



Post-SRA: University Services

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What was Strategic Resource Allocation (SRA)?

1. SRA was a process by which we examined the ways our resources are being invested
2. SRA helped shape and transform the institution
3. SRA addressed all institutional costs
4. All university services and academic programs were reviewed equally and transparently
5. SRA helped provide a plan to rebuild EWU's financial health and sustainability



BOT Resolution

- February 2023 - [Resolution from Board of Trustees](#)
 - “WHEREAS, the Board of Trustees understands that they will be presented with an implementation of recommendations proposal by the Executive Leadership Team following careful consideration of internal and external impacts to EWU in order to promote financial stability and further align academic programs and university services with student and workforce needs”



Quintiles

1. **Investment:** eligible for enhanced resources
2. **Maintain:** continue with current resources
3. **Streamline:** continue with reduced resources
4. **Transform:** need to improve effectiveness and undergo curricular reorganization and/or resource reduction
5. **Discontinue:** candidate for phase-out



Strategic Resource Allocation

Outcome:

1. The process was not designed for cost-cutting but resulted in a projected 12% base budget savings over 3-5 years.
2. \$3.5 million in savings expected in FY 2025.
3. New budget model will provide equitable financial management and help address structural deficits.
4. Developing a culture of continuous improvement moving forward
5. Focus on creating a financially sustainable, student-centered institution.
6. Commitment to providing an inclusive, equitable, and transformative learning experience.



University Services Update

- In the introduction of its final report, the University Services Task Force described its intent:

“that the work represented by [the] report will contribute to a strategic planning process that achieves such a balance and results in a more distinctive and sustainable EWU”
- The University Services Task Force report was a review of 223 interconnected services



University Services Update

- Based upon direction provided by the Trustees in December 2023, the Executive Leadership Team has:
 - Thoroughly reviewed the USTF report
 - Reviewed all submitted rebuttal/feedback comments
 - Discussed impacts of proposed recommendations with leaders in each division
 - Evaluated operational efficiencies identified in the report
 - Issued an SRA Action Plan (posted on the SRA website) addressing all recommendations provided by the USTF
 - *Updated Action Plan will be posted on the SRA website



University Services Update

- When implementing recommendations outlined in the SRA final reports, the following guiding principles will be used:
 - Protect the University's mission, vision, and values
 - Prioritize a university perspective
 - Maintain the flexibility necessary to meet future challenges and opportunities
 - Fully engage collective knowledge, imagination, ingenuity, and creativity to arrive at innovative solutions



University Services Update

- General themes emerged from the USTF Report that informed the implementation plans:
 - Supporting the Students of Tomorrow
 - Investing in the Campus Experience
 - Linking to Strategic Plan
 - Creating and Coordinating Efforts
 - Embracing Innovation
 - Increasing Campus Awareness & Connectedness



University Services Update

- We're proud: no staff layoffs from USTF implementation despite restructuring.
- Currently reviewing vacant positions
- Prioritizing efficiency, reducing redundancies, and improving campus services.
- Initiatives include a new procurement process and centralized Eagle Services.
- Future investments and transformations will align with strategic priorities.



University Services Update

Investing in the Campus Experience

- USTF Recommendation: Invest and Disinvest in Housing: 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.
- Current Steps:
 - Re-envision campus housing via Public-Private Partnership (P3)
 - EWU partnered with Volz Company
 - Long-term housing strategy in development
 - Aligns with enrollment & retention goals



University Services Update

Investing in the Campus Experience

- USTF Recommendation: Disinvest in Dining & Catering: 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.
- Current Steps:
 - As part of Residential Life's analysis of Public-Private Partnership options, EWU is partnering with Envision Strategies to analyze current dining, catering, and concession operations.
 - This analysis will be incorporated into the recommendations for Residential Life



University Services Update

Embracing Innovation

- USTF Recommendation: Invest in Sustainability: 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.
- Examples of Initiatives:
 - Secured grant funding through the Department of Commerce for a large scale solar project and a carbon capture project (\$2.2 million)
 - Initiated a number of planning projects through Energy Savings Performance Contracting with local Energy Service Companies
 - Energy savings in HVAC, controls, and lighting in the Sports Complex
 - Metering assessment
 - Carbon capture project at Rozell Plant
 - Grounds will begin implementing the Landscape Master Plan this spring, beginning with the One Room Schoolhouse



University Services Update

Creating and Coordinating Efforts

- USTF Recommendation: Transform Surplus & Warehouse: 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.
- Examples of Initiatives:
 - Moving Surplus to the Storage Service Building at 215 2nd Street to make it more accessible to the general public.
 - Combining Surplus position with Trucking
 - Hiring a student to improve online marketing of surplus goods
 - Revising purchasing processes within Facilities to increase efficiencies in Warehouse operations



University Services Update

More to come in the future!

