

## **Statement on Addressing Financial, Academic, and Institutional Challenges**

My approach to addressing the financial, academic, and operational challenges faced by students, faculty, staff, and the broader public is rooted in principled leadership, shared governance, and a steadfast commitment to the mission and values of Eastern Washington University.

Recognizing the distinct role EWU plays as a regional comprehensive institution-one that serves a highly diverse and predominantly first-generation student population-I am committed to advancing financial strategies that are not only fiscally responsible but also equity-driven and student-centered. This includes integrating strategic planning and multi-year financial modeling with enrollment trends, state funding forecasts, and academic priorities to ensure that institutional resources are aligned with EWU's long-term sustainability and academic excellence.

For students, I would prioritize access and affordability by strengthening cost-containment measures, enhancing financial aid optimization, and leveraging auxiliary services to support the student experience. I would also promote initiatives that increase financial transparency and literacy, recognizing the critical role that economic stability plays in student persistence and completion.

For faculty and staff, I believe that institutional effectiveness depends on cultivating a supportive infrastructure that enables excellence in teaching, scholarship, and service. My leadership would focus on optimizing administrative processes, maintaining compliance with regulatory standards, and directing capital investments to advance instructional and research capabilities. I would also advocate for competitive and equitable compensation practices, professional development opportunities, and improved work environments that contribute to employee engagement and retention.

With respect to the broader public and regional community, I view EWU as a catalyst for economic and social mobility. My approach would include fostering strategic partnerships, supporting workforce development initiatives, and ensuring that the university's operations remain transparent, accountable, and responsive to public needs. Sustainability-environmental, financial, and operational-would be a guiding principle in all planning efforts.

Ultimately, I view the role of the Vice President for Business and Strategy as a collaborative steward of institutional resources-one who facilitates data-informed decision-making, models ethical leadership, and ensures that the university remains resilient and responsive in a dynamic higher education landscape.