

**CENTRAL WASHINGTON UNIVERSITY**

Board of Trustees

July 20, 2017

**EXECUTIVE SUMMARY-INFORMATION – Aspirational Planning**

CWU has enjoyed tremendous success over the past several years, in spite of daunting economic and political challenges. However, too often we've limited our expectations and aspirations by what we thought anemic state commitments and fluctuating enrollment could support. We have shown trustees balanced versions of budgets—but never truly explored the real cost of operating Central Washington University and fully serving 11,000 students.

On Thursday, trustees and staff will participate in a thorough examination of the costs, risks, and challenges of aspiring to be the best version of who we are. We'll begin with an "aspirational planning discussion" that considers the future of CWU at five levels.

**Level 1 - Sustain current operations.** What investment is required to maintain our current level of service? This level assumes cost of living adjustments, inflation, equipment replacement, and increases in reserves to offset state decreases. We are currently doing Level-1 planning when Joel extends the current budget into the future using an inflationary number. This is an improvement over the past, but lacks inspiration and innovation. It is simply quantifying the status quo.

**Level 2 - Fully fund current operations.** Current operations are underfunded with open employee positions and thin goods and services budgets. In addition to Level 1 funding, Level 2 provides appropriate staffing and enhances equipment levels, among other new investments.

**Level 3 - Extend or enhance current operations.** Level 3 funds Levels 1 and 2, and includes new programs, e.g. for advising, contract advertising, student apartments. Most major enhancements will require contracts, additional staffing, and equipment replacement.

**Level 4 - New operations.** This level funds the previous three and provides significant new programs that would exist with the current mission and Strategic Plan. Examples include a new academic program or staff and faculty housing.

**Level 5 - Mission expansion.** Level 5 represents the most ambitious aspirations, such as the construction of a convocation center or the addition of doctoral programs. Shifting our mission to achieve official federal designation as an Hispanic Serving Institution is another example of a Level 5 shift that would require significant culture change and financial investment.

Submitted:



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Approved for submission:



James. L. Gaudino, President