I. Policy and Advocacy

A.  
1. Strategic Plan for 40-40-20
2. Program/Mission Alignment
3. Transfer/Admissions (OTM, ATLAS)
4. Learning Outcomes (General Education, Degree Qualification Program, Applied Baccalaureate)
5. Tuition and Aid Policies
6. Diversity
7. Safety (Harassment and Consensual Relations Policies)
8. Capacity Planning (Academic, Geography, Physical/Facilities, Technology)
9. Capital Budget and Priorities
10. Operating Budget

B. Legislative Advocacy and Orchestrated Voice

C. Orchestration

II. Cost Savings

A. Shared Services
   1. Part of single legal entity: debt management, cash management, risk management, financial policies, financial statements, audit, fifth site (IT), federal tax filing
   2. Savings (payroll, legal, healthcare benefits, retirement plan)
   3. Advocacy with state (budget, debt capital, policy)
   4. Board management
   5. Volume can drive down cost and increase revenue (debt pool, cash pool, purchasing)
   6. Academic Programs (single review point; single coordination point with state, federal government, independent colleges/universities, community colleges [JBAC, UEE, Government to Government]; guard against program duplication, guard against “poaching and encroaching”; facilitating collaboration [life sciences building, Portland architecture])
III. Management

A. Good consistent information (financial, student)

IV. Effectiveness

A. Orchestration of universities with differing missions or differing resources to fulfill state goals (targets, incentives, audit, holding presidents accountable)

V. Scale/Competitiveness

A. Make sure all areas of state are served
B. Keep all universities functioning effectively