



# ACCREDITATION

POLICIES, REGULATIONS AND  
FINANCIAL REVIEW SELF-STUDY



Northwest Commission on  
Colleges and Universities

**YEAR SIX, STANDARD TWO,  
POLICIES, REGULATIONS, AND  
FINANCIAL REVIEW (PRFR)**

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## Standard 2. Governance, Resources, and Capacity

*The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.*

### 2.A Governance

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***2.A.1 The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.***

The Board of Trustees has broad responsibility to supervise, coordinate, manage and regulate Eastern Washington University. It directs the University's initiatives and approves academic programs. The Board also controls the University's property and facilities. The president reports to the Board who provide a performance evaluation of the president on an annual basis. The duties and authority of the Board are described in [RCW 28B.35.120](#) (Revised Code of Washington) and [EWU Policy 101-02](#) University Governance. This policy establishes governance policies and procedures and houses the Board of Trustees of Eastern Washington University Bylaws.

Eastern Washington University is a public regional university. The Board members are appointed by the Governor and serve a six-year term. There are eight board members, one of whom is a student (one-year term). These areas of responsibility are assigned to the Board:

- Control of the University and its property
- Employ the president and his or her assistants, members of the faculty and other employees
- Prescribe, with the assistance of the faculty, the course of study in the various schools and departments and publish catalogues listing each course of study
- Establish divisions, schools or departments to carry out the purposes of the University
- Erect new facilities as determined by the board to be necessary for the University
- Acquire new real and other property
- Purchase supplies and purchase or lease equipment needed for the operation or maintenance of the University

- Establish, lease, operate, equip and maintain self-supporting facilities
- Enter into contracts as the trustees deem essential to the University
- Receive gifts and other contributions that will aid in carrying out the University's programs
- Offer new degree programs, off-campus programs and consortia and purchase or lease major off-campus facilities
- Promulgate rules and regulations and other acts in its discretion, appropriate to the administration of the University

The Board holds regularly scheduled public meetings in accordance with Washington State public meetings law. Agendas are made available prior to each meeting and date, time and location are clearly disseminated.

***2.A.2 The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.***

In addition to Interim President May, EWU employs five vice presidents and an associate vice president/director of athletics. The vice presidents include a provost and vice president for academic affairs; a vice president for student affairs; a vice president for business and finance; a vice president for advancement; and a vice president for diversity and senior diversity officer. These individuals are appropriately qualified and provide effective leadership and management for EWU's six major units. Through the President's Executive Committee, these six administrators work collaboratively with the president to plan, organize and manage the institution and to assess its achievements and effectiveness. The organizational chart for EWU's leadership can be located at <https://inside.ewu.edu/hr/university-organizational-charts/>.

Exhibits:

- Exhibit 2.A.2 President David May CV 2021
- Exhibit 2.A.2 Provost and Vice President for Academic Affairs
- Exhibit 2.A.2 Vice President for Student Affairs Robert Sauders CV 2021
- Exhibit 2.A.2 Vice President for Business and Finance Mary Voves CV 2021
- Exhibit 2.A.2 Vice President for Diversity and Chief Diversity Officer Shari Clarke CV 2021
- Exhibit 2.A.2 Vice President for Advancement Barb Richey CV 2021
- Exhibit 2.A.2 Associate Vice President/Director of Athletics Lynn Hickey CV 2021

***2.A.3 The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.***

In his third decade as an educator and leader at Eastern Washington University, Interim President David May has focused his career on student success and regional partnerships. Dr. May holds a doctorate in political science and is an expert in the area of Supreme Court politics.

He is passionate about the role of higher education in producing responsible and engaged citizens.

Recognizing Eastern's critical role as an institution of access, opportunity and excellence, Dr. May continues to focus on expanding educational opportunities for the entire range of diverse students that make up the Eastern Washington region and the state. As the interim president of Eastern Washington University, Dr. May is committed to ensuring student success and safety as EWU emerges from the pandemic and to preparing the institution and EWU students to be leaders in the social, economic and political recovery of their communities.

The president serves on the Board of Trustees as the secretary (non-voting) and is a member of the Academic Senate (non-voting). The president also serves on many regional councils such as the University District, Greater Spokane Incorporated and area chambers of commerce.

The president oversees the implementation of the strategic plan. The EWU strategic plan continues forward even amidst the challenges of operating during a pandemic. Initiatives such as the institution's pursuit of its recognition as a Hispanic Serving Institution, engagement with Spokane through private-public partnership, the Prairie Restoration Project and the Lucy Covington Initiative demonstrate the University's continuing focus on its mission. President May has engaged the campus community through open communication, having responded to social issues through web-based video communication, newsletters and town-hall format question-and-answer sessions.

***2.A.4 The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.***

The University operates under a decision-making structure that allows for multiple points of contact for faculty, staff and students. The Academic Senate is a representative body of faculty chaired by a faculty member. Its decisions and recommendations are forwarded to the provost and vice president for Academic Affairs. The provost also receives and responds to student issues, particularly concerns over instruction and curriculum. The Associated Students of Eastern Washington University is the student government body and reports its findings to the vice president of Student Affairs. The Dean of Students office, which reports to the vice president of Student Affairs, receives an array of student contact ranging from self-care concerns to issues centered on learning. These are managed and triaged directly via the Maxient software platform and, as needed, forwarded to the appropriate office to be addressed. The vice president for Diversity and Inclusion serves as a point of contact for the campus community in response to issues, concerns and opportunities raised by students, staff and faculty. Student athletes and comments about EWU athletics from the community are directed to the Athletics Director. Relationships with alumni and donors as well as broad community marketing and communications are overseen by the vice president for University Advancement. Finally, financial and budgetary processes are managed by the vice president for Business and Finance. The University has regularly scheduled University Budget Committee

meetings led by the chief financial officer and presents budget information in this committee as well as in the Academic Senate and at open meetings for the university community.

The division heads meet weekly to coordinate decision-making, to address issues and to develop communication plans. The president oversees this weekly meeting of the executive leadership team. Information is shared at this meeting for dissemination through all divisions. Also, the Marketing and Communications team publishes a daily web-based newsletter, *Inside EWU*, through which updates are shared with the university community.

## 2.B Academic Freedom

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**2.B.1 *Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.***

EWU's policy concerning academic freedom can be found in [AP 301-22: Academics—Governance and Policies](#). Responsibility for preserving and protecting institutional autonomy and academic freedom is delegated to the Board of Trustees in their [bylaws](#). Strengthening and protecting academic freedom and tenure are key tenets of [the Constitution of the Faculty Organization of Eastern Washington University \(Appendix A\)](#). The [faculty collective bargaining agreement \(Appendix B\)](#) affirms that the University has committed to the American Association of University Professors (AAUP) Statement of Academic Freedom and Tenure/1940 Statement of Principles as a basic guideline for academic freedom. These principles are further reinforced in [faculty handbooks](#).

Conflict-of-interest policies specific to preventing internal and external influences and pressures on faculty and research are outlined in [EWU 302-08: Conflicts of Interest—Research & Technology Transfer](#). Standards to prevent conflicts of interest and commitment in research are upheld by the [policies](#) of the Office of Grant and Research Development. General standards of conduct related to academic freedom and conflicts of interest can be found in [EWU Policy 901-01: Ethical Standards—Standards of Conduct](#).

**2.B.2 *Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.***

The [faculty collective bargaining agreement \(Appendix B\)](#) offers a definition of intellectual and academic freedom that supports independent thought in the pursuit and dissemination of knowledge.

## 2.C Policies and Procedures

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***2.C.1 The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.***

Eastern Washington University (EWU) is well prepared to assist students who want to transfer to EWU. [Academic Policy 303-21](#), Chapter 3, outlines EWU's process for determining and awarding credit. Transfer credit is generally awarded for all work completed at an institution of higher education recognized as a college or university by a regional accrediting association. Transfer credit practices outlined by the American Association of Collegiate Registrars and Admissions Officers (AACRAO) are generally followed. EWU also consults with and participates in the Intercollege Relations Council (ICRC) and the Joint Transfer Council (JTC).

To ensure the integrity of EWU programs, transfer course descriptions and/or course syllabi may be reviewed to determine transferability. EWU participates in UAchieve's Transfer Evaluation System that allows for easy access and tracking of course catalog descriptions from other institutions. The department chair or program director for the content area is responsible for determining equivalency to EWU coursework. Course equivalencies that have been previously established are documented in the EWU [transfer guide](#), a tool available to the public to assist with transfer. Students or faculty may request a review of a course by contacting EWU's credit evaluation team.

Within the course catalog, under [Transferring Credits to EWU](#), the University highlights all the different ways students can receive college credit: advanced placement (AP), Cambridge International, International Baccalaureate (IB), College-Level Examination Program (CLEP), College in the High School (dual enrollment), Running Start (dual enrollment), experiential credits through EWU's Interdisciplinary Studies program and military credits. EWU follows the ICAO policy and highlights the institutional transferable credit policy.

Credential evaluators in the Records and Registration office work closely with the Office of Admissions to review incoming admitted and confirmed students' transferable courses. They determine which credits are transferable and input the information into EWU's degree audit system, Student Online Academic Resource (SOAR). Transfer students primarily learn to review their courses in SOAR with the assistance of academic advisors and evaluators if asked. Freshmen and sophomores learn about SOAR as well through their academic advisors in the Center for Academic Advising and Retention (CAAR).



The Office of Admissions works closely with the [Director of Transfer Policy & Associate Registrar](#) within the Records and Registration office. EWU's transfer credit evaluation highlights [articulation agreements](#) with several colleges and programs, [course equivalencies](#) and [academic MAPs](#) (major academic plans).

### **Graduate Admissions**

Graduate transfer credits are regulated by EWU [Policy 303-22.3-3](#) Graduate Students. Students may include in a graduate degree program, from any regionally accredited college or university, a maximum of 12 quarter or nine semester department- or program-approved pre-admission credits not used toward an undergraduate degree.

Exceptions to this policy can be made by the EWU Academic Appeals Board in rare and special circumstances. Requests for exceptions must be made in writing by the student and the program advisor to the Academic Appeals Board. However, in no case may credit be granted for experiential learning which occurred before the student's matriculation into the graduate degree program.

Permanent exceptions may be granted by the Graduate Affairs Council. These exceptions are listed in the policy.

Graduate-level transfer credits are accounted for on the student's candidacy form, which must be approved by the student's program advisor and chair. The post-admissions program coordinator in the Graduate Studies Office works closely with departmental faculty to ensure the appropriate credits are input into the student information system.

Within the EWU course catalog under [Graduate Studies](#) is an explanation of degree candidacy and how to include previous graduate credits. Programs with permanent exceptions allowing more than the maximum 12 credits are listed in EWU Policy 303-22, noted above.

Candidacy forms are found at the Graduate Studies [webpage](#), and specific instructions for faculty are found within the [Graduate Program Director Handbook](#), which can be found through the Graduate Faculty [webpage](#).

***2.C.2 The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.***

[EWU's Academic Integrity Code, chapter 172-90](#), sets forth the University's standards for student academic integrity. The policy explains the standards students are held to and the hearing process for finding a student responsible for an academic integrity violation, as well as a process for appealing such decisions.

Other types of student conduct are addressed in [EWU's Student Conduct Code, chapter 172-121](#). This policy sets forth the university's behavior standards for students and the process for

receiving, investigating and determining whether or not a student has violated those standards. The process includes a hearing and the ability to appeal a disciplinary decision.

Students may request an accommodation under both the academic integrity code and the student conduct code. Such requests are facilitated by the Disability Support Services Office in accordance with [EWU Policy 402-03 Accommodating Persons with Disabilities](#).

**2.C.3 *The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.***

### **Undergraduate Admissions**

Admission to EWU is governed by a set of state standards jointly developed by the Washington Student Achievement Council (WSAC). These standards are outlined in the [Admissions policy](#) for public universities to follow core course requirements, college academic distribution requirements (CADRs), minimum high school GPAs and submission of standardized test scores (SAT or ACT) or test alternatives, as EWU has moved toward being a test-optional university.

Each university in Washington is allowed to admit up to 15 percent of new freshmen students who do not meet minimum standards. EWU adheres to these [standards](#) and is consistently below or at the 15 percent threshold of students enrolled. EWU also tracks admissions throughout the recruitment, admission and enrollment cycle to ensure compliance with state admission standards. [Academic Policy 303-21](#), Chapter 2, highlights undergraduate student categories, criteria and exceptions as well.

Each university in Washington uses holistic measures to assist with determining the readiness of applicants. EWU has used this approach since 2007 and in 2015 implemented a new application process. In 2020, the Office of Admissions updated its review process and requirements with the approval of WSAC to become a test-optional institution permanently. This change was approved through the appropriate offices at EWU, and final approval was given by WSAC in April 2020. Test alternatives are located on various websites such as the [freshman apply](#) page and the [course catalog](#).

EWU administers policies specific to academic continuation, termination and readmission to the university.

### **Academic Policies on Undergraduate Appeals and Readmission**

Policies on continuation in and termination from EWU programs, including the reinstatement policy, can be found in the Undergraduate Policies of the EWU Catalog in the [Academic](#)

[Probation, Dismissal and Reinstatement](#) section. These policies were fully in effect through December 2019. Because of COVID-19, at the end of Winter Quarter 2020 students who would have normally been dismissed were instead given the opportunity to continue enrollment with the status of special probation. This COVID-19 exception will end after the pandemic. The Center for Academic Advising and Retention has been coordinating the [academic reinstatement](#) process since summer 2020. These changes to policy will be proposed to the Undergraduate Affairs Council (UAC) for inclusion in the 2021-2022 Catalog.

[Academic Policy 303-21](#), Chapter 4-9, explains the process for students to appeal for an exception to EWU's academic policies, the membership of the Academic Appeals Board and the policies that students may appeal through this process. Grades appeals are handled separately in [Academic Policy 303-24](#), Chapter 2.

### **Graduate Admissions**

Admission to EWU Graduate Studies is also governed by the standards developed by WSAC. Chapter 3.1 and 3.2 of the [WSAC Admission Standards](#) require a 3.0 GPA in the last graded 90 quarter hours or 60 semester hours. EWU may admit up to 10 percent of an entering graduate or professional class under alternate standards. EWU outlines these alternate standards under Chapter 2-3, Scholarly Ability Exceptions, in EWU [Academic Policy 303-22](#), Graduate Students. A degree-offering unit may consider such factors as an applicant's improved performance over time in an undergraduate degree program, demonstrated qualities of maturity and motivation and letters of recommendation.

### **Academic Policies on Graduate Appeals and Readmissions**

Graduate appeals and readmission policies can be found in Chapter 4 of EWU [Academic Policy 303-22](#). Graduate students must maintain a cumulative 3.0 GPA in all courses completed since admissions to Graduate Studies at EWU. Students who fall below a cumulative 3.0 GPA are placed on academic probation. The Graduate Studies Office provides written notification of placement on probationary status to both the student and the student's graduate program director. The student has the right to appeal. Students are allowed one quarter to restore the GPA. Faculty may request a one-quarter extension. Students on probation may not be advanced to candidacy or schedule their final comprehensive exam. Students unable to restore their GPA to 3.0 are terminated from the program. The degree program unit notifies the students of their dismissal. Individual departments or programs may have requirements that are more restrictive.

Students who have been academically dismissed from a graduate program may reapply for admission. In addition to the application for readmission to graduate studies and meeting all admission requirements specified by the program, applicants who have been dismissed must also submit a written petition to the program stating their readiness to pursue the degree and addressing the circumstances that led to dismissal. Applicants who are then readmitted will be allowed to register for one quarter only. At the end of the initial quarter, continuation is contingent upon recommendation from the program and the approval of the vice provost or

designee. Students who have been readmitted will have up to two quarters to return to good academic standing with a cumulative graduate GPA of at least 3.0. Extensions of probationary status may be approved on the written recommendation of the program and with the approval of the appropriate vice provost or designee. Students who are not recommended for continuation are not eligible for one year to reapply for admission to Graduate Studies. Reapplication does not guarantee readmission.

***2.C.4 The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.***

**Student Records Management**

Eastern Washington University has a [records management program](#) with a dedicated university records officer. The mission of the office is “to provide a sound records- and information-management program to ensure the University retains the necessary information to meet legal, financial, administrative, research and historical needs as required for Washington State public records.” Student records are treated in accordance with the most current [records retention schedule](#), which was updated in December 2020. This document details the requirements for handling “Student Administration” (p. 12) records and provides the description, timeline and disposition action. Additionally, development of an online searchable retention schedule according to record type is underway and currently viewable.

The handling of student educational records follows the rules and procedures set out in Washington Administrative Code (WAC), [Chapter 172-191](#), in keeping with explicit requirements to comply with the Family Educational Rights and Privacy Act of 1974 (FERPA) 20 U.S.C. Sec. 1232g. FERPA provides students with the following rights:

- (1) The right to inspect and review their education records;
- (2) The right to seek amendment of their education records to correct information which they believe is inaccurate, misleading or otherwise in violation of student privacy rights;
- (3) The right to consent to disclosure of personally identifiable information, except for disclosure to school officials with a legitimate educational interest and except to the extent FERPA authorizes disclosure without consent; and
- (4) The right to be informed annually of their rights under the act if they are currently in attendance.

The remainder of Chapter 172-191 details how these rights are administered and protected for students of Eastern Washington University. [Statutory Authority: [RCW 28B.35.120](#)]

Records and Registration provides students and other interested parties with the ability to reliably access records and utilizes [an online platform](#) to provide expedited access. The website provides information on FERPA in a clear manner, explains directory information and the ability

to add a directory restriction and provides access to the release-of-information form along with other useful forms.

The institution strives to maintain a high level of information security across all IT systems and has adopted a policy, [EWU 201-01: Information Security](#), to achieve that standard.

## 2.D Institutional Integrity

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**2.D.1** *The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.*

### **Where EWU data/information comes from.**

University Relations' office of [Marketing and Communications](#) (MarCom) is responsible for producing announcements, statements and publications for the institution, in accordance with [EWU 201-03: External Communications](#). All information is sourced directly from academic and administrative departments, including the Provost's Office, Enrollment Services, Admissions, Records and Registration, Institutional Research, Financial Aid & Scholarships and others.

### **EWU's primary channels/publications for communicating.**

University Relations maintains the top-tier pages of the university's primary [website](#) and [social media](#) channels for external audiences and provides support to faculty and staff in departments and programs, who are ultimately responsible for the accuracy of the information on their pages and/or social media accounts, in accordance with [EWU 203-04: Social Media](#).

The university's flagship publications include [Eastern magazine](#) twice a year, the fall fair piece for Admissions and student and alumni [facts at a glance](#), as well as materials used for fundraising and campaign efforts. These publications are updated or produced on an annual basis using information vetted by the university's Institutional Research office and other official sources, such as the EWU Foundation.

Individual publications for programs are updated upon their request, with MarCom also relying upon the content providers for accuracy.

All news releases are posted on the university homepage as well as on the internal communications website, [InsideEWU](#), before they are distributed to local, regional and national media, depending on the subject matter.

Center for Academic Advising and Retention (CAAR) staff plan and execute timely communication plans about academic planning and degree completion, leveraging these platforms:

1. EAB Navigate Staff, to keep students informed of advising-related university and programmatic information via orchestrated email and/or text campaigns
2. [CAAR website](#), to provide weekly updates on resources for academic planning as well as video training on how to use academic planning tools such as Navigate Student.

These practices and tools help ensure that the right message is directed to the right students at the right time, supporting their planning for timely degree completion in collaboration with their advisors.

#### **Frequency and process for reviewing/updating materials.**

Materials containing data and statistical reporting are usually published annually. MarCom requests data from the appropriate department, normally [Institutional Research](#), and editorial staff members collect and compile it before handing it to the design team for production. A proofing process with the client, design supervisors, editors and content providers ensures no loss or degradation of data occurs before publication and distribution. All projects are managed through a project management system.

#### ***2.D.2 The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.***

EWU advocates, subscribes to and exemplifies high ethical standards in its management, operations and relationships. As state employees, all university employees are subject to the [Washington State Ethics in Public Service Act](#).

The University has a number of policies designed to provide a fair, welcoming and equitable environment for employees, students and others. These policies include complaint and grievance procedures to ensure grievances and complaints are addressed in a fair, equitable and timely manner. These are some of the key policies:

- Misconduct: [EWU Guideline 401-01 Investigations](#) provides guidelines for conducting investigations into allegations of misconduct; violations of laws, regulations or policies; and/or performance issues.
- Sexual Misconduct/Interpersonal Violence: [EWU Policy 402-01 Sexual Misconduct, Interpersonal Violence & Title IX Responsibilities](#) includes a process for filing a grievance with the Title IX Coordinator to challenge how the University handled a complaint of sexual misconduct or for an alleged violation of Title IX.

- Title IX: [EWU Policy 402-05 Title IX Investigations & Hearings](#) details the University's commitment to provide an environment free of discrimination based on sex. It provides procedures for filing complaints, supportive measures, reviewing and investigating complaints and hearings for matters involving sex discrimination, including sexual misconduct and interpersonal violence consistent with Title IX and the Violence Against Women Act (VAWA).
- Discrimination: [EWU Policy 402-02 Diversity and Nondiscrimination](#) details the University's commitment to equal opportunity, fair treatment, affirmative action and nondiscrimination and provides processes for complaints, investigations and interim measures.
- Pregnancy Discrimination: [EWUG 402-06 Pregnancy and Parental Leave](#) demonstrates the University's commitment to preventing discrimination related to pregnancy or familial status and provides details about how to report complaints.
- Accessible Technology: [EWU Policy 203-05 Accessible Technology](#) demonstrates the University's commitment to providing electronic technology in a manner that ensures accessibility for individuals with disabilities and provides a grievance and complaint procedure.
- Religious Accommodations: [EWU Policy 403-01 Holidays and Religious Accommodations](#) includes a process for students to file a grievance if they believe they were improperly denied a request for a religious accommodation.
- Disability Accommodations: [EWU Policy 402-03 Accommodating Persons with Disabilities](#) includes the option for a person to file a complaint if they believe they have been denied a reasonable accommodation or discriminated against on the basis of disability. There is a similar grievance process available for concerns and grievances about assistance animals in university housing in Policy 204-08.
- Research Misconduct: [EWU Policy 302-05 Integrity in Research and Scholarship](#) provides investigative processes for reviewing complaints of misconduct by individuals engaged in sponsored research, scholarship or creative work activities.

All University policies are published at <https://inside.ewu.edu/policies/>.

The University is also subject to state regulations (Washington Administrative Code or WAC) that include complaint and grievance procedures to ensure that issues are addressed in a fair, equitable and timely manner, including these:

- Student Conduct Code: [Chapter 172-121](#) provides a framework for the protection of student rights while also communicating student obligations as members of the university community. It provides review and hearing processes for conduct that violates the code.
- Academic Integrity: [Chapter 172-90](#) sets forth the standards of academic integrity for students and the hearing process to provide students with due process before any finding of responsibility.
- No Trespass Orders: [WAC 172-122-200](#) provides an appeal process for individuals who have been trespassed from university property.
- Parking Citations and Fines: [WAC 172-100-130](#) provides an appeal process for challenging university parking citations and fines.
- Education Records: [Chapter 172-191](#) provides a hearing process for students to contest the content of their educational records consistent with FERPA and also advises students of their right to file a complaint with the Department of Education.
- Financial Obligations: [Chapter 172-144](#) provides a process for individuals to contest outstanding financial obligations owed to the University.

All EWU WAC regulations are published at <https://app.leg.wa.gov/wac/default.aspx?cite=172>.

The University has collective bargaining agreements (CBA) with three unions: the United Faculty of EWU, the Public School Employees of Washington and the Washington Federation of State Employees. These CBAs provide grievance and hearing processes designed to provide due process and opportunities for review of employee-related matters. All university CBAs are published at <https://inside.ewu.edu/hr/unions-and-contracts/>.

The University Police Department is responsible for investigating criminal matters. Such investigations are conducted consistent with applicable state and federal laws.

The University has taken a variety of measures to provide students, faculty, staff, visitors and others with information about how to submit complaints or concerns. Information and instructions about filing a complaint are included on several University websites, including [Human Resources](#), [Risk Management and Compliance](#), [Disability Support Services](#), [Student Life](#), [Student Rights and Responsibilities](#) and [Diversity](#).



**2.D.3 The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.**

**Policies/procedures prohibiting conflict of interests among employees and board member**

EWU defines and prohibits conflicts of interest for its governing board, administration, faculty and staff through the Washington State Ethics in Public Service Act and numerous university policies, including these:

- The Board of Trustees maintains bylaws about conflicts of interest, which are contained in [EWU Policy 101-02 University Governance](#), Appendix A.
- [EWU Policy 901-01 Ethical Standards](#) prescribes standards for the work and conduct of employees consistent with the [Ethics in Public Service Act](#).
- [EWU Policy 302-02 Human Research](#) prohibits any Institutional Review Board (IRB) member from participating in the review of any Human Research Subject project if they have a conflict of interest.
- [EWU Policy 302-05, Integrity in Research and Scholarship](#) prohibits individuals who have a conflict of interest from serving as a member of any investigative team reviewing allegations of misconduct in research or scholarship.
- [EWU Policy 302-08 Conflicts of Interest—Research and Technology Transfer](#) ensures that individuals who direct or participate in research or technology transfer disclose and manage potential conflicts to promote objectivity in research.
- [EWU Policy 401-02 Additional or Outside Employment](#) ensures that additional or outside employment of employees does not result in conflict with their duties or the improper use of EWU resources.
- [EWU Policy 901-02 Appropriate Use of University Resources](#) implements the [Washington State Ethics in Public Service Act](#)'s prohibitions against unethical use of state resources.
- [EWU Policy 901-03 Fraternization and Consensual Relationships](#) provides a notification and recusal process for intimate, romantic and sexual relationships to prevent conflicts of interest that may arise when one individual in a relationship has a position of power or authority over another.
- [EWU Policy 901-05 Nepotism](#) prescribes requirements and procedures for eliminating conflicts of interest associated with family relationships.

Additional references to conflicts of interest are found in the [United Faculty of EWU collective bargaining agreement](#), which incorporates the American Association of University Professors (AUAP) [Statement of Professional Ethics](#).

## 2.E Financial Resources

*The Division of Business and Finance provides stewardship of the university's human, financial, and physical resources, all of which enhance the university's ability to achieve its mission. Successful stewardship is accomplished by providing fiscal leadership, safeguarding university assets (both financial and physical), and providing a safe, attractive, and comfortable physical environment. These services are delivered in a timely and efficient fashion to both internal and external customers. Additional reports or documentation are available in any level of detail that might be needed by the reviewer during the evaluation of Eastern Washington University finances.*

### **2.E.1 The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.**

The Division of Business and Finance is a valuable partner in the teaching, research and outreach endeavors of the University, reflecting in its daily operation the University's commitment to a high-quality, student-centered learning environment. The division helps to ensure the institution's financial viability and helps to recruit and retain students by presenting an attractive campus.

As of June 30, 2020, the university was in a stable financial position, increasing net position by 12.7 percent over the prior year. Revenues increased largely because of state operating appropriations, while expenditures were managed at a sustainable level. EWU continues to maintain an operating reserve at 10 percent of annual core operating budget expenditures.

A summarized comparison of the University's assets, deferred outflows, liabilities, deferred inflows and net position as of June 30 is shown below.

	2020	2019	2018
<b>Assets</b>			
Current assets	\$ 162,344	\$ 121,640	\$ 109,974
Capital assets, net of depreciation	384,834	357,868	337,523
Other non-current assets	25,265	53,521	69,111
<b>Total Assets</b>	<b>572,443</b>	<b>533,029</b>	<b>516,608</b>
<b>Deferred outflows of resources</b>	<b>19,846</b>	<b>12,962</b>	<b>9,859</b>
<b>Liabilities</b>			
Current liabilities	38,053	32,558	27,094
Non-current liabilities	187,620	182,882	197,136
<b>Total Liabilities</b>	<b>225,673</b>	<b>215,440</b>	<b>224,230</b>
<b>Deferred inflows of resources</b>	<b>30,034</b>	<b>32,063</b>	<b>16,963</b>
<b>Net Position</b>	<b>\$ 336,582</b>	<b>\$ 298,488</b>	<b>\$ 285,274</b>

The University's planning process centers on realistic revenue projections supported by enrollment projections and tuition. In each biennial cycle, the planning includes two-year revenue projections, analysis of appropriate reserves and consideration of current and future obligations of the University. This deliberate and thoughtful planning process ensures that EWU operates within available resources each biennium.

The University undergoes an annual financial statement audit performed by the Washington State Auditor's Office. The internally prepared financial statements, management discussion and analysis and notes to financial statements are available to auditors within approximately five months after the fiscal year end. The financial report, including the independent auditor's opinion, is issued in a timely manner after completion of the audit. These reports are publicly available on EWU's website at [Financial Reports & Reviews](#).

The auditors meet with executive leadership and the Board of Trustees Audit Committee at the beginning of each audit to communicate the engagement work. When the audit is completed, the auditors meet again with the executive leadership and the Board of Trustees to communicate the results of the audit, including any findings or management letter comments. EWU has received an "unmodified" opinion on the financial statements and has rarely received audit findings or management letter comments.

The fundraising efforts on behalf of the university are conducted by the Eastern Washington University Foundation (EWUF). The EWUF was established in the state of Washington as a Washington nonprofit corporation in 1977. It is recognized by the Internal Revenue Service as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Service Code of 1986.

The EWU Foundation was formed to promote and support educational programs and services affecting faculty, staff and students at Eastern Washington University; to identify, promote, receive and prudently manage all private gifts from individuals, corporations, foundations and associations to Eastern Washington University; and to invest and steward the assets entrusted to it by the University and its alumni, friends and donors. The partnership between the foundation and Eastern Washington University is a cooperative venture and uses mutual resources to accomplish the goals and objectives of Eastern Washington University and the EWUF. This relationship and the parties' responsibilities are included in a formal memorandum of agreement.

The EWUF and the University are separate entities, separately governed and separately legislated. The EWUF is independent of the University, and, while its members are expected to listen to the administration of the University, the members of the EWUF remain conscious of their autonomy, as foundation judgment must be independent. The EWUF is audited annually. The governing board of the EWUF desires to maintain and follow best current principles and practices in connection with the investment, spending and financial statement presentation of the EWUF funds. The EWUF adheres to the standards of care and prudence articulated in the Uniform Prudent Management of Institutional Funds Act in connection with the investment and expenditure of donor-restricted endowment funds. Transparency is a critical goal of the EWUF, which publishes information about its policies, procedures and performance at <https://www.ewu.edu/give>.

***2.E.2 Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.***

The operating budget cycle for Eastern Washington University is both annual and biennial in nature. The state of Washington provides operating resources to the University through a biennial legislative appropriations process with annual supplemental appropriations in the second year of each biennium. Resident undergraduate tuition, a major revenue source, is set by [RCW 28B.15.067](#), otherwise known as the College Affordability Act. EWU collects tuition from the students and budgets the revenue locally. State appropriations and student tuition are the major sources of funding for EWU's operating budget. Other resources include dedicated local funds, service funds, auxiliary funds, scholarship and fellowship funds and sponsored research funds. EWU's operating budget is budgeted on a biennial basis with annual supplemental adjustments.

The [University Budget Committee](#) (UBC) is included in deliberations about EWU's budget. The UBC is an advisory group with representation from faculty, classified staff, exempt staff, students and administrators. This body is advisory to the president, and all members are appointed by the president, based on recommendations from appropriate constituencies. The UBC works with the president to establish priority funding recommendations based on the University's strategic plan. The UBC reviews new budget proposals. During budget reversions, the committee reviews budget reduction plans. In addition, the committee participates in the development of university funding initiatives, which are submitted biennially to the state legislature. Committee members are expected to represent their constituencies while applying a university-wide perspective to the budget deliberations and recommendations. The committee is chaired by the vice president for Business and Finance, who has no voting rights. The Budget Office staffs the committee and maintains minutes and official records of actions. The UBC usually meets monthly throughout the year.

The University's biennial budgeting process begins many months before the start of the biennium. The University's biennial operating and capital budget requests are submitted to the state of Washington during August or September in keeping with guidelines from the Office of Financial Management, which reports to the Governor's Office. In addition to required schedules and other financial information, the University submits decision package requests for new initiative funding. These requests are developed in alignment with the university mission and goals and are reviewed by the University Budget Committee.

The state governor releases a proposed budget in December. This budget is the starting point for legislative deliberations during the January session. Regular open forums and electronic communications from the president inform the campus community of budget priorities and state budget releases and allow for feedback as the University moves through the budget planning cycle.

EWU's internal biennial budget planning process provides opportunities for involvement and input from multiple constituents and stakeholders. Internal budget planning also begins nearly one year before the biennium starts. The Board of Trustees and the president's executive leadership team set university goals in alignment with the university mission, vision and strategic plan. Priorities for the budget period are developed by the campus leadership and shared with units across the campus and the UBC. Internal unit-level budget planning is conducted in the fall and winter. Each unit determines the details of its collaborative budget planning process to allow and encourage input from all who could be impacted by the budget plan. This process results in budget decisions that are aligned with the priorities of the unit and of the University.

The president's executive leadership team reviews unit budget plans for alignment with biennial strategic priorities in February and March. In addition, the UBC invites unit leaders to discuss and review unit priorities, budget requests and reductions. After these hearings are complete, the UBC recommends biennial budgeting priorities to the president for final consideration.

Enrollment trends are closely monitored during the academic year to inform the successive year tuition revenue projection. Recommended tuition rate increases are combined with expected enrollment levels in April to finalize the university budget for a first read and review with the Board of Trustees in May and final approval of the biennial budget by the Board of Trustees in June.

After the biennial budget is implemented, a supplemental budget process begins in order to allow for necessary second-year budget adjustments. This incremental supplemental process is similar to the previously described biennial process.

***2.E.3 Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.***

Eastern Washington University manages the planning process at the campus level in accordance with guidance from the Office of Financial Management, which reports to the Governor. The state of Washington provides accounting and reporting requirements for all state agencies in the [State Administrative & Accounting Manual \(SAAM\) | Office of Financial Management](#).

The multiple routine reporting avenues to communicate planning, budgetary and financial information to the campus constituencies include these:

**Board of Trustees:** receives budgetary information and updates during the planning process and throughout the fiscal year, including routine reports and presentations as well as ad hoc special reports. The Board of Trustees approves the biennial and supplemental budgets, along

with tuition and mandatory fees. Administrators from Business and Finance present the annual financial review and debt compliance report, usually in February.

**Executive leadership team:** receives planning information, including revenue driver data, which informs the planning process. The leadership team receives a quarterly financial update and ad hoc information and reports as requested. The leadership team frequently reviews formal reports before presentation to the Board of Trustees.

**University Budget Committee (UBC):** receives information related to enrollment, financial aid, tuition revenue drivers, reserves and budget changes (increases or decreases) through the committee's participation in the budget process. The UBC also receives the annual financial review, debt compliance report and annual financial statements. As part of the committee work, the committee receives ideas and comments on its [website](#). The UBC sponsors annual campus open forums as part of the budget planning process. The membership of the committee consists of faculty, staff and administrators.

**Faculty:** When requested, Business and Finance administrators present budgetary and financial information to faculty groups or individuals as an opportunity to promote transparency of information.

**Academic Senate:** The vice president for Business and Finance attends all Academic Senate meetings and provides routine updates on budgetary, financial and other matters.

A listing of general financial policies follows:

- [EWU 202-01: Investment Policy – Endowed Funds](#)
- [EWU 202-02: Investment Policy – Treasury Portfolio](#)
- [EWU 202-04: University Fee Approval](#)
- [EWU 202-05: Statement of Debt Policy](#)
- [EWU 204-07: Purchasing, Contracts & Agreements](#)
- [UGS 202-14: Carryforward](#)

## 2.F Human Resources

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**2.F.1 Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.**

All new full-time employees (classified, exempt and faculty) participate in an orientation process. During the COVID-19 pandemic, this process has been adapted to allow remote participation. The Office of Human Resources (HR) staff meets with new staff and faculty to

review their specific employment conditions, applicable policies and processes. Criteria for evaluation and termination are discussed during these orientations, and employees are apprised of any [collective bargaining agreements](#) (CBA) that apply to their position. Employees are directed to EWU's website to access CBAs and [university policies](#).

The CBAs and policies shared with incoming employees include numerous provisions addressing conditions of employment, work assignments and rights and responsibilities; the criteria and procedures for evaluation, retention, promotion and termination; and expectations regarding teaching, scholarship, service and artistic creation.

HR also offers a policy workshop to all faculty, exempt and classified employees that includes a detailed overview of key university policies. The policies and procedures discussed during the workshops include [Ethics in Public Service](#), [confidentiality](#), [whistleblower program](#), [drug/alcohol abuse prevention](#), [information security](#), [public records](#), [diversity and nondiscrimination](#), [mandatory reporting](#), [Title IX and sexual misconduct](#), [fraternization/consensual relationships](#), [retaliation](#), [accommodations](#), [bullying](#) and [safety](#).

Each college and department orients its new faculty, including part-time faculty, to college and department policies and procedures.

### ***2.F.2 The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.***

Eastern Washington University provides appropriate opportunities and support for professional growth and development of faculty, staff and administrators. University leadership expects employees to have ongoing professional development opportunities, and the University considers time spent in required or approved training to be work time. Each department is responsible for ensuring that employees receive appropriate opportunities and support for growth and development to enhance their job skills and performance. The University provides information about training opportunities and access to online resources through its [HR website](#), the [Environmental Health and Safety \(EHS\) website](#), the [library website](#) and [LinkedIn Learning](#).

In accordance with the [EWU-UFE collective bargaining agreement](#), faculty are provided opportunities and support for professional growth and development in their faculty activity plans (FAPs) and workloads. Additionally, the university sets aside a pool of professional development funds equivalent to \$1,200 per tenured and tenure-track faculty each fiscal year.

The University provides funding for summer research and creative works grants in the amount of \$250,000 per year. The grants, up to a maximum of \$10,000, are awarded through a competitive, university-wide faculty review process. EWU also provides funding to support professional development for state-supported instructional special faculty in the amount of \$30,000 per year. In addition, full-time tenured faculty have the opportunity to pursue research and creative projects during periods of professional leave. They may apply for up to three quarters of professional leave within each successive six-year period of consecutive service

after completing an initial six years of consecutive service. Professional leave proposals are reviewed by a university-wide faculty committee in a competitive process.

Faculty, staff and administrators may participate in the University's tuition waiver program as provided by state law, [RCW 28B.15.558](#), and [EWU Policy 409-04: State and Instructional Employee Tuition Waivers](#), which allows eligible employees to enroll in up to ten credit hours per term at a cost not to exceed five dollars per employee per term, plus applicable fees. Employees can also add themselves to an internal listserv to receive notices of EWU job recruitments by email.

***2.F.3 Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.***

As of fall 2019, EWU employed approximately 433 classified, 360 exempt, 466 regular faculty and 118 non-student hourly staff to serve the needs of the University and its mission and programs. The University publishes [organizational charts](#) for its various divisions and departments.

The University's [recruitment procedures](#) require job descriptions, essential position function analysis and screening/selection criteria for all permanent positions. Applicant pools are certified by the University's affirmative action officer. All position advertisements are made public on the University's website. The University uses PeopleAdmin, a secure online application system, for applicants to submit their materials. An initial screening is conducted to screen out individuals who fail to meet the minimum qualifications required for the position. Search committee members and managers complete the rest of the recruitment screening and interview process, including any reference checks. Upon notification of a preferred candidate, Human Resources facilitates completion of the hiring process. Once employed, staff and faculty receive direction on day-to-day duties and responsibilities from their supervisors.

The University's [collective bargaining agreements](#) (CBA) include provisions relevant to institutional staffing needs. The faculty [CBA](#) provides a program review process to evaluate the sufficiency of qualified faculty to support university academic programs based on student enrollment. The University also evaluates the critical functions of the institution when considering staffing changes, additions or reductions.

***2.F.4 Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.***



The University's [collective bargaining agreements](#) (CBA), [exempt employment policy](#) and [university governance policy](#) describe the annual evaluation process for administrators and staff. Evaluations are based on a combination of performance expectations and the specific duties and responsibilities defined for each position. Evaluations may include both written and verbal feedback addressing the effectiveness of employee performance and providing guidance on areas of improvement. Evaluations of faculty for tenure and promotion are governed by the faculty [CBA](#). The faculty are evaluated based on the criteria set forth in their faculty activity plans (FAPs). The University also uses constructive action to clarify expectations. Constructive action may involve a variety of strategies to provide feedback and encourage improvement related to employee performance, including discussion, clarification of expectations, verbal coaching or counseling, written coaching or counseling or an improvement plan.

## 2.G Student Support Resources

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***2.G.1 Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.***

EWU is committed to diversity, equity and inclusion. Embracing equity and social justice is one of the goals of EWU's [strategic plan](#). Led by the Office for Diversity and Inclusion, EWU is engaging in campus-wide initiatives that positively affect outcomes for students as outlined in EWU's [Diversity Strategic Plan](#). EWU's visible and steadfast commitment to equity is exemplified through the [About Diversity](#) page of the main university website. EWU offers a robust [Office for Diversity and Inclusion](#) website, which includes resources for students, campus-wide programming and faculty, staff and student development opportunities related to equity. On this website, EWU offers resources to enhance the classroom experience and foster an inclusive university culture through [faculty instructional resources](#), [faculty-focused diversity workshops](#) and [campus-wide diversity workshops](#). EWU maintains several cultural studies departments across campus, including, for example, [Chicana/o/x Studies](#) and [Africana Studies](#), which include recruitment, curriculum and academic support that contribute to decreasing equity gaps. Many departments on campus have an embedded focus on student equity and offer resources to students, such as [Disability Support Services](#), [Student Rights and Responsibilities](#), [Student Affairs Care Team](#) and [School of Global Learning](#). In addition, culturally focused centers such as the [Multicultural Center](#), [Pride Center](#), [Women's and Gender Education Center](#) and the [Veterans Resource Center](#) offer additional support and resources to students from underserved identities. The University offers specific programs to promote student success such as [Program Leading to University Success \(PLUS\)](#), [Anchors for Success 6-Point Plan for Retention](#) and [Eagle F.A.M.](#)

**2.G.2** *The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.*

### **Institutional Mission**

<https://catalog.ewu.edu/mission/>

Eastern Washington University expands opportunities for personal transformation through excellence in learning.

### **Admission Requirements and Procedures**

<https://catalog.ewu.edu/admissions/>

Accessing the [Online Application](#)

### **EWU's Right To Change Policies**

Eastern Washington University reserves the right to change admissions policies and deadlines without notice.

[EWU's state authorization](#) progress: please check the webpage often.

[Graduate Studies](#) Admission

### **Grading Policy ([AP 303-24](#))**

<https://inside.ewu.edu/policies/knowledge-base/ap-303-24-grading-grade-changes-and-grade-appeals/>

<https://inside.ewu.edu/records-and-registration/grades/>

<https://inside.ewu.edu/records-and-registration/grading-information/>

<https://catalog.ewu.edu/registration/#gradingandtranscriptstext>

**Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences and projected timelines to completion.**

<https://catalog.ewu.edu>

**Names, Titles, Degrees held, and conferring institutions for administrators and full-time faculty.**

<https://catalog.ewu.edu/administration/>

<https://catalog.ewu.edu/administration/#boardoftrusteestext>

<https://catalog.ewu.edu/administration/#academicdeanstext>

<https://catalog.ewu.edu/administration/#facultytext>

<https://catalog.ewu.edu/administration/#facultyemeritustext>

**Rules and Regulations for conduct, rights, and responsibilities.**

<https://catalog.ewu.edu/university-policies/>

<https://inside.ewu.edu/policies/knowledge-base/wac-172-122-general-conduct-code/>

<https://inside.ewu.edu/srr/policies-relevant-to-srr/student-conduct-code/>

<https://inside.ewu.edu/srr/>

**Tuition, fees, and other program costs.**

<https://inside.ewu.edu/financialservices/student-financial-services/costs-and-fees/>

[Student Financial Services \(SFS\)](#)

**Opportunities and requirements for financial aid.**

<https://catalog.ewu.edu/student-support-services/>

[Financial Aid and Scholarships](#)

**The Academic Calendar**

<https://inside.ewu.edu/records-and-registration/calendar/>

**2.G.3 Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.**

Publications describing information on national and/or state licensure eligibility can be found in many places on the institutional website. EWU's [professional licensure information](#), in accordance with [34 CFR 668.43\(a\)\(5\)\(v\)](#), includes this statement:

EWU's professional programs are designed to meet Washington State educational requirements for licensure or certification. EWU has not yet determined if our

curriculum meets educational standards in other states. This does not necessarily mean that our program will or will not meet those requirements. Please follow up with the appropriate agency in your state....

For more information about EWU's professional offerings, as well as assistance in determining the appropriate licensing agency, please use the contact list below.

The contact list provides current and prospective students with a contact person in each program to help guide the student through out-of-state licensure requirements. It also provides a current link to the website of each EWU program that leads or could reasonably be assumed to lead to a professional license.

Program websites like the one for [School Psychology – Educational Specialist \(EDS\)](#) house information on specific licenses and programmatic accreditations, including statements such as this:

Successful completion of the National School Psychology Certification Examination (Praxis II) and an oral examination that reviews the portfolio project and contents is required.

- For information about a career in school psychology and the standards for training and practice, visit the [National Association of School Psychologists](#).
- We are also active in the [Washington State Association of School Psychologists](#).
- For more information about becoming certified as a school psychologist in the state of Washington, see the Office of Superintendent of Public Instruction's website: [How do I Become Certified in Washington?](#)

Similar information can be found in program descriptions found in the EWU [catalog](#), for example, internship information for students pursuing [Addiction Studies, Master of Arts \(MA\)](#):

MA Addiction Studies students wanting the SUDP in WA State will also need to complete: 1,500 hours in an approved Behavioral Health Agency NAADAC, NCC AP exam. Addiction Studies will provide support for students interested in this option.

EWU seeks to provide transparency for students and prospective students pursuing degrees in fields that may require state or national licensure. Maintaining accurate information within its publications is one way EWU ensures that transparency.

## **EWU Catalog**

The annual [EWU Graduate and Undergraduate Catalog](#) is maintained by [EWU Records and Registration](#) and contains information regarding academic programs, academic policies, procedures and available services. It outlines all degree requirements and is your guide to

earning a degree. Archives of past editions are available online in accordance with [WAC 250-61-120 Catalog Requirements](#).

### **Degree Program websites and collateral**

Official university degree program webpages are centrally located under the primary university website with the assistance of the Marketing and Communications [Digital Team](#). This team has professional expertise in web design, accessibility, development, user experience and content strategy. The university's custom-developed web content management system (WordPress) incorporates portions of degree and course data derived directly from the EWU Graduate and Undergraduate Catalog so that information updated in this official source is automatically reflected on program-specific webpages on an annual basis. This mechanism was created to ensure the utmost accuracy of all degree program information available online.

Other marketing and promotional materials for degree programs are developed with this same level of accuracy at the request of the department chair or college dean and produced internally with the University Relations' office of [Marketing and Communications](#) in accordance with [EWU 201-03: External Communications](#).

***2.G.4 The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.***

Eastern Washington University's Financial Aid and Scholarships Office provides all options and details for funding higher education through the [EWU Financial Aid website](#). With approval from the federal and state government, EWU awards Title IV and Washington state financial aid according to the rules and regulations of the U.S. Department of Education and the state of Washington. Additionally, institutional aid, scholarships and fellowships are awarded to EWU students in accord with institutional rules and regulations. Most aid resources are made available through the Free Application for Federal Student Aid (FAFSA). Additionally, undocumented students may access Washington state aid through the Washington Application for State Financial Aid (WASFA). Scholarships and fellowships are available to various populations via institutional applications.

The [EWU Financial Aid website](#) and resources are promoted to prospective and enrolled students via individual letters, email and text messages. Further outreach is provided through community presentations on campus, at regional high schools and to community organizations with an emphasis on underserved populations, first generation students and foster/homeless youth. Next steps to receive aid and award offers are sent to students via individual letters and email with access through the secure student portal. The EWU Financial Aid Office adheres to all institutional, state and federal aid regular reporting requirements, policy maintenance and program audits to continue program integrity and eligibility.

**2.G.5 Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.**

All students receiving aid at EWU, as part of their financial aid offer, are provided a link to [program policies and repayment obligations](#). The detailed information is also part of the [EWU Financial Aid website](#) and [EWU's Disclosures & Consumer Information](#). When a student's circumstances necessitate return of Title IV funds, the EWU Financial Aid Office provides timely notification to the student of the aid adjustment and applicable repayment requirements through individual letters and email.

The EWU Financial Aid Office also mandates required loan entrance and exit counseling, provides custom debt awareness and counseling to special populations and provides individuals regular notification about the balance of their student education loan debt along with repayment guidance and assistance options. The EWU Financial Aid Office regularly monitors student loan programs via daily processing, monthly reconciliation and federal reporting.

EWU publishes its institutional default rate on the [EWU Financial Aid website](#) homepage. EWU's current default rate is 5.4%, below the 7.1% national average for four-year public universities and the 9.7% national average for all higher education institutions.

**2.G.6 The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.**

**Academic Advising Design and Maintenance**

EWU adopted a total intake advising model in 2016 after an extensive two-year review of academic advising services. The implementation of the new advising model and of academic advising support technology addresses students' and administration's key concerns about personnel, processes and technology related to academic advising as communicated through student focus groups, student surveys, the NACADA consultants' report and Strata Information Group consultants' report data that were collected throughout 2014-15. Those key concerns included a lack of communication among the many entities offering academic advising, a lack of consistency across campus in advising practices and procedures and a lack of access to academic advisors for many EWU students. The resulting centralized, professional/faculty advisor split model of academic advising leverages a proactive, appreciative advising approach as the foundation of advising practice for professional advisors. The implementation of the new model began in September 2016 and undergoes continuous improvement as the needs of students and other stakeholders change.

2016: Professional advisors were centralized under a single reporting line, received common position descriptions and moved into a central location.

2017: The first phase of academic advising support technology was implemented.

2018: New advisor and continuing advisor training programs were developed and implemented.

2019: Academic advising for honors students and student athletes transitioned to the Center for Academic Advising and Retention (CAAR).

2020: The second phase of technology implementation was completed with the addition of an academic planning tool for students and a mobile app that allowed for easier communication of important information to students.

2020: In addition, a coordinated support network for supporting students holistically was developed, with implementation ongoing. EWU's coordinated support network includes an early warning system and persistence-based predictive support modeling, in addition to professional development and training for faculty advisors.

2020: Academic advising for the College Assistance Migrant Program (CAMP) transitioned to CAAR, as did academic advising for Running Start students, completing the centralization of academic advising for special populations.

EWU offers professional advising and retention services to all undeclared undergraduate students and support for faculty advisors through CAAR; faculty continue to offer academic advising services to declared undergraduate and all graduate students. Professional advisors are organized in college-affiliated advising teams. Services offered through CAAR can be found on the [CAAR website](#).

EWU includes on its website an [organization chart](#) for these advising and student success units.

### **Academic Advising Evaluation**

CAAR's goals are to encourage term-to-term persistence, to support a decrease in time-to-degree for students and to encourage connections to university resources that support academic success. Specific objectives are established for each of these goals, and data is reviewed regularly to determine how successfully CAAR is meeting these goals.

Evaluation and assessment of academic advising is continuous and ongoing. Student satisfaction surveys collected after each advising appointment in CAAR are evaluated on a quarterly basis to inform small daily changes to operations that better meet the needs of students. EAB analytics and institutional reports are used to track the number of students accessing advising, the impacts of advising and support services on term-to-term persistence and the number of academic plans used by advisors and students. Adjustments to advising practices and services offered through CAAR are made on a yearly basis in response to the data in those reports.

Evaluation and assessment of faculty advising are currently completed through the advising unit of the NSSE. Future improvements to academic advising at EWU include implementing mechanisms for gathering student feedback about their faculty advising experiences.

## Advisor Education and Training

Professional advising staff participate in quarterly training sessions, for a total of approximately 15 hours each quarter, including summer. Staff also have regular team meetings each week in which training for immediate issues occurs. Quarterly training sessions are open to campus partners and to faculty advisors, although most faculty choose to receive training and support through the coordinated support network offerings. Before COVID, professional advising staff participated in regional and national professional development conferences on a three-year rotation.

Faculty advisors are offered training support through a self-paced academic advising certificate course in addition to their ongoing professional development for their faculty role within their disciplines. In addition, numerous training resources on student support technologies are offered through the [CAAR website page](#) designed to assist faculty and staff.

## Advising Requirements and Responsibilities

Professional advisor responsibilities and expectations are clearly outlined in position descriptions, operation manuals and training documents. Professional advisors are evaluated yearly for understanding their duties and receive regular feedback from supervisors about completion of responsibilities.

Students are informed initially of student and advisor expectations for advising as part of the online new student orientation. [Student and advisor expectations](#) are also posted publicly on the CAAR website.

Professional advisors periodically remind students of their advising expectations through quarterly emails.

***2.G.7 The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.***

Eastern Washington University meets the federal standards for verifying the identity of distance learning students by requiring a secure login and password for access to all electronic and course resources. Credential sharing is expressly prohibited, and abuse is actively monitored. Student privacy is maintained throughout the University's computing systems, including its admission and registration systems, its learning management system and other services like email. Student identity is divulged only to others enrolled in a course, and all data relating to student performance and assessment is visible only to the student being evaluated. Upon matriculation, students are directed to the [EWU Student Conduct Code](#), [Information Security Policy](#) and other policies and procedures of direct relevance to them.



Some courses and programs require one or more proctored exams during their term. Taking a proctored exam requires students to identify themselves and take an exam under the supervision of a proctor, whether at an authorized testing center or online through proctoring systems that use live (instructor or external staff) and/or automated analysis technologies. Currently, EWU uses Respondus Monitor or ProctorU but does allow for pre-approved third-party proctors if desired.

The University is in the process of making [two-factor authentication](#) a requirement for all faculty, staff and students, which will provide an additional layer of security and identity verification. Two-factor authentication increases security by requiring users to have something they know (username and password) and something they have (such as a cell phone or hardware token). Requiring two-factor authentication will prevent anyone but the account holder from accessing an account, even if someone else knows the password.

## 2.H Library and Information Resources

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***2.H.1 Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.***

The mission of the Eastern Washington University Libraries is to stimulate and support intellectual inquiry. The EWU Libraries supports the curricula of the University and the scholarly activities of EWU community members by providing access to information and promoting knowledge about and the practice of research and information-literacy skills. The libraries are a shared utility for the entire university community, consisting of the John F. Kennedy Library, located at the center of the Cheney campus, and the Spokane Academic Library, located in Spokane. Students have access to the resources and collections of partner locations (as contracted) and anytime/anywhere access to [EWU Libraries](#) holdings via the website. Library faculty and staff provide open access to information, reference and instructional services and are actively involved in research and service to the University and community.

Consistent with its mission, EWU Libraries employs qualified personnel to support and sustain its mission, programs and services. The Libraries recruits, hires, trains and evaluates faculty, administrative/managerial staff and classified staff who strive to provide high-quality services and collections through professional expertise, data-driven decision-making, cross-campus partnerships and input and standard and emerging practices in the field. EWU librarians all hold at minimum a Master of Library and Information Science or equivalent graduate degree from an American Library Association-accredited program.

The EWU Libraries serves the needs of EWU students, faculty, staff and the community at physical and virtual locations with support from 12.14 FTE faculty, 16.34 FTE staff and in normal, non-COVID conditions approximately 13.82 FTE student workers. The catalog includes 1.96 million item records and provides access to approximately 240 databases, 498,000 electronic books and 157,300 electronic journals. EWU Libraries provides and maintains EWU's

institutional repository, the [EWU Digital Commons](#), to preserve and provide discoverability and access to the intellectual output of EWU students and faculty. The EWU Digital Commons currently contains approximately 9,500 digital items and has had 350,000 downloads since it went live in 2014. Located within the JFK Library are two special collections: the University Archives/Special Collections and the Curriculum Center. The University Archives hold inactive university records of continuing historical and administrative importance. The archives also hold personal papers and business records of significance to this geographical region. Online access to digital versions of photographs, drawings, lithographs, maps, facsimile documents and oral history transcripts from Special Collections is provided through the EWU Digital Commons. The Curriculum Center holds more than 39,600 children's books and K-12 materials. EWU Libraries also serves as a selective U.S. government depository in the Federal Depository Library Program.

The EWU Libraries broadens the currency, depth and breadth of access to collections and services through contractual, consortial and collaborative arrangements with other libraries, institutions and agencies. As a member of the Washington Cooperative Library Project, the EWU Libraries expands collections through resource sharing among the six Washington public baccalaureate institutions. The EWU Libraries is also a member of the Orbis-Cascade Alliance consortium, which extends and expands access and services through the participation and collaboration of the 37 member academic libraries in Washington, Oregon and Idaho.

Students, faculty and staff have 24/7 access to the EWU catalog with more than 240 academic databases, more than 300 LibGuides (subject-oriented research guides), RefWorks (an online bibliographic citation manager) and tutorials on conducting library research. Students, faculty and staff may also submit an interlibrary loan request, initiate contact with the EWU Libraries for an event or display, register a complaint or suggestion and schedule reference or instructional services at any time. Online resources are accessible to the general public up to the point where the user request requires authentication or login with a university username and password.

Setting aside current coronavirus pandemic restrictions, JFK Library is open 95.5 hours per week during the academic quarter, and the Spokane Academic Library is open 77 hours per week. Both sites offer computer workstations and provide laptop check-outs to students, reference and research assistance, circulation and interlibrary loan services and printing and scanning equipment. Reference services are available via service desk, text, telephone chat and email and by appointment for more in-depth consultations. The EWU Libraries participates in the QuestionPoint online reference cooperative to provide 24/7 reference services. Distance-education students have access to guides and liaison librarians to assist in accessing local libraries and remotely accessing EWU resources.

EWU Libraries regularly partners with other university units to increase the accessibility and visibility of services that support student success; diversity, equity and inclusion; faculty research/teaching; and community engagement. The JFK Library serves as a major venue for university events such as public lectures, presentations, displays and activities. In addition, EWU Libraries and related units in the Academic Affairs division have redefined library space to

create a blended learning location with a multimedia lab, the Writers' Center and Program Leading to Undergraduate Success (PLUS) group tutorial services, all as part of the EWU Learning Commons. All of these initiatives maximize the use of space and resources while increasing access and/or removing barriers for students and faculty to the information and services they need to be successful at EWU.

The library documentation specified in *Appendix A: Standard Two Evidence Checklist, 2.H.1* is available at <https://research.ewu.edu/accreditation>.

## 2.I Physical and Technology Infrastructure

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***2.I.1 Consistent with its mission, the institution creates and maintains physical facilities that are accessible, safe, secure and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.***

Eastern Washington University's main campus is situated on 300 acres in Cheney, 20 minutes southwest of Spokane. The University also maintains a location where programs are offered in downtown Spokane, sharing space on the Washington State University Spokane campus and occupying a majority of the recently opened 150,000 square foot Catalyst building, the first office building in the state constructed out of environmentally friendly cross-laminated timber and one of the largest zero-carbon and zero-energy buildings in North America.

EWU's facilities across both campuses consist of approximately three million gross square feet of interior building space. The University owns and operates the infrastructure to generate and distribute utilities to the campus buildings and grounds, which is comparable to a small town.

Facilities and Planning supports the University in the construction and maintenance of its grounds, buildings and infrastructure. The Facilities and Planning department functions in the following areas: [Facilities Business Services](#), [Construction & Planning](#), [Facilities Maintenance](#), [Facilities Services](#), [Environmental Health & Safety](#) and [Office of Sustainability](#). The department manages the largest capital assets on campus, all construction services and contracts and design and engineering for construction projects in all university locations.

### **Facilities Master Planning**

The EWU [Comprehensive Campus Master Plan 2014 \(CCMP\)](#) is a critical part of the University's strategic planning process. It is a guide to plan and achieve a campus that reflects the programmatic and cultural environment of the University. The plan provides a means to track facility need as driven by both individual condition and overall institutional growth.

In recent years, the primary focus of this plan has been to expand and update facilities for STEM programs as a priority of both the State of Washington and the University's strategic plan. Current in-progress and recently completed projects include these:

- Opening of the Catalyst Building, September 2020
- Completion of the Interdisciplinary Science Center (ISC), December 2020
- Renovation of the existing Science building. Design is currently underway with anticipated start of construction in January 2022.
- Design and construction of a new Engineering Building, currently awaiting design funding.

A secondary focus of the plan has been to upgrade the utility infrastructure that will support the Cheney campus into the next three decades:

- Chilled water plant upgrades (completed 2019)
- Boiler plant upgrades (underway, to be partially complete 2021)
- Campus primary electrical distribution system upgrades (design underway, to be completed in the 2021-23 biennium)
- Sanitary sewer monitoring (design underway, to be completed 2021)

A final priority of the EWU master plan is support of a robust student-centered environment. After a multi-year renovation, the Pence Union Building reopened in December 2019 with new options for student dining, new offices for student programs and student government, a new bookstore and meeting facilities for the entire campus.

### **Equipment Replacement Policies/Procedures**

Facilities and Planning regularly reviews the condition and life cycle of university equipment and provides prioritized proposals to university leadership for replacement and upgrades. The University makes a biennial capital request to the legislature for minor works with a focus on projects that increase the quality and use of facilities, address safety concerns and extend the life of capital assets. Replacement of facilities equipment is based upon these priorities:

- Health and safety of university staff, faculty, students and community members
- Adherence to regulatory compliance requirements
- Providing a high-quality and comfortable environment for academic instruction, educational activities and other public service
- High-quality stewardship of state facilities
- Available funding

### **Procedures for assessing sufficiency of physical facilities**

Facilities and Planning uses a variety of systems and processes to gather, store and process information related to campus operations, including these:

- AiM Computerized Maintenance Management System (CMMS). AiM is the enterprise application for all Facilities and Planning activities, including capital planning and project implementation, preventative maintenance and demand maintenance and procurement and job costing. This system gathers relevant information about buildings and building system maintenance, breakdowns and repair costs. This information is used to develop the deferred maintenance backlog project plans required by the Washington State

Office of Financial Management, which accompanies the university's biennial capital budget request.

- Facilities Inventory Systems (FIS). This information is reviewed and updated every biennium and submitted to the State of Washington. This information includes building name, address, use, date of construction, original costs of building purchase or construction and date of last renovation or major upgrade.
- Facilities Condition Assessment (FCA). The University periodically does a survey of buildings and building systems to determine their current conditions. These conditions are assessed and tracked accordingly with Unifomat, an industry standard for classifying building specifications, cost estimating and cost analysis. From this list, the University can evaluate the condition of a building or system and decide when it is most cost effective to proceed with major repairs, renovation or replacement.

### **Policies and Procedures for Ensuring Accessible, Safe and Secure Facilities**

The University's police officers are fully commissioned officers and the University Police Department is currently undergoing national accreditation through the International Association of Campus Law Enforcement Administrators. Currently, over 56 police department policies have been updated as EWU pursues this accreditation. The University Police work closely with the Title IX office and state and local agencies and have been leaders in the implementation of body cameras, use-of-force policies and duty-to-intervene policies. The University maintains and publishes many procedures, policies and reports that relate to ensuring an accessible, safe and secure campus, including these:

- [Annual Security and Fire Safety \(Clery Act\) Reports](#)
- [Accessible Technology](#)
- [Accommodating Persons with Disabilities](#)
- [Campus Safety Security and Crime Prevention](#)
- [Fire Life Safety](#)
- [Environmental Policy](#)
- [Environmental Policy SEPA Compliance](#)
- [General use of University Facilities](#)
- [Enterprise Risk Management](#)
- Exhibit 2.I.1.1 Eastern Washington University Police Policy Manual

### **Policies and Procedures for Enterprise Risk Management**

The University's [Compliance & Enterprise Risk Management department](#) is responsible for identifying and working collaboratively with university departments to proactively assess and respond to risks that may affect the achievement of the University's mission, goals and objectives. The University looks to identify and manage risk proactively by including risk consideration as an integral part of the decision-making process, engaging the campus community in analyzing the likelihood and impact of risks, identifying and prioritizing risk on a university-wide basis and identifying and implementing risk management strategies. The department provides an [annual report](#) to the Board of Trustees of the risks facing the

University. The University's commitment to risk management and compliance is identified in its [Enterprise Risk Management policy](#).

The department also manages the process for university community members to [report concerns and file complaints](#) and serves as the central point of contact for external investigations and lawsuits.

### **Policies/Procedures for the Use, Storage and Disposal of Hazardous Waste**

The University's [Environmental Health & Safety Office](#) is dedicated to ensuring a safe and healthy environment for all students, faculty, staff and visitors and to protecting the environmental integrity of the campus and surroundings. This office maintains the policies and procedures that govern the use, storage and disposal of hazardous waste, including these:

- [Accident Prevention Program](#)
- [EWU Exposure Control Plan](#)
- [Institutional Biosafety](#)
- [Laboratory Chemical Safety Manual](#)
- [Laboratory Container Labeling](#), located on the [Hazard Communication](#) site
- [Laboratory Exposure Control Plan](#)

### **Technology Master Plan and Planning Processes**

Eastern Washington University has a centralized Information Technology (IT) Department that supports faculty, staff and students and the technology infrastructure at both the Cheney and Spokane campuses. The responsibilities of the department include management of the University's enterprise administrative systems, academic software, telecommunications and Internet services, wireless and wired networks, networked storage, computer labs and classrooms and technology-equipped classrooms.

The department is led by an associate vice president and chief information officer overseeing slightly more than 60 professional staff divided into five teams: Campus Technology Services, Enterprise Administrative Services, Infrastructure Services, Information Security Services and Instructional Design and Web Services. The department shares responsibility with Washington State University (WSU) for technology support for the University's programs based on the WSU Spokane Campus. In addition, the department employs many part-time student employees to supplement the work of full-time IT staff and to provide direct services to the campus, including the help desk.

The department has published an [IT Strategy and Roadmap](#), the master plan for university technology. This plan was developed with the consultation of the campus community and informed by the University's strategic plan and the initiatives of the division of Business and Finance.

Information Technology governance includes multiple committees featuring a broad range of stakeholders, including students, faculty and staff. Policies, procedures and related materials

are shared with the campus community on the [Policies and Governance](#) section of the IT website. IT stakeholders are represented on multiple bodies, including these:

- [Academic Committee for Innovation and Technology \(ACIT\)](#)
- [Data Management Committee](#)
- [Banner Users Group](#)
- IT Project Prioritization (levels 1 and 2) Committees
- [Student Tech Fee Committee](#)
- [Web Governance Committee](#)

The University has established an [IT Project Prioritization process](#) that provides a standardized approach to solicit, review, prioritize and execute technology projects. The [process](#) begins with a formal project submission, which is reviewed by one or both of the Project Prioritization Committees. These committees are composed of university stakeholders authorized to approve or disapprove projects. This process ensures that campus stakeholders have an important role in IT decision-making.

In addition to outreach through formal committees, the Information Technology department performs an annual satisfaction survey of all students, faculty and staff. Students, faculty and staff are asked about systems directly under control of IT as well as services managed by other departments. This approach helps alleviate survey fatigue and gives the campus a broad-based view of all technology-related services. The results of the annual survey are posted on the [Information Technology website](#). Survey results are used in the deliberations by the aforementioned governance committees and in decision making by the Information Technology department. The IT Strategy and Roadmap was directly influenced by survey comments and aggregate responses.

The University's technology master plan and planning activities are supplemented through additional surveys and committee work. As an example, ACIT recently conducted a faculty-wide survey of online technologies, using the information received to make recommendations to the provost and the Information Technology department and to influence the purchase of systems like EWU's newly acquired online course evaluation system. The Student Technology Fee Committee funds new initiatives as well as ongoing services that directly impact the student experience both in and out of the classroom.

Information Technology staff are directly involved in strategic and operational planning for the department. On a semi-annual basis, staff and managers of the department participate in planning exercises. These are opportunities to discuss and plan changes in services, processes and technologies. During these exercises, teams are purposely split, and members are expected to contribute outside their own area of expertise. Additional project and operational planning is performed by each team during staff meetings and other activities.

### **Technology/Equipment Update and Replacement Plan**

The Information Technology department is responsible for the installation, maintenance and replacement of the networking, server, cloud and data-center infrastructure of the University. It

regularly reviews the state of the University's infrastructure and engages IT staff and the campus community in replacement planning. As outlined in the [Information Technology Strategy and Roadmap](#), the University has shifted to a cloud-first approach, displacing large capital outlays with just-in-time, pay-as-you-go services. In the past, IT capital spending was speculative, sometimes overbuying and sometimes underbuying equipment. By shifting spending to the cloud, IT can scale solutions and services on demand, lowering expenses and ending the cycle of over/underbuying. With cloud-based systems, the never-ending cycle of purchase, deployment, upgrade and replacement is eliminated. This approach ensures that EWU is always using the latest system versions and that hardware constraints are no longer relevant.

In alignment with this strategy, IT has already migrated many pieces of critical infrastructure, such as single sign-on, to the cloud. Because many systems, including email and Canvas, were already cloud-based, this approach has eliminated dependence on EWU's on-premises data center and has provided business continuity and disaster recovery. EWU's last major on-premises system, Banner, is currently being migrated to the cloud, with completion expected in mid-2021. While EWU will not close the data center, only a very small portion of it will still be in use.

EWU's remaining on-premises systems, such as servers and storage area networks, are on a five-year replacement cycle. Most of these remaining systems will be retired within the next year, significantly reducing the physical data-center footprint and eliminating the need for any future upgrade and replacement.

Upgrade cycles for networking infrastructure are based on longevity, current performance and need. In the past few years, this process has included upgrading to 10Gb networking, replacing core network switches and upgrading wireless network controllers. EWU also recently replaced and expanded the wireless network throughout most of the Cheney campus.

For classrooms and labs that are centrally scheduled, the Information Technology department plans for the regular upgrade and replacement of classroom technology (projectors, document cameras and control systems) throughout campus. The goal is to upgrade at least two enhanced classrooms every academic year. The University has exceeded that goal in recent years, facilitated by the opening of new buildings and building renovations that include funding for classroom technology replacement.

Faculty computers are replaced on a five-year cycle through the faculty computer replacement program. Approximately \$180,000 is allocated on an annual basis by Academic Affairs and distributed through the colleges. Information Technology staff consult and assist faculty with their computer purchase and replacement requests.

Public computers and centrally managed computer classrooms and labs, including those in the JFK Library, are funded by the Student Technology Fee. Starting in 2020, a four-year



replacement cycle was implemented through leasing for those machines. Approximately \$250,000 of equipment is replaced annually.

Staff, administrative-department and academic-department discipline-specific computer and lab replacements are funded through individual department and college or division budgets. In some cases, replacements are supported through course fees. As with the faculty computer replacement program, Information Technology staff consult and assist with computer purchase and replacement. Some departments have joined a central, IT-managed leasing program, providing for a four-year replacement cycle for the machines enrolled.

# EXHIBITS

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1. University Governance Policy 101-02
2. Organization Chart and Executive Leadership Curriculum Vitae
3. EWU President Curriculum Vitae
4. EWU and EWU Foundation Memorandum of Agreement 2020
5. EWU Police Policy Manual
6. EWU financial report FY20
7. EWU Debt Compliance Report FY2019
8. EWU Debt Compliance Report FY2020
9. 2019 Financial Review 2.27.2020
10. 2020 Financial Review 2.26.2021



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