Members in attendance: Jack Barner, David Fowler, Mark Gruenwald, JoAnn Laugel, Ray Lutgring, Dwight Merilatt, Abigail Miley, Jim Schaefer, Pete Sherman, Linda White, and Jeff Wolf.

Jeff Wolf distributed an updated list of the major themes as well as a report on the status of the other working groups. The status from the other various strategic groups paralleled many of our discussions. More in-depth information should be available from some of the other groups soon.

Resource allocations need to be closely re-evaluated. It may be time to revamp programs that are not as successful as they have been in the past or to even discontinue those programs and put the resources into new programs more supportive of the strategic planning process.

Four major concepts were identified:

1. Identifying new and enhanced current funding sources
2. Expense management and resource allocation
3. Provide facilities to meet academic and student life needs
4. Pursue fund raising, grant opportunities, and third-party investors

All of the various ideas identified by this group were classified under these four concepts. The group discussed the four major concepts and the specifics within these four categories.

The group determined that the University needs to set a target margin for funding goals from the other committees. Historically, due to demands on the budget we have had to look at the budget on a year to year basis. The ideal budget concept would give us the ability to look at the budget over five years rather than just from year to year. Benchmarks indicate that colleges of the same size have a margin of 2.5 to 3.0 percent, which would mean a bottom line for UE of about $1.5 to $1.6 million a year in operations, which could be used for improvements or allowed to grow for future major projects.

Other items discussed included the need to identify areas where the University could operate more efficiently (supplies, paper, utilities), utilization of GPO’s, reverse auction, and back office functions. Provista is a program that hospitals can offer to other not-for-profits and guarantees a 7-10 percent cost reduction. Jeff and Linda White will discuss that in more detail. The group discussed consolidating back office functions with other institutions for tasks such as payroll, billing, accounts payable, and student functions that do not interact with students. The University could provide these services for other institutions as an income producer or another institution could provide these functions to us. Optimally, we would provide these services as an income producing function.

Item #2b on the major themes list is not as much a savings issue as it is dealing with the inconsistency of how employees feel about the existing benefits program. Some employees would rather have more go toward their TIAA-CREF while others might want better health care benefits. In a true cafeteria plan, there is a block of dollars tailored to meet specific needs. This may not generate any type of savings but it is something that could avoid future potential costs.
The group discussed the need to bring in an objective outside facilitator or facilitators to provide a
campus wide evaluation of both academic and non-academic programs.

A quality summer program, remote campus, and online summer classes were discussed. One facet
of this type of program would be the additional load on faculty and how the cap on faculty salaries
would be affected by these types of programs. It was suggested that the University might utilize
space in another facility such as a hospital to bring programs such as the RN to BSN program to
regional area nurses. Faculty expressed concerns regarding remote locations. Faculty feels very
strongly that any off-site program must be done in a very high quality format which would enhance
our reputation.

Discussed continuing education offered to companies for employees to get a BA or MBA, such as
the one that the Kelly School of Business offers. A company pays full tuition for this type of
learning. They do some of it online and then the students come to campus for a week or so. The
faculty noted that we had been doing this with Toyota but halfway through the program they
stopped the funding. Marketing education to corporations requires a full time facilitator.

The group discussed creating a strong, highly focused fundamental management program for
executives, physicians, etc., as well as researching other health care opportunities similar to what
Marian College did with their new is osteopathic medicine program.

Need to have some policy for grant writing and research acknowledgement and support for grant
proposals, even if they are not successful. Create an environment where grant writing and research
are looked upon favorably, then faculty will be more willing to take the time and risk to write more
grants proposals.

Grant Process
1. Administrative support
2. Sharing of indirect funding with applying department
3. Recognition of grant writing and merit consideration
4. Potential for outside organizations/facilitators to help identify and apply for grants

There are firms that actually do grant reading and investigate what types of grants are most likely to
be successful.

The group discussed the struggle to bring in more students or to graduate more students. Other
than money, what is it going to take to get them to come to UE? National recognition or a strong
regional reputation is important to attracting the best students.

The next meeting will be dedicated to prioritizing and focusing our tactical plan.

Next meeting is Tuesday, November 30 at 3:00 p.m.

Meeting adjourned.