The University should prioritize students by supporting services and activities that promote student success and the instructional and research activities of faculty. The University should endeavor to balance investment in support at each level of matriculation (i.e., lower division, upper division, and graduate students), for traditional, nontraditional, and transfer students, to promote engagement and retention. The University should continue to engage in strategic enrollment planning and management to promote the success of individual units as they contribute to the growth of the entire university.

Principles for the Budgeting Process:
- Faculty engagement is critical for developing plans to balance costs and revenues, and to assist with the development of metrics of quality and outcomes.
- The budget process needs to be transparent to facilitate understanding of decisions made at all levels (department, school, college, division, and university).
- When making budgeting decisions, we should;
  - Consider both revenues and expenditures.
  - Take a forward-facing look at educational market forces when evaluating programs.
  - Be cognizant of the cycles that programs go through to develop a balanced perspective on their potential for long term growth and contributions to the goals of the university.

Principles for Guiding Budgeting Decisions:
- Recognizing that PSU is open, inclusive, and committed to diversity and equity, and has committed to utilizing an equity lens in campus decision-making, the University should endeavor in all budget decisions to close gaps in equity experienced by students, faculty, and staff from traditionally underrepresented groups.
- In addition to the equity lens for underrepresented groups, equity should also be considered when making budget decisions that concern the wages of permanent faculty, adjunct faculty, and staff, with the guiding principle of equal pay for equal work. This principle will need to be moderated at times by short-term budget concerns, but should be a guiding factor for long-term financial planning within the units.
- Protect and promote further development of instructional activities, programs, and services that support student success.
- Provide students with access to a diverse curriculum and a well-rounded liberal arts education.
- Consider investments that generate new revenue, encourage long-term viability, and improve efficiency.
- Apply Performance Based Budgeting (PBB) principles and adjustments consistently to promote the success of individual units and the entire university.
- Implement budget decisions that support the success of students and faculty.
- Engage with other divisions to encourage budgeting decisions that do not adversely impact instruction.
- Consider the potential impact of budget reductions on course offerings, research support, student services, and faculty development.
- Employ these principles for decisions made within each unit as well as for Academic Affairs and the university as a whole.