



Eastern Washington University

Budget Model Redesign Project

Presented to University Budget Committee
March 20, 2024



Project Overview

In response to the University's changing economic and business models, EWU has engaged Moss Adams to assist the University in developing an efficient and effective budget model to help optimize resource allocation.

The intent of the revised budget model is to design a methodology that blends revenues, supports transparency, and enables strategic decision-making for years to come.



Financial Outlook

- **Overall planning perspective**
 - Economic Model, Business Model and Budget Models
 - Educational and General Budget (index 1 & 2)
 - General Fund structural budget imbalance
 - *Budget Model Redesign Project (all funds)*
 - Glide path to balanced status
- **Long-term financial plan**
Influenced by -
 - current operations
 - Operational efficiencies
 - Strategic planning outcomes and investments
 - Academic plan
 - Enrollment plan
 - Student services support levels
 - Infrastructure support
 - Fundraising plan

Eastern's business model will be flexible and responsive to the economic environment over time



Project Objectives

Our work together has the following primary objectives:

1. Evaluate the strengths and weaknesses of EWU's existing budget model(s) and process (centralized and decentralized) to identify opportunities for improvement and greater alignment with the strategic direction of EWU.
2. In collaboration with EWU stakeholders, develop a comprehensive budget model(s) and process that incorporates blended revenue and expenditure allocation methods to align services, performance, and enrollment changes with the strategic direction of EWU.
3. Promote transparency and accountability in budget allocations, strategic decision-making, and resource optimization.
4. Support implementation of the revised budget model and processes.



Budgeting vs. Financial Management

Budget Model and Process

- A plan for how you will spend your money over a specified period
- Control spending, track expenses, ensure you are living within your means
- Helps in setting priorities, identifying areas where you can save money, and avoiding overspending
- Focus on Income statement

Financial Management

- Broader set of activities to effectively manage financial resources
- Optimize the use of financial resources to achieve financial goals
- Activities including investment planning, risk management, cash flow management, asset management, etc.
- Focus on Balance Sheet



Linking to the Strategic Plan

(Draft) Mission Statement

Eastern Washington University fosters an inclusive, equitable, and transformative learning community, driving the pursuit of knowledge through affordable academic excellence.

(Draft) Vision Statement

Eastern Washington University will provide an education rooted in the liberal arts, designed to address the unique challenges and opportunities facing the Pacific Northwest. Characterized by a student-centered focus and opportunities for applied learning in high demand fields, this education creates upward social mobility and a healthy, sustainable, and economically successful region.



Linking to the Strategic Plan

(Draft) Value Statements

- Belonging through Justice, Equity, Diversity and Inclusion
 - We are committed to building an inclusive, supportive, and equitable university community that celebrates diversity. We strive to integrate the principles of justice, equity, diversity and inclusion into all university operations, fostering an environment that nurtures a sense of belonging among all members of the community.
- Accessibility
 - We strive to create a more inclusive, obtainable, and equitable college education and work environment. Students, faculty, and staff are seen, understood, and appreciated for the assets they bring to our educational community.
- Regional Impact and Regional Contribution
 - We promote economic vitality through educational programs, scholarly research, and dedicated service. Our commitment is firmly rooted in enhancing the wealth creation, inclusivity, and well-being of our community while remaining nimble to its everchanging demands.
- Sustainability
 - We are committed to sustainability as a balance between the needs of our environment, the needs of our economy, and equitable outcomes for our current and future generations.
- Student Success and Student Experience
 - We recognize that student needs are complex, and success includes both student engagement and positive outcomes. We are committed to creating conditions informed by the needs of our first-generation, low-income, and other structurally marginalized students.
- Academic Excellence
 - Our student-centered learning spaces offer effective teaching approaches and dynamic conversations. As a community of learners, we pursue truth and advance knowledge through creative works, research, and scholarship.



Project Sponsors

President McMahan

Executive Leadership Team

- Mary Voves, VP for Business and Finance
- Jon Anderson, Provost and VP Academic Affairs
- Lea Jarnagin, VP Student Affairs
- Barb Richey, VP Advancement
- Tim Collins, AVP Athletics



Project Steering Committee

Chair: Toni Habegger, AVP and CFO

Divisions: One Representative

Faculty Org: Treasurer

University Budget Committee: Selected members

ASEWU Finance Vice President

Support: Budget Services

Subcommittees: TBD



Key Stakeholders to Engage

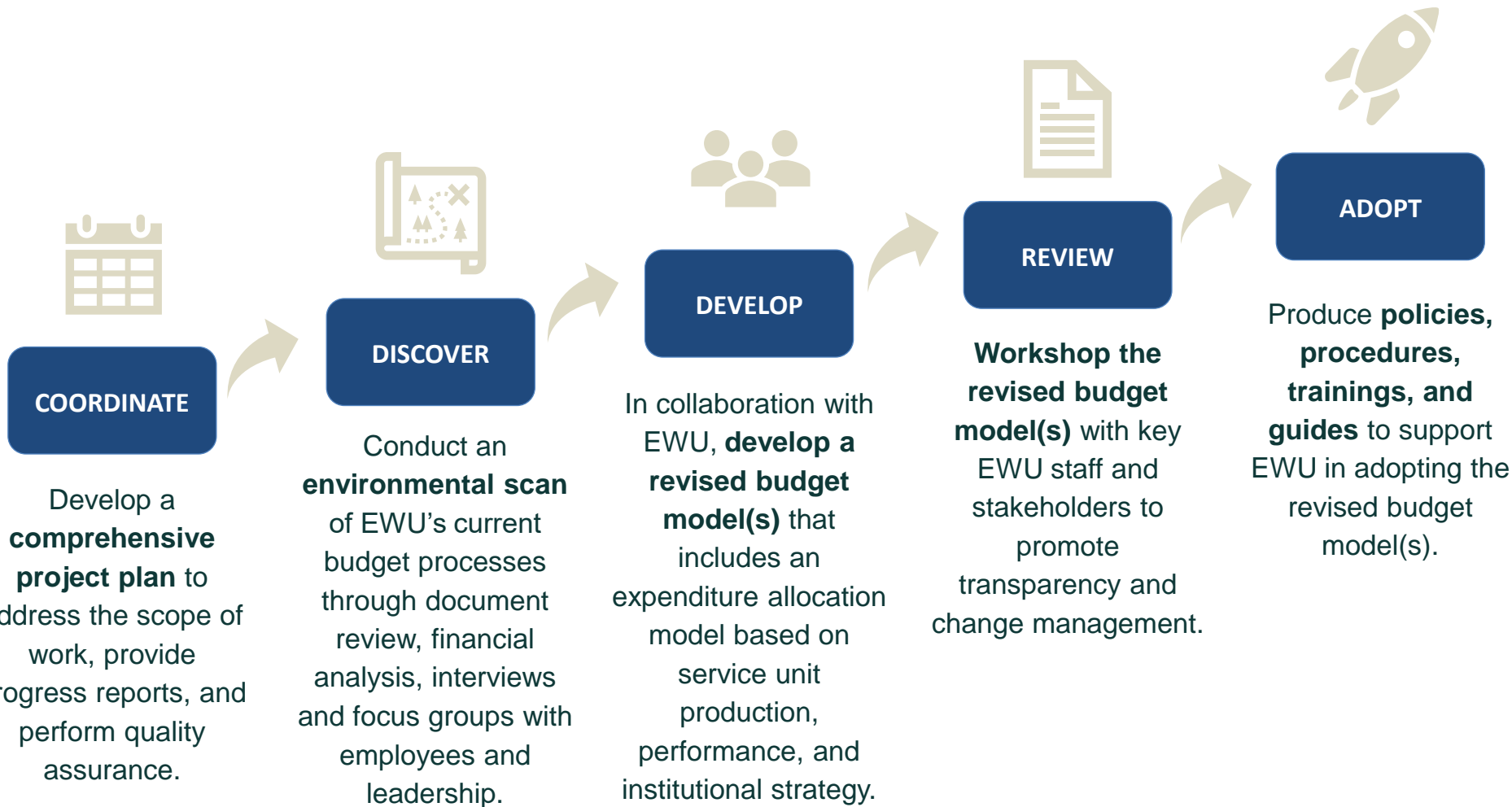
- Board of Trustees
- Executive Leadership Team
- Deans
- Associate Vice Presidents
- Directors
- Budget/Financial Managers
- University Budget Committee
- Students
- Campus at Large

Consider a RACI model to drive stakeholder engagement expectations

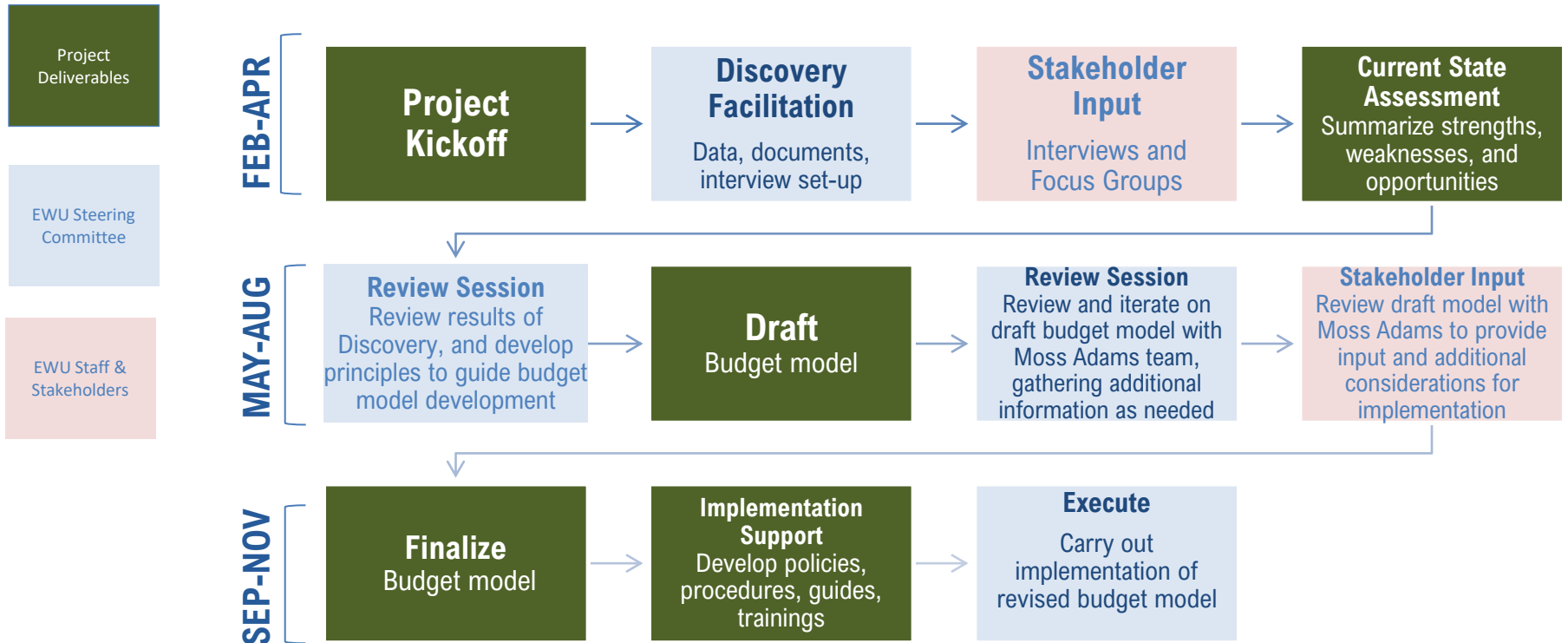
•Responsible, Accountable, Consulted, Informed



Budget Redesign Process



Project Milestones



DISCUSSION AND QUESTIONS

