FISCAL YEAR 2014
Overview

- EWU is strong, vibrant, and financially healthy

- Prudent planning and financial management and decision-making ensures EWU’s sustainability in a changing environment

- Evaluate EWU’s performance in relation to industry measures
Achieving the Goals of the EWU Board of Trustees

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**Mission and Vision**
- EWU expands opportunities for personal transformation through excellence in learning.
- EWU envisions a future of professionally, socially and culturally enriched leaders, citizens, and communities.

**Sound Financial Position**
- Campus investments
- Use of debt capacity
- Financial flexibility
- Informed decision making

**Strategic Plan**
- University Strategic Plan
- Ability to respond to changing environment
- Enrollment Management Plan
- Revenue opportunities
- Campus Master Plan

**Academic Programs**
- High quality
- Program array
- Size of the University
- Enrollment levels

**STUDENTS**
- Access
- Retention
- Degree completion
- Graduation rates
Impacts to Eastern’s Financial Position

- Capital Planning
- Auxiliaries
- State Resources
- Financial Aid
- Strategic Investments
- Tuition
- Enrollment Demand
- Debt

Finances
A sound financial position supports Eastern’s Mission and Strategic Objectives.

- Preserving and advancing Eastern’s institutional strength and security is a Board of Trustees priority.
- A stable financial position is a critical element in support of developing goals, strategies, and actions for Eastern to meet the challenges of the future.

**Stable Financial Position enables Growth.**

**Financial Performance** meets or exceeds industry measures.

**Solid position** enables investment planning and resource management to meet future budget challenges.

**Financial Position** impacted by 2015-17, and future, budget decisions.

**FY2014 FINANCIAL POSITION**
FY2014 Financial Report

Communication
- Communicating information about the university’s resources and obligations is the primary goal of financial reporting
- Demonstrates an organization is fiscally sustainable

Compliance
- Public higher education comprehensive financial reports are in compliance with generally accepted accounting principles and utilize the reporting format prescribed by GASB (Government Accounting Standards Board)
- Public disclosure required per bond covenants.

Evaluation
- For evaluative purposes across an industry, financial statements must conform to stated principles for recording revenues, expenses, assets and liabilities
- Financial statements are used in the bond rating process by rating agency for current and future issues
Measuring Financial Health

Resource Sufficiency & Flexibility
- Primary Reserve Ratio

Operating Results
- Net Operating Ratio

Debt Management
- Viability Ratio

Financial Asset Performance
- Return on Net Assets Ratio
### Key Financial Performance Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Reserve Ratio</td>
<td>Measures the financial strength of the institution by comparing expendable net position to total expenses. (Are resources sufficient and flexible enough to support the mission?)</td>
</tr>
<tr>
<td>Net Operating Ratio</td>
<td>Indicates surplus or deficit from operating activities. (Do operating results indicate the institution is living within available resources?)</td>
</tr>
<tr>
<td>Return on Net Assets Ratio</td>
<td>Determines whether the institution is financially better off than in previous years by measuring total economic return. (Does financial asset performance support the strategic mission?)</td>
</tr>
<tr>
<td>Viability Ratio</td>
<td>Measures the availability of Unrestricted Net Position to cover debt obligations at the balance sheet date. (Is debt managed strategically to advance the mission?)</td>
</tr>
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</table>
Retrospective

- EWU has successfully navigated through the economic downturn to retain a sound financial position
- State funding for operational budget continues to be constrained
- Tuition authority restriction continues to impact future opportunities
- Enrollment: focus on market position, demand, capacity. Historical strong demand yet demographics indicate current market sector will slow.
- Declining state investment in deferred maintenance and capital funding presents a major issue for the future.
RESOURCESUFFICIENCY
AND FLEXIBILITY

To support the University’s mission
FINANCIAL PLANNING

Biennial Budget Process
Long Term Planning

Planning for Resource Sufficiency and Flexibility
Budget Process Relationship to Financial Reporting

**Budget and Planning Process**
- 2 year budget with internal planning for future biennia
- Multi-year enrollment planning
- Revenue forecast and projections
- Future cost impacts
- Analysis of reserves
- Strategies for revenues and funding
- Link to Strategic Plan

**Financial Management**
- On-going analysis of spend rate and cash balances
- Interim reporting
- Budget vs. Actual Revenues and Expenses
- Ongoing enrollment review
- Financial Aid review
- Capital Projects

**Financial Reporting**
- Monthly - various financial reports are produced
- Variance reporting
- Benchmarking and industry level Analysis
- Audited annual financial statements
- Audited fund level financial statements for selected funds.
Budget Categories Relationship to Financial Reporting

FUNDING SOURCES

OPERATING REVENUE
- Education & General
  - State Funds
  - Tuition (net of discount)
  - Dedicated local Funds
  - Service Funds
- Auxiliary Enterprises
- Scholarships & Fellowships
- Sponsored Program

CAPITAL FUNDING

BUDGET CATEGORIES
- Salaries & Wages
- Benefits
- Operating Expenses
- Debt Interest
- Scholarships & Fellowships
- Capital Budget

OPERATING STATEMENT
- Salaries & Wages
- Benefits
- Operating Expenses
- Debt Interest
- Scholarships & Fellowships
- Depreciation
- Other Expenses

Adjust Budgetary Basis to GAAP
- Debt Principal
- Scholarship Allowance
- Depreciation
- Timing Differences and Other Reconciling Items
EWU’s Share of Total State GF

Total 2013-15 Budget

4-Year HE Share

Public Schools 18.49% 17.14% 6.18% 9.31%
Human Services 45.46%
DSHS 3.41%
Spec'l Approp. 1.03%
Other Agencies 1.49%

Source: fiscal.wa.gov - Operating Budget Statewide Summary
EWU’s GF-State funding per OFM Budgeted FTE declined by 67% ($2,577) between FY2008 and FY2013, and increased 16% ($615) in FY2014. The FY2015 budgeted information shows a slight decline.

Source: Data based on GFS allocations and OFM budgeted state enrollments. 2015 projections based on original budget. Actual FTE funding based on GFS allocations and Annual Average state enrollments. 2015 projections based on original budget FTE at 10,250.
Since 2011, the state funding/student tuition balance in operating budget funding sources has shifted completely.
Eastern's total annual operating budget is growing at a faster pace in FY14 (7.8%). The increase is primarily due to state funding investment, enrollment impacts and student tuition and fees.
ENROLLMENT REVIEW

Critical planning component underpinning resource sufficiency and flexibility
Total Academic Year Enrollments
State and Self-Support (HC)

Eastern’s enrollments continue to grow. Future enrollment goals will consider access, capacity, and fiscal balance within the context of the strategic plan.

Source: EWU Institutional Research
FTE Enrollment* Budget to Actual

*State supported: basis for budgeted operating fee revenue
Affordability and access to higher education largely relies on ability to offer necessary levels and types of financial aid.
Financial Aid – By Source

Source: Financial Aid Office
Financial Aid – by Type

Loans $58.8 $66.1 $73.9 $74.2 $73.5
Grants $28.7 $31.8 $33.3 $36.5 $39.3
EWU Grants $1.5 $1.6 $2.1 $2.8 $2.8
Waivers $8.0 $9.6 $10.0 $12.0 $11.8
Other Scholarships $4.6 $5.1 $5.2 $5.2 $5.6
Foundation Scholarships $0.6 $0.6 $0.8 $0.9 $0.8
Work Study $1.6 $1.5 $0.9 $1.1 $0.9
Other $1.7 $1.5 $1.0 $1.4 $2.1

Source: Financial Aid Office
Financial Aid Fall 2013

9,856 Students Received Financial Aid

Percentage of students receiving Financial Aid: 76.5%

Percentage of students receiving Pell Grants: 44.0%

Applications Processed

2013: 16,926
2014: 17,208 (+2%)

Source: Financial Aid Office
OPERATING RESULTS

Resource Sufficiency & Flexibility

Operating Results

Debt Management

Financial Asset Performance

Income Statement
- Revenue
- Expenses
- Net Assets

Do the operating results indicate the university is managed within available resources?
What does the Operating Statement mean?

<table>
<thead>
<tr>
<th>At any level of overall university assets, Eastern must live within it’s annual income over time.</th>
<th>Presents a change in net financial position over the prior year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis of performance of the university across the industry.</td>
<td>Expenditures represent the cost of providing services in support of achieving the institutional mission.</td>
</tr>
</tbody>
</table>
Revenues remained relatively flat compared to FY13, while operating expenses increased 6.7%, primarily due to an increase in compensation costs.

Source: EWU Office of Controller
FY 2014 Financial Report
Eastern's revenue remained stable in FY 2014. State operating appropriations increased slightly but total state funds dropped because revenue recognized for state capital projects is a function of spending rather than appropriations.
The university has increased its reliance on student tuition and fees.

### Tuition Dependency Ratio

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Dependency Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2009</td>
<td>44.3%</td>
</tr>
<tr>
<td>FY2010</td>
<td>51.1%</td>
</tr>
<tr>
<td>FY2011</td>
<td>54.7%</td>
</tr>
<tr>
<td>FY2012</td>
<td>61.9%</td>
</tr>
<tr>
<td>FY2013</td>
<td>62.6%</td>
</tr>
<tr>
<td>FY2014</td>
<td>62.1%</td>
</tr>
</tbody>
</table>

*Net tuition and fees plus governmental grants to the institution for student tuition divided by the sum of operating and non-operating revenues*

Source: EWU Office of Controller

FY 2014 data is preliminary, unaudited.
### Key Revenue Indicators

#### Contribution Ratio

*Shows portion of revenue by category to support actual operating expenses*

<table>
<thead>
<tr>
<th>Source of Revenue</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Tuition and Fees</td>
<td>46.3%</td>
<td>43.9%</td>
</tr>
<tr>
<td>State Appropriations – Operating</td>
<td>17.7%</td>
<td>19.3%</td>
</tr>
<tr>
<td>State and Local Grants &amp; Contracts</td>
<td>11.4%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Auxiliary Services</td>
<td>10.6%</td>
<td>10.3%</td>
</tr>
<tr>
<td>Pell Grant</td>
<td>10.2%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Federal Grants &amp; Contracts</td>
<td>2.5%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>1.9%</td>
<td>2.5%</td>
</tr>
<tr>
<td>State Appropriations – NCFI</td>
<td>1.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Non-Governmental Grants &amp; Contracts</td>
<td>1.8%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>1.6%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

Student tuition and fees covered a smaller portion of operating expenses in FY14 as resident undergraduate tuition rates were held steady compared to the prior year.

---

Source: EWU Office of Controller

Note: Excludes state capital appropriations and contributions to permanent university endowments

FY 2014 Financial Report
FY14 University operating expenses increased 6.7% over FY13.
### Expenditure Indicators

Demand by programmatic categories remained relatively stable in FY2014.

<table>
<thead>
<tr>
<th>Demand Ratio</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>32.4%</td>
<td>31.1%</td>
<td>32.8%</td>
</tr>
<tr>
<td>Research</td>
<td>0.7%</td>
<td>0.6%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Public Service</td>
<td>3.0%</td>
<td>2.6%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Academic Support</td>
<td>5.7%</td>
<td>6.2%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Student Services</td>
<td>7.4%</td>
<td>7.5%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>8.7%</td>
<td>7.1%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>8.5%</td>
<td>10.4%</td>
<td>9.2%</td>
</tr>
<tr>
<td>Scholarships &amp; Fellowships</td>
<td>11.3%</td>
<td>11.1%</td>
<td>10.9%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>15.1%</td>
<td>15.1%</td>
<td>15.6%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>5.8%</td>
<td>5.2%</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

Source: EWU Office of Controller
FY 2014 data is preliminary, unaudited
State capital funding can fluctuate between biennia and types of projects funded. 2013-15 reflects a dramatic decrease in major projects and minor works funding due to recession impacts.

Source: Appropriation schedule - New appropriations only
Does financial asset performance support the strategic mission?
### What does the Balance Sheet represent?

<table>
<thead>
<tr>
<th>University Assets and Liabilities at a point in time</th>
<th>A Comprehensive View of all that Eastern Owns... and all that Eastern Owes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer analysis of Performance within an industry</td>
<td>Analyze Debt Capacity for future capital investments</td>
</tr>
</tbody>
</table>
## Balance Sheet Overview

FY14 Total Net Position increased 4.7% over FY13.

<table>
<thead>
<tr>
<th>All Funds</th>
<th>2013 (millions)</th>
<th>2014 (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$441.5</td>
<td>$457.8</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$85.7</td>
<td>$85.5</td>
</tr>
<tr>
<td>Net Position (at June 30)</td>
<td>$355.8</td>
<td>$372.4</td>
</tr>
</tbody>
</table>

**FY 2014 Major components -**
- Cash and investments $133.7M or 29% of total assets
- Capital assets (land, building, equipment) $304.8M or 67% of total assets
- Long term debt $56.4M or 66% of total liabilities
- Unrestricted net assets (not legally restricted) $94.8M or 25% of net position

Source: EWU Office of Controller
FY2014 Financial Report
Key Balance Sheet Indicators

Eastern has consistently remained above the industry baseline with about $4 to cover every $1 of current liabilities.

Current Ratio: Measure of Liquidity

<table>
<thead>
<tr>
<th>Year</th>
<th>Current Ratio</th>
<th>Industry Baseline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>3.79</td>
<td>2.00</td>
</tr>
<tr>
<td>2010</td>
<td>4.03</td>
<td>2.00</td>
</tr>
<tr>
<td>2011</td>
<td>3.66</td>
<td>2.00</td>
</tr>
<tr>
<td>2012</td>
<td>4.92</td>
<td>2.00</td>
</tr>
<tr>
<td>2013</td>
<td>4.56</td>
<td>2.00</td>
</tr>
<tr>
<td>2014</td>
<td>4.28</td>
<td>2.00</td>
</tr>
</tbody>
</table>

FY 2009-11: Fluctuations are primarily the result of reallocations of invested assets between short and long term.

FY 2012-14: Temporary increase is from Series 2012 unspent bond proceeds for the new residence hall; otherwise the ratio would have been 3.69, 3.96, and 4.18 respectively.

Source: EWU Office of Controller
FY 2014 Financial Report
Is debt managed strategically to advance the University’s mission?
Debt Management and Oversight

- University Policy
- Debt Issuance approved by Board of Trustees
- Annual Report to Board of Trustees
  - Compliance with policy
  - Review of existing debt and associated covenants
  - Debt capacity analysis
  - Long term capital plans that require financing
  - Pending debt financed projects
Key Balance Sheet Indicators

Eastern is managing debt levels in compliance with the University debt policy. The FY 2014 ratio reflects the first principal payment on the Series 2012 bonds.

Financial Debt Burden Ratio: Measures dependence on debt as a source of financing the mission

Source: EWU Office of Controller
FY 2014 Financial Report
Summary

EWU’s Financial Performance Profile

- Resource Sufficiency & Flexibility
- Operating Results
- Financial Asset Performance
- Debt Management

- Primary Reserve Ratio
- Net Operating Ratio
- Viability Ratio
- Return on Net Assets Ratio
## EWU Financial Health

<table>
<thead>
<tr>
<th></th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Reserve ratio</strong></td>
<td>.41x</td>
<td>.48x</td>
<td>.52x</td>
<td>.53x</td>
</tr>
<tr>
<td><strong>Net Operating Revenue ratio</strong></td>
<td>0.84%</td>
<td>1.97%</td>
<td>4.54%</td>
<td>1.58%</td>
</tr>
</tbody>
</table>

Primary Reserve Ratio provides a snapshot of financial strength by indicating how long the institution could function on expendable reserves without relying on additional net position to be generated by operations – a ratio above .40x is advisable.

Net Operating Ratio measures net operating revenues (expenses) in contrast to total operating revenues – the targeted ratio should be between 2%-4% over an extended time period. The decrease for FY14 was primarily due to increased compensation costs.

Source: EWU Office of Controller  
FY 2014 Financial Report
EWU Financial Health

<table>
<thead>
<tr>
<th></th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return on Net Position ratio</td>
<td>3.89%</td>
<td>5.54%</td>
<td>8.01%</td>
<td>4.67%</td>
</tr>
<tr>
<td>Viability ratio</td>
<td>1.98x</td>
<td>1.33x</td>
<td>1.53x</td>
<td>1.68x</td>
</tr>
</tbody>
</table>

A positive return on net position indicates that the institution is better off than it was at the beginning of the year. An improving trend in this ratio is indicative of increasing net position that will strengthen the institution's financial future. A ratio between 3%-4% should be targeted.

A ratio of >1 indicates the institution has sufficient Unrestricted Net Position to satisfy debt obligations.

Source: EWU Office of Controller
FY 2014 Financial Report
University Financial Position as a Basis for Student Success

Sound Financial Position

- Campus investments
- Use of debt capacity
- Financial flexibility
- Informed decision making

Mission and Vision

- EWU expands opportunities for personal transformation through excellence in learning.
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# Future Financial Impacts

## Enrollment
- In EWU’s current market area, the enrollment demographics are going to be relatively flat before increasing
- Strategic Enrollment Plan will shape Eastern’s future enrollment shape and size
- Affordability and access
- Higher education participation rates…focus on 4 year sector
- Statewide higher education enrollment goals

## Revenues
- State investment in higher education
- Tuition flexibility
- Annual growth rate v. inflation and expenses
- Impact of enrollment growth on revenue

## Costs and Investments
- Increase in salary and benefit costs
- Continued growth in deferred maintenance backlog
- Renewal and investment in technology
- Strategic Plan
- Financial aid needs
Eastern Washington University’s continued financial stability will enable fulfillment of our mission.

“EWU expands opportunities for personal transformation through excellence in learning”
EASTERN
WASHINGTON UNIVERSITY
start something big
APPENDIX

Additional Selected Information
Operating Expenses by Function

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$59.5</td>
<td>$61.0</td>
<td>$66.8</td>
</tr>
<tr>
<td>Auxiliary Services</td>
<td>$27.8</td>
<td>$29.8</td>
<td>$31.9</td>
</tr>
<tr>
<td>Scholarships &amp; fellowships</td>
<td>$20.8</td>
<td>$21.9</td>
<td>$22.1</td>
</tr>
<tr>
<td>Operation &amp; maintenance of plant</td>
<td>$15.6</td>
<td>$20.4</td>
<td>$18.7</td>
</tr>
<tr>
<td>Student services</td>
<td>$13.6</td>
<td>$14.8</td>
<td>$16.2</td>
</tr>
<tr>
<td>Institutional support</td>
<td>$16.0</td>
<td>$14.0</td>
<td>$15.6</td>
</tr>
<tr>
<td>Academic support</td>
<td>$10.4</td>
<td>$12.2</td>
<td>$14.4</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$10.7</td>
<td>$10.3</td>
<td>$11.4</td>
</tr>
<tr>
<td>Public service</td>
<td>$5.6</td>
<td>$5.2</td>
<td>$5.3</td>
</tr>
<tr>
<td>Research</td>
<td>$1.3</td>
<td>$1.2</td>
<td>$1.0</td>
</tr>
</tbody>
</table>
Table of Contents

- Balance Sheet Indicators
- Selected Fund Levels
Key Balance Sheet Indicators

Indicates relative advantage in meeting current obligations.

**Annual Days Cash on Hand**

*Measures the number of days an institution is able to operate - cover its cash operating expenses*

<table>
<thead>
<tr>
<th>Year</th>
<th>University/University</th>
<th>Days Cash on Hand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prelim 2014</td>
<td>Eastern Washington University</td>
<td>241</td>
</tr>
<tr>
<td>2013</td>
<td>Eastern Washington University</td>
<td>236</td>
</tr>
<tr>
<td>2013 Median WA Public Universities</td>
<td></td>
<td>125</td>
</tr>
<tr>
<td>2013 Median A1 Public Universities (industry peers)</td>
<td></td>
<td>138</td>
</tr>
</tbody>
</table>

Eastern Washington University Dashboard Indicator **Good**

Source: EWU Office of Controller. Peer data from MFRA (Moody's)
FY 2014 Financial Report
Unrestricted Financial Resources to Operations

About half of EWU’s adjusted annual operating expenses could be covered by unrestricted net assets; a higher ratio is better.

Source: EWU Office of Controller. Peer data from MFRA (Moody’s)
FY 2014 Financial Report
### Key Balance Sheet Indicators

This indicator suggests Eastern is in a relatively better position to make future investments.

### Unrestricted Financial Resources to Operations

*Measures coverage of annual operations by the most liquid resources*

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prelim 2014 Eastern Washington University</td>
<td>.52x</td>
</tr>
<tr>
<td>2013 Eastern Washington University</td>
<td>.51x</td>
</tr>
<tr>
<td>2013 Median WA Public Universities</td>
<td>.35x</td>
</tr>
<tr>
<td>2013 Median A1 Public Universities (industry peers)</td>
<td>.28x</td>
</tr>
<tr>
<td>Eastern Washington University Dashboard Indicator</td>
<td>Good</td>
</tr>
</tbody>
</table>

Source: EWU Office of Controller. Peer data from MFRA (Moody’s)
FY 2014 Financial Report
Expendable Financial Resources to Direct Debt

Decrease in FY12 ratio is the result of $25.3M bond debt issued to finance construction of a new residence hall. Expendable resources increased over FY13 improving debt coverage for FY14.

Key Balance Sheet Indicators

Expendable resources are twice as much as outstanding debt. Coverage would be 1.7x if relying only on unrestricted net assets.

Expendable Financial Resources to Direct Debt

Measures coverage of direct debt by the most liquid resources

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prelim 2014 Eastern Washington University</td>
<td>2.2x</td>
</tr>
<tr>
<td>2013 Eastern Washington University</td>
<td>2.0x</td>
</tr>
<tr>
<td>2013 Median WA Public Universities</td>
<td>1.4x</td>
</tr>
<tr>
<td>2013 Median A1 Public Universities</td>
<td>0.7x</td>
</tr>
<tr>
<td>Eastern Washington University Dashboard Indicator</td>
<td>Good</td>
</tr>
</tbody>
</table>

Selected Fund Level Information
FY2014 Service Funds

Service funds are intended to provide goods & services for other university operations

Source: EWU Office of Controller
Auxiliary enterprises provide essential elements of support to university’s academic programs. These funds are expected to operate as profit centers.

Source: EWU Office of Controller

Generally, the auxiliary units operated in line with annual plans.