University Budget Forums

March 30 and 31, 2023
Why are we here: enrollment impacts of COVID-19

WA State only funds a portion of cost increases and Western must rely on growing tuition revenues to cover the rest.

Total enrollments at WWU are down 9% from 2019, reducing our tuition revenues.

Costs are growing faster than tuition revenues and state appropriations can support.
## Recurring State Revenues & Budget

Are recurring revenues sufficient to fund recurring budget plan?

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
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</thead>
<tbody>
<tr>
<td>Student Tuition Operating Fees (Tuition Revenues only*)</td>
<td>$91,678,536</td>
<td>$88,115,021</td>
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<tr>
<td>State Operating Appropriations</td>
<td>$98,338,804</td>
<td>$95,979,448</td>
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<tr>
<td><strong>Total Recurring Revenues</strong></td>
<td>$190,017,340</td>
<td>$184,094,469</td>
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<tr>
<td><strong>Operating Budget Book Recurring Budget</strong></td>
<td>$198,504,308</td>
<td>$195,236,009</td>
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<tr>
<td><strong>Recurring revenues below budget plan</strong></td>
<td>($8,486,968)</td>
<td>($11,141,540)</td>
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*Excludes dedicated fee revenues, such as course fees, application fees, and self-sustaining revenues, which are not included in state operating budget.
Our Approach

- Increase Revenue
- Reduce Expenses
- Budget Strategically
Our Approach

Increase Revenue

- Grow enrollment to pre-pandemic levels
- Retention of current students
- Enrollments at all sites, including Peninsulas and Outreach and Continuing Education
- Grants and research
- Private giving
Our Approach

Reduce Expenses

• **Short term strategies**
  - Restrict purchasing and travel
  - Capture vacancy savings
  - Reduce contingency budget
  - Review open positions
  - Recapture new state funding for one-time savings

• **3% reduction to base budget**
Our Approach

Look at the whole "iceberg"

Budget Strategically

- Reallocate base budget to strategic priorities
- Consider what we can stop doing
- Move from incremental approach to data-based approach
Questions