

2021-23 Biennial Operating and Capital Budget

June 24, 2021

2nd Read and Approval

Planning Timeline

Fall 2020	▪ Unit level planning started 21-23 biennium
December 2020	▪ Governor's operating budget released
January 2021	▪ Legislative session begins
March 2021	▪ Divisions submit proposals to Budget Office
April 2021	▪ University Budget Committee reviews proposals
April 2021	▪ Legislative approval of 2021-23 budget
May 2021	▪ Board of Trustees, 1 st Read FY22 operating and 2021-23 capital budgets
→ June 2021	▪ Board of Trustees, Approval FY22 operating and 2021-23 capital budgets
July 2021	▪ Implement FY22 Budget July 1, 2021

2021-23 BIENNIUM OPERATING BUDGET

2021-23 Tuition and Fees

- Tuition rate increases
- Mandatory fees
- Housing & Dining rates



FY22 Tuition & Fee Increases

	FY2022 % Change	FY2022 Annual Rates
Resident Undergraduate	2.8%	\$6,896
Nonresident Undergraduate	0%	\$24,722
Resident Graduate	2.8%	\$12,353
Nonresident Graduate	0%	\$27,939
Building Fee	2.8%	Included in tuition rate
Service & Activity Fees	3%	Included in tuition rate
Housing & Dining Rates	4%	Rates vary
Transportation Fee	0%	\$75
Comprehensive Health & Wellness Fee	2.4%	\$390
Parking Permits – all lots	4%	Rates vary

Rates rounded for presentation purposes

2021-23 Biennium Operating Budget Fees

*Presented for Approval by the Board
of Trustees - Motion required*

Tuition Rates

Mandatory Fees

Housing and Dining Rates

FY21 -23 Operating Budget

FY22 Operating (Tuition) Fee Revenue

	FY22
AAHC Enrollment Level	8,409 AAHC
Gross Operating (Tuition) Fee Revenue	59,582,000
Less: EWU Grant Program	(2,383,000)
Plus: Interest Income	275,000
Net Operating (Tuition) Fee Revenue	57,474,000
Estimated Incremental Revenue Change	(1,743,000)
Tuition Change	1,258,000

Assumptions-

FTIC 1424 HC
 New Transfers 857 HC
 Graduate 918 HC
 Retention no change
 Persistence no change
 Fall to AAHC 93.45% 3yr historical rate
 International 175 HC
 FY21 billing group mix

*Totals are rounded to nearest thousand

Total State Funding and Operating Fees

Index 1 Revenue

	FY2022	FY2023	2021-23
General Fund State	58,079,000	59,057,000	117,136,000
Education Legacy Trust Fund	8,424,000	8,414,000	16,838,000
State Funding HB 2158	2,605,000	2,605,000	5,210,000
Operating (Tuition) Fees	57,474,000	57,474,000	114,948,000
Recharges	5,106,220	5,106,220	10,212,440
Total	131,688,220	132,656,220	264,344,440

State General Fund: To account for all financial resources of the state except those required to be accounted for in another fund. The general fund is the principal state fund supporting the operation of the state.

Education Legacy Fund: Used on for support of the common schools and for expanding access to higher education through funding for new enrollments and financial aid, and other educational improvement efforts.

HB2158: 2019-21 legislative session. An act relating to creating a workforce education investment to train Washington students for Washington jobs. Amends various statutes in RCW 28B.

Operating Fees Fund 149: Local fund used by institutions to account for operating fees and related investment income.

Recharges: Internal service funds that exist to account for services provided within the institution from one department to another.

Local Dedicated

Index 2

Significant Funding Sources

- Online Graduate Programs
- Running Start/High School Programs
- Eastern On-Line
- Summer Session
- Student Technology Fee/Health & Wellness Fee
- Course Fees
- Program Fees

2021-23 Local Dedicated Funds

Index 2

	FY2022			FY2023		
	Revenue/ Additions	Expenditures/ Deductions	Change in Unrestricted Net Assets	Revenue/ Additions	Expenditures/ Deductions	Change in Unrestricted Net Assets
President's Office	94,000	\$301,085	(\$207,085)	94,000	\$301,085	(\$207,085)
Academic Affairs	\$43,908,388	\$41,980,793	\$1,927,595	\$43,908,388	\$41,980,793	\$1,927,595
Business & Finance	\$14,251,390	\$13,602,283	\$649,107	\$14,251,390	\$13,602,283	\$649,107
Student Affairs	\$4,089,050	\$4,033,230	\$55,820	\$4,089,050	\$4,033,230	\$55,820
Advancement	\$201,000	\$197,961	\$3,039	\$201,000	\$197,961	\$3,039
Funds Total	\$62,543,828	\$60,115,352	\$2,428,476	\$62,543,828	\$60,115,352	\$2,428,476

2021-23 Service Funds

Index 3

	FY2022			FY2023		
	Revenue/ Recharges	Expenditures/ Deductions	Change in Unrestricted Net Assets	Revenue/ Recharges	Expenditures/ Deductions	Change in Unrestricted Net Assets
Workforce Construction	\$2,425,000	\$2,176,087	\$248,913	\$2,425,000	\$2,176,087	\$248,913
Telecommunications	\$1,441,161	\$1,207,395	\$233,766	\$1,441,161	\$1,207,395	\$233,766
Service Funds Total	\$3,866,161	\$3,383,482	\$482,679	\$3,866,161	\$3,383,482	\$482,679

- Service funds provide goods and services to other university units.
- The funds finance their own asset renewal and replacement.

2021-23 Auxiliary Funds

Index 3

	FY2022			FY2023		
	Revenue	Expense/ Debt	Change in Unrestricted Net Assets	Revenue	Expense/ Debt	Change in Unrestricted Net Assets
Housing & Dining	\$15,255,910	\$14,390,420	\$865,490	\$15,255,910	\$14,390,420	\$865,490
S&A Fee Fund (net of Housing debt and financial aid)	\$11,339,140	\$11,339,140	0	\$11,339,140	\$11,339,140	0
Recreation Center Fees	\$175,000	\$259,020	(\$84,020)	\$175,000	\$259,020	(\$84,020)
Intercollegiate Athletics	\$6,896,300	\$6,875,730	\$20,570	\$6,896,300	\$6,875,730	\$20,570
Bookstore	\$4,100,000	\$4,036,239	\$63,761	\$4,100,000	\$4,036,239	\$63,761
Pence Union Building	\$1,180,000	\$703,759	\$476,241	\$1,180,000	\$703,759	\$476,241
Parking	\$497,024	\$493,975	\$3,049	\$497,024	\$493,975	\$3,049
Auxiliary Funds Total	\$39,443,374	\$38,098,283	\$1,345,091	\$39,443,374	\$38,098,283	\$1,345,091

These funds finance their own asset renewal and replacement.

Scholarships and Fellowships (Index 5)

Scholarships	FY2022 Budget	FY2023 Budget
Federal Financial Aid Grants (Includes Pell grant and the Supplemental Educational Opportunity Grant – SEOG)	\$15,750,000	\$15,750,000
State Financial Aid Grants (Includes State Need Grant)	\$20,500,000	\$20,500,000
EWU Financial Aid Grants (Includes EWU grant, endowed scholarships and license plate)	\$1,800,000	\$1,800,000
Private Financial Aid Grants (Includes foundation endowed scholarships)	\$1,725,000	\$1,725,000
Total	\$39,775,000	\$39,775,000

- Scholarships & Fellowships include funds for student aid programs, some federal and state aid programs, and privately endowed scholarships.
- Funding levels assumed to remain relatively flat year-to-year.
- Total increases driven by assumed enrollment rates.

Sponsored Programs (Grants & Contracts)

Index 5

Sponsored Programs	FY2022 Budget	FY2023 Budget
Federal Research	34,500,000	1,000,000
State Research	5,000,000	5,000,000
Local Research	3,500,000	3,500,000
Private Research	1,100,000	1,100,000
Total	44,100,000	10,300,000

Funding and contracts are dependent on state and federal agency funding levels and local governmental and private agencies need for contracted services.

FY2021-23 University Operating Budget

Expenditures- All Funds

	FY2022	FY2023	2021-23
Education and General			
General Fund State	58,079,000	59,057,000	117,136,000
Education Legacy Trust	8,424,000	8,414,000	16,838,000
State Funding HB 2158	2,605,000	2,605,000	5,210,000
Tuition Operating Fees- permanent	57,474,000	57,474,000	114,948,000
Recharges	5,106,220	5,106,220	10,212,440
Dedicated Local Funds	60,021,352	60,021,352	120,042,704
Service Funds	3,383,482	3,383,482	6,766,964
Total Education and General	195,093,054	196,061,054	391,154,108
Auxiliary Enterprises	38,098,283	38,098,283	76,196,566
Scholarships & Fellowships	39,775,000	39,775,000	79,550,000
Sponsored Programs	44,100,000	10,300,000	54,400,000
2021-23 Operating Budget	317,066,337	284,234,337	601,300,674

2021-23 Biennium

Operating Budget Motion Required

*Presented for Approval by the
Board of Trustees 21-23 Biennial
Operating Expenditure Budget
\$601,300,674*

FY 21-23 Capital BUdget

2021-23 Capital Budget

Project	2021-23 Biennial Budget Appropriations
Science Renovation	\$45,000,000
Infrastructure Renewal	\$10,000,000
Total State Capital Projects- 057	\$55,000,000
Minor Works Preservation	\$3,000,000
Lucy Covington	\$300,000
Minor Works Program	\$1,000,000
Preventative Maintenance	\$2,217,000
Total EWU Capital Projects- 061 Building Fees	\$6,517,000
Local Capital	\$950,000
061 Minor Works Reappropriations	\$4,027,000
Infrastructure Renewal Reappropriation	\$11,000,000
Science Renovation Reappropriation	\$6,000,000
Interdisciplinary Science Center Reappropriation	\$3,000,000
Albers Court Improvements Reappropriation	\$4,000,000
2021-23 Capital Budget	\$90,494,000

Note: EWU Capital Projects Account (061) spend level is reflective of revenue levels based on enrollment

2021-23 Capital Budget – Local Capital

Local Capital	FY2022	FY2023	2021-23
Housing System- minor improvements	\$200,000	\$200,000	\$400,000
University Recreation Center- equipment replacement	\$250,000	\$300,000	\$550,000
Total	\$450,000	\$500,000	\$950,000

2021-23 Biennium Capital Budget Motion Required

*Presented for Approval by the
Board of Trustees Fy21-23 Capital
Budget in amount of \$90,494,000*



EASTERN
WASHINGTON UNIVERSITY

APPENDIX

The full 2021-23 budget presentation is included as an appendix

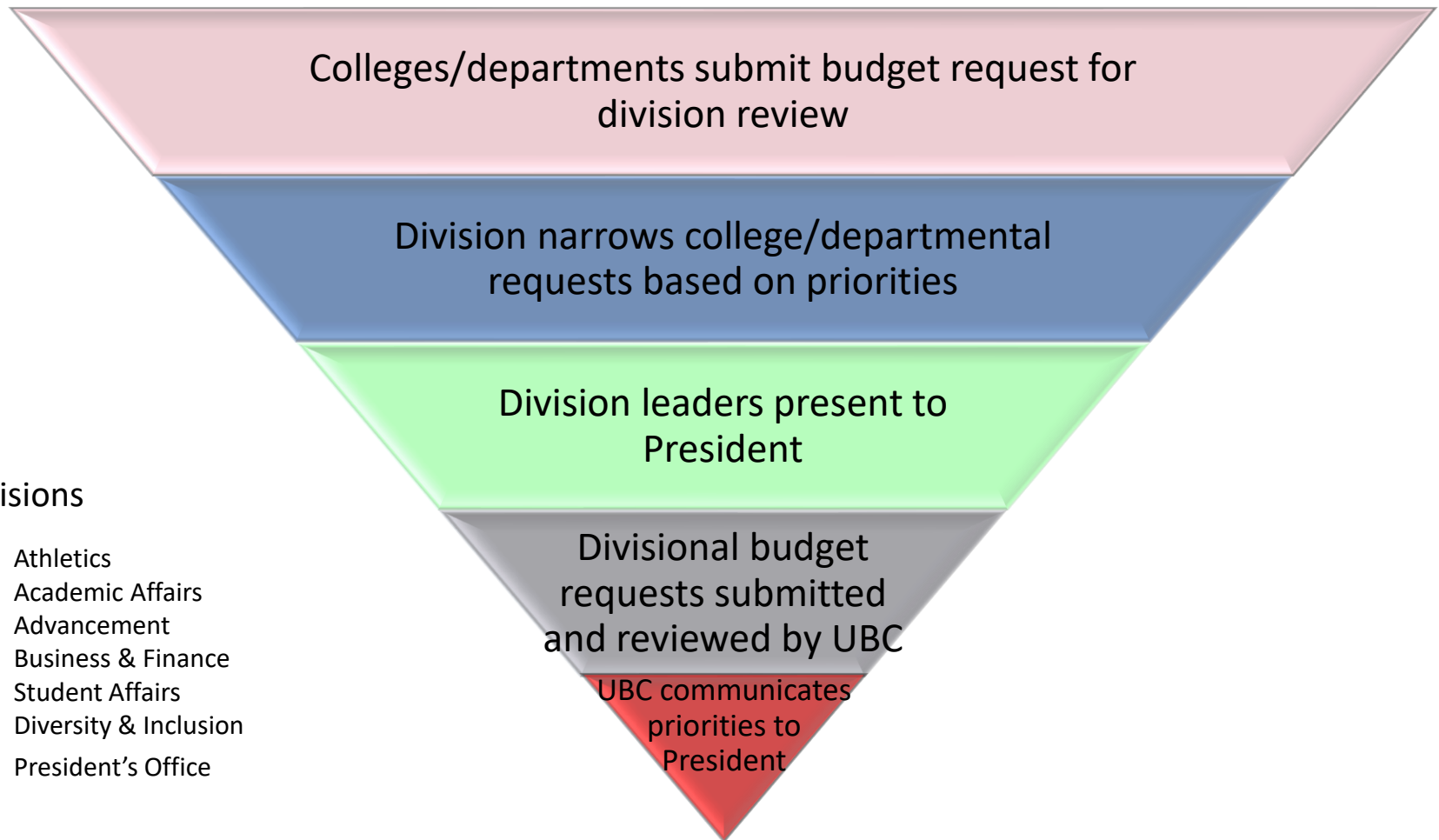
2021-23 Biennial Operating and Capital Budget

June 24, 2021

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Fall 2020	▪ Unit level planning started 21-23 biennium
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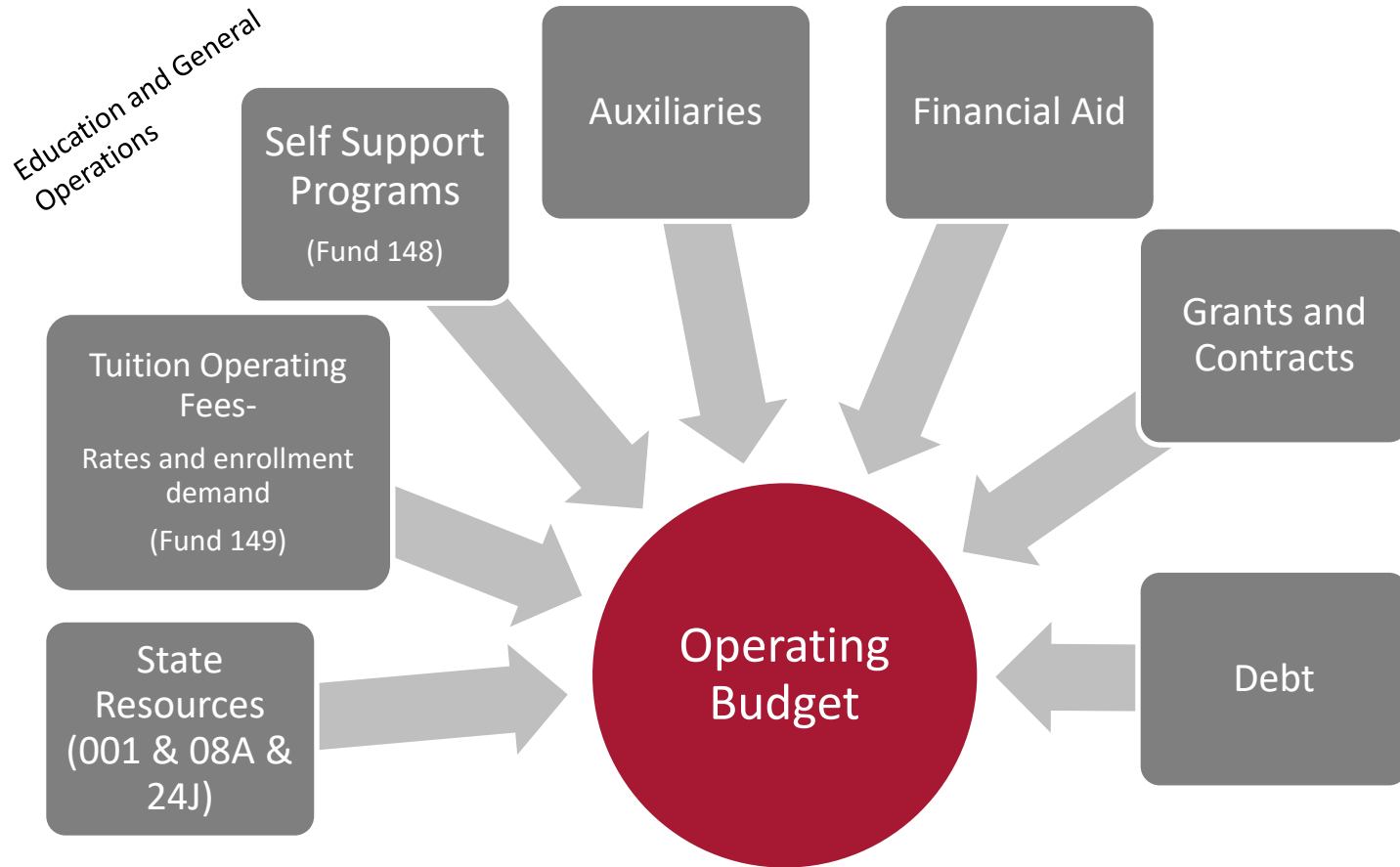
Internal Budget Planning Process



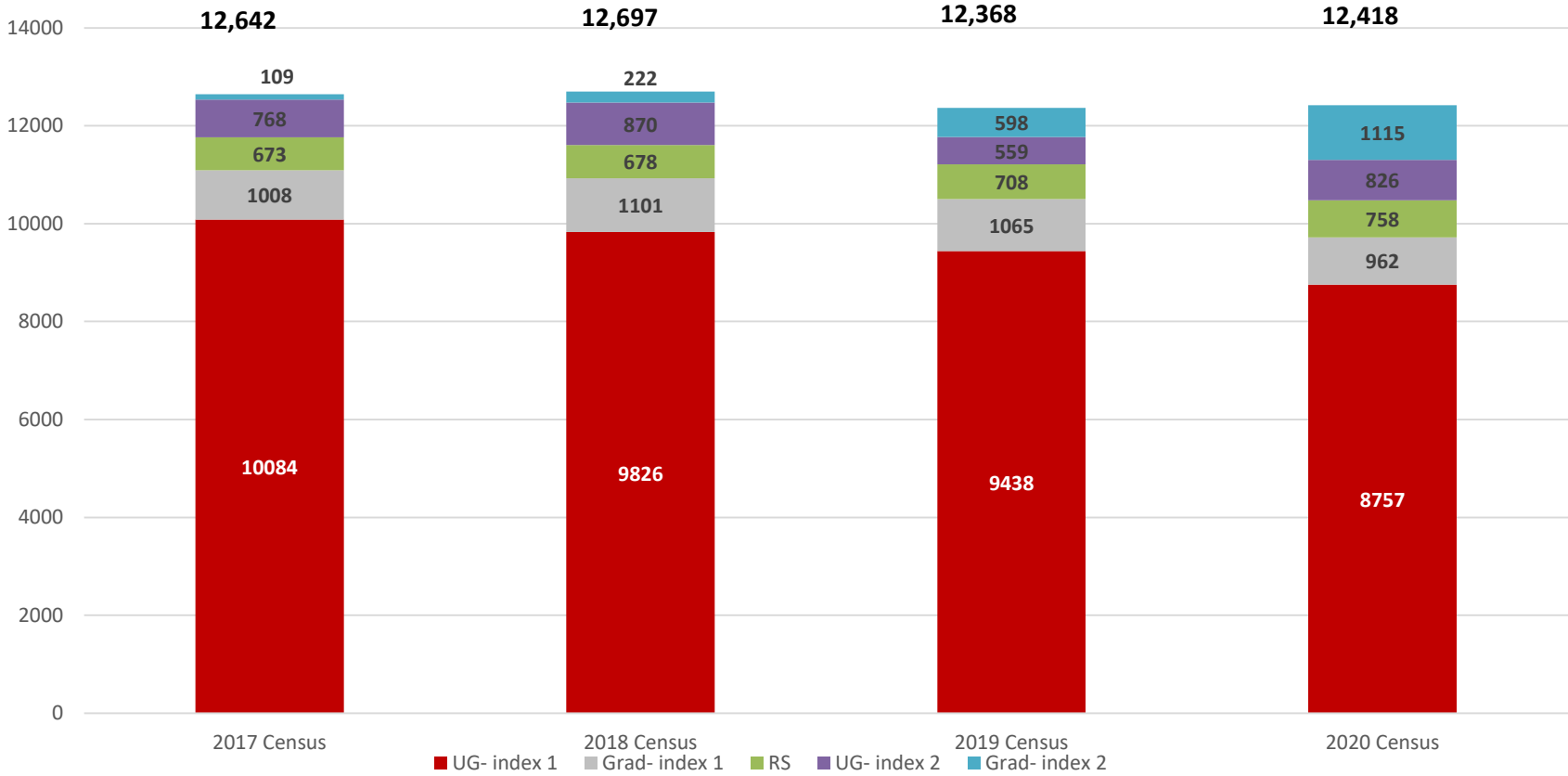
Divisions

- Athletics
- Academic Affairs
- Advancement
- Business & Finance
- Student Affairs
- Diversity & Inclusion
- President's Office

Impacts to Eastern's Budget Planning



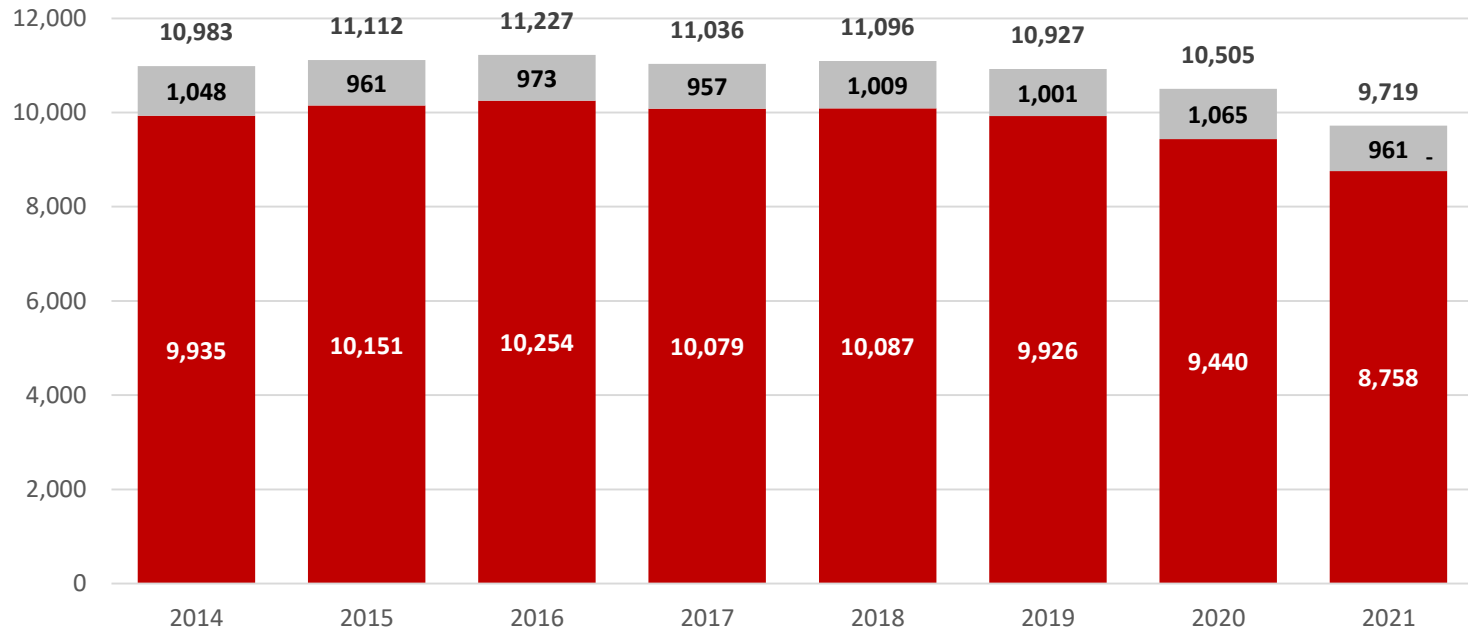
Fall Enrollment Census Headcount



Index 1 & index 2 headcount may duplicated for students that are enrolled both

Index 1 – Headcount

Fall Term Only

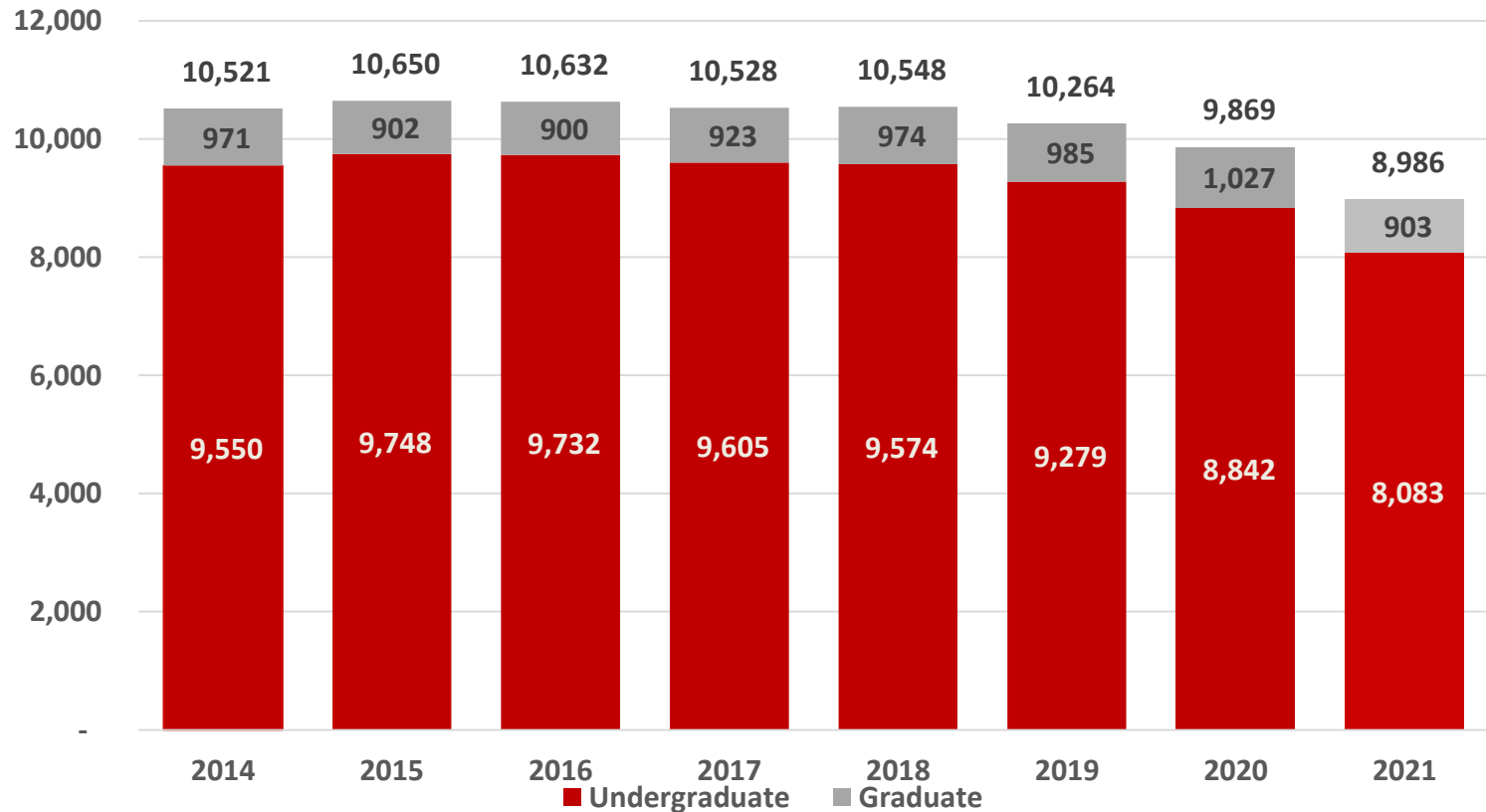


Source: Fall 10th Day Census, index 1

Note: Includes international students

■ Undergraduate

Index 1 – Average Annual Headcount



Note: Includes international students

Planning Progression

Summer 2020 to Current Date

Index 1

The reduction plan was initially planned at \$22.5M which was comprised of the following-

- \$12.6M tuition revenue (enrollment) based reduction
- \$9.9M state appropriation reduction based on governor's planning directive (OFM)
- This plan was initially spread over a 5 year period (FY21-FY25)

The governor's budget was released in December 2020 and included a smaller reduction to EWU than originally communicated by OFM. The planning numbers were revised (lower) and the timeline was modified.

The legislature (House and Senate separately) released their budgets and no reductions in state appropriations were included. The planning numbers were revised (lower) to remove the governor's budget impact.

- \$12.6M tuition revenue (enrollment) based reduction
- \$3M for inflationary costs
- This plan remained a three year plan (FY21-FY23)

Budget Reduction Scenarios BOT approved yellow highlighted reduction plan July 24,2020

Original Budget by Organization Level 1 - 5 Year History											
Organization Level 1	Index 1- Core Operating Budget					Permanent Reduction Planning- Proposed Models					
	2016	2017	2018	2019	2020	Reduction Allocation - basis is proportion of original budget	Proposed % reduction	AA at 16M, other units proportional	Proposed % reduction	AA at 19M, other units proportional	Proposed % reduction
110 President's Office	1,329,591	1,378,100	1,550,716	1,365,486	1,356,355	(254,081)	-18.7%	(182,870)	-13.5%	(98,984)	-7.3%
Percent of Total Allocated Budget	1%	1%	1%	1.1%	1.1%						
120 Athletics	4,933,096	5,252,915	5,387,547	5,523,132	6,653,888	(1,246,449)	-18.7%	(897,106)	-13.5%	(485,589)	-7.3%
Percent of Total Allocated Budget	5%	5%	5%	4.6%	5.5%						
20 Academic Affairs	60,093,758	64,888,786	68,131,785	72,627,721	71,817,171	(13,453,252)	-18.7%	(16,000,000)	-22.3%	(19,000,000)	-26.5%
Percent of Total Allocated Budget	57.4%	58.3%	58.9%	60.2%	59.4%						
40 Business and Finance	31,091,423	32,161,977	32,852,992	32,753,003	32,374,533	(6,064,605)	-18.7%	(4,364,874)	-13.5%	(2,362,638)	-7.3%
Percent of Total Allocated Budget	29.7%	28.9%	28.4%	27.1%	26.8%						
50 Student Affairs	4,096,190	4,345,788	4,299,298	4,386,896	4,301,013	(805,693)	-18.7%	(579,881)	-13.5%	(313,881)	-7.3%
Percent of Total Allocated Budget	3.9%	3.9%	3.7%	3.6%	3.6%						
60 Advancement	2,917,156	3,174,923	3,220,071	3,723,927	3,821,779	(715,920)	-18.7%	(515,269)	-13.5%	(278,907)	-7.3%
Percent of Total Allocated Budget	2.8%	2.9%	2.8%	3.1%	3.2%						
80 Diversity and Inclusion	195,796	155,900	143,000	269,486	658,689	-	0.0%	-	0.0%	-	0.0%
Percent of Total Allocated Budget	0.2%	0.1%	0.1%	0.2%	0.5%						
Total Allocated Budget	104,657,010	111,358,389	115,585,409	120,649,651	120,983,428	(22,540,000)		(22,540,000)		(22,540,000)	
90 Central Reserves	10,401,763	8,420,384	7,806,364	6,017,122	6,302,572	-		-		-	
Total	115,058,773	119,778,773	123,391,773	126,666,773	127,286,000	(22,540,000)		(22,540,000)		(22,540,000)	
<i>Original Budget based on FY20 Chart of Accounts Structure</i>											

Index 1 Reduction Planning

*beginning 7.01.20
implemented over three years*

	Total	FY21	FY22	FY23
President's Office	125,088	-	83,372	41,716
Intercollegiate Athletics	625,440	-	409,001	216,439
Academic Affairs	11,367,372	2,386,767	5,086,774	3,893,831
Business and Finance	3,033,384	1,129,437	860,561	1,043,386
Student Affairs	140,724	104,131	-	36,593
Advancement	359,628	125,032	109,885	124,711
Diversity, Equity, and Inclusion	-	-	-	-
	15,651,636	3,745,367	6,549,593	5,356,676

Resources to Smooth Budgetary Impacts

- Permanent reductions
- Stimulus funding
- Compensation savings
 - Salary savings from vacancies
 - Salary savings from furlough, reduction in pay
 - Tenure relinquishment program
 - Voluntary separation/retirement program
- Reduced spending on goods and services
- Resource reallocation

FY21-23 Budget Planning by Division

Academic Affairs

- \$7.47M
- Faculty tenure buyout savings
- Elimination of positions
- Reclassification of positions
- Administrative realignment savings
- Reduce operating costs

Business and Finance

- \$1.99M
- Elimination of vacant positions
- Reduction in positions
- Reduction in term positions
- Reduce hourly positions
- Reduce operating costs
- Use of building fees for maintenance & operations

University Advancement

- \$235k
- Elimination of position
- Salary savings vacant positions

Athletics

- \$409k
- Elimination of Positions
- Reduction in position terms
- Realigned scholarships
- Reduce operating costs

Office of the President

- \$83k
- Position realignment

Student Affairs

- \$104k
- Reduction of direct or operating expenses
- Elimination of vacant positions
- Position realignment
- Reinvesting additional savings for the future

FY19 to FY21 Budget Impacts by Division Index 1

	Phase 1	Phase 2	Phase 3	Totals
Effective Date	7.01.18	7.01.19	7.01.20	
Implementation	7.01.19	7.01.20	7.01.20 & 7.01.21	
Goal	3,629,068	3,514,929	15,561,636	22,774,641
Office of the President	42,187	41,353	125,088	208,628
Intercollegiate Athletics	173,827	203,652	625,440	1,002,919
Academic Affairs	2,187,162	2,170,033	11,367,372	15,724,567
Business & Finance	915,803	831,774	3,033,384	4,780,961
Student Affairs	169,764	130,238	140,724	440,726
Advancement	119,333	117,613	359,628	596,574
Diversity and Inclusion	-	20,266	-	20,266

Federal Stimulus Funding

	Institution al Share	Student Aid Share
Spokane County pass thru	315,000	
City of Spokane pass thru	5,000	
CARES Dental	51,124	
HHS Early Head Start	275,648	
State WA pass thru	2,596,703	
CARES Act Supplemental – Strengthening Institutions	1,209,523	
CARES Act	4,993,150	4,993,150
CARES Supplemental Act	11,727,972	4,993,150
American Rescue Plan Act	14,478,664	14,668,689
Totals	35,652,784	24,654,989

FY21 Compensation Impacts

Faculty

- Faculty promotions per contract
- 6% pay reduction
- 2% COLA MOU
- Suspended professional development funds for 1 year
- Tenure relinquishment
 - 37 participants
- Applied to Academic Affairs Reduction strategy

Exempt (Non-represented)

- No COLAs
- Furlough Program
 - September 1, 2020 through August 31, 2021
 - Furlough by salary level 63 hours to 125 hours
 - Executive level 10% pay reduction

FY21 Compensation Impacts

WFSE

- 3% COLA July 1
- Step increases per salary schedule
- MOU for temporary furloughs
 - November 1, 2020 through August 31, 2021
 - Staff paid at \$53,000 or less are exempted

PSE

- MOU for temporary furloughs
 - December 1, 2020 through November 30, 2021
 - Staff paid at \$40,000 or less are exempted

FY21 Compensation Impacts

Voluntary Separation and Retirement
Incentive Program for PERS employees
only

- State of WA program
- EWU elected to participate
- 11 retirements
- 14 separations
- \$20,000 incentive
- \$1.6M position savings

Planning Progression

Summer 2020 to Current Date

State Appropriations

The reduction plan was initially planned at \$9.9M state appropriation reduction based on governor's planning directive (OFM)

The governor's budget was released in December 2020 and included a smaller reduction to EWU than originally communicated by OFM. The planning numbers were revised (lower) and the timeline was modified.

The legislature (House and Senate separately) released their budgets and no reductions in state appropriations were included. The planning numbers were revised (lower) to remove the governor's budget impact.

FY21-23 Legislative Conference Budget

FY21 Supplemental Operating Budget

- included (for reference only) the federal stimulus funding
- removed \$729,000 compensation funding as no COLAs provided on July 1, 2020

FY21-23 Biennial Operating Budget- Policy Additions

- Diversity Funding \$121,000
- Center for Inclusive Excellence \$150,000
- Dual Credit Options \$500,000
- Summer Bridge Program \$110,000
- Veteran Mental Health Counselor \$45,000
- Menstrual Products \$27,000
- Review Record Covenants \$125,000

2021-23 Conference Budget Operating Appropriations

State Funding: Biennial Perspective	Use of Funding	Type of Funding	FY2022	FY2023	Conference Budget
2021-23 Biennium Funding Carryforward Level from 2019-21	<i>General and specific based on 2019-21 operating budget</i>	<i>Ongoing and one-time</i>	68,286,000	68,232,000	\$136,518,000
Maintenance Level			(8,000)	142,000	134,000
<i>Worker Comp & Self Insurance</i>	<i>Anticipated share of Dept. of Labor & Industries worker's comp benefits & projected cost of self-insurance liability account</i>	<i>Ongoing</i>	<i>(38,000)</i>	<i>(38,000)</i>	<i>(76,000)</i>
<i>Central Services bundle</i>	<i>Change in allocable share of statewide costs for audit, legal, archives, worker's comp, self insurance premium, etc.</i>	<i>Ongoing</i>	<i>(148,000)</i>	<i>(149,000)</i>	<i>(297,000)</i>
<i>Pension & DRS Rates</i>	<i>Employer pension contributions are adjusted to reflect new rates</i>	<i>Ongoing</i>	<i>(279,000)</i>	<i>(281,000)</i>	<i>(560,000)</i>

2021-23 Conference Budget Operating Appropriations

State Funding: Biennial Perspective	Use of Funding	Type of Funding	FY2022	FY2023	Conference Budget
Maintenance Level (Continued)					
<i>Tuition Backfill</i>	<i>College Affordability Program to backfill the loss of revenue from tuition operating fee reductions. Adjusted biennially for enrollment changes and inflation</i>	<i>Ongoing, subject to adjustment based on enrollment & inflation</i>	300,000	509,000	809,000
<i>Deep Lake Watershed</i>	<i>Funding moved from FY2021 to FY2022 to complete comprehensive analysis originally funded in the 2019-21 biennial budget</i>	<i>One-time</i>	56,000	0	56,000
<i>PEB Rate Adjustment</i>	<i>Employer health insurance rate moves from \$916 to \$971 per month</i>	<i>Ongoing</i>	101,000	101,000	202,000

2021-23 Conference Budget Operating Appropriations

State Funding: Biennial Perspective	Type of Funding	Type of Funding	FY2022	FY2023	Conference Budget
Policy Level- New Funding					
<i>Center for Inclusive Excellence</i>	<i>Faculty & staff preparedness, education and development and inclusive pedagogy to support first generation and diverse students</i>	<i>Ongoing</i>	<i>150,000</i>	<i>150,000</i>	<i>300,000</i>
<i>Central Services Bundle</i>	<i>Change in allocable share of statewide costs for audit, legal, archives, worker's comp, self insurance premium, etc.</i>	<i>Ongoing</i>	<i>130,000</i>	<i>87,000</i>	<i>217,000</i>
<i>Diversity Higher Education</i>	<i>Anti-racism professional development for faculty and staff and campus climate assessment</i>	<i>Ongoing</i>	<i>121,000</i>	<i>121,000</i>	<i>242,000</i>
<i>Dual Credit Options</i>	<i>Expand dual credit option to address gaps in access & support for rural, low-income and traditionally underserved high school students</i>	<i>Ongoing</i>	<i>500,000</i>	<i>500,000</i>	<i>1,000,000</i>
<i>Review Record Covenants</i>	<i>Review racial restrictions in covenants</i>	<i>One-time</i>	<i>125,000</i>	<i>125,000</i>	<i>250,000</i>
<i>Flexible Spending Account</i>	<i>This allocation is now covered in the employer's portion of the Public Employee's Benefits Board funding rate</i>	<i>Ongoing</i>	<i>(31,000)</i>	<i>(31,000)</i>	<i>(62,000)</i>

2021-23 Conference Budget Operating Appropriations

State Funding: Biennial Perspective	Type of Funding	Type of Funding	FY2022	FY2023	Conference Budget
<i>Employee Benefits</i>	<i>Funding for employee benefits</i>	<i>Ongoing</i>	<i>(347,000)</i>	<i>595,000</i>	<i>248,000</i>
<i>Summer Bridge Program</i>	<i>Program for students who need additional support before the first year of college</i>	<i>Ongoing</i>	<i>110,000</i>	<i>110,000</i>	<i>220,000</i>
<i>Menstrual Products</i>	<i>Funding is provided to implement HB 1273</i>	<i>One time</i>	<i>27,000</i>	<i>0</i>	<i>27,000</i>
<i>Veteran Mental Health Counselor</i>	<i>Funding for a mental health counselor who has experience and training related to working with active members of the military or veterans</i>	<i>Ongoing</i>	<i>45,000</i>	<i>45,000</i>	<i>90,000</i>
State Operating Budget Level			69,108,000	70,076,000	139,184,000

2021-23 BIENNIUM OPERATING BUDGET

Index 1 Budget
Legislative Budget
Tuition Authority
Enrollment
Self Support Budgets

2021-23 Tuition and Fees

- Tuition rate increases
- Mandatory fees
- Housing & Dining rates



2021-23 Operating (Tuition) Fee Assumptions

	FY2021	FY2022
Budgeted AAHC – state supported	8,600	8,409
Operating Fee -Resident Undergraduate & Graduate	2.4%	2.8%
Operating Fee – Nonresident Undergraduate & Graduate	2.4%	0%
EWU Financial Aid	4%	4%

International enrollment is excluded

Enrollment Sensitivity Analysis

Increase to Fall Term projection:

- FTIC (First Time In College) above 1,424 HC
- Fall 2021 FTIC confirmation to enrollment melt is less than prior year
- New transfers exceed expectation of 857 headcount
- Retention increases over prior year
- Former students return in greater numbers
- New cohorts or programs beginning in Winter or Spring Quarters
- Term to term continuation rates are higher than FY21

Decrease to Fall Term projection:

- Domestic non-resident enrollment declines
- Retention decreases
- Graduate program development – move to self support
- Term to term continuation rate declines from prior year
- Continuing students decline from historical fall percent of ~ 63% total fall headcount
- More programs move to self-support models

FY22 Tuition & Fee Increases

	FY2022 % Change	FY2022 Annual Rates
Resident Undergraduate	2.8%	\$6,896
Nonresident Undergraduate	0%	\$24,722
Resident Graduate	2.8%	\$12,353
Nonresident Graduate	0%	\$27,939
Building Fee	2.8%	Included in tuition rate
Service & Activity Fees	3%	Included in tuition rate
Housing & Dining Rates	4%	Rates vary
Transportation Fee	0%	\$75
Comprehensive Health & Wellness Fee	2.4%	\$390
Parking Permits – all lots	4%	Rates vary

Rates rounded for presentation purposes

FY22 Operating (Tuition) Fee Revenue

	FY21	FY22
AAHC Enrollment Level	8,600 AAHC	8,409 AAHC
Gross Operating (Tuition) Fee Revenue	61,398,000	59,582,000
Less: EWU Grant Program	(2,456,000)	(2,383,000)
Plus: Interest Income	275,000	275,000
Net Operating (Tuition) Fee Revenue	59,217,000	57,474,000
Estimated Incremental Revenue Shortfall		(1,743,000)
Tuition Change		1,258,000
AAHC Change		(3,001,000)

Assumptions-

- FTIC 1424 HC
- New Transfers 857 HC
- Graduate 918 HC
- Retention no change
- Persistence no change
- Fall to AAHC 93.45% 3yr historical rate
- International 175 HC
- FY21 billing group mix

*Totals are rounded to nearest thousand

Total State Funding and Operating Fees

Index 1 Revenue

	FY2022	FY2023	2021-23
General Fund State	58,079,000	59,057,000	117,136,000
Education Legacy Trust Fund	8,424,000	8,414,000	16,838,000
State Funding HB 2158	2,605,000	2,605,000	5,210,000
Operating (Tuition) Fees	57,474,000	57,474,000	114,948,000
Recharges	5,106,220	5,106,220	10,212,440
Total	131,688,220	132,656,220	264,344,440

State General Fund: To account for all financial resources of the state except those required to be accounted for in another fund. The general fund is the principal state fund supporting the operation of the state.

Education Legacy Fund: Used on for support of the common schools and for expanding access to higher education through funding for new enrollments and financial aid, and other educational improvement efforts.

HB2158: 2019-21 legislative session. An act relating to creating a workforce education investment to train Washington students for Washington jobs. Amends various statutes in RCW 28B.

Operating Fees Fund 149: Local fund used by institutions to account for operating fees and related investment income.

Recharges: Internal service funds that exist to account for services provided within the institution from one department to another.

Self-Support Budgets

- Revenue impacts related to programming, enrollment, fees
- Expense level within annual revenue levels
- Manage labor cost to slow growth
- Use of fund balance- zero unless strategic necessity at less than 5% annually
- Retain appropriate level of annual reserves to fund emergent needs

Local Dedicated

Index 2

Significant Funding Sources

- Online Graduate Programs
- Running Start/High School Programs
- Eastern On-Line
- Summer Session
- Student Technology Fee/Health & Wellness Fee
- Course Fees
- Program Fees

2021-23 Local Dedicated Funds

Index 2

	FY2022			FY2023		
	Revenue/ Additions	Expenditures/ Deductions	Change in Unrestricted Net Assets	Revenue/ Additions	Expenditures/ Deductions	Change in Unrestricted Net Assets
President's Office	94,000	\$301,085	(\$207,085)	94,000	\$301,085	(\$207,085)
Academic Affairs	\$43,908,388	\$41,980,793	\$1,927,595	\$43,908,388	\$41,980,793	\$1,927,595
Business & Finance	\$14,251,390	\$13,602,283	\$649,107	\$14,251,390	\$13,602,283	\$649,107
Student Affairs	\$4,089,050	\$4,033,230	\$55,820	\$4,089,050	\$4,033,230	\$55,820
Advancement	\$201,000	\$197,961	\$3,039	\$201,000	\$197,961	\$3,039
Funds Total	\$62,543,828	\$60,115,352	\$2,428,476	\$62,543,828	\$60,115,352	\$2,428,476

Student Technology Fee

Index 2 Detail

	FY2022
Revenues	1,032,000
Expenses	1,250,561
<i>Student Wages and Benefits</i>	145,410
<i>Purchased Services</i>	360,165
<i>Supplies, printing, telephone, leases, marketing, software</i>	23,869
<i>IT equipment replacement and software</i>	250,000
<i>IT Service Agreement</i>	227,981
<i>Administrative</i>	243,136

- Student Technology Fee Committee approves an annual expenditure plan per RCW 28B.15.051
- Plan to fund requests from student organizations for technology replacements, a language learning system and expansion of the Multimedia Center's activities

2021-23 Service Funds

Index 3

	FY2022			FY2023		
	Revenue/ Recharges	Expenditures/ Deductions	Change in Unrestricted Net Assets	Revenue/ Recharges	Expenditures/ Deductions	Change in Unrestricted Net Assets
Workforce Construction	\$2,425,000	\$2,176,087	\$248,913	\$2,425,000	\$2,176,087	\$248,913
Telecommunications	\$1,441,161	\$1,207,395	\$233,766	\$1,441,161	\$1,207,395	\$233,766
Service Funds Total	\$3,866,161	\$3,383,482	\$482,679	\$3,866,161	\$3,383,482	\$482,679

- Service funds provide goods and services to other university units.
- The funds finance their own asset renewal and replacement.

2021-23 Auxiliary Funds

Index 3

	FY2022			FY2023		
	Revenue	Expense/ Debt	Change in Unrestricted Net Assets	Revenue	Expense/ Debt	Change in Unrestricted Net Assets
Housing & Dining	\$15,255,910	\$14,390,420	\$865,490	\$15,255,910	\$14,390,420	\$865,490
S&A Fee Fund (net of Housing debt and financial aid)	\$11,339,140	\$11,339,140	0	\$11,339,140	\$11,339,140	0
Recreation Center Fees	\$175,000	\$259,020	(\$84,020)	\$175,000	\$259,020	(\$84,020)
Intercollegiate Athletics	\$6,896,300	\$6,875,730	\$20,570	\$6,896,300	\$6,875,730	\$20,570
Bookstore	\$4,100,000	\$4,036,239	\$63,761	\$4,100,000	\$4,036,239	\$63,761
Pence Union Building	\$1,180,000	\$703,759	\$476,241	\$1,180,000	\$703,759	\$476,241
Parking	\$497,024	\$493,975	\$3,049	\$497,024	\$493,975	\$3,049
Auxiliary Funds Total	\$39,443,374	\$38,098,283	\$1,345,091	\$39,443,374	\$38,098,283	\$1,345,091

These funds finance their own asset renewal and replacement.

FY22 Intercollegiate Athletics

Indexes 1 and 3

Athletics Budget	Revenue	Expenses
Index 1	\$4,985,162	\$4,985,162
Index 3		
Department Revenue	\$4,143,000	
Student Support	\$1,650,000	
Operating Expenses		\$5,935,730
Additional Institutional Funding	\$163,300	
Athletic Camps	\$840,000	\$840,000
Student – Athletic Opportunity Funds	\$100,000	\$100,000
Total	\$11,881,462	\$11,860,892
Projected net revenue		\$20,570

RCW 28B.15.120 – Detail athletics budget presented

This budget is subject to change based on future planning

Student Service and Activity Fee

Index 3

Sources	FY2022	Allocation	FY2022
S&A Fees (part of tuition)*	\$6,497,710	Debt Payments	\$3,316,822
Recreation Center Fee	\$1,673,880	S&A Fee Allocation	\$3,133,463
PUB Fee	\$2,314,000	Housing Allocation	\$645,000
Transportation Fee	\$678,800	Transportation Contract	\$678,800
Clubs (use of activity generated revenue)	\$174,750	Transfer to Athletics	\$1,650,000
		Financial Aid, Admin Cost	\$519,247
		Clubs (use of activity generated revenue and reserve)	\$174,750
		Facility Improvement Funds & Operations	\$259,040
		Pence Union Building and Rec Center Operations	\$962,018
Total Revenues	\$11,339,140	Total Uses	\$11,339,140

* Based on 3% increase

Scholarships and Fellowships (Index 5)

Scholarships	FY2022 Budget	FY2023 Budget
Federal Financial Aid Grants (Includes Pell grant and the Supplemental Educational Opportunity Grant – SEOG)	\$15,750,000	\$15,750,000
State Financial Aid Grants (Includes State Need Grant)	\$20,500,000	\$20,500,000
EWU Financial Aid Grants (Includes EWU grant, endowed scholarships and license plate)	\$1,800,000	\$1,800,000
Private Financial Aid Grants (Includes foundation endowed scholarships)	\$1,725,000	\$1,725,000
Total	\$39,775,000	\$39,775,000

- Scholarships & Fellowships include funds for student aid programs, some federal and state aid programs, and privately endowed scholarships.
- Funding levels assumed to remain relatively flat year-to-year.
- Total increases driven by assumed enrollment rates.

Sponsored Programs (Grants & Contracts)

Index 5

Sponsored Programs	FY2022 Budget	FY2023 Budget
Federal Research	34,500,000	1,000,000
State Research	5,000,000	5,000,000
Local Research	3,500,000	3,500,000
Private Research	1,100,000	1,100,000
Total	44,100,000	10,300,000

Funding and contracts are dependent on state and federal agency funding levels and local governmental and private agencies need for contracted services.

FY2021-23 University Operating Budget

Revenues- All Funds

	FY2022	FY2023	2021-23
Education and General			
General Fund State	58,079,000	59,057,000	117,136,000
Education Legacy Trust	8,424,000	8,414,000	16,838,000
State Funding HB 2158	2,605,000	2,605,000	5,210,000
Tuition Operating Fees	57,474,000	57,474,000	114,948,000
Recharges	5,106,220	5,106,220	10,212,440
Dedicated Local Funds	62,449,828	62,449,828	124,899,656
Service Funds	3,866,161	3,866,161	7,732,322
Total Education and General	198,004,209	198,972,209	396,976,418
Auxiliary Enterprises	39,443,374	39,443,374	78,886,748
Scholarships & Fellowships	39,775,000	39,775,000	79,550,000
Sponsored Programs	44,100,000	10,300,000	54,400,000
2021-23 Operating Revenues	321,322,583	288,490,583	609,813,166

FY2021-23 University Operating Budget

Expenditures- All Funds

	FY2022	FY2023	2021-23
Education and General			
General Fund State	58,079,000	59,057,000	117,136,000
Education Legacy Trust	8,424,000	8,414,000	16,838,000
State Funding HB 2158	2,605,000	2,605,000	5,210,000
Tuition Operating Fees- permanent	57,474,000	57,474,000	114,948,000
Recharges	5,106,220	5,106,220	10,212,440
Dedicated Local Funds	60,021,352	60,021,352	120,042,704
Service Funds	3,383,482	3,383,482	6,766,964
Total Education and General	195,093,054	196,061,054	391,154,108
Auxiliary Enterprises	38,098,283	38,098,283	76,196,566
Scholarships & Fellowships	39,775,000	39,775,000	79,550,000
Sponsored Programs	44,100,000	10,300,000	54,400,000
2021-23 Operating Budget	317,066,337	284,234,337	601,300,674
Tuition operating Fees- 1x funding remaining permanent budget gap	5,356,676	0	5,356,676
FY22 net enrollment change 1x funding	1,662,000	TBD	TBD

To be presented for approval at June BOT meeting

Managing and Resolving the Ongoing Structural Deficit

A structural budget deficit exists when annual expenses are projected to exceed annual revenues for multiple years.

- Solution will typically be a blend
 - Permanent budget impacts
 - Short term (1x) budget impacts (personnel and operations)
 - Increase revenue through enrollment and new revenue sources
 - Cash to bridge while accomplishing broader university structural plan
- The solution proportion is connected to achievement of a broader university structural plan
 - Example: academic plan to be achieved by x year
 - Example: investment in student success to achieve desired outcome by year x

Future Economic Impacts

- Demand for higher education and enrollment pressure
- Tuition policy and state support
- Managing revenue opportunities and expense trajectory to generate revenue to support a responsive university
- In a crowded marketplace- capture opportunities to create new demand for institutional strengths
- Anticipating future cost trends and making adjustments to optimally position the university to respond to the market, students, and employers

2021-23 BIENNIUM CAPITAL BUDGET

2021-23 State Capital Budget

Project	2021-23 Biennial Budget Appropriations
Science Renovation	\$45,000,000
Infrastructure Renewal	\$10,000,000
Total State Capital Projects- 057	\$55,000,000
Minor Works Preservation	\$3,000,000
Lucy Covington	\$300,000
Minor Works Program	\$1,000,000
Preventative Maintenance	\$2,217,000
Total EWU Capital Projects- 061 Building Fees	\$6,517,000
Local Capital	\$950,000
061 Minor Works Reappropriations	\$4,027,000
Infrastructure Renewal Reappropriation	\$11,000,000
Science Renovation Reappropriation	\$6,000,000
Interdisciplinary Science Center Reappropriation	\$3,000,000
Albers Court Improvements Reappropriation	\$4,000,000
2021-23 Capital Budget	\$90,494,000

Note: EWU Capital Projects Account (061) spend level is reflective of revenue levels based on enrollment

2021-23 Capital Budget – Local Capital

Local Capital	FY2022	FY2023	2021-23
Housing System- minor improvements	\$200,000	\$200,000	\$400,000
University Recreation Center- equipment replacement	\$250,000	\$300,000	\$550,000
Total	\$450,000	\$500,000	\$950,000



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