



December 9, 2022

Dear Colleagues,

As shared in today's Board of Trustees meeting, while we have attempted to build our financial health through effective planning and prudent resource management, we haven't accumulated sufficient resources to adequately address every challenge we face or take advantage of every opportunity presented to us. This situation impacts every stakeholder within our Eagle family. Therefore, it is time to undertake a comprehensive effort to examine the way in which our resources are being invested.

With the objective of becoming the best institution we can be in light of current resource realities, we will be conducting a strategic resource allocation (SRA) modeled on the approach in *Prioritizing Academic Programs and Services* by Robert C. Dickeson but adapted to meet our specific needs. Every academic program and support function currently operated by Eastern will be examined to assess its contributions to our overall success in comparison with all other similar programs and functions.

The process will begin formally in January and conclude with the submission of a final report of recommendations to the Board of Trustees in December 2023, although that date is subject to change if necessary.

Over a multiyear period we intend to shift resources away from programs that are no longer adequately contributing to our success so that we can make additional investments in programs that are, or have the potential, to perform exceptionally well.

This effort will be carried out by a broadly representative and diverse group of stakeholders from within Eastern. Two task forces will be created: one to examine academic programs and another to examine support functions. The academic task force will be staffed by faculty. The support task force will be comprised of primarily staff. Students will not be included in the task forces because of the amount of work entailed and the impact this would have on their studies.

It is important to note that the role of the task forces will be to recommend, not implement. There will be a formal process for the review of the final report, which will be made publicly available upon its completion. It will be the responsibility of the members of the executive leadership team and myself to decide which recommendations to accept and implement, and on what timetable. Please also understand that all laws, contracts, and EWU policies will be adhered to during the implementation phase following the completion of the assessment process.

This is a major undertaking, and it will not be a one-time effort. We anticipate that the SRA process will likely be conducted again in approximately five years and may become a standard element of our periodic strategic planning process.



Although this is the first official communication to all employees on this subject, it will not be the last. Regular updates and Q&A sessions will take place. **Our first information-sharing sessions will be held on January 17 and 18.** Four sessions will be offered (8:30 a.m.-12:30 p.m. and 1-5 p.m. each day) to accommodate employee schedules. An invitation and RSVP link will be sent out in early January with more information—please plan on attending one of the sessions.

It is my expectation that this process be undertaken in a transparent manner. This means that, with the exception of the deliberations regarding individual programs and functions and the other inner workings of the task forces, all facets of the process will be shared widely and updated regularly. This includes a new [website](#) that is dedicated to the process.

As president, I am committed to ensuring the lasting success of Eastern and will lead the university into a stable, successful, relevant and competitive future. The SRA process must take place to ensure we can continue meeting the needs of our students and transform their lives through excellence in learning. I hope that each one of you, as fellow Eastern Eagles, recognize the importance of this initiative and fully engage in the process. We stand as role models for the students we serve every day—we must demonstrate to them that we too can do the hard work that it takes to succeed.

Sincerely,

Shari McMahan, PhD  
President  
Eastern Washington University