemble plays a crucial role in enhancing EWU's visibility, outreach, recruitment, and retention efforts. Moving forward, the Dean's Office is committed to conducting a thorough evaluation of how this fund is managed and how scholarships are allocated to ensure effective support for students.</p> <p>Action: Conduct a comprehensive review of the management practices of the world music ensemble fund, focusing on transparency, efficiency, and student support. Assess the current scholarship allocation process to ensure it aligns with the strategic goals of supporting student recruitment and retention through cultural programs. Collaborate with stakeholders, including students and faculty, to gather feedback on the effectiveness of current support mechanisms.</p>

College of Health Science and Public Health

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
<p>Parasports Program</p>	<p><i>USTF Recommendation:</i> This is a unique service which allows for support of DEI in a unique way. The task force would like to see where this service is able to go in the future. An investment in facilities to support this service is necessary.</p>
	<p><i>Response:</i> Adaptive Athletics has a head coach and a part-time assistant coach. The program has equipment and players (10-13 expected in AY24-25), relationships and engagement with fans and EWU Athletics, as well as community loyalty, stakeholders, and partnerships. Donors contribute to an Adaptive Athletics Foundation fund, which helps offset program expenses; however, these contributions are not sufficient or consistent enough to fully meet the program’s needs. Currently, the program is funded out of CHSPH Ledger 2 accounts, primarily supported through profits from college AP programs. The total ongoing funding needed for the program is approximately \$200,000 per year. To create a more sustainable model, we propose reserving donor contributions specifically for scholarships and recruitment, while base-funding the coaching positions to ensure stability. The university’s investment in facilities will enhance the capacity of our wheelchair basketball team, allowing the program to serve students and the community more effectively. To further increase opportunities for grant funding, coaches are also participating in the 2024 Summer Proposal Development Academy (SPDA), which will provide the skills and knowledge needed to pursue additional funding sources.</p> <p>Action: Consider reserving donor contributions specifically for scholarships and recruitment while base-funding the coaching positions to ensure program stability. Additionally, evaluate ways to enhance visibility and engagement to support the growth and impact of the program.</p>

	<p>Participation in the Summer Proposal Development Academy (SPDA) will further enhance the ability to secure grant funding to support the program.</p>
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Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
<p>Child & Family Outreach Programs</p>	<p><i>USTF Recommendation:</i> This program appears to have a strong opportunity for growth and fits well within the local/regional community. The task force recommends maintaining this service at its current resource level or possible enhancement. Opportunities for experiential learning opportunities are inherent within this service.</p>
	<p><i>Response:</i> AHEC and Early Head Start are vital, grant-funded programs that align closely with our mission and regional impact goals. These programs not only support community needs but also offer significant opportunities for experiential learning for our students. Currently, they receive logistical and administrative support from the college, ensuring their effective operation and integration within the university framework. Given their potential for growth and the inherent opportunities for hands-on learning, we fully support maintaining or even enhancing the resources allocated to these programs.</p> <p>Actions: Continue to provide logistical and administrative support to AHEC and Early Head Start. Strengthen partnerships with local and regional organizations to expand experiential learning opportunities for students. Explore opportunities to integrate opportunities for students into these programs.</p>

Quintile 3 – Streamline (Continue with reduced costs)

University Service	Recommendation & Response
<p>Dean’s Office Operations</p>	<p><i>USTF Recommendation:</i> As noted in the template provided by the CHSPH Dean’s Office, they proposed a reorganization with potential to use current resources more effectively and efficiently as well as align programs to best serve student needs. All of the Dean’s Office Operations should consider opportunities to streamline to match current enrollment trends and revenue impacts to ensure that operations are sustainable long term.</p>
	<p><i>Response:</i> The efficiency of the Dean’s Office is integral to the effective functioning of the College. In recent years, the Colleges have focused on creating efficiencies through the modernization of business practices. We will continue to assess the Dean’s Office operations and responsiveness to the College's needs, making necessary adjustments to meet the demands of faculty and programs. Each College has unique needs that require different levels of service, and we aim to tailor our approach accordingly. However, it is not enough to merely streamline processes; each Dean’s Office must also be positioned to support innovative programming initiatives—such as the development of 3-year degrees, refining College in the High School (CiHS) to serve more effectively as a pipeline, exploring upside-down degrees, and creating interdisciplinary programs. Additionally, the Dean’s Office should support interprofessional education and initiatives, as well as facilitate grant activities that enhance the College's academic and research capabilities.</p> <p>CHSPH is uniquely positioned to leverage economies of scale by consolidating several operations within the Dean’s Office. Specifically, the College should explore hiring a Student Services Administrator to oversee the holistic admissions process. Additionally, centralizing the tracking of vaccinations and certifications, and</p>

	<p>securing affiliation agreements for students in clinical rotations within the Dean’s Office would bring considerable efficiency, reducing redundancy across departments.</p> <p>Action: Identify budget for hiring necessary positions, if pursued. Develop policies and processes to centralize the tracking of vaccinations and certifications. Allocate resources to support the development of innovative programs and interprofessional initiatives, and ensure the College has the infrastructure to support ongoing grant activities.</p>
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College of Professional Programs

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
Library Materials Checkout Services	<p><i>USTF Recommendation:</i> An essential function with very high and ever-increasing demand. Unit would benefit from additional investment in staffing to meet the growing needs of students who find the hours of operation untenable and unable to meet their needs.</p>
	<p><i>Response:</i> EWU Libraries appreciates the University Task Force's recognition of the vital role the library plays in supporting students' academic success. Explore expanding hours of operation to better meet the evolving needs of our students of today and tomorrow.</p> <p>Action: Conduct a comprehensive assessment of current library usage patterns and student needs to identify optimal expanded hours. Explore and secure additional staffing and/or adjusting current staff resources to support extended library hours, ensuring coverage and maintaining service quality. Implement pilot programs to test extended hours and gather feedback from students and staff.</p>
Library Collection Services	<p><i>USTF Recommendation:</i> This service is critical to the academic mission of the university. The task force recommends investment in additional staffing to enhance this service's ability to meet the growing needs of students.</p>
	<p><i>Response:</i> The Task Force highlighted the importance of evaluating the funding model for this service, which is housed in the College of Professional Programs (CPP) but utilized across all academic units. This year, CPP has made significant strides in enhancing this service by adding a second fiscal specialist. This addition has created efficiencies across programs and schools, including the University Libraries. The combined services of the College Financial Officer and two</p>

	<p>Fiscal Specialists now work collaboratively across all CPP programs and services, ensuring more effective financial management and support.</p> <p>Action: Continue to assess and optimize the collaborative efforts of the Fiscal Specialist to enhance financial management of the Library Collection Services. Explore and secure additional staffing and/or adjusting current staff resources to support the evolving needs of students and programs.</p>
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Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
Archaeological & Historical Services (AHS)	<p><i>USTF Recommendation:</i> This program appears to have a strong opportunity for growth and fits well within the local/regional community. The task force finds that there are strong opportunities for expansion with this service as well as expanded experiential learning opportunities, but limited funding prevents this service from being more effective.</p>
	<p><i>Response:</i> Concur with the USTF's assessment that the Archaeological and Historical Services (AHS) program holds significant potential for growth and aligns well with the needs of the local and regional community. AHS consistently receives more service requests than the current staff can accommodate. By working closely with regional Tribes, AHS anticipates further increases in demand as federal funding supports additional infrastructure projects in the area. The program also offers valuable applied learning opportunities for EWU students, providing them with field and laboratory experience for academic credit or pay. To meet the growing demand and enhance the program's effectiveness, AHS will explore the possibility of hiring an additional archaeologist. Additionally, the unit needs to streamline and review business processes, particularly in collaboration with Contracts, which includes revising the contracts</p>

	<p>policy to improve efficiency. The College decided to provide additional resource this year, which will support the program's expansion and operational needs.</p> <p>Action: Evaluate the feasibility of and identify the budget for hiring an additional archaeologist to manage the increased demand for field and laboratory activities. Strengthen partnerships with regional Tribes and other stakeholders to align services with community needs and secure additional funding. Collaborate with Contracts to streamline and revise the contracts policy to improve operational efficiency. Develop more structured opportunities for students to gain field and laboratory experience, potentially including new credit-bearing courses or paid internships. Leverage the support from the College to support these initiatives.</p>
<p>Family Resource & Training Center (FRTC)</p>	<p><i>USTF Recommendation:</i> This program offers strong opportunities for student learning and fits well within the local/regional community. The task force recommends maintaining this service at its current resource levels with a possibility of enhancement for collaborative learning opportunities. This service is grant funded and offers valuable opportunities for Social Work internships.</p>
	<p><i>Response:</i> The Family Resource and Training Center (FRTC) is recognized for its vital role in fostering student learning and its strong integration within the local and regional community. Sustained through external grants, the center has demonstrated significant potential for further development through additional grant opportunities across the Pacific Northwest. To build on this foundation, it is recommended that the center enhance its capabilities by appointing a Clinical Social Worker / Associate Director. This role would oversee staff training, supervise operations, and significantly expand and strengthen applied learning opportunities, including internships, for Eastern Washington University (EWU) students. By providing more robust, hands-on experiences, the FRTC would</p>

	<p>better prepare students for their future careers in social work. Additionally, the FRTC should leverage its established expertise in managing statewide training programs to increase collaboration with faculty on research initiatives and broaden access to e-learning opportunities.</p> <p>Action: It is recommended that the FRTC identify a Clinical Social Worker / Associate Director to oversee staff training, supervise operations, and expand and strengthen applied learning opportunities, including internships, for EWU students. The Center should actively pursue additional grant opportunities across the Pacific Northwest to fund its expansion and enhance collaborative learning initiatives. Strengthening partnerships with faculty to increase research initiatives and broaden access to e-learning opportunities for students and professionals is also advised.</p>
<p>Library Curriculum Center</p>	<p><i>USTF Recommendation:</i> This service is essential for student success. Demand is high and additional resources will increase access and availability for students. The task force finds that the funding model should be evaluated as this service is housed in the College of Professional Programs but utilized universally.</p>
	<p><i>Response:</i> These services are critical to student success. A review of the current funding model is recommended to ensure that it effectively supports this universal service while also seeking to leverage increased efficiencies in budgeting operations within the College of Professional Programs (CPP). This evaluation will identify opportunities to expand and optimize student access and availability.</p> <p>Action: Conduct a comprehensive review of the current funding model to ensure it supports the universal utilization of these services. Identify and allocate additional resources to expand access and availability of services to meet growing student demand. Leverage increased efficiencies in CPP’s budgeting operations to streamline resource distribution and enhance</p>

	<p>service delivery. Develop and implement strategies to promote these essential services across all academic units, ensuring students are aware of and can access the support they need.</p>
<p>Library Interlibrary Loan and Summit Services</p>	<p><i>USTF Recommendation:</i> This is a critical service. Limited resources have prevented this service from being more proactive in meeting student demand. Demand is high and the task force recommends maintaining this unit at its current resource levels but recognizes that additional resources would increase access and availability for students leading to more positive outcomes.</p>
	<p><i>Response:</i> The Task Force's recognition of the essential role that interlibrary loan and summit services play in student success is concurred with. These services have been pivotal in supporting student access to necessary materials. To further enhance access and availability, strategies will be reviewed and implemented to cross-train employees, thereby optimizing circulation and interlibrary loan processes and procedures.</p> <p>Action: Develop and implement a comprehensive cross-training program for library staff to ensure proficiency in both circulation and interlibrary loan processes.</p>
<p>Library Laptop & Equipment Checkout Services</p>	<p><i>USTF Recommendation:</i> There is heavy demand for this service which has increased in recent years. It is important that this service be maintained to offer our students the necessary implements they need for their studies.</p>
	<p><i>Response:</i> The demand for laptop and equipment checkout services has increased. Maintaining and potentially enhancing this service is essential for providing our students with the necessary tools for their studies. This service aligns with our mission to support a diverse student body and ensure that all students have the resources they need to succeed.</p> <p>Action: Ensure that current resource levels are maintained to meet the increasing demand for</p>

	<p>equipment checkout services. Evaluate the need for additional laptops and equipment to accommodate growing student demand and identify necessary funding, if appropriate.</p>
<p>Library Outreach, Collaboration, Marketing, and Communication</p>	<p><i>USTF Recommendation:</i> This service serves valuable functions for students and library operations. The task force recommends maintaining this service and reevaluating at a later date as it was already streamlined.</p>
	<p><i>Response:</i> Maintaining these services is crucial for both student success and library operations. The library unit plays a pivotal role in supporting all academic programs, and we are committed to continuing our efforts to streamline these services. Additionally, we will focus on strengthening our relationships with other academic units to enhance collaboration and efficiency.</p> <p>Action: Ensure that current library services are maintained and look for opportunities to enhance their effectiveness. Actively work to strengthen relationships with other academic units to foster collaboration and support. Promote the integration of library resources and services across all academic programs to maximize their impact.</p>
<p>Library Reference & Research Consultations</p>	<p><i>USTF Recommendation:</i> This is an essential service for student success. Demand is high and additional resources may increase access and availability for students. The task force recommends maintaining this service at its current resource level or enhancing resources to increase availability to students.</p>
	<p><i>Response:</i> The Library Reference and Research Consultation program is essential for student success. The demand for these services is high. While maintaining the current resource level, efforts will increase to raise awareness and accessibility to ensure that more students can benefit from these critical services.</p>

	<p>Action: Ensure that the current resource level for the Library Reference and Research Consultation program is maintained to continue providing high-quality support. Implement an awareness campaign to inform students about the availability and benefits of these services.</p>
<p>Library Stack Maintenance</p>	<p><i>USTF Recommendation:</i> This service is essential to the operational success of the library. As the task force finds that the library is critical for student success, our recommendation would be to maintain this service at or above its current resource level.</p>
	<p><i>Response:</i> Stack maintenance is a fundamental library operation critical for student success. Ensuring that library materials are well-organized, accessible, and properly maintained is essential for supporting academic research and learning. The current resource level should be maintained, and opportunities should be explored to enhance this service to meet the evolving needs of our students and faculty. Additionally, data from interlibrary loan (ILL) and Summit requests can provide valuable insights into gaps within the library's collection. If requests for ILL/Summit services by students increase, it may indicate that certain needed materials are not available in our stacks, highlighting areas where our collection could be improved.</p> <p>Action: Ensure that the stack maintenance program is appropriately sustained to continue providing high-quality support. Utilize data from ILL and Summit requests to identify and address potential gaps in the library's collection.</p>
<p>Library Systems & Discovery</p>	<p><i>USTF Recommendation:</i> This service is essential to the operational success of the library. As the task force finds that the library is critical for student success, our recommendation would be to maintain this service at or above its current resource level.</p>

	<p><i>Response:</i> The Library Systems & Discovery program is essential to the operational success of the library and crucial for student success. Consistent attention to improving access to library resources is necessary to support the academic and research needs of our students and faculty. Explore opportunities to enhance this critical service to meet the evolving needs of our students and faculty.</p> <p>Action: Maintain the current resource level of the Library Systems & Discovery program to continue providing high-quality support. Conduct regular assessment of the service and implement continuous improvement, as needed. Assess the use and impact of Research Guides, determining who is utilizing them and how effectively they support academic success.</p>
<p>Library University Archives and Special Collections</p>	<p><i>USTF Recommendation:</i> A required function and an important celebration of the university and its history. The task force recommendation is to maintain this service at its current funding and staffing levels.</p>
	<p><i>Response:</i> Archives and Special Collections is a core library operation. This unit secures the history of the institution and community partners.</p> <p>Action: Increase awareness to inform campus community about the availability and benefits of these services. Regularly monitor the demand and effectiveness of the services to identify any areas for improvement and ensure they meet student needs.</p>

Quintile 3 – Streamline (Continue with reduced costs)

University Service	Recommendation & Response
<p>Dean’s Office Operations – Split with Disinvest</p>	<p><i>USTF Recommendation:</i> All of the Dean’s Office Operations should consider opportunities to streamline to match current enrollment trends</p>

	<p>and revenue impacts to ensure that operations are sustainable long term. Understanding that the CPP serves the most students per college, the CPP Dean’s Office Operations is split with disinvest to bring the expenses of the college relatively in line with the other colleges, but still maintain a higher overall level of resources. This service is split 87% to streamline and 13% to disinvest.</p>
	<p><i>Response:</i> The Dean’s Office efficiency is integral to the effective functioning of the College. In particular, the Colleges have focused in recent years on creating efficiencies through streamlining of processes and the modernization of business practices. The College will continue to assess the Dean’s Office functional operations and responsiveness to the needs of the College and make local adjustments accordingly to meet the demands of faculty and programs.</p> <p>The College supports the work of the college’s six schools, three academic programs, and five centers. In 2023-24, the CPP Dean’s office initiated a financial services team that includes the College Financial Officer and two fiscal specialists to reduce workload in Departments and increase efficiencies in the self-support centers (e.g., Archaeological & Historical Services). This team utilizes modern business practices to help the college units develop budgets, monitor expenditures, and streamline operations. Additionally, the CPP Dean’s Office is strategically positioned to drive interdisciplinary, innovative, and entrepreneurial activities that require clear guidance and oversight.</p> <p>Action: Regularly evaluate the functional operations of the Dean’s Office to ensure responsiveness to the needs of the College, making local adjustments as necessary. Utilize the newly formed financial services team to support budget development, monitor expenditures, and streamline operations across all CPP units. Implement and expand the use of modern business practices to increase efficiency and reduce administrative workload. Identify</p>

	<p>areas where streamlining can bring expenses in line with other colleges. Data will be utilized to inform curriculum changes, improve student support, and identify resource needs, particularly in rapidly evolving programs like accelerated online offerings.</p>
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Quintile 4 – Transform (Improve effectiveness)

University Service	Recommendation & Response
Center for Entrepreneurial Activity	<p><i>USTF Recommendation:</i> This unit shows great promise but would benefit from reorganization focused on securing more sustainable operations and more consistent staffing.</p>
	<p><i>Response:</i> The Center for Entrepreneurial Activity shows great promise. To enhance its potential, the Center will explore and implement an improved organizational structure with a focus on increased business efficiencies and sustainable operations. Consistent staffing and strategic planning will be prioritized to ensure the Center's long-term success and impact.</p> <p>Action: Conduct a thorough review of the Center's current organizational structure and identify areas for improvement. Develop and implement a strategic plan to secure more sustainable operations, including consistent staffing and resource allocation. Identify and adopt best practices to enhance business efficiencies and streamline processes. Invest in professional development for staff to ensure they are equipped with the skills and knowledge to support the Center's mission. Forge strategic partnerships with local businesses, alumni, donors, and other stakeholders to enhance support and opportunities for entrepreneurial activities.</p>
Institute for Public Policy & Economic Analysis (IPPEA)	<p><i>USTF Recommendation:</i> This well-regarded service provides valuable research for our region. However, this unit primarily serves external</p>

	<p>shareholders and it is unclear through review of the information to what extent it serves our students.</p>
	<p><i>Response:</i> The Institute of Public Policy and Economic Analysis (IPPEA) provides valuable research and services for our region, supported by contracts with 34 regional sponsors, including city and county governments, economic development authorities, health districts, and universities such as WSU and Columbia Basin College. IPPEA's work includes projects like enrollment forecasts for school districts and translating data dashboards into Spanish. Additionally, IPPEA offers applied learning opportunities for EWU students, who gain hands-on experience in data collection, analysis, report writing, and conference presentations. To enhance its impact, we will explore opportunities to increase faculty involvement and further integrate IPPEA's activities with student learning and university goals.</p> <p>Action: Increase faculty participation in IPPEA projects by identifying relevant research opportunities and encouraging cross-departmental collaboration. Expand the number of students involved in IPPEA projects. Promote IPPEA's work and its benefits to students, faculty, and the broader university community.</p>
<p>Library as Place Services</p>	<p><i>USTF Recommendation:</i> Consolidating this service into a single position would enhance efficiency. Long-term planning is essential to define the role and responsibilities of this position as the service is currently distributed among several staff members.</p>
	<p><i>Response:</i> Library as Place services should be transformed, considering the variety of student resources that the libraries provide. To meet the EWU mission, efficiencies must align with student access to resources needed to ensure their success. Consolidation into a single dedicated role will streamline operations and ensure that library services are both efficient and effective.</p>

	<p>Action: Consolidate Library as Place services into a single dedicated position. Develop a comprehensive long-term plan to define the role and responsibilities of this position, ensuring it effectively meets the needs of students and aligns with the university’s mission. This plan will include cross-training existing staff to support the new role during peak times and ensuring a seamless transition.</p>
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Quintile 5 – Disinvest (Needing additional review)

University Service	Recommendation & Response
<p>Dean’s Office Operations</p>	<p><i>USTF Recommendation:</i> All of the Dean’s Office Operations should consider opportunities to streamline to match current enrollment trends and revenue impacts to ensure that operations are sustainable long term. Understanding that the CPP serves the most students per college, the CPP Dean’s Office Operations is split with disinvest to bring the expenses of the college relatively in line with the other colleges, but still maintain a higher overall level of resources. This service is split 87% streamline and 13% disinvest.</p>
	<p><i>Response:</i> The Dean’s Office efficiency is integral to the effective functioning of the College. In particular, the Colleges have focused in recent years on creating efficiencies through streamlining of processes and the modernization of business practices. The College will continue to assess the Dean’s Office functional operations and responsiveness to the needs of the College and make local adjustments accordingly to meet the demands of faculty and programs.</p> <p>The College supports the work of the college’s six schools, three academic programs, and five centers. In 2023-24, the CPP Dean’s office initiated a financial services team that includes the College Financial Officer and two fiscal specialists to reduce workload in Departments and increase efficiencies in the self-support centers (e.g., Archaeological & Historical</p>

	<p>Services). This team utilizes modern business practices to help the college units develop budgets, monitor expenditures, and streamline operations. Additionally, the CPP Dean's Office is strategically positioned to drive interdisciplinary, innovative, and entrepreneurial activities that require clear guidance and oversight.</p> <p>Action: Regularly evaluate the functional operations of the Dean's Office to ensure responsiveness to the needs of the College, making local adjustments as necessary. Utilize the newly formed financial services team to support budget development, monitor expenditures, and streamline operations across all CPP units. Implement and expand the use of modern business practices to increase efficiency and reduce administrative workload. Identify areas where streamlining can bring expenses in line with other colleges. Data will be utilized to inform curriculum changes, improve student support, and identify resource needs, particularly in rapidly evolving programs like accelerated online offerings.</p>
<p>Library Course Reserves</p>	<p><i>USTF Recommendation:</i> The function of this service is already managed independently through some colleges and directing this responsibility through the colleges may minimize the impact on the Library workload and provide financial savings.</p>
	<p><i>Response:</i> Library Course Reserve service will collaborate with colleges to build greater efficiencies while ensuring students needing reserve materials have easy and speedy access.</p> <p>Action: Collaborate with colleges to develop a coordinated approach to managing reserve materials. This approach leverages the library's infrastructure and expertise while distributing some responsibilities to the colleges to reduce the overall workload on the library.</p>
<p>Library Test Proctoring</p>	<p><i>USTF Recommendation:</i> This service was not in existence prior to the COVID pandemic. The task force recommends reverting to the previous</p>

	<p>approach, delegating proctoring services to Student Accommodations and Support Services, reviewing and allocating resources to match current and trending needs for proctoring services, and receiving assistance from departmental staff and faculty.</p>
	<p><i>Response:</i> The only other unit that offers this service is Student Accommodations and Support Services, which currently serves only students with documented disabilities. Recognizing the need for greater efficiencies in proctoring tests, next steps will explore whether Student Accommodations and Support Services should be the primary focus point for all students requiring support and/or accommodations.</p> <p>Action: We will explore opportunities for greater efficiency, including collaborating with Student Accommodations and Support Services, departmental staff, and faculty to ensure comprehensive coverage and support for all students requiring test proctoring.</p>

College of Science, Technology, Engineering and Mathematics

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
<p>Turnbull Center</p>	<p><i>USTF Recommendation:</i> With the Turnbull Center there is the opportunity for increased access to experiential learning that could help Eastern Washington University stand out from other institutions of higher education. A small investment could make a difference in the expansion of this program, but there is concern regarding allocating funds for a remodel at the time of this SRA process for a building that is not currently owned by EWU.</p>
	<p><i>Response:</i> The Turnbull Laboratory for Ecological Sciences (TLES) has been operated and maintained by EWU in collaboration with the US Fish and Wildlife Service under a Cooperative Agreement since 1973. Our current MOU, renewed in 2019, will remain in effect until 2034, reflecting the stability and mutual benefits of this long-term partnership. Investing in the core facility at TLES will not only enhance our research, teaching, and outreach capabilities but also reinforce this important relationship for years to come.</p> <p>In 2019, CSTEM collaborated with Facilities Management and University Advancement to develop a proposal to remodel the existing facilities. We outlined three potential options with costs of \$1.883M (preferred), \$1.525M, and \$837,000. Although the pandemic disrupted our efforts to seek foundation support, we recommend re-launching the remodel of Turnbull to expand the research, teaching, and outreach capacity of the facility. This investment in experiential learning opportunities will help distinguish EWU from other institutions and foster a deeper connection between students and ecological sciences.</p>

	<p>Action: Collaborate with Facilities Management and University Advancement to reinitiate the remodel project for TLES. Identify and approach potential foundation and grant opportunities to secure funding for the remodel. Increase the capacity for research, teaching, and outreach through improved facilities and resources at TLES. Reinforce the relationship with the US Fish and Wildlife Service and explore additional collaborative opportunities.</p>
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Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
Animal Colony	<p><i>USTF Recommendation:</i> This program appears to have a strong opportunity for growth. The task force recommends maintaining this service or possible enhancement to promote and expand experiential learning opportunities.</p>
	<p><i>Response:</i> The Biology Animal Colony (Vivarium) is being completely remodeled and modernized as part of the Science Renovation.</p> <p>Action: Ensure that the remodeling of the Vivarium progresses according to schedule and budget. Develop and implement new educational programs or initiatives that leverage the upgraded Vivarium facilities, including but not limited to expanding experiential learning opportunities and/or enhancing research collaboration with faculty and students. Foster engagement through informational sessions, tours of the updated facilities, and opportunities for collaboration for internal and external community members.</p>

Quintile 3 – Streamline (Continue with reduced costs)

University Service	Recommendation & Response
<p>Dean’s Office Operations</p>	<p><i>USTF Recommendation:</i> Although it is noted that the CSTEM Dean’s Office Operations has maintained a relatively balanced budget, it is recommended that all of the Dean’s Office Operations should consider opportunities to streamline to match current enrollment trends and revenue impacts to ensure that operations are sustainable long term.</p>
	<p><i>Response:</i> The Dean’s Office efficiency is integral to the effective functioning of the College. In particular, the Colleges have focused in recent years on creating efficiencies through streamlining processes and modernizing business practices. The College will continue to assess the Dean’s Office functional operations and responsiveness to the needs of the College, making local adjustments to meet the demands of faculty and programs. Each College has unique needs that require different levels of service.</p> <p>The task force noted that the CSTEM Dean’s Office has traditionally maintained a balanced budget, and while the blanket recommendation applies to all four colleges, CSTEM will continue to seek new revenue and efficiencies. This includes securing new state funds (e.g., MESA University) and external support (e.g., philanthropic funds for student research and travel). The College is also establishing new Institutes to pool support and resources for interdisciplinary efforts in areas like Cybersecurity, Environmental Science, and STEM Education.</p> <p>Action: Regularly evaluate the functional operations of the Dean’s Office to ensure responsiveness to the needs of the College, making local adjustments as necessary. Utilize the newly formed financial services team to support budget development, monitor expenditures, and streamline operations across</p>

	<p>CSTEM units. Implement and expand the use of modern business practices to increase efficiency and reduce administrative workload. Maintain a higher overall level of resources for CSTEM while identifying areas where streamlining can bring expenses in line with other colleges. Engage with faculty, staff, and students to gather feedback and ensure that administrative changes meet their needs and enhance their experience. Support the development of new curriculum to meet evolving regional demands.</p>
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Enrollment Services

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
<p>CiHS Program Operations</p>	<p><i>USTF Recommendation:</i> This unit provides significant revenue and increased enrollment through matriculation of students from high schools served to the university. The program would benefit from additional investment in staffing, technology, and space. Washington State has made access to this program a priority and has taken steps to lower barriers to students (see Senate Bill 5048).</p>
	<p><i>Response:</i> We recognize the significant revenue and enrollment benefits provided by the College in the High School (CiHS) Program. To enhance its operations and align with Washington State’s priorities, as outlined in Senate Bill 5048, we recommend revising the cost model outside of program operations. Specifically, the institution should clarify and restructure delivery costs and revenue targets. Strategic planning will be prioritized to ensure the program's long-term success and impact. This transformation will address the confusion expressed by the Academic Program Task Force about the purpose of CiHS and support the recommendation for transformation made by APTF. Additionally, we will explore innovative opportunities to better leverage the CiHS program to attract students to EWU for degree completion and explore potential collaborations with the Community Colleges of Spokane to further strengthen educational pathways.</p> <p>Action: Clarify and restructure delivery costs and revenue targets. Develop and implement a strategic plan to secure more sustainable operations, including consistent staffing and resource allocation. Allocate additional resources to support staffing, technological enhancements, and adequate space for the program. Explore innovative ways to leverage the CiHS program to</p>

	<p>encourage students to complete their degrees at EWU and collaborate with the Community Colleges of Spokane. Develop marketing strategies to increase awareness and participation in the CiHS Program among high school students and their families.</p>
<p>Recruitment, Events, and Visits</p>	<p><i>USTF Recommendation:</i> Invest in increased resources so we can fold Admissions into additional recruitment opportunities such as summer camps. Revise position classification in order to look at salaries and other ways to retain our recruiters.</p>
	<p><i>Response:</i> We acknowledge the importance of investing in increased resources to expand our recruitment opportunities, including initiatives such as summer camps. By revising position classifications and focusing on salary adjustments, we aim to enhance recruiter retention. Additionally, we support hiring more staff for K-8 outreach and redistributing communications and operations work to other units. We have also just launched a search for an international recruiter, funded by the School of Global Learning but working in Recruitment, to enhance responses to international inquiries and leads, and to engage with community colleges where international students may be. Establishing closer working relationships between Orientation and Family Programs (OFP) and the Recruitment, Events & Visit unit will create new event and outreach opportunities, reduce costs from duplicated efforts, and streamline operations, leveraging the strengths of Enrollment Services in managing OFP functions.</p> <p>Action: Invest in hiring additional staff to support K-8 outreach efforts, ensuring early engagement with prospective students. Move communications and operations tasks away from recruiters, assigning these responsibilities to other units to allow recruiters to focus on direct engagement. Review and adjust recruiter position classifications and salaries, if appropriate, to improve retention and job</p>

	<p>satisfaction. Deepen relationship between Orientation and Family Programs with the Recruitment, Events & Visit unit to create new event and outreach opportunities, streamline operations, and reduce institutional costs. Develop and promote summer camp programs as part of the recruitment strategy, engaging students in a variety of academic and extracurricular activities.</p>
<p>Running Start Program Operations</p>	<p><i>USTF Recommendation:</i> This is a strong program with high productivity and potential that serves a unique need in the region and has potential for continued growth. Students in this program matriculate at a high rate to future enrollment at the university. The task force supports investment in this program to not only continue to meet needs, but also expand. As travel to Cheney can be a barrier to enrollment, consider transition of the university’s spaces in Spokane to meet geographic needs of potential students.</p>
	<p><i>Response:</i> We recognize the strength and high productivity of the Running Start Program, which serves a unique need in our region and has significant potential for continued growth. Given the high matriculation rate of students from this program into our university, we support the task force’s recommendation to invest in expanding the program. We will explore the potential for using university spaces in Spokane to address geographic barriers and increase accessibility for potential students.</p> <p>Action: Identify appropriate staffing to support the growing number of Running Start students and consider adding a communications position to enhance outreach and support. Develop and increase the number of online Running Start courses to make the program more accessible and attract more students. Explore the use of university spaces in Spokane to offer Running Start courses and support services, reducing geographic barriers for potential students. Increase marketing efforts to highlight the benefits and opportunities of the Running Start Program, targeting high school students and their</p>

	<p>families in the region. Additionally, we will assess whether more of the registration work should be handled by Records and Registration to streamline operations. Strengthen academic and advising support services to ensure Running Start students have the resources they need to succeed and matriculate into the university.</p>
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Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
Admissions Operations	<p><i>USTF Recommendation:</i> With the addition of the Common App, this service should be given time to see how that impacts its operations. The task force's recommendation is to continue staffing at current levels while assessing other ways to increase efficiency.</p>
	<p><i>Response:</i> Given the increased workload and the adoption of the Common App, it is essential to reassess and potentially enhance our Admissions operations. The unit has experienced a significant increase in undergraduate application processing, with a 29% rise in 2023 and an anticipated additional increase of 4% to 10% in 2024. Furthermore, the integration of Graduate Studies application, data, and communication flow into undergraduate Admissions systems has substantially increased the unit's workload. To manage these growing demands effectively, we recommend increasing staffing levels and exploring operational efficiencies, including the adoption of a primary academic calendar system.</p> <p>Action: Assess workload of staff managing application processing to assess whether additional staff is needed to ensure timely processing and communication. Monitor and evaluate the impact of the Common App on application volumes and processing times, adjusting resources as needed. Continue to integrate Graduate Studies application processes into the undergraduate Admissions system,</p>

	<p>ensuring a smooth and efficient workflow. Evaluate and implement a primary academic calendar system (quarters or semesters) to streamline operations and improve efficiency. Identify and implement other operational efficiencies, such as improved data management and automated communication tools.</p>
<p>Enrollment Communications</p>	<p><i>USTF Recommendation:</i> This service has garnered attention and funding, with Slate and Mongoose significantly aiding in tracking communications to prospective students. The task force recommends maintaining this service at its current resource level.</p>
	<p><i>Response:</i> We recognize the value of the Enrollment Communications service, particularly with the enhancements provided by Slate and Mongoose, which have significantly improved our ability to track communications with prospective students. We are committed to maintaining and enhancing this service. Additionally, we aim to increase and improve communications to incoming students and their parents, ensuring a seamless and supportive transition to university life.</p> <p>Action: Conduct an assessment to enhance communications and improve efficiency and effectiveness. Increase the volume and quality of communications to incoming students and their parents, ensuring they receive all necessary information and support. Continue to utilize and optimize Slate and Mongoose for tracking and managing communications, ensuring data-driven decision-making. Work closely with other university units to ensure consistent and aligned messaging across all communication channels. Regularly review and adjust communication strategies based on feedback and data to continually improve effectiveness.</p>
<p>Enrollment Services</p>	<p><i>USTF Recommendation:</i> This service appears to have a strong opportunity for growth. In the opportunity analysis response, this unit outlined potentially beneficial ideas for expanding enrollment programs. The task force</p>

	<p>recommends maintaining or possibly enhancing resources to support potential opportunities.</p>
	<p><i>Response:</i> We recognize the strong opportunity for growth in this service and appreciate the task force's insights. We will actively explore ways to enhance resources to support potential opportunities, ensuring that we can effectively expand our enrollment programs and continue to meet the needs of our students.</p> <p>Action: Conduct a comprehensive assessment to identify specific areas where additional resources are needed to support the expansion of enrollment programs, analyzing current resource allocation and potential areas for enhancement. Targeted initiatives will be implemented to increase enrollment, such as new marketing strategies, outreach programs, and partnerships with high schools and community organizations. We will also improve the efficiency of enrollment processes through technological advancements and streamlined operations. Faculty and staff will be engaged in developing and implementing these initiatives, ensuring a collaborative approach to expansion. Regular reviews and assessments will be conducted to monitor progress and make necessary adjustments to ensure the success of these initiatives. Additionally, we will update the website with user experience in mind, and track changes in inquiries, applications, and enrollment in response to these updates and the implementation of other strategies.</p>

Quintile 4 – Transform (Improve effectiveness)

University Service	Recommendation & Response
<p>Financial Aid</p>	<p><i>USTF Recommendation:</i> This is an essential service unit that needs to be transformed to be more responsive to the needs of our students. This unit should prioritize being more proactive with educational outreach to help students</p>

	<p>(and prospective students) understand how financial aid works. Student retention would be improved through more timely responses to student questions regarding financial aid. This unit might benefit from added staff, but more importantly needs a fundamental transformation to better focus on responding to students' needs and collaborating with other service units on campus. Consider using available software that can be used for drop in scheduling to communicate with students who want to meet with a Financial Aid advisor.</p>
	<p><i>Response:</i> As noted by the Task Force, Financial Aid and Scholarships is an essential university function. EWU is legally required by federal regulation to support the office at a level that ensures administrative capability for compliance purposes. We agree with the USTF's recommendation and will evaluate how to better support the Financial Aid unit, including exploring the need for additional staff to enhance its responsiveness to students' needs. We are also in the process of hiring a financial literacy person through the Title III grant, which, although the funding is being phased out, will initially help improve educational outreach. Additionally, Financial Aid will work to identify ways to better utilize the website and other modes of communication to reduce the need for phone and walk-in services.</p> <p>Action: Conduct a comprehensive review of current processes to identify and implement improvements that can enhance efficiency and effectiveness in responding to student inquiries and processing financial aid applications. Continue proactive educational outreach programs to help students and prospective students understand how financial aid works. Strengthen collaboration with other service units on campus to provide a holistic support system for students. Adopt and integrate software for drop-in scheduling to facilitate easier communication between students and financial aid advisors.</p>

Quintile 5 – Disinvest (Needing additional review)

University Service	Recommendation & Response
<p>Summer Session Operations</p>	<p><i>USTF Recommendation:</i> The task force recommends a review of the business model for this service. If kept, consider expanding course offerings which are currently limited. Explore four-day work weeks for cost savings. Additionally, a university-wide approach to summer camps should be considered.</p>
	<p><i>Response:</i> We agree with the task force's recommendation to review the Summer Session business model and summer camp strategy. Expanding course offerings will provide more opportunities for students to continue their education year-round, while exploring a four-day work week could lead to significant cost savings and improved work-life balance for faculty and staff. Additionally, adopting a university-wide approach to summer camps will enhance our outreach and engagement with prospective students, fostering a stronger connection to EWU. We appreciate the recommendation and are committed to implementing these strategies.</p> <p>Action: Conduct a comprehensive review of the Summer Session business model to identify areas for improvement and opportunities for growth. Collaborate with academic departments to offer a broad range of courses during the summer session to meet diverse student needs. Develop strategy in partnership with Dual Enrollment to recruit Running Start students into summer session courses. Consider piloting a four-day work week during the summer session to assess its impact on cost savings, employee satisfaction, and overall efficiency. Develop a coordinated approach to summer camps across the university to enhance outreach, streamline operations, and maximize resources.</p>

Graduate Studies, Records & Registration, and Undergraduate Academic Policy & Planning

Quintile 1 – Invest (Eligible for enhanced resources)

University Service	Recommendation & Response
<p>Graduate Program Administration</p>	<p><i>USTF Recommendation:</i> This unit requested a full-time Slate position to increase enrollment in non-AP graduate programs and this is necessary in maintaining a strategic enrollment plan for this area, including prospective students.</p>
	<p><i>Response:</i> The Graduate Office will develop an action plan aligned with the university’s Strategic Plan. Identify operational support for Slate to enhance graduate program enrollment.</p> <p>Action: Formulate an enrollment strategy for graduate programs not in an accelerated format. Secure the necessary operational support to fully utilize Slate for graduate program enrollment. Develop and implement a shared service model for Slate to streamline enrollment processes across graduate programs. Use Slate to improve communication with prospective students, providing timely and relevant information to support their enrollment decisions. Regularly assess the effectiveness of the Slate implementation and its impact on enrollment numbers, making adjustments as needed.</p>
<p>Academic Scheduling</p>	<p><i>USTF Recommendation:</i> The new multi-term scheduling process has been a strong improvement. As mentioned in their template, if the institution chose semesters over quarters, efficiencies and cost savings would be improved. As stated in their template, with additional resources, this unit could analyze data to more accurately determine which courses should be offered with how many seats.</p>
	<p><i>Response:</i> Consistent data analysis is necessary to ensure adherence to academic policy and accurately reflect course offerings in the catalog, requiring designated staff. Establishing an</p>

	<p>Academic Scheduling Standards document in collaboration with the Provost’s Office would provide much-needed clarity and guidance. Additionally, there is a pressing need to optimize campus resources and classroom spaces post-pandemic. An audit of operations was conducted in May 2024 by the University of Washington’s Registrar.</p> <p>Action: Allocate designated staff to perform regular data analysis for accurate course offerings and adherence to academic policy. Collaborate with the Provost’s Office to create a comprehensive Academic Scheduling Standards document. Focus on post-pandemic optimization of classroom spaces and campus resources. Implement recommendations from the audit of operations report from the University of Washington’s Registrar.</p>
<p>Records & Registration</p>	<p><i>USTF Recommendation:</i> Records and Registration offers an essential and core service to the institution. The task force recommends an investment in Records and Registration to ensure that the service is fully staffed and is able to continue to automate and improve processes that impact the university.</p>
	<p><i>Response:</i> Records and Registration is crucial for maintaining the efficiency and functionality of institutional services. An audit of operations was conducted in May 2024 by the University of Washington’s Registrar.</p> <p>Action: Utilize the expertise of the University of Washington’s Registrar to engage in recommendations for improvement. Explore the addition of an additional staff member to increase capacity for optimization and process improvement. Continue to invest in automation and process improvements to handle new work from CPOS and FLAC efficiently. Develop and implement a plan based on the audit recommendations to enhance the effectiveness of Records and Registration.</p>
<p>Transcript Evaluation</p>	<p><i>USTF Recommendation:</i> This essential service needs additional staffing to effectively perform</p>

	<p>their required function. Consider reclassifying positions to increase pay for this area to help retain staff. Additional staffing could provide for a position that evaluates prospective student transcripts and increases enrollment. This position could also train community colleges on our Transfer Guide tool.</p>
	<p><i>Response:</i> We have already increased transcript evaluation but will continue to monitor ways to support the team of evaluators. By reassessing our current staffing levels and pay structures, we aim to enhance staff retention and performance. Additionally, we will explore the potential for a dedicated position to evaluate prospective student transcripts and conduct training on our Transfer Guide tool for community colleges.</p> <p>Action: Conduct a thorough assessment of current staffing levels and pay structures for transcript evaluators to identify opportunities for improvement. Continuously monitor the workload and performance of transcript evaluators to provide necessary support and resources. Explore the creation of a dedicated position for evaluating prospective student transcripts and training community colleges on the Transfer Guide tool. Evaluate classification and compensation for existing positions to increase pay is appropriate. Develop and implement training programs for community college partners on using the Transfer Guide tool effectively. Utilize technology to streamline transcript evaluation processes and improve efficiency.</p>
<p>Research Symposium</p>	<p><i>USTF Recommendation:</i> This service provides EWU students with the valuable opportunity to present scholarly research in an affordable and welcoming venue. The task force recommends increasing funding for this service to raise awareness among students, to expand participation, and to encourage greater staff and faculty participation. The structure of this service needs to be inclusive of both allow for including semester and quarter students.</p>

	<p><i>Response:</i> The university has made significant strides in supporting the Symposium since the downturn from pandemic-related participation lag. Administrative support is now centralized within Student Success, Academic Planning, and Policy. Efforts are currently underway to establish an annual budget that aligns with university protocols, allowing the Symposium's funding request to seamlessly integrate into the institutional framework. This will help to raise awareness, expand participation, and encourage greater staff and faculty involvement. Additionally, we are committed to making the Symposium inclusive for both semester and quarter students, ensuring equitable opportunities for all.</p> <p>Action: Develop an annual budget for the Symposium that aligns with university protocols and integrates into the institutional framework. Secure additional funding to raise awareness, expand participation, and encourage staff and faculty involvement. Modify the structure of the Symposium to accommodate both semester and quarter students, ensuring equitable opportunities. Continue to centralize administrative support within Student Success, Academic Planning, and Policy to streamline operations. Implement targeted marketing and outreach strategies to increase student, staff, and faculty participation. Establish metrics to monitor participation rates, budget adherence, and overall impact of the Symposium.</p>
<p>CAAR: Student Success Advisors</p>	<p><i>USTF Recommendation:</i> The task force recommends an investment to increase the number of academic advisors in order to help with our retention issues and persistence toward degree completion, especially with tandem advising being implemented in all four colleges. An increased advising staff would reduce wait times and efficiency. Additionally, EWU needs to improve retention of academic advising staff. The position classification should be reviewed and revised to be more competitive. EWU should possibly bring back the Transfer Office.</p>

	<p><i>Response:</i> A climate survey of advisor and completion team staff was conducted; we are working through the data to form effective retention strategies for staff. The personnel organization within the Office of Academic Advising was recently redesigned to provide a tiered advising approach and promotion opportunities. We are actively working toward implementing a Tandem/Parallel Advising model across all four colleges. Additionally, we are exploring the potential re-establishment of the Transfer Office to better support transfer students and streamline their transition process.</p> <p>Action: Monitor tiered advising approach to reduce wait times and improve advising efficiency. Roll out the Tandem/Parallel Advising model in all four colleges to provide comprehensive support to students. Leverage data to determine which students need more intrusive advising. Explore the feasibility of re-establishing the Transfer Office to support transfer students and streamline their transition process. Utilize data from the advisor and completion team staff climate survey to develop effective retention strategies for advising staff.</p>
<p>CAAR: Student Success Collaborative & Degree Completion</p>	<p><i>USTF Recommendation:</i> Data has shown that this team is vital for student retention rates with the management of Navigate and the Early Warning System. The team currently needs to hire two more Degree Completion Coordinators. This will be crucial to the success of the tandem advising model. The university must also continue the Title III grant initiatives after the grant ends in September of 2025.</p>
	<p><i>Response:</i> We are assessing opportunities to streamline operations with the changes in CAAR and the implementation of a Tandem/Parallel advising model. We recognize the critical role that the Student Success Collaborative and the Degree Completion Coordinators play in improving student retention and completion rates. As such, hiring two additional Degree Completion Coordinators is essential for the success of our advising model. Additionally, we</p>

	<p>are committed to sustaining the initiatives supported by the Title III grant beyond its conclusion in September 2025.</p> <p>Action: Support the Tandem/Parallel advising model and enhance student retention efforts. Develop a plan to continue the initiatives supported by the Title III grant beyond its expiration in September 2025. Increase campus awareness of Navigate and the Early Warning System to proactively identify and support students at risk of not completing their degrees.</p>
<p>College Assistance Migrant Program (CAMP)</p>	<p><i>USTF Recommendation:</i> Agreement in the efficacy of CAMP is well-known and requires additional investment from the university to expand capacity. Given the institution’s declining enrollment, institutional funding is unlikely to significantly bolster these efforts, knowing this, the institution is active in exploring outside funding sources. For example, TRiO Student Support Services grant will be opened for proposals during this next year, EWU will be competing for this very important funding opportunity.</p>
	<p><i>Response:</i> CAMP is a federally funded grant that requires minimal institutional commitment. We recognize the importance and efficacy of the CAMP program and are committed to its expansion. The renewal of the CAMP grant is coming due and we are beginning to work on our re-application.</p> <p>Action: Increase awareness of CAMP and its benefits among students, faculty, and staff to encourage support and participation. Enhance the support services provided by CAMP to better meet the needs of migrant students. Work with internal and external stakeholders to identify support for CAMP.</p>
<p>PLUS Program</p>	<p><i>USTF Recommendation:</i> This service supports the academic mission of the institution and increases retention. More staffing is necessary for one-on-one appointments to return. As an institution, we</p>

	<p>need to look at how all the tutoring services are managed and what umbrella they fall under.</p>
	<p><i>Response:</i> Service capacity was increased to provide more student academic coaches and tutors. Data has shown that our students most at risk for academic difficulty are demonstrating clear benefits from participating in PLUS services.</p> <p>Action: Hire additional student academic coaches and tutors. Conduct a comprehensive review of all tutoring services to identify opportunities for improved management and coordination. Increase awareness of PLUS services among students, faculty, and staff through targeted outreach efforts. Collect and analyze data on the impact of PLUS services to demonstrate their effectiveness and guide future improvements.</p>

Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
<p>Academic Planning</p>	<p><i>USTF Recommendation:</i> This service functions effectively and plays a pivotal role in EU’s academic mission. It is actively working on enhancing student’s ability to formulate academic plans for future terms, contributing to higher retention and satisfaction rates. The task force recommends maintaining this service at its current resource level.</p>
	<p><i>Response:</i> Agree with the recommendation. Academic Planning continues to collaborate and integrate with other areas of the institution, thereby increasing its capacity beyond what it could achieve alone. The office will remain essential as capabilities expand for more planning efforts.</p> <p>Action: Ensure that Academic Planning continues to receive adequate resources to perform its essential functions effectively. Strengthen collaboration with other departments and services (e.g., institutional effectiveness) to provide comprehensive support for student</p>

	academic planning. Expand the capabilities of the Academic Planning office to support more detailed and long-term planning efforts for students. Increase awareness of the benefits of academic planning among students, faculty, and staff through targeted communication and outreach. Leverage data to continually assess and improve the effectiveness of academic planning services.
CAAR Grants	<i>USTF Recommendation:</i> This service was initially funded through Title III grants, mandating eventual full institution funding. This service is critical for student retention and the task force recommends maintaining it at its current resource level.
	<i>Response:</i> Agree with recommendation. Action: Develop and implement a sustainability plan to ensure the continuation of essential services initially funded by Title III grants. This includes securing institutional funding to maintain these services at their current resource levels, recognizing their critical role in student retention and success.

Quintile 4 – Transform (Improve effectiveness)

University Service	Recommendation & Response
Commencement	<i>USTF Recommendation:</i> This important service should be transformed to bring costs in line with declining enrollment. This service would be more affordable if the entire university moved to semesters or quarters. The task force also suggests considering holding ceremonies on Fridays and returning to campus to reduce costs.
	<i>Response:</i> Since this report was written, changes have occurred. The President’s Office has hired an events manager who will now be leading the planning and operations of all commencement ceremonies beginning fully next academic year. The semester ceremony is being moved from Spokane to Cheney and will be in Reese Court

	<p>May 2024 in part to reduce costs. The exploration of moving quarter-based ceremonies to Cheney for May 2025 is beginning. Considerations regarding our space capacity are likely to result in more transformation of these extremely important signature event(s).</p> <p>Action: The newly hired events manager will lead the planning and execution of all commencement ceremonies, ensuring efficient and effective operations. Begin planning to move quarter-based ceremonies to Cheney by May 2025, considering logistical and capacity implications. Assess the available space on campus to determine the feasibility of hosting all commencement ceremonies in Cheney. Develop a comprehensive communication plan to inform all stakeholders of the changes and the benefits of the new commencement formats.</p>
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Office of Institutional Effectiveness (Academic Affairs)

Quintile 2 – Maintain (Continue with current resources)

University Service	Recommendation & Response
<p>Institutional Research Office/Operations</p>	<p><i>USTF Recommendation:</i> This is an essential service with solid potential for change-making opportunities within the university. The task force recommends that Institutional Research be encouraged to utilize its full budget. The task force finds that this service and its data tracking and analysis will be crucial in formulating successful operational strategies moving forward.</p>
	<p><i>Response:</i> The Institutional Research (IR) Office/Operations should be considered for streamlining. After reviewing the USTF report and recommendation, it is evident that there are opportunities for a more efficient data operations structure. Currently, there are departmental-specific data analysts and business intelligence functions across various units that would be better served as a collective under the Institutional Research Office. A common complaint is that data are stored in silos across too many departments; aligning the data-informed constituencies will help create a more synchronous environment. A robust IR office is essential for grant writing and reporting, and also for compliance with federal, state, and accreditor expectations. Data and data-informed approaches are central to the effective operation of the university and its overall health.</p> <p>Action: Conduct a comprehensive review of current data operations across departments to identify redundancies and opportunities for centralization of data. Transition departmental-specific data analysts and business intelligence functions to the Institutional Research Office to create a cohesive data strategy. Develop and implement a unified data management system that ensures all departments have access to consistent and accurate data. Ensure the IR Office is fully utilizing its budget to support these</p>

	restructuring efforts and enhance data capabilities.
Assessment and Accreditation	<p><i>USTF Recommendation:</i> Important service to the institution. This process needs time to see how it works before recommendations for change are made. Maintain at current resource levels but consider additional investment in Nuventive, its institutional assessment tool to add to the service’s efficacy.</p>
	<p><i>Response:</i> EWU has reinvested in the Office of Assessment by hiring an Associate Director of Assessment. In EWU's most recent Year 7 Standard One report – Student Success, and Institutional Mission and Effectiveness – we received two recommendations directly related to the assessment of institutional effectiveness and academic programmatic assessment. While the office is developing, resources are appropriately allocated and in line with the review of the USTF. Opportunities for investment include combining accreditation with assessment and utilizing a management analysis that splits duties amongst assessment, accreditation, strategic planning, and institutional research.</p> <p>Action: Develop a plan to integrate accreditation responsibilities with the Office of Assessment to streamline processes and enhance effectiveness. Fully utilize Nuventive, the institutional assessment tool, to improve the efficacy of assessment processes. Consider implementing a management analysis position to support duties across assessment, accreditation, strategic planning, and institutional research. Provide training for faculty and staff on the use of Nuventive and the integrated assessment and accreditation processes. Continuously monitor and evaluate the combined assessment and accreditation processes to ensure alignment with institutional goals and identify areas for improvement.</p>

Quintile 5 – Disinvest (Needing additional review)

University Service	Recommendation & Response
<p>Strategic Planning</p>	<p><i>USTF Recommendation:</i> The task force recommends that Strategic Planning as a service should be discontinued. However, the practice of strategic planning should be retained under the purview of the President’s Office.</p>
	<p><i>Response:</i> Strategic planning is a cyclical process requiring significant effort every five years. The implementation, monitoring, and maintenance of the strategic plan demand regular attention and integration into standard processes. Currently, these duties are incorporated into Institutional Research, Assessment, and Accreditation, with additional oversight from the Executive Director of Institutional Effectiveness. This function operates with 0.00 permanent FTE and does not require dedicated personnel except during the design phase of a new strategic plan. We recommend that the only funding for this unit comes from indirect expenses supporting the initiatives developed during the strategic planning process. It is suggested that Strategic Planning be considered for transformation, primarily to emphasize its importance while recognizing that its structure and duties can be integrated into the regular operations of other Institutional Effectiveness units.</p> <p>Action: Strategic Planning as a unique service was discontinued. Incorporated strategic planning duties into Institutional Research, Assessment, and Accreditation to streamline processes and improve efficiency. Ensure the Executive Director of Institutional Effectiveness provides ongoing oversight of the strategic planning process. Support strategic planning initiatives through indirect expense funding, ensuring adequate resources for implementation. Highlight the importance of strategic planning within the institution by integrating it into the regular operations of Institutional Effectiveness units. Conduct annual review of the strategic planning</p>

	process to ensure alignment with institutional goals and adaptability to changing needs.
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