

## Recommendations

1. The committee recommends that the institution develop and disseminate policies and procedures so that operational goals can be established to measure success. Special attention should be paid to academic program requirements, student service delivery, faculty workload, and financial planning (Standards 2.A.3, 3.A.3, 4.A.3, 7.A.2)
2. The committee recommends that Eastern Oregon University immediately address the requirements for institutional planning and evaluation required by Standard 1B. A long-range strategic plan will provide an action agenda based on mission. Enrollment, revenue and expense projections are critical to organizational decision-making.
3. Given the opportunities presented to the institution, the committee recommends that the mission statement be revisited for scope, clarity and emphasis, focusing on how students are to be served and in what geographic region(s). In reexamination, the resources available to implement mission objectives must be considered (Standard 1A).
4. The Committee recommends that the university develop and implement an institution-wide plan for regular and continuous assessment of academic programs, in terms of clearly identified and published student learning outcomes, as well as measures to demonstrate that the improvement of teaching and learning is the result of these activities (Policy 2.2 on Educational Assessment).
5. The General Education program should be reviewed thoroughly in light of Policy 2.1 on General Education, with special attention to providing a clear and coherent rationale for general education, and to the standards requiring specification of the competencies, outcomes and measures by which the program's effectiveness will be assessed.
6. In order to use faculty time for quality instruction and support professional growth, the committee recommends that the institution develop and implement a policy for overload teaching (Standard 4.A.3)
7. The committee recommends that Eastern Oregon University identify those responsible for institutional research, define and prioritize data needed for effective operations, and create the systems necessary to disseminate results. The Standard (6.C.7) does not require creation of an institutional research position.
8. The committee recommends that Eastern Oregon University immediately undertake an assessment of the effects which decentralization of system functions has had and will continue to have on all aspects of campus operation, especially financial operations. The changes are already happening and must be accommodated rather than studied (Standard 7).

9. The committee recommends that the institution—as it begins strategic planning—respond to Standard 7 by doing financial planning that includes three year projections of major categories of income and specific plans for major expenditure categories (7.A.2 and 7.A.3). Pursuing financial planning and constructing appropriate budget plans allows the institution to create priorities, underline the rational nature of their budget requests for boards and legislatures, and have a well understood baseline plan which can be modified when allocations are announced.