

EWU Board of Trustees

Statement of Budget Reduction Principles

The following *Statement of Budget Reduction Principles* underscores the Board of Trustees' commitment to the Eastern Washington University *Mission, Strategic Plan* and achievement of the *Board of Trustees Goals*:

In the current unfavorable economic environment which is likely to persist, it is the responsibility of the Eastern Washington University Board of Trustees to articulate the policy basis upon which budget decisions will be made. In the face of this budget crisis, the university must develop budget priorities that will enable it to emerge from this crisis stronger and more focused. The Board of Trustees firmly believes that it is our fiduciary responsibility to guide and assist the President in this effort. The budget reduction strategy must ensure that near term decisions complement longer term planning.

Eastern Washington University will use this process to affirm, re-define, and refine its mission as a comprehensive institution and to focus its academic programs to prepare students for success in their professional careers while contributing as citizens to the global society.

The following Budget Reduction Principles should apply no matter the size or degree of the reduction. The Principles will guide the University's budget reduction process, and as such, the President should:

1. Conduct a collaborative and transparent process involving all stakeholders of the University.
2. Place student success first – protect the teaching mission.
3. Place University priorities over unit priorities, while maintaining the flexibility to meet future challenges and opportunities.
4. Lead the University community to the understanding that it cannot be all things to all people and interests. The University community must have the courage to eliminate and/or consolidate programs and efforts in order to preserve the overall quality and mission of the University.
5. Evaluate, and if feasible, implement any and all revenue enhancement strategies.
6. Continuously ask: *“Is what we are doing more important than what we should be doing?”*
7. Fully engage the knowledge, imagination, ingenuity, and creativity of the University community to arrive at innovative solutions which will address the budget shortfalls.

The Board of Trustees charges the University to develop an administrative plan to implement these *Budget Reduction Principles* to address the following goals:

Goal 1: Tighten

Identify those things the institution should do to gain effectiveness and efficiencies campus-wide. Determine the effect of this reduction to allow for more developed targeted strategic reductions.

Goal 2: Target

Develop strategic budget reductions that help the institution achieve a newly affirmed/refined/defined vision. Determine institutional strategies and actions to reach this vision and target functions, services, and programs that are not focused on achieving that vision.

Goal 3: Enhance

Identify opportunities where the university can adopt an entrepreneurial approach to capturing revenue, market share, and partnerships with external constituencies.