

Core Theme - Resource Development and Stewardship

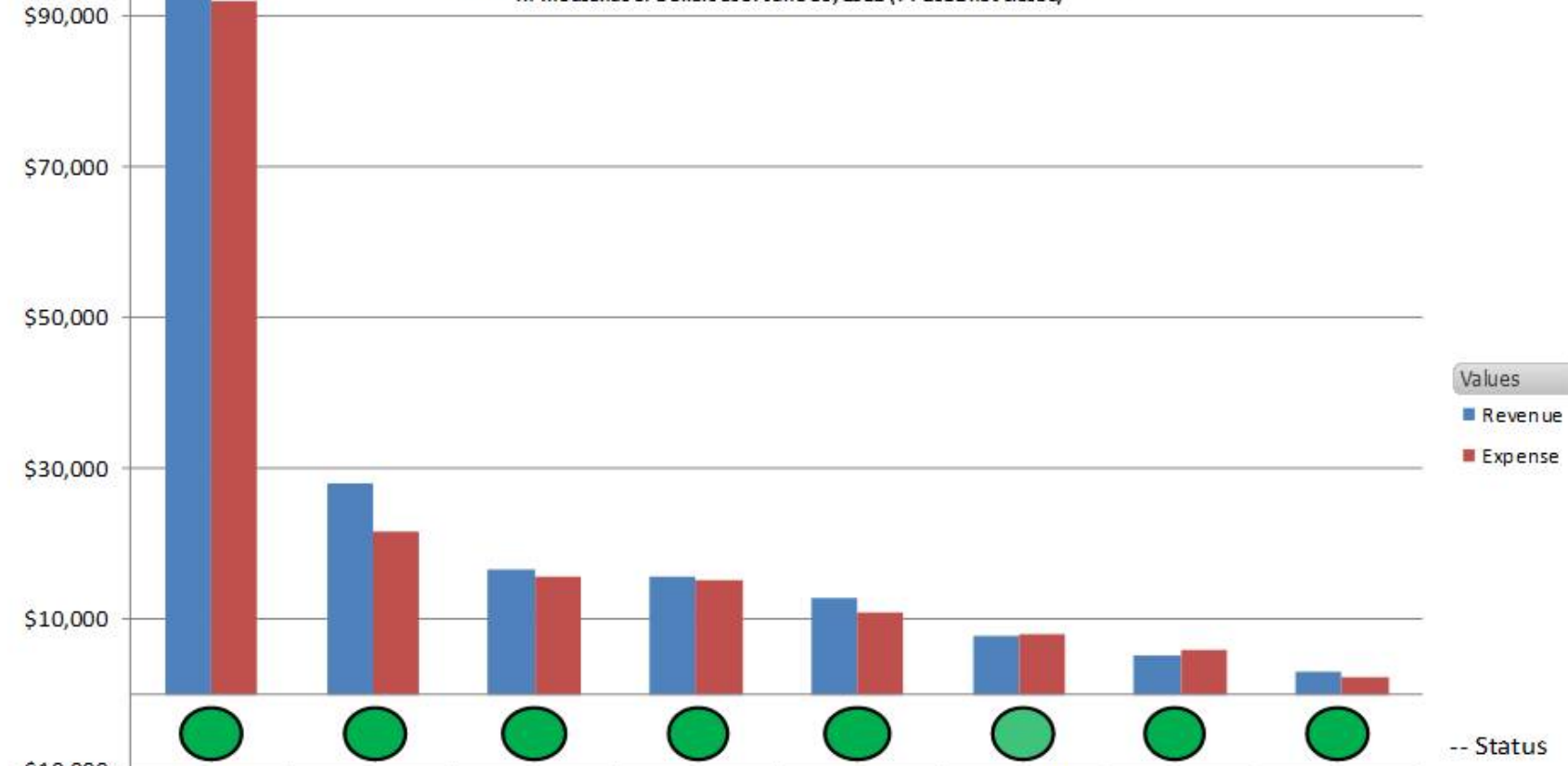
Results and Suggested Improvements

| <b>OBJECTIVE 5.1 Maximize the financial resources to the university, and assure the efficient and effective operations of the University through financial stewardship.</b> |   |   |                                  |  |   |
|---|---|---|----------------------------------|--|---|
| <i>Outcomes</i>   | Indicators  | Expected Performance Level (Criterion)        | Responsible Reporting Unit       | Key Strategies/ Initiatives  | Budget/Resource Analysis                            |
| 5.1.1 Provide accurate and effective revenue and expense forecasting at the division and unit levels.   | 5.1.1.1: A fiscal year forecast , by funding and source, that projects anticipated revenue totals. A fiscal year comparison of actual revenue and expense by major fund group (State, Local, Enterprise, Capital and Student Activities) . As reported by the Vice President for Business and Financial Affairs to University constituencies. | Balanced budget within anticipated resources. | Reported by Vice President (BFA) | Annual fiscal year projections have been created for anticipated revenue sources. Additional refinement to PeopleSoft Reporting is in process to ensure that information is consistently obtained from system generated reports. . | Staff, goods and services, and administrative costs |
| <b>Results/Findings</b>   |   |   |                                  |  |   |
| See Tables below: Revenue and Expense by Fund Group and FY 2013 Fiscal Forecast by Funding and Source   |   |   |                                  |  |   |

Revenue Expense

## Revenue and Expense by Fund Group

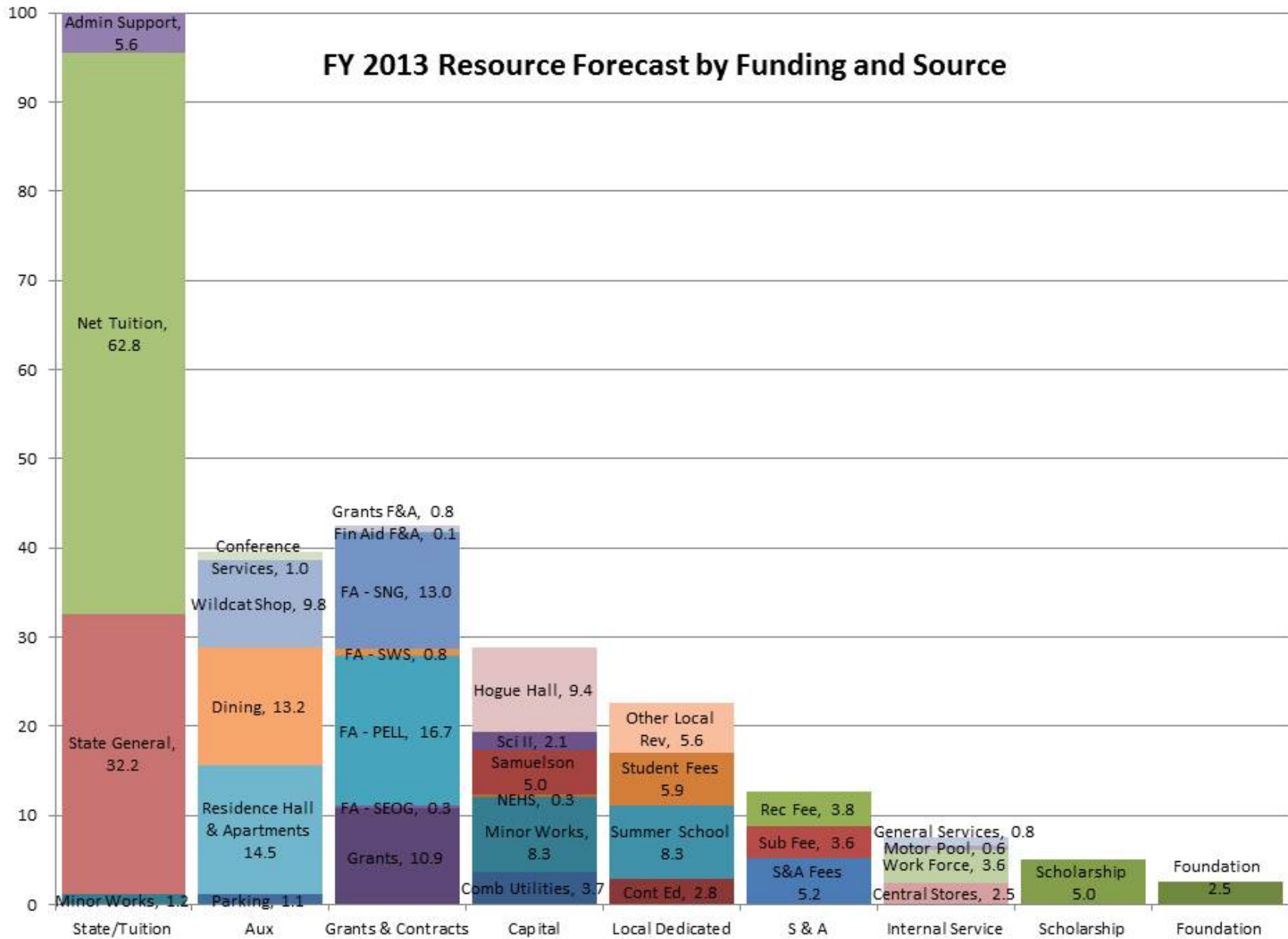
In Thousands of Dollars as of June 30, 2012 (FY 2012 not closed)



|         | STATE GENERAL | LOCAL    | ENTERPRISE | CAPITAL  | STUDENT ACTIVITIES | INTERNAL SERVICE | SCHOLARSHIP | FOUNDATION |
|---------|---------------|----------|------------|----------|--------------------|------------------|-------------|------------|
| Revenue | 98,367.6      | 27,961.0 | 16,629.2   | 15,504.4 | 12,806.6           | 7,646.6          | 5,091.2     | 2,975.3    |
| Expense | 91,974.3      | 21,527.3 | 15,554.2   | 15,239.4 | 10,776.1           | 8,035.5          | 5,895.1     | 2,209.5    |

Fund Group

## FY 2013 Resource Forecast by Funding and Source



**Suggested Improvements, outcomes, indicators, criterion, strategies, activities budget**

Extend revenue projections across all fund groups to multi-year projections. Incorporate monthly summary budget to actual reports as part of a “Monthly Dashboard Report” to be provided electronically to the VP Business and Financial Affairs. Improvements to the PeopleSoft reporting are in process to provide consistent system reports to improve the accuracy of projections.

| <b>OBJECTIVE 5.1 Maximize the financial resources to the university, and assure the efficient and effective operations of the University through financial stewardship.</b> |  |  |                                  |  |  |
|---|--|--|----------------------------------|--|--|
| <i>Outcomes</i>   | Indicators   | Expected Performance Level (Criterion)   | Responsible Reporting Unit       | Key Strategies/ Initiatives  | Budget/Resource Analysis                             |
| 5.1.2 Maximize strategies and practices that optimize resource availability.  | 5.1.2.1: Monthly and annual report of core, service, and ancillary revenues and expenses disaggregated by function (Instruction, Student Services, Service Units); as compared to projections and reported by the Vice President for Business and Financial Affairs. | Actual revenue and expenditure totals achieved are within tolerable range of budget. | Reported by Vice President (BFA) | A "Burn Rate Report" has been developed, for all fund groups at both the summary and functional area, which compares percent of budget expended to percent of budget year lapsed. Roll-up reports by functional area are being created. Burn rate and roll up reporting will be finalized for self-support areas | Staff, goods and services, and administrative costs. |
| <b>Results/Findings</b>   |  |  |                                  |  |  |
| See Table below: Fund Summary for CEO - President   |  |  |                                  |  |  |

**CENTRAL WASHINGTON UNIVERSITY**

Fund Summary for CEO - President

For fund(s): ALL FUNDS - All Funds

as of August 31, 2012

Percent of Fiscal Year 16.67%

| Description                   | Current YTD Budgets   |                       | Current YTD Actuals  |                      |                   |                   | Exp Budget            |                       |
|-------------------------------|-----------------------|-----------------------|----------------------|----------------------|-------------------|-------------------|-----------------------|-----------------------|
|                               | Rev & Trans           | Expense               | Revenue              | Expense              | Transfers         | Encumbrances      | Net Gain/Loss         | Balance               |
| <b>All Funds</b>              |                       |                       |                      |                      |                   |                   |                       |                       |
| CWU Foundation                | 2,593,373             | 2,334,035             | 279,763              | 104,879              | 275               | 540               | 174,619               | 2,228,616             |
| <b>CWU - Funds</b>            |                       |                       |                      |                      |                   |                   |                       |                       |
| State General                 | 101,246,000           | 101,952,950           | 1,905,416            | 8,594,025            | -                 | 491,740           | (7,180,349)           | 92,867,184            |
| Local Funds                   | 22,853,397            | 22,724,636            | 4,706,092            | 5,021,996            | 705               | 724,754           | (1,039,953)           | 16,977,885            |
| Grants & Contracts            | 40,690,546            | 1,504,735             | 1,151,875            | 1,673,450            | (705)             | (164,982)         | (357,297)             | (3,733)               |
| Capital Projects              | -                     | -                     | 3,470,053            | 4,140,339            | -                 | (1,903,632)       | 1,233,347             | -                     |
| Student Activity Projects     | 13,109,577            | 12,648,311            | 279,565              | 1,022,736            | -                 | 363,919           | (1,107,090)           | 11,261,656            |
| Enterprise Funds              | 43,911,248            | 36,418,649            | 2,170,284            | 3,820,322            | -                 | 461,830           | (2,111,869)           | 32,136,496            |
| Internal Service Funds        | 7,839,637             | 7,734,391             | 2,220,749            | 1,331,896            | -                 | 346,176           | 542,677               | 6,056,319             |
| Trust, Agency, and Loan Funds | 5,000,000             | 5,000,000             | 641,204              | (31,612)             | 204,644           | -                 | 877,460               | 5,031,612             |
| Misc Funds                    | -                     | -                     | -                    | -                    | 6,500             | -                 | 6,500                 | -                     |
| <b>CWU - Funds</b>            | <b>234,650,404</b>    | <b>187,983,670</b>    | <b>16,545,237</b>    | <b>25,573,152</b>    | <b>211,144</b>    | <b>319,805</b>    | <b>(9,136,576)</b>    | <b>162,090,713</b>    |
| <b>Totals</b>                 | <b>\$ 237,243,777</b> | <b>\$ 190,317,705</b> | <b>\$ 16,825,001</b> | <b>\$ 25,678,030</b> | <b>\$ 211,419</b> | <b>\$ 320,345</b> | <b>\$ (8,961,956)</b> | <b>\$ 164,319,330</b> |

Expenses do not include Depreciation

**Suggested Improvements, outcomes, indicators, criterion, strategies, activities budget**

Develop, test, and implement modifications to reporting utilizing the Financial Management System to categorize both revenue and expenditures, both actual and budget, at the functional level: Instruction, Student Services, Service Units, etc. The primary goal is to develop a monthly "Dashboard Report" to be disseminated, on a monthly basis, to budget managers, budget and finance committees and to the Board of Trustees on an annual basis. The dashboard report will include benchmark comparisons as appropriate. Currently, CWU participates in surveys specific to university bookstores, housing, and food service.

**OBJECTIVE 5.1 Maximize the financial resources to the university, and assure the efficient and effective operations of the University through financial stewardship.**

| <i>Outcomes</i>                                      | Indicators  | Expected Performance Level (Criterion) | Responsible Reporting Unit       | Key Strategies/ Initiatives   | Budget/Resource Analysis  |
|--|---|--|----------------------------------|---|---|
| 5.1.3 Provide effective use of university resources. | 5.1.3.1: Monthly and annual report of core, service, and ancillary expenses disaggregated by function (Instruction, Student Services, Service Unite); as compared to projections and reported by the Vice President for Business and Financial Affairs. | Within budget.                         | Reported by Vice President (BFA) | Burn rate report has been developed for state budgets by functional area. Roll-up reports by functional area are being created. Burn rate and roll up reporting needs to be finalized for self-support areas. | Staff, goods and services, and secretary costs.                         |
|  | 5.1.3.2: Participate in and report on results of benchmark studies that are available and applicable.   | Maintain current benchmark level.      | Reported by Vice President (BFA) | College Bookstore Survey's(5)<br>University Housing Survey's (2)<br>University Food Service Survey's (2)<br>Changes at each legislative session.  | Applicable survey costs, staff, goods and services, and secretary costs |

**Results/Findings**

Expenditure burn rate within an acceptable tolerance of the average of the last two years rate.  
Maintain/increase position in university benchmark studies.

**Suggested Improvements, outcomes, indicators, criterion, strategies, activities budget**

Refine “Burn Rate Report” to incorporate cyclic nature of revenues and expenses through inclusion of variance explanations. Monitor progress on benchmarks, determine if additional indicators are necessary or if any current indicators should be dropped.

The Theme Committee recommends the merging of 5.1.2 and 5.1.3 as outcome areas as both seem to overlap considerably in terms of indicators and initiatives.



| <b>OBJECTIVE 5.1 Maximize the financial resources to the university, and assure the efficient and effective operations of the University through financial stewardship.</b> |  |  |                                  |  |  |
|---|--|--|----------------------------------|--|--|
| <i>Outcomes</i>   | Indicators   | Expected Performance Level (Criterion)                 | Responsible Reporting Unit       | Key Strategies/ Initiatives  | Budget/Resource Analysis                       |
| 5.1.4 Ensure university strategies align with legislative goals   | 5.1.4.1: Applicable data as reported by the appropriate university official. | Alignment with state goals (Priorities of Government). | Reported by Vice President (BFA) | Alignment of biennial and supplemental operating budget with state initiatives/ POG. | Staff, goods and services, and secretary costs |
| <b>Results/Findings</b>   |  |  |                                  |  |  |
| Budget approved from the state..  |  |  |                                  |  |  |
| <b>Suggested Improvements, outcomes, indicators, criterion, strategies, activities budget</b>   |  |  |                                  |  |  |
| The Theme Committee recommends elimination of this outcome as state appropriations align with funding needs of university by the very nature of its mission and goals.      |  |  |                                  |  |  |

| <b>OBJECTIVE 5.1 Maximize the financial resources to the university, and assure the efficient and effective operations of the University through financial stewardship.</b>   |            |  |                            |                             |                          |
|---|------------|--|----------------------------|-----------------------------|--------------------------|
| <i>Outcomes</i>   | Indicators | Expected Performance Level (Criterion) | Responsible Reporting Unit | Key Strategies/ Initiatives | Budget/Resource Analysis |
| 5.1.5 Increase the amount of philanthropic support through gifts from alumni, friends, corporations, and foundations.   |            |  |                            |                             |                          |
| <p><b>Results/Findings</b></p> <p>2011-2012 Indicator Baselines<br/>           Giving: \$1,803,841; Total Number of Donors: 2,881; Donor Retention: Year to Year 51%; First Time Donors: 29%; Alumni Giving Participation Rate (US News): 1.79%; Faculty/Staff Giving Participation Rate: 26%; Leadership Boards: Various (None at 100%)</p>  |            |  |                            |                             |                          |
| <p><b>Suggested Improvements, outcomes, indicators, criterion, strategies, activities budget</b></p> <p>The recent hiring of a new Director of University advancement and an Executive Officer for Alumni should bring about changes in both areas. The recent hiring of a development officer within athletics is a sign of improvements that will be reflected for the following academic year.</p> |            |  |                            |                             |                          |

| <b>OBJECTIVE 5.2 Develop and implement enrollment management and marking plans that meet the enrollment objectives of the university.</b>  |   |  |   |  |                                 |
|--|---|--|---|--|---------------------------------|
| <b>Outcomes</b>  | <b>Indicators</b>   | <b>Expected Performance Level (Criterion)</b>                      | <b>Responsible Reporting Unit</b>                         | <b>Key Strategies/ Initiatives</b>   | <b>Budget/Resource Analysis</b> |
|  | 5.2.1.2: Meeting fiscal targets (cost of attendance, average financial need and average financial aid awarded accepted and dispersed), and institutional aid effectiveness targets (tuition discount rate, and cost per new and continuing FTE) | <i>Fiscal cost measures under development by AVP's FBA and EM:</i> | Reported by AVP-Finance and Business Administration (FBA) | Maintain Cost of Attendance (COA) at WA Regional Institution mean +/- 5%<br><br>Tuition Discount Rate Tracks +/- 10% with Global Challenge Institutions<br><br>Merit Awards sent within 2 weeks of admission<br><br>Beginning March 1, 2013 Preliminary FA Award Packaged within 2 weeks of receiving verified FAFSA |                                 |
| <p><b>Results/Findings</b></p> <p><b>2011-2012:</b><br/>           University enrollment goals were met (9871 AAFTE), aided by solid winter and spring 2012 new enrollments, despite a fall 2011 drop of 288 new freshmen and 49 transfers (-337) compared to fall 2010. An increase of 227 continuing student enrollments from spring 2011 to fall 2011 resulted in a net fall 2011 HC drop of only 110 (94 FTE), compared to fall 2010. The drop in new students was primarily driven by budget limited CWU recruitment at a time other Washington public universities increased recruitment and dramatically lowered their admission selectivity for new freshmen and transfers. In response, the admissions recruitment budget for 2010-2011 (\$196k) was increased for 2011-2012 by \$344k, a net recruitment increase after administrative and new CPORT software costs of 210%. An aggressive SAT Search and recruitment campaign was launched in October 2011 that focused on seniors and transfers who were Washington residents, Western Undergraduate Exchange nonresidents, international students and veterans. Winter 2012 (using PSAT Search), high school juniors were also added to the recruitment plan.</p> <p><b>Early results 2012-2013:</b> The FY12 \$210k increase for enhanced recruitment and communications results are encouraging. Fall 2012 new freshman enrollments are up 4%, nonresident freshmen HC doubled, international freshmen increased from 21 to 26, and freshman diversity increased from 25% to 30%, while transfers remained steady (with growth at Ellensburg) and veteran enrollments are up 28%. Compared to fall 2011, freshman nonresidents increased (60%) from 4% to 6.5% and overall undergraduate and graduate nonresidents each increased by 10% from 5.6% to 6.2% of total enrollment. To achieve these gains, SAT and other Search tools were used with over 140k personalized communications sent to potential freshmen or transfers in Washington and other western states, either electronically</p> |   |  |   |  |                                 |

or by mail. As a reflection of how much CWU increased recruitment efforts 2011-2012 compared to 2010-2011, our major expense increases were:

- Motor Pool, up 148%
- Out of State Lodging up 346%
- Private Auto Mileage up 206%
- In State Lodging up 165%
- College Fair Registration Fees, up 210%
- Graphics/Pubs up 465%
- SAT (Search) up 400%

A significant part of recruitment success is dependent on target audience communications and perceived educational value and costs. To address those areas, a Customer Relations Management (CRM) communications team was created in Enrollment Management to assist with communications for prospect development, for new online programs that are growing at the rate of 20% per year, as well as the communication needs of enrolled students. To address student quality and to meet new student enrollment goals, partial tuition waiver programs were developed that target the top 50% of the freshman class, transfer honors students, and nonresident undergraduates, primarily from the western states. As a result, freshman academic quality indicators for AY11-12 trended up, while diversity increased from 23% to 25%, and fall 2011 to fall 2012 freshman retention held steady at 75%. Also, nonresident enrollments increased from 3.5% to 4% of freshmen, up 10%, and the gender ratio remained relatively balanced at 53% female.

#### **Suggested Improvements, outcomes, indicators, criterion, strategies, activities budget**

Despite the encouraging recruitment success of 2011-2012, reduced continuing student enrollment caused by a multi-year ripple effect due to the unprecedented drop in fall 2011 new freshmen, remains CWU's primary concern. A record number of degrees (2803 compared to 2677 the previous year) were awarded during 2011-2012 creating a further reduction in continuing seniors. Increasing non-resident freshmen and international enrollments, and resident transfer growth through the implementation of our Dual Admissions initiative with Washington Community and Technical Colleges (about 30 of 40 Dual Admits enrolled fall 2012) will be important during the academic year 2012-13 and beyond.

Continue the strong partnership between Enrollment Management and Public Affairs to improve the effectiveness of recruitment publications and to help communicate the brand and messages of CWU to all WA audiences, particularly in central and western WA media. Accurately targeted PA media campaigns, expanded Admission outreach efforts, and significant Alumni/Foundation scholarship funds are needed for CWU enrollment success.

**OBJECTIVE 5.2 Develop and implement enrollment management and marketing plans that meet the enrollment objectives of the university.**

| Outcomes                                    | Indicators  | Expected Performance Level (Criterion)                               | Responsible Reporting Unit              | Key Strategies/ Initiatives   | Budget/Resource Analysis  |
|---|---|--|---|---|---|
| 5.2.2 Position CWU for increased enrollment | 5.2.2.1: Opinion surveys of key stakeholders  | 2011-12 baseline measured by CPORT # prospects/academic year         | Reported by Director-Public Relations   | <ul style="list-style-type: none"> <li>•Direct mail</li> <li>•Internet advertising</li> <li>•Spanish language TV &amp; Radio</li> </ul>   | \$114,592   |
|   | 5.2.2.2: Number of freshmen applicants, admission selectivity and enrollment yield rates. | 2011-12 baseline College Board Admitted Student Questionnaire survey | Reported by AVP - Enrollment Management | <ul style="list-style-type: none"> <li>•Central Washington TV</li> <li>•Promotional packets to high school teachers and counselors</li> <li>•Alumni outreach campaign</li> <li>•Promotional merchandise for recruiters</li> <li>Focus message on location, learn, do, live</li> </ul> | \$25,500<br>\$14,700<br>\$51,975<br>\$800 Mail<br>\$65,500<br>\$35,500<br>N/A |

**Results/Findings**

**Central Washington University Freshmen Application, Offer and Enrollment History**

**Fall Quarter 2010-2012**

| Year | Applications | Offers     | Enrolled | % of Offers who Enrolled |
|------|--------------|------------|----------|--------------------------|
| 2010 | 4856         | 3953 (81%) | 1666     | 42.0%                    |
| 2011 | 4538         | 3557 (78%) | 1378     | 38.7%                    |
| 2012 | 4521         | 3623 (80%) | 1424     | 39.3%                    |

**Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget**

AVP Enrollment Management funding for FY2013 increased by 1.5 FTE and \$150k (after admin fee costs) compared to FY12 to execute planned recruitment enhancements for 2012-2013. To date, .5 FTE was added to admissions' 2.5 FTE processing staff, and .75 FTE added another admissions recruiter to a staff of 6. Analysis is underway regarding adding yet another .75 FTE admission transfer recruiter focused on central WA. What is not funded, is a major PA media campaign aimed at prospects, families, and influencers in WA. However, EM purchased campus newspaper ads for the College of Business to increase enrollments at west side centers and is underwriting other \$15k in college recruitment initiatives. \$30k/year has been committed to a new partnership with **Students Paths**, placing CWU branded, teacher presented, college preparation materials in hundreds of high school 9-12 classrooms four times a year, in WA, OR, and Northern CA. Prospect leads are fed into CPORT for recruitment. 192 unique freshman enrollments are contractually guaranteed over the next four years, or costs will be refunded on a prorated basis.

**Key indicators are required to monitor recruitment and retention activities in near real time. Data needs to be available via a Query Friendly procedure to a wide audience including administrative and academic units, and Student Success.**

- Admissions funnel tracking with past year comparative data is needed on a weekly basis that provides prospect through enrollment data by demographic and academic factors, with query capability for tracking academic and student success recruitment efforts.
- Financial aid merit and need-based aid packaging is needed on a weekly basis with past year comparative data.
- Retention tracking on a weekly basis with past year comparative date is needed that provides early warning of continuing student enrollment trends, based on student demographic and academic factors.

A reporting system needs to be developed and/or completed by Director of Public Relations and Associate Vice President of Enrollment Management and the Director of OE/IR with staffing assigned to accommodate the examination of this outcome (5.2.2.).

| <b>OBJECTIVE 5.3 Ensure the University has human resources necessary to accomplish all university objectives.</b> |  |   |  |  |   |
|---|--|---|--|--|---|
| <b>Outcomes</b>   | <b>Indicators</b>                                | <b>Expected Performance Level (Criterion)</b> | <b>Responsible Reporting Unit</b>        | <b>Key Strategies/ Initiatives</b>   | <b>Budget/Resource Analysis</b>   |
| 5.3.1<br>Provide accurate and effective forecasting of staffing needs at the division and unit levels.            | 5.3.1.1<br>1-year and 5-year forecasting reports | Reporting is completed annually               | Reported by Chief Human Resource Officer | <ol style="list-style-type: none"> <li>1. Determine staff resources:               <ol style="list-style-type: none"> <li>a) Strategic Team (who will recommend change?)</li> <li>b) Measurement Team (who will participate in measurement?)</li> </ol> </li> <li>2. Establish philosophy on measurement and cycle for review.</li> <li>3. Dedicate resources to measurement.</li> <li>4. Establish recording systems and cycle for review.</li> <li>5. Define benchmarking process.</li> <li>6. Strengthen necessary partnership:               <ol style="list-style-type: none"> <li>a) HRIS participation in brainstorming, planning, execution, and support.</li> <li>b) Key relationships for knowledge of advanced planning (Admissions, Budget, OE, Cabinet, Provost's Council, BAC).</li> </ol> </li> <li>7. Establish target training for supervisory &amp; leadership positions.</li> </ol> | <ol style="list-style-type: none"> <li>1. Costs for necessary resources for quality review.</li> <li>2. Necessary resources for technology improvements. Costs associated with training for participants in planning, measurement, &amp; assessment.</li> </ol> |

|  |  |   |  |  |  |
|--|--|---|--|--|--|
|  | 5.3.1.2<br>Variance report of<br>forecast to actual. | 10% variance between<br>forecast and actual | Reported by Chief<br>Human Resource<br>Officer |  |  |
| <b>Results/Findings</b>  |  |   |  |  |  |
| 2012<br>Data and results are not yet available.  |  |   |  |  |  |
| <b>Suggested Improvements, outcomes, indicators, criterion, strategies, activities budget</b>  |  |   |  |  |  |
| A reporting system needs to be developed by the Chief Human Resource Officer and staffing assigned to accommodate the examination of this outcome. |  |   |  |  |  |



| <b>OBJECTIVE 5.3 Ensure the University has human resources necessary to accomplish all university objectives.</b>   |  |   |  |                                    |                                 |
|---|--|---|--|------------------------------------|---------------------------------|
| <b>Outcomes</b>   | <b>Indicators</b>  | <b>Expected Performance Level (Criterion)</b>       | <b>Responsible Reporting Unit</b>        | <b>Key Strategies/ Initiatives</b> | <b>Budget/Resource Analysis</b> |
| 5.3.2<br>Establish methods and systems to measure the quality of impact by staff.   | 5.3.2.1<br>Monthly and annual report of performance development plans. | 100% timely participation from leadership positions | Reported by Chief Human Resource Officer | Same as 5.3.1                      | Same as 5.3.1                   |
| <b>Results/Findings</b>   |  |   |  |                                    |                                 |
| <p>2012<br/> Annual Report of Performance Development Plans -<br/> Academic and Student Life - 37.20%<br/> Business and Financial Administration - 55.40%<br/> President's Division - 42.86%</p>  |  |   |  |                                    |                                 |
| <b>Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget</b>  |  |   |  |                                    |                                 |
| <p>While there is a means to determine the Annual Report of Performance Development Plans, the move to a total on-line system for writing, reviewing, and compiling these reports would be believed to increase reporting participation. Also, increased participation expectation for supervisory positions through a top-down accountability approach (VP's to AVP/Deans to Directors, etc.) should also greatly improve results for coming year.</p> |  |   |  |                                    |                                 |

| <b>OBJECTIVE 5.3 Ensure the University has human resources necessary to accomplish all university objectives.</b>                                  |   |   |  |                                    |                                 |
|--|---|---|--|------------------------------------|---------------------------------|
| <b>Outcomes</b>  | <b>Indicators</b>   | <b>Expected Performance Level (Criterion)</b> | <b>Responsible Reporting Unit</b>        | <b>Key Strategies/ Initiatives</b> | <b>Budget/Resource Analysis</b> |
| 5.3.3<br>Establish methods and systems to provide the best HR support and guidance to staff.   | 5.3.3.1<br>Monthly and annual report of programs and services         | Reporting is completed quarterly and annually | Reported by Chief Human Resource Officer | Same as 5.3.1                      | Same as 5.3.1                   |
|  | 5.3.3.2<br>Participate in and report on results of benchmark studies. | Participation recorded on annual report       | Reported by Chief Human Resource Officer |                                    |                                 |
| <b>Results/Findings</b>  |   |   |  |                                    |                                 |
| 2012<br>Data and results are not yet available for Outcome 5.3.3 due to Human Resources staffing and organizational changes.                       |   |   |  |                                    |                                 |
| <b>Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget</b>   |   |   |  |                                    |                                 |
| A reporting system needs to be developed by the Chief Human Resource Officer and staffing assigned to accommodate the examination of this element. |   |   |  |                                    |                                 |

| <b>OBJECTIVE 5.3 Ensure the University has human resources necessary to accomplish all university objectives.</b>  |  |  |  |                                    |                                 |
|--|--|--|--|------------------------------------|---------------------------------|
| <b>Outcomes</b>  | <b>Indicators</b>  | <b>Expected Performance Level (Criterion)</b>                    | <b>Responsible Reporting Unit</b>        | <b>Key Strategies/ Initiatives</b> | <b>Budget/Resource Analysis</b> |
| 5.3.4<br>Increase strategies and practices that obtain and retain the best human resources available.  | 5.3.4.1<br>Reporting on the percentage of candidate pools that exceed basic standards                      | 10% over previous year's performance                             | Reported by Chief Human Resource Officer | Same as 5.3.1                      | Same as 5.3.1                   |
|  | 5.3.4.2<br>Reporting on the percentage of hiring made from top 2 applicant choices                         | Hiring is made from the top 2 candidates in 80% of opportunities | Reported by Chief Human Resource Officer |                                    |                                 |
|  | 5.3.4.3<br>Reporting on the reasons for separation through regular exit interviews                         | Reporting is completed quarterly and annually                    | Reported by Chief Human Resource Officer |                                    |                                 |
|  | 5.3.4.4<br>Biannual reporting on strategies to address key retention issues found through exit interviews. | Reporting is completed biannually                                | Reported by Chief Human Resource Officer |                                    |                                 |
| <b>Results/Findings</b>  |  |  |  |                                    |                                 |
| <p>2012</p> <p>Data and results are not yet available for outcome indicators 5.3.4.1 &amp; 5.3.4.2 due to an ad hoc reporting system requiring a detailed analysis to be useful.</p> <p>Exit interview results in terms of separation were completed with 75 Surveys sent with 19 returned – (25.3% participation rate)</p> <p>Top responses:<br/>Retirement - 18%</p> |  |  |  |                                    |                                 |

Workplace Culture and Values - 29%  
Other Career Opportunities - 24%  
Personal/Family Reasons - 12%

Indicator 5.3.4.4 will be addressed in 2013 report as part of biannual examination.

**Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget**

A reporting system needs to be developed by the Chief Human Resource Officer and staffing assigned to accommodate the examination of outcome indicators 5.3.4.1 & 5.3.4.2. Also, the revising of expected performance levels from merely “completing reports” to actual expected qualitative aspects or elements from within the reports should be completed. An examination of baseline data will be necessary to define meaningful levels of performance expectation.

| <b>OBJECTIVE 5.3 Ensure the University has human resources necessary to accomplish all university objectives.</b>  |   |   |   |   |  |
|--|---|---|---|---|--|
| <b>Outcomes</b>  | <b>Indicators</b>                                       | <b>Expected Performance Level (Criterion)</b> | <b>Responsible Reporting Unit</b>   | <b>Key Strategies/ Initiatives</b>              | <b>Budget/Resource Analysis</b>          |
| 5.3.5<br>Enhance university constituent (e.g. students, parents, alumni, internal staff) service standards   | 5.3.5.1<br>Report results of constituent service survey | Reporting is completed biannually             | Reported by Chief Human Resource Officer, Director of University Advancement and Director of Public Affairs | Professional development workshops and training | Costs associated with training for staff |
| <b>Results/Findings</b>  |   |   |   |   |  |
| 2012<br>Data and results are not yet available for Outcome 5.3.5 due to Human Resources staffing and organizational changes.   |   |   |   |   |  |
| <b>Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget</b>   |   |   |   |   |  |
| A reporting system needs to be developed by the Chief Human Resource Officer and staffing assigned to accommodate the examination of outcome indicator. Also, the revising of expected performance levels from merely "completing reports" to actual expected qualitative aspects or elements from within the reports should be completed. An examination of baseline data will be necessary to define meaningful levels of performance expectation. |   |   |   |   |  |

| <b>OBJECTIVE 5.4 Provide the facility and technology infrastructure and services appropriate to meet the university objectives, while maximizing sustainability and stewardship.</b>  |  |   |                                   |  |  |   |           |   |           |   |           |  |           |   |           |
|---|--|---|-----------------------------------|--|--|---|-----------|---|-----------|---|-----------|--|-----------|---|-----------|
| <b>Outcomes</b>   | <b>Indicators</b>  | <b>Expected Performance Level (Criterion)</b>               | <b>Responsible Reporting Unit</b> | <b>Key Strategies/ Initiatives</b>   | <b>Budget/Resource Analysis</b>                                  |   |           |   |           |   |           |  |           |   |           |
| 5.4.1 Enhance financial accountability and sustainable practices for construction, maintenance and operations of CWU facility and technology infrastructure.  | 5.4.1.1 Facility Expense to Budget Annual Financial Report | Actual expenditures , by capital project, are within budget | Reported by AVP-FMD               | Report monthly within department and every six months externally                           |  |   |           |   |           |   |           |  |           |   |           |
|   | 5.4.1.2 IT Expense to Budget Annual Financial Report       | IT Operations expenditures are within budget.               | Reported by AVP-IT                | Manage expenditures through planning, IT spend plans and use of monthly burn rate reports. | Monthly financial reports, IT spend plans and burn-rate reports. |   |           |   |           |   |           |  |           |   |           |
| <b>Results/Findings</b>   |  |   |                                   |  |  |   |           |   |           |   |           |  |           |   |           |
| <p>2011-2012</p> <p>Information technology Services (ITS): Actual expenses for 2011-2012 were within budget and adhered to the ITS Expense to Budget plans developed for each ITS Account. ITS worked very lean and creatively to be able to maintain expenditures at budgeted level. The major 2011-2012 initiative was the completion of the HRSA 9.0 Upgrade. This project was completed on schedule in April 2012, and within the established budget.</p> <p>Facilities Management Department (FMD): Facility Expense to Budget – Annual and Monthly % Spent (Burn) Reports - Budget Compare to Expenditures:</p> <p>Facilities Management Department (FMD) compiles the burn reports monthly for each division director, manager, or supervisor. The reports are cumulative through the fiscal year and gauge the available funds in comparison to the expenditures and encumbrances incurred. For 2011-2012, following are the annual reports summarized by FMD division.</p> <table border="0"> <tr> <td>Maintenance and Plant Operations - Fund 001</td> <td>96% spent</td> </tr> <tr> <td>Maintenance and Plant Operations - Fund 450</td> <td>97% spent</td> </tr> <tr> <td>Grounds &amp; Custodial - Funds 001 and 450</td> <td>98% spent</td> </tr> <tr> <td>FPC (Facilities Planning and Construction) – Funds 001 and 451</td> <td>95% spent</td> </tr> <tr> <td>Administrative Division – Funds 001, 450, Internal Service, and 148</td> <td>99% spent</td> </tr> </table> |  |   |                                   |  |  | Maintenance and Plant Operations - Fund 001 | 96% spent | Maintenance and Plant Operations - Fund 450 | 97% spent | Grounds & Custodial - Funds 001 and 450 | 98% spent | FPC (Facilities Planning and Construction) – Funds 001 and 451 | 95% spent | Administrative Division – Funds 001, 450, Internal Service, and 148 | 99% spent |
| Maintenance and Plant Operations - Fund 001   | 96% spent  |   |                                   |  |  |   |           |   |           |   |           |  |           |   |           |
| Maintenance and Plant Operations - Fund 450   | 97% spent  |   |                                   |  |  |   |           |   |           |   |           |  |           |   |           |
| Grounds & Custodial - Funds 001 and 450   | 98% spent  |   |                                   |  |  |   |           |   |           |   |           |  |           |   |           |
| FPC (Facilities Planning and Construction) – Funds 001 and 451  | 95% spent  |   |                                   |  |  |   |           |   |           |   |           |  |           |   |           |
| Administrative Division – Funds 001, 450, Internal Service, and 148   | 99% spent  |   |                                   |  |  |   |           |   |           |   |           |  |           |   |           |
| <b>Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget</b>  |  |   |                                   |  |  |   |           |   |           |   |           |  |           |   |           |
| <p>ITS: ITS was provided with \$880K in End of Year (EOY) funding 2011-2012 to address some of the technology refresh concerns, and this was a huge improvement for desktop/office computers, replacement of several servers, modernization of existing wireless technology, and replacement/modernization of some classroom/lab technology. The exact needs for all of these areas (for modernization and for needed expansion) are documented in several “white papers” developed by ITS and</p>  |  |   |                                   |  |  |   |           |   |           |   |           |  |           |   |           |

available for review, and are summarized by the famous “Iceberg Model” developed by ITS to document the funding shortfalls related to technology infrastructure.

Significant increases in ITS Operational Funding is required to adequately the support the daily operations and technology needs of the University.

FMD: It would be recommended that on-line requisitions be instituted to provide for greater real-time reporting of expenditures and encumbrances. This would allow for more accurate analyses and real-time adjustments in terms of managing large budgets. For example, when an encumbrance is reversed for a related payment, the expense does not get posted right away. Thus, an inflated balance is on-line and in reports. The suggested improvement would be to not reduce the encumbrance until the payment is posted and then both transactions could be completed simultaneously.

| <b>OBJECTIVE 5.4 Provide the facility and technology infrastructure and services appropriate to meet the university objectives, while maximizing sustainability and stewardship.</b> |   |   |                                   |  |  |
|--|---|---|-----------------------------------|--|--|
| <b>Outcomes</b>  | <b>Indicators</b>   | <b>Expected Performance Level (Criterion)</b>   | <b>Responsible Reporting Unit</b> | <b>Key Strategies/ Initiatives</b>                                       | <b>Budget/Resource Analysis</b>  |
| 5.4.2 Provide facility and technology infrastructures that are accessible, safe, and secure for all visitors, students, faculty, and staff.  | 5.4.2.1 Capital Budget Report (Minor Works: Health/Life-Safety)   | 90% spent within biennium   | Reported by AVP-FMD               | Percent spent per each fiscal year of biennium                           | Staff, goods and services costs  |
|  | 5.4.2.2 Semi-Annual Technology Resource Report (Security Indicators, EMS Test Assessment, System Availability/Downtime, etc.) | Report Completed  | Reported by AVP-IT                | Compile and publish report   | Budget to provide report as it currently does not exist. Reporting is limited due to this. |
|  | 5.4.2.2.1 Security Indicators   | No successful internet attacks on CWU systems   | ITS N&O                           | Periodic security vulnerability assessments.                             | Penetration testing through NWACC sponsorship  |
|  | 5.4.2.2.2 Emergency Management Systems meet requirements  | Successful system test messages on each occasion.   | ITS N&O                           | Test messages sent out twice per year via all notification systems.      | CWU Alert funding did not exist until 2012-2013 academic year budget..                     |
|  | 5.4.2.2.3 Systems Available   | Network services at 99.8% available. Enterprise applications at 99.8% available (based on unscheduled outages). | ITS N&O, Apps                     | Patch levels kept tested and current. Equipment maintained and tested.   | Base Budget  |
|  | 5.4.2.2.4 Efficient Email Delivery  | Filter out all spam email, Check email for virus  | ITS N&O                           | Spam Filtering reporting on a monthly basis.<br><br>Blacklists Resources | Base Budget  |
|  | 5.4.2.2.5 Sufficient network bandwidth  | Robust network architecture with switches and routers configured for optimum traffic flow.                      | ITS N&O                           | Hardware/software patched and upgraded to latest levels.                 | Base Budget  |



|  |   |  |   |  |                                 |
|--|---|--|---|--|---------------------------------|
|  | 5.4.2.2.6 Voice Network PBX and Messaging Systems Availability & Downtime | Services at industry standard availability 99.999% = 5.26 minutes of unplanned downtime per year   | ITS Telecom                                   | Keep software and hardware levels current. Provide immediate monitoring and notification systems for technical support                           | SMS Messaging Budget            |
|  | 5.4.2.2.7 Availability of Emergency Phone Services                        | Services at industry standard availability 99.999% = 5.26 minutes of unplanned downtime per year   | ITS Telecom                                   | Blue Lights, Hall phones, Areas of Refuge, Elevators, Cellular and Satellite services ordered or installed as required by Code and Public Safety | Staff, goods and services costs |
|  | 5.4.2.3 Annual Clery Report   | Similar or lowering sta  | Reported by Public Safety and Police Services | Campus and local policing and educational events and programs.   | Staff, goods and services costs |
|  | 5.4.2.3.1 Crime and fire logs   | Logs are updated daily and made available to the public  | Public Safety and Police Services             | Reports updated and published daily  | Staff, goods and services costs |
|  | 5.4.2.3.2 Annual Security and Fire Safety Report                          |  | Public Safety and Police Services             | Report published annually  | Staff, goods and services costs |
|  | 5.4.2.3.3 Emergency Reporting   | Immediately notify the campus community upon confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees, occurring on the campus. | Public Safety and Police Services             | Utilize all available means to deliver notifications.  | Staff, goods and services costs |
|  | 5.4.2.3.4 Training  | CWU Police fully trained on Clery act  | Public Safety and Police Services             | CWU Police attend training each year or as updates occur.  | Staff, goods and services costs |
|  | 5.4.2.3.5 Campus Security Authorities identified                          | Officials identified and responsibilities known.   | Public Safety and Police Services             | A letter is drafted for each Campus Security Authority explaining their responsibility, and is hand  | Staff, goods and services costs |

|  |  |   |                                 |  |                                 |
|--|--|---|---------------------------------|--|---------------------------------|
|  |  |   |                                 | delivered by a CWU Police Officer.   |                                 |
|  | 5.4.2.4 Campus Accident and Injury logs/Dept. of Labor Annual Report | Logs updated as reports received. Reports evaluated and investigated.             | Environmental Health and Safety | University Occupational Safety Policy. Active Campus Accident Prevention Plan. | Staff, goods and services costs |
|  | 5.4.2.5 Dept. of Ecology Annual Pollution Prevention Plan Report     | Active and documented training. Chemical management and disposal per regulations. | Environmental Health and Safety | Active University Hazardous Waste Management Program.                          | Staff, goods and services costs |
|  | 5.4.2.6 Dept. of Ecology Annual Hazardous Waste Management Report    | Active and documented training. Chemical management and disposal per regulations. | Environmental Health and Safety | Active University Hazardous Waste Management Program                           | Staff, goods and services costs |

**Results/Findings**

2011-2012

ITS: ITS successfully met the performance levels identified for these outcomes. While some of this is based on quantitative indicators and metrics, in some areas complete data is currently not collected or available, and the assessment is more qualitative than based on quantitative data. For example: Accurate data is available with regards to security indicators, EMS testing and many other areas, and these met or exceeded expected performance levels (successful EMS testing, no successful Internet attacks on CWU systems, no successful virus attacks or significant virus infections at CWU, successful filtering of 95% of spam while allowing users to tailor spam settings to individual preferences, etc.) System availability (central systems, telecom, network, etc.) is very high at CWU with minimal (if any) unplanned outages in most areas. However, improved metrics are needed to be able to more accurately quantify this information.

Reference Document (D): ITS Monthly Reports and metrics related to bandwidth utilization and availability, spam filtering and email delivery, CWU Alert/Desktop Alert testing assessment, and related ITS metrics, etc. These metrics are generated throughout the year and included in the ITS Monthly Reports that are provided to the University.

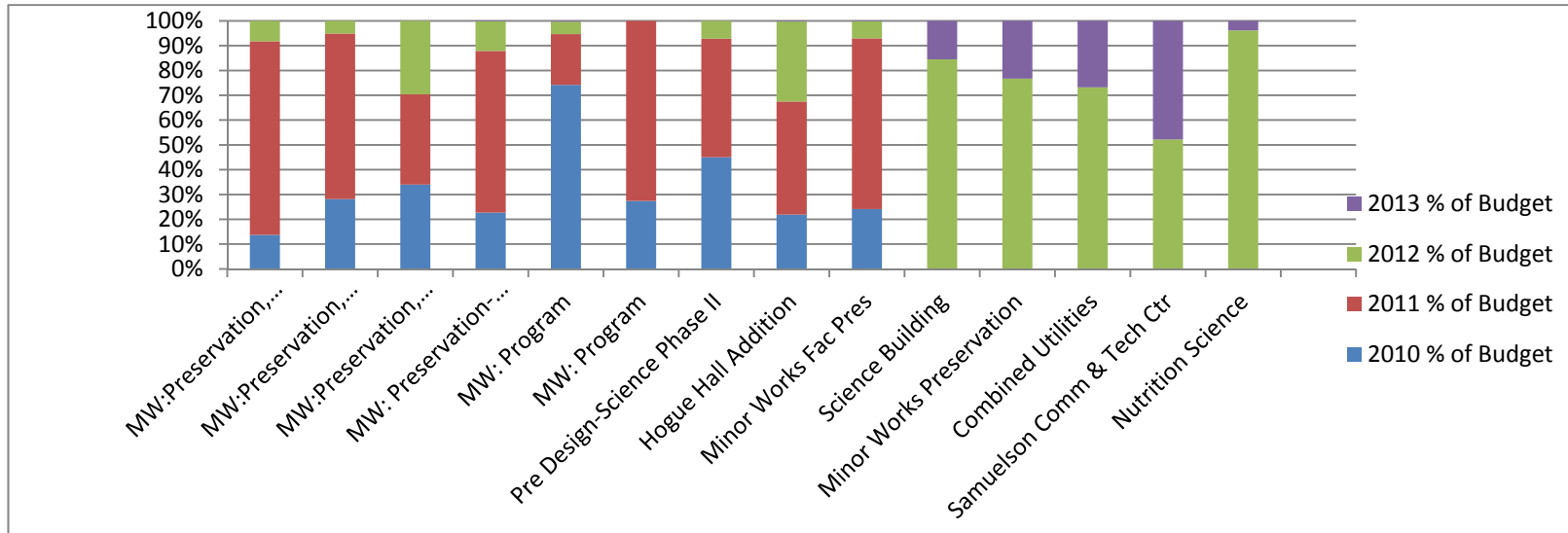
UPPS: University Police and Parking Services: All Clery Act objectives were met in 2011 and 2012. The Clery Report is required to be distributed by Oct. 1<sup>st</sup> of each year.

Emergency notification was successfully tested two times per 2011-2012 academic year. Also, all University Police and Parking Services staff were trained annually in Clery related reporting and notification. Campus security authorities are re-evaluated each year and letters and follow up is made with those identified as such.

Reference Document: [CWU 2011 Clery Report](#)

FMD: 5.4.2.1 Capital Budget Report (Please see following graph.) – Percent spent for each fiscal year of biennium.

The following graph shows the percentage of the capital appropriation that is spent within each fiscal year. The trend indicates that CWU is spending the major percentage of each appropriation within the respective biennium.



**Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget**

ITS: The key suggested improvement in this area is the development of automated indicators to accurately track system performance, availability and reliability. Outcomes and expected performance levels are good and no changes to them are suggested. Additional funding will be needed to implement more system (network, application, telecom, etc.) performance monitoring and tracking.

Clery compliance is ever-changing and is requiring more employee hours to remain in compliance. Thus, an examination of workload and personnel requirements will be completed to gauge immediate and future personnel needs.

| <b>OBJECTIVE 5.4 Provide the facility and technology infrastructure and services appropriate to meet the university objectives, while maximizing sustainability and stewardship.</b> |   |  |                                   |   |   |
|--|---|--|-----------------------------------|---|---|
| <b>Outcomes</b>  | <b>Indicators</b>   | <b>Expected Performance Level (Criterion)</b>  | <b>Responsible Reporting Unit</b> | <b>Key Strategies/ Initiatives</b>  | <b>Budget/Resource Analysis</b>         |
| 5.4.3 Strategically operate, preserve, and improve the functionality and values of state physical assets, buildings, and infrastructure.   | 5.4.3.1 Facility Condition Index                                  | Less than 13 for state facilities  | Reported by AVP-FMD               | Once every 2 years for state and non-state facilities   | Information not provided for report     |
|  | 5.4.3.2 Annual Technology Resource Report covering the following: | Completion of report   | Reported by AVP-IT                | Compile and publish report.   | Information not provided for report     |
|  | 5.4.3.2.1 ERP Systems operating at high level                     | Patch levels current. Equipment replacement on planned schedule.   | ITS Apps                          | Analyze incoming patches and fixes. Implement with appropriate testing.                               | Information not provided for report     |
|  | 5.4.3.2.2 Networks available and maintained                       | Patch levels current. Equipment replacement on planned schedule.   | ITS N&O                           | Analyze incoming patches and fixes. Implement with appropriate testing.                               | Information not provided for report     |
|  | 5.4.3.2.3 Desktop Computing operating efficiently                 | Patch levels current.  | ITS CSS                           | Apply Microsoft Windows patches across campus.  | Information not provided for report     |
|  | 5.4.3.2.4 Central Servers, Storage, etc. maintained               | Patch levels current. Equipment replacement on planned schedule.   | ITS N&O                           | Analyze incoming patches and fixes. Implement with appropriate testing. Plan for ongoing replacement. | Information not provided for report     |
|  | 5.4.3.2.5 Wireless/ Mobile access                                 | Patch levels current.  | ITS N&O                           | Analyze incoming patches and fixes. Implement with appropriate testing. Plan for ongoing replacement. | Information not provided for report     |
|  | 5.4.3.2.6 OSI Layer 1 Fiber and Copper Cabling Infrastructure     | Intra and Inter Building cabling infrastructure capable of providing a pathway for acceptable levels of Network Bandwidth. | ITS Telecom                       | Plan for ongoing replacement.   | Capital project funding when available. |

|  |   |   |             |  |   |
|--|---|---|-------------|--|---|
|  | 5.4.3.2.7 Voice Network Operational                                       | Plan for upgrades for software release levels to not fall below industry N-2 levels. Plan for hardware replacements based on manufacturers EOS announcements. | ITS Telecom | Provide manufacturers end of life/end of support reports for hardware and software | Self-Service funding provided by monthly phone charges/user                     |
|  | 5.4.3.2.8 ERP Systems upgraded  | Upgrades performed when appropriate   | ITS Apps    | Establish and follow upgrade plan for all environments.                            | Base Budget   |
|  | 5.4.3.2.9 Classroom Technology maintained                                 | Equipment replacement on planned schedule.  | ITS N&O     | Establish and follow maintenance program.  | \$380K one-time and \$305K annual needed.                                       |
|  | 5.4.3.2.10 Desktop Computing modern                                       | Equipment replacement on planned 4-year replacement cycle.  | ITS CSS     | Establish and follow hardware upgrade plan.  | \$669K annual budget (full cost). \$350K WIN-WIN to ITS                         |
|  | 5.4.3.2.11 Central Servers, Storage, etc. upgraded or replaced as needed. | Upgrades and replacements performed when appropriate  | ITS N&O     | Establish and follow hardware upgrade plan.  | \$356K one-time and \$155K annual. Potential return of Capital funding in FY14. |
|  | 5.4.3.2.12 Wireless/Mobile services maintained                            | Equipment replacement on planned schedule.  | ITS N&O     | Establish and follow hardware upgrade plan.  | \$369K one-time and \$74K annual. Potential use of Capital funding in FY14.     |

**Results/Findings**

ITS: In all areas, ITS meets the expected performance levels with regards to assuring that equipment and applications/systems have current patches and are up-to-date with security patches/fixes and other maintenance. This includes network equipment, major central applications, desktop equipment, telecom, etc. Keeping current with patches/fixes is critical and a high priority. Funding provided by in 2012 enabled ITS to 1) replace outdated wifi equipment, 2) modernize some of the outdated servers in the Data Center, 3) replace a significant portion of the outdated classroom A/V and Computer equipment, etc. Minor Works Preservation funding allowed ITS to replace some (not all) of the oldest network backbone infrastructure equipment and modernize from a 1 Gig to a 10 Gig backbone across the University.

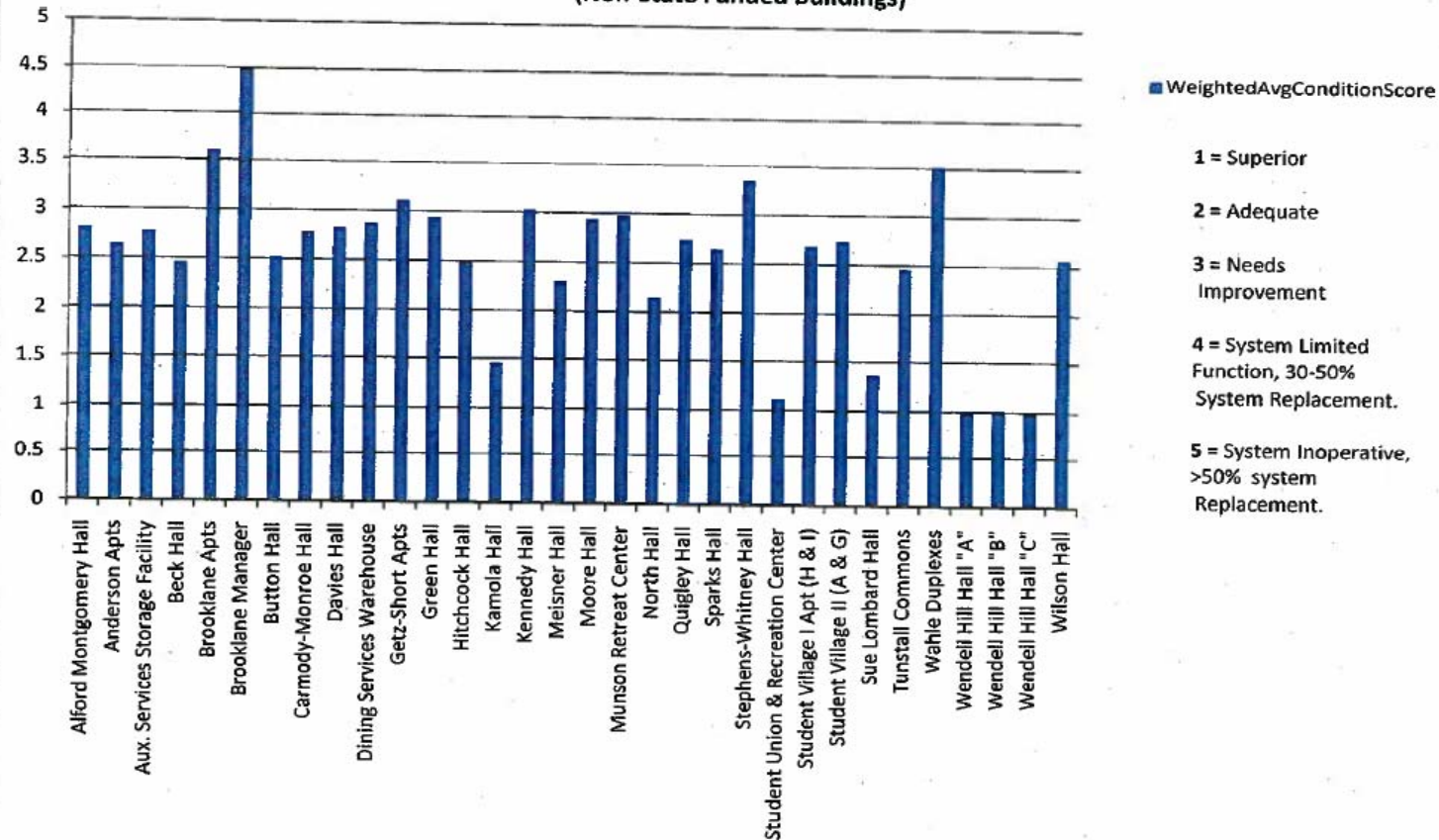
FMD: 5.4.3.1 CWU has one of the best Facility Condition Indexes (FCI) in the State of Washington as is shown in the following comparable values of Washington higher education institutions for the state buildings.

| Institution | Est. Preservation Backlog | Current Replacement Value | Facility Condition Index |
|-------------|---------------------------|---------------------------|--------------------------|
| UW          | \$ 794,845,796            | \$ 5,909,864,236          | 13.4%                    |
| WSU         | \$ 440,757,105            | \$ 3,612,487,221          | 12.2 %                   |
| EWU         | \$ 135,993,519            | \$ 798,716,735            | 17.0%                    |
| CWU         | \$ 78,758,221             | \$ 655,391,250            | 12.0%                    |
| TESC        | \$ 54,975,125             | \$ 490,202,985            | 11.2%                    |
| WWU         | \$ 109,234,821            | \$ 810,628,901            | 13.5%                    |
| CCTCS       | \$ 648,758,576            | \$ 6,161,312,501          | 10.5%                    |

The non-state facilities detail a weighted condition score by building.

## WeightedAvgConditionScore

2010 Weighted Avg. Condition Score  
(Non-State Funded Buildings)



### Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget

ITS: Significant investment must be made in 2012-2013 in many areas, to assure that ITS is not only able to maintain (patch/fix) systems and critical equipment, but also to modernize and expand this equipment in many areas. A plan (including full funding models) for each of these areas has been developed in four "white papers" which are available from ITS. These papers outline the strategies for modernization, one-time and recurring budgets and other activities necessary. 2011-

2012 funding provided a significant boost in ITS's ability to support these equipment and systems. Funding for the modernization of CWU's network infrastructure, servers and classroom technology is included in the 2013-2014 state capital budget process. However, there is no guarantee that this funding will be approved and therefore CWU needs to be prepared to potentially fund a portion of this through operational funding. ITS does track the current status of equipment. In 2012-2013, better metrics and better reporting of these metrics will help. The ITS Monthly Report does a good job in providing metrics related to system performance, network bandwidth and utilization, and others. It also provides good updates on activities being accomplished. Improvements are needed in utilizing this report (or a quarterly or semi-annual version) to provide many of the metrics/indicators outlined in this area.



| <b>OBJECTIVE 5.4 Provide the facility and technology infrastructure and services appropriate to meet the university objectives, while maximizing sustainability and stewardship.</b>   |   |   |                            |  |  |
|--|---|---|----------------------------|--|--|
| <i>Outcomes</i>  | Indicators  | Expected Performance Level (Criterion)  | Responsible Reporting Unit | Key Strategies/ Initiatives  | Budget/Resource Analysis                                   |
| 5.4.4 Provide information technology infrastructure, systems, and services necessary for all CWU departments to achieve their objectives and the objectives of the university.   | 5.4.4.1 Bi-annual Technology Needs Assessment Survey (related to CWU Goals) | Actions appropriate to survey findings.   | Reported by AVP-IT         | Develop appropriate survey instrument; deliver and analyze regular surveys.  | Information not provided for report                        |
|  | 5.4.4.2 Ongoing connectivity to voice service providers                     | Yearly renewable contracts with service providers.  | ITS Telecom                | Yearly renewable contracts and service level agreements with Local Exchange Carriers (FairPoint, AT&T, Verizon, Sprint/Nextel/ Consolidated Technologies Services) | Information not provided for report                        |
|  | 5.4.4.3 Voice Network Maintenance support for all CWU sites.                | Current maintenance contracts with an approved industry provider that provide a 2 hour emergency response time. | ITS Telecom                | Renew contracts yearly   | ITS Telecom operational funding from monthly line charges. |
|  | 5.4.4.4 Central Computer and communications hardware operational            | Hardware contracts maintained and current   | ITS N&O                    | Renew contracts yearly   | Current level is \$350,000                                 |
|  | 5.4.4.5 Computer and communications systems operational                     | Software contracts maintained and current   | ITS                        | Renew contracts yearly   | Current level is \$1,100,000.                              |
| <b>Results/Findings</b>  |   |   |                            |  |  |
| <p><b>ITS:</b> All hardware and service contracts with vendors and service providers are accurate, updated annually, and renewed on schedule to prevent any actual (or risk) of service outage. The most critical contracts relate to CWU's PeopleSoft ERP, Networks/Systems and Telecom. ITS managers provide annual "Planned Expense</p> |   |   |                            |  |  |

Reports/Graphs” which clearly identify all major contracts and service agreements which must be paid throughout the year, to assure that funding is available. Since these are considered “fixed costs,” there is minimal opportunity for reduction. With regards to the Bi-Annual Technology Needs Assessment ... this is a new proposal which was just started to take hold in 2011-2012. During 2011-2012, ITS Management met with the majority of Academic Department Chairs to assess their technology needs in classrooms and labs.

ITS Annual Expense Document (Actual to Plan) which is available from ITS identifies all major contract and related expenses necessary for the continued operation of IT Services, identifies renewal costs and schedules, and tracks the actual renewal of the contracts.

**Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget**

ITS: Several recommended improvements are: 1) Improvements to the Information Services Governance Structure to go beyond just Administrative Applications (i.e. PeopleSoft) and also address other technology spending and budget requests. 2) Expansion of the “Bi-Annual Technology Needs Survey/Assessment” to encompass the entire University, 3) Focused involvement with the University Academic Technology Advisory Committee to assist in the prioritization of instructional technology needs and requests.

For 2012-2013: The Theme 5 Core theme committee recommends examining change indicators and strategies for this outcome, as the current indicators and strategies do not adequately reflect the performance, availability, etc. of CWU’s infrastructure. ITS will work with the Theme 5 committee to identify and develop these performance indicators.

**OBJECTIVE 5.4 Provide the facility and technology infrastructure and services appropriate to meet the university objectives, while maximizing sustainability and stewardship.**

| <i>Outcomes</i>  | Indicators   | Expected Performance Level (Criterion)       | Responsible Reporting Unit | Key Strategies/ Initiatives                           | Budget/Resource Analysis            |
|--|--|--|----------------------------|---|-------------------------------------|
| 5.4.5 Provide facilities, campus buildings, and grounds that are welcoming, and present the best possible physical appearance, and that are necessary for departments to achieve their objectives. | 5.4.5.1 Estimated Total Preservation Backlog   | Less than \$150,000,000 for state facilities | Reported by AVP-FMD        | Once every two years for state facilities             | Information not provided for report |
|  | 5.4.5.2 Facilities Condition Index (State)<br><br>Facilities Condition Index (Non-State) | Less than 13% for state facilities           | Reported by AVP-FMD        | Once every 2 years for state and non-state facilities | Information not provided for report |
|  | 5.4.5.3 Facility Services Quarterly Customer Feedback Report                             | Average 70% across three survey questions    | Reported by AVP-FMD        | Report from work order system.                        | Information not provided for report |

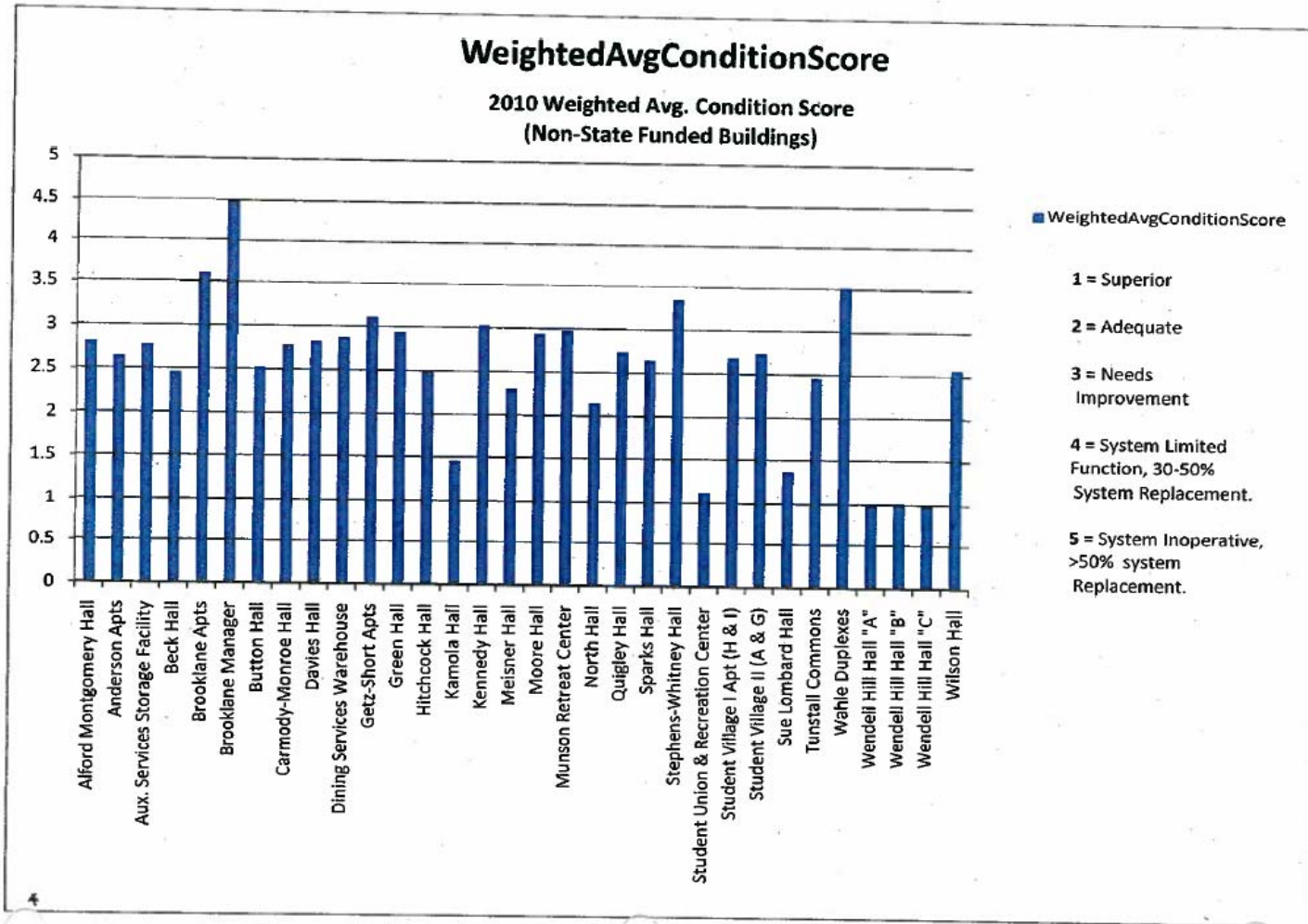
**Results/Findings**

2012

FMD: Estimated Total Preservation Backlog & Facilities Condition Index: CWU has a very low preservation backlog as is detailed in the attached comparable preservation backlogs for Washington higher education institutions. Also, CWU has one of the best Facility Condition Indexes (FCI) in the State of Washington as is shown in the attached comparable graph of Washington higher education institutions for **state** buildings. Preservation backlog is the collection of non-programmatic projects typically funded from either operating or capital budgets, to safely maintain and preserve facilities and related infrastructure for their current use that should have been accomplished, but for a variety of reasons have not been done.

| Institution | Est. Preservation Backlog | Current Replacement Value | Facility Condition Index |
|-------------|---------------------------|---------------------------|--------------------------|
| UW          | \$ 794,845,796            | \$ 5,909,864,236          | 13.4%                    |
| WSU         | \$ 440,757,105            | \$ 3,612,487,221          | 12.2 %                   |
| EWU         | \$ 135,993,519            | \$ 798,716,735            | 17.0%                    |
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| WWU         | \$ 109,234,821            | \$ 810,628,901            | 13.5%                    |
| CCTCS       | \$ 648,758,576            | \$ 6,161,312,501          | 10.5%                    |

The **non-state** facilities detail a weighted condition score by building. Indicator is Facilities Non-State Facilities Condition Index. Facilities Condition index is (Est. Preservation Backlog) divided by (Current Replacement Value) of the facilities. A low percentage value is good, in that it is an indication the Facility is using its maintenance and preservation funds to properly maintain and preserve its facilities.



5.4.5.3 Customer survey results from the Work Order System showed a favorable agreement by the CWU community regarding satisfaction with the timeliness and performance of the trades and crews of FMD over a two-year period. However, the results were lower in 2012 as compared to 2011.

**Survey Questions:**

Question 1: Facilities Management completed the process in a professional manner.

Question 2: The entire process, from initial contact to work completion was satisfactory.

Question 3: The work was completed in a timely manner.

|                      |           |          |
|----------------------|-----------|----------|
| <b>Survey Scale:</b> | <b>-3</b> | disagree |
|                      | <b>-2</b> |          |
|                      | <b>-1</b> |          |
|                      | <b>0</b>  | neutral  |
|                      | <b>1</b>  |          |
|                      | <b>2</b>  |          |
|                      | <b>3</b>  | agree    |

**Survey Results:**

**FY 2011**

| Response | Question 1 |         | Question 2 |         | Question 3 |         |
|----------|------------|---------|------------|---------|------------|---------|
|          | Count      | % Count | Count      | % Count | Count      | % Count |
| -3       | 0          | 0%      | 0          | 0%      | 1          | 2%      |
| -2       | 1          | 2%      | 0          | 0%      | 1          | 2%      |

|    |    |      |    |      |    |      |
|----|----|------|----|------|----|------|
| -1 | 0  | 0%   | 2  | 4%   | 0  | 0%   |
| 0  | 1  | 2%   | 2  | 4%   | 1  | 2%   |
| 1  | 1  | 2%   | 0  | 0%   | 0  | 0%   |
| 2  | 5  | 11%  | 2  | 4%   | 1  | 2%   |
| 3  | 37 | 82%  | 39 | 87%  | 41 | 91%  |
|    | 45 | 100% | 45 | 100% | 45 | 100% |

**Survey Results:**

**FY 2012**

| Response | Question 1 |         | Question 2 |         | Question 3 |         |
|----------|------------|---------|------------|---------|------------|---------|
|          | Count      | % Count | Count      | % Count | Count      | % Count |
| -3       | 1          | 2%      | 4          | 9%      | 2          | 4%      |
| -2       | 0          | 0%      | 1          | 2%      | 3          | 7%      |
| -1       | 0          | 0%      | 3          | 7%      | 2          | 4%      |
| 0        | 10         | 22%     | 4          | 9%      | 5          | 11%     |
| 1        | 1          | 2%      | 2          | 4%      | 2          | 4%      |
| 2        | 3          | 7%      | 4          | 9%      | 3          | 7%      |
| 3        | 31         | 67%     | 28         | 61%     | 29         | 63%     |
|          | 46         | 100%    | 46         | 100%    | 46         | 100%    |

**Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget**

**FMD:** There is a need for additional technical resource, (human) placed within FMD, for assistance with the work order system, work control center, and overall energy and utility monitoring systems. While the positive results depict that the trade shops are completing maintenance and repair issues at an above satisfactory rate, the technical support for the trades has been reduced at FMD either due to budget reductions and/or attrition. As FMD continues to automate boilers, chillers, and various energy and data management systems, the need for technical expertise to support these improvements is required.