March 4, 2022

BOARD OF REGENTS MEETING NOTICE - REVISED-3-8-22
March 10-11, 2022

The Washington State University Board of Regents will hold its next official meetings on Thursday and Friday, March 10-11, 2022, on the WSU Tri-Cities Campus in Richland, Washington, pursuant to the schedule below.

Meetings will take place in the room locations outlined in the schedule below, except as otherwise noted.

Pursuant to Governor Inslee's Proclamation 20-28, dated March 24, 2020 and related updates, and to reduce risks related to Coronavirus, public listening of Committee meetings and Board meeting is available as follows:

Thursday, March 10, 2022 – Strategic and Operational Excellence Committee
https://youtu.be/Gy9Kyg8yvW0
Telephone access: dial 1-253-215-8782, enter code 098892
Meeting ID: 977 8452 2463

Thursday, March 10, 2022 – Concurrent Committee Meetings:
Research and Academic Affairs Committee:
https://youtu.be/wH8uV2k8oGk
Telephone access: dial 1-253-215-8782, enter code 573437
Meeting ID: 971 6161 7235

Student Affairs and Student Life Committee:
https://youtu.be/hNpZkHE63vg
Telephone access: dial 1-253-215-8782, enter code 791429
Meeting ID: 994 9547 6222

Institutional Infrastructure Committee:
https://youtu.be/J75VMynYEWo
Telephone access: dial 1-253-215-8782, enter code 268827
Meeting ID: 976 1526 9050

Thursday, March 10, 2022 – Finance and Compliance Committee
https://youtu.be/JTjADvK9LYQ
Telephone access: dial 1-253-215-8782, enter code 739684
Meeting ID: 915 6485 3495

French Administration 422, PO Box 641048, Pullman, WA 99164-1048
509-335-6666 • Fax: 509-335-6201 • www.regents.wsu.edu

Friday, March 11, 2022 - Board of Regents Meeting

https://youtu.be/8v_glhg24tg
Telephone access: dial 1-253-215-8782, enter code 573973
Meeting ID: 977 9421 8464

Note: Masks will be required for in-person attendees. Covid related requirements are subject to change at any time.

Committee meetings will run as outlined below throughout the day; starting times following the 1:00 pm committee meetings are estimates only. If a session ends earlier than expected, the next scheduled session may convene immediately. Committee meetings may be attended by all members of the Board of Regents, and all members may participate.

Thursday, March 10, 2022		**Location**
7:30 am	Board of Regents Breakfast	Collaboration Hall (COL)
9:00 am	Strategic and Operational Excellence Committee	COL102
11:30 am	Board of Regents Lunch	Consolidated Information Center (CIC) 120
1:00 pm	Concurrent Meetings	
	Research and Academic Affairs Committee	COL 102
	Student Affairs and Student Life Committee	COL 130
	Institutional Infrastructure Committee	COL 230
2:30 pm*	Finance and Compliance Committee	COL 102
4:30 pm*	Executive Session	COL 102
6:00 pm	Board of Regents Dinner	Budd's Broiler 450 Columbia Point Dr. Richland, WA 99352

Friday, March 11, 2022		**Location**
8:00 am	Board of Regents Breakfast	CIC 120
9:00 am	Board of Regents Meeting	COL 102

In addition, on Wednesday, March 9 at 5:00 pm Regents will attend the WSU Tri-Cities Women of Distinction Awards Ceremony on the WSU Tri-Cities Campus in the Art Gallery and at approximately 7:00 pm the Regents will meet socially for dinner at Drumheller's, 530 Columbia Point Drive, Richland, WA. On Thursday, March 10 at approximately 7:30 am the WSU Tri-Cities Advisory Council members will join the Regents for Breakfast on the WSU Tri-Cities Campus, Collaboration Hall atrium.

Questions about the Board of Regents meeting and schedule may be directed to Desiree Jacobsen, 509-335-4200.

**or upon conclusion of previous session*

BOARD OF REGENTS
WASHINGTON STATE UNIVERSITY

Agenda

Strategic and Operational Excellence Committee
Thursday, March 10, 2022
9:00 a.m. – 11:30 a.m.

Location: WSU Tri-Cities, Collaboration Hall, Room 102

Committee: Committee of the whole – John Schoettler (Chair)

Focused Discussion	**Section**
1. WSU Tri-Cities – Research and Community Partners *(Haynes/Keane)*	

Information Items	
1. Legislative Update *(Kerr)*	
2. Election of Officers *(Dickinson)*	SO-1

INFORMATION ITEM #2

Election of Officers
(Marty Dickinson)

Election of Officers

Election of officers will take place at the May 6, 2022 Board of Regents meeting in Spokane, WA.

BOARD OF REGENTS
WASHINGTON STATE UNIVERSITY

Agenda

Research and Academic Affairs Committee
Thursday, March 10, 2022
1:00 p.m. – 2:15 p.m.

Location: WSU Tri-Cities, Collaboration Hall, Room 102

Committee Members: Lura Powell (Chair), Marty Dickinson, Jenette Ramos, and Ron Sims

Information Items		**Section**
1.	Items Approved Under Delegated Authority *(Chilton)*	R-1
2.	Academic Analytics Overview *(Chilton/Keane)*	R-2

INFORMATION ITEM #1

Faculty Manual Revisions
by the President Under Delegated Authority
(Elizabeth S. Chilton)

Faculty Manual Revisions

- Section III.C.5.b (Procedures for promotion)
- Section II.F.10.h (Hearing process specified in Title IX)
- Sections I.A.3.b and III.C.4.I (Eligibility to serve as Chair or Director; Preferences for selection of Chair or Director)

Redlined versions of the above items as submitted to President Schulz for consideration are attached. The recommendations were passed by the Faculty Senate on January 20, 2022 and February 17, 2022.

WASHINGTON STATE UNIVERSITY

Office of
Faculty Senate

MEMORANDUM
TO: Faculty Senate
FROM: The Faculty Affairs Committee
RE: Edits to Sections III.C.5.b of the *Faculty Manual*
DATE: December 1, 2021

The Faculty Affairs Committee recommends to the Faculty Senate the additions highlighted in red to Sections III.C.5.b of the *Faculty Manual*:

> Page 82, Paragraph two of Section III.C.5.b: Procedures for Promotion
>
> In consultation with the department chair or unit head and the relevant college committees on promotion, the academic dean will decide which promotion cases are to be forwarded to the provost and will notify each candidate of the decision, in writing, within ten (10) business days. If the decision is to not forward the packet, the faculty member will be given a written justification. In addition, the faculty member will be given a minimum of five (5) working days to exercise the right to have their packet forwarded to the provost, regardless of the dean's decision. If the faculty member requests to have their packet forwarded for review by the provost against the recommendation of the dean, the faculty member may write and submit a one-page letter justifying their request.

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WASHINGTON STATE UNIVERSITY

Office of
Faculty Senate

MEMORANDUM

TO: Faculty Senate

FROM: The Faculty Affairs Committee

RE: Changes to Section II.F.10.h of the *Faculty Manual*

DATE: January 27, 2022

The Faculty Affairs Committee was asked by the Office of Compliance and Civil Rights to update the language the *Faculty Manual* on pages 45 and 46 to reflect changes in the hearing process specified in Title IX. The Faculty Affairs Committee recommends to the Faculty Senate the following changes to Section II.F.10.h of the *Faculty Manual,* which apply to the paragraph starting at the bottom of page 45 and ending at the top of page 46.

Edits to bottom of page 45 and top of page 46, Section II.F.10.h:

Clean Copy:

> **For hearings related to Title IX Sexual Harassment and jurisdiction, as defined in EP#15,** each party must be allowed an advisor. Advisors must be present. If the advisor is not able to be present, the university must provide an advisor free of charge to conduct the cross examination on that party's behalf. The advisor may or may not be an attorney. Advisors, but not the parties, may cross examine the other party and all witnesses who choose to participate in the hearing. The Hearing Committee will review cross-examination questions in advance to determine relevance and to explain any decisions about questions selected for exclusion. The sexual history of a complainant is not relevant or admissible in a hearing unless the complainant's sexual predisposition or prior sexual behavior is offered to prove that someone other than the respondent committed the conduct alleged by the complainant, or if the questions and evidence concern specific incidents of the complainant's prior sexual behavior with respect to the respondent and are offered to prove consent.

Red-Lined:

> **For hearings related to Title IX Sexual Harassment and jurisdiction, as defined in EP#15,** ~~hearsay evidence is not admissible. Witnesses, including parties, must submit to cross-examination for their written or verbal statements to be considered by the Hearing Committee. E~~each party must be allowed an advisor. Advisors must be present. If the advisor is not able to be present, ~~and if not,~~the university must provide an advisor free of charge to conduct the cross-examination on that party's behalf. The advisor may or may not be an attorney.

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Advisors, but not the parties, ~~must be permitted to~~may cross examine the other party and all witnesses who choose to participate in the hearing. The Hearing Committee will review cross-examination questions in advance to determine relevance~~,~~ and to explain any decisions about questions selected for exclusion. The sexual history of a complainant is not relevant or admissible in a hearing unless the complainant's sexual predisposition or prior sexual behavior is offered to prove that someone other than the respondent committed the conduct alleged by the complainant, or if the questions and evidence concern specific incidents of the complainant's prior sexual behavior with respect to the respondent and are offered to prove consent.

Original:

For hearings related to Title IX Sexual Harassment and jurisdiction, as defined in EP#15, hearsay evidence is not admissible. Witnesses, including parties, must submit to cross-examination for their written or verbal statements to be considered by the Hearing Committee. Each party must be allowed an advisor. Advisors must be present, and if not, the university must provide an advisor free of charge to conduct cross on that party's behalf. The advisor may or may not be an attorney. Advisors, but not the parties, must be permitted to cross examine the other party and all witnesses. The Hearing Committee will review cross-examination questions in advance to determine relevance, and to explain any decisions about questions selected for exclusion. The sexual history of a complainant is not relevant or admissible in a hearing unless the complainant's sexual predisposition or prior sexual behavior is offered to prove that someone other than the respondent committed the conduct alleged by the complainant, or if the questions and evidence concern specific incidents of the complainant's prior sexual behavior with respect to the respondent and are offered to prove consent.

WASHINGTON STATE UNIVERSITY

Office of
Faculty Senate

MEMORANDUM

TO: Faculty Senate

FROM: The Faculty Affairs Committee

RE: Changes to Section I.A.3.b and Section III.C.4.l of the *Faculty Manual*

DATE: January 27, 2022

The Faculty Affairs Committee was asked to review the section of the *Faculty Manual* that pertains to eligibility to serve as chair of a department or director of a school, as well as who is eligible to express their preferences on the selection of a chair or director. The Faculty Affairs Committee recommends to the Faculty Senate the following changes to Section I.A.3.b and Section III.C.4.l of the *Faculty Manual*.

Clean Copy:

Proposed Changes Section I.A.3.b:

b) Eligibility

Eligibility to serve as a department chair or as a school director is normally limited to career-track and tenure-track faculty at the rank of professor or associate professor. Furthermore, faculty in the career track must have a continuous appointment or a fixed-term contract with a term at least as long as the administrative appointment. If there are fewer than three professors and associate professors in total in the department or school, assistant professors are also eligible to serve as chair or director. Eligibility is neither dependent upon nor restricted by academic seniority, nor is it limited to faculty presently in the unit.

Assuming the role of department chair or school director significantly changes the work assignment for a faculty member. This change in workload balance and its effect on promotion should be formally discussed, at the time of appointment, with the department or school, and college leadership. If pre-tenured faculty take on a major leadership role, the effect this may have on the tenure process and assessment should be discussed in consultation with the appropriate dean. See *Section III.C.4.l.*

Persons eligible to submit preference forms for department chair or school director are career-track and tenure-track faculty of all ranks who have been members of the department or school for at least one semester, regardless of the location of their assignment. This includes faculty who may be on leave at the time of the search. Faculty in the following categories are *not* eligible to submit preference forms for department chairs or school directors:

- Faculty in the short-term track,
- Faculty who have resigned, been terminated, or notified that they will not be reappointed,
- Faculty with less than a 0.5 FTE appointment,
- Faculty who have retired or who are retiring at the close of the academic or fiscal year.

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Proposed Changes Section III.C.4.l:

l) Tenure Clock Extensions

The tenure period is negotiated at the time of hire; however, under certain circumstances, an extension of the tenure period and/or the intensive (i.e., 3rd-year) review may be granted under certain circumstances as described below.

1) Faculty members on the tenure track may request a one-time term extension for extraordinary circumstances, such as an unanticipated lack of available resources, serious illness, family emergency, and/or elder or dependent care when the faculty member is a caregiver. In addition, faculty who assume a significant leadership role may request an extension of the tenure clock; however, in this instance the role that the leadership position will play in the tenure assessment should be clearly articulated by the dean of the appropriate college and conveyed to the Office of the Provost.

Requests for an extension should be in writing in the form of a memo signed by both the petitioning faculty member and department chair.

Red-lined:

Proposed Changes Section I.A.3.b:

b) Eligibility

~~Service~~ Eligibility to serve as a department chair or as a school director is normally limited to career-track and tenure-track faculty at the rank of professor~~s~~ or~~and~~ associate professor~~s in departments in which three or more persons have such rank.~~ Furthermore, faculty in the career track must have a continuous appointment or a fixed-term contract with a term at least as long as the administrative appointment. If there are fewer than three professors and associate professors in total in the department or school, assistant professors are also eligible to serve as chair or director. Eligibility is ~~not~~ neither dependent upon nor restricted by academic seniority, nor is it limited to faculty presently in the unit.~~members of the present staff.~~

Assuming the role of department chair or school director significantly changes the work assignment for a faculty member. This change in workload balance and its effect on promotion should be formally discussed, at the time of appointment, with the department or school, and college leadership. If pre-tenured faculty take on a major leadership role, the effect this may have on the tenure process and assessment should be discussed in consultation with the appropriate dean. See *Section III.C.4.l.*

Persons eligible to ~~express their preferences~~ submit preference forms for department chair or school director are career-track and tenure-track faculty of all ranks who have been members of the department or school for at least one semester~~department tenured faculty of all ranks, tenure-track and clinical departmental faculty~~, regardless of the location of their assignment. ~~, including those on leave who have been members of the department faculty for more than one semester. Faculty on adjunct appointments, faculty who have resigned, been terminated, or notified that they will not be reappointed, and faculty who are retiring at the close of the academic or fiscal year or who have retired are not eligible to express their preferences for department chairs.~~ This includes faculty who may be on leave at the time of the search.

Faculty in the following categories are *not* eligible to submit preference forms for department chairs or school directors:

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Requests for an extension should be in writing in the form of a memo signed by both the petitioning faculty member and department chair.

Original:

Section I.A.3.b:

b) Eligibility

Service as a department chair or school director is limited to professors and associate professors in departments in which three or more persons have such rank. If there are fewer than three, assistant professors are also eligible. Eligibility is not dependent upon or restricted by academic seniority nor is it limited to members of the present staff.

Persons eligible to express their preferences for department chair are department tenured faculty of all ranks, tenure-track and clinical departmental faculty, regardless of the location of their assignment, including those on leave who have been members of the department faculty for more than one semester. Faculty on adjunct appointments, faculty who have resigned, been terminated, or notified that they will not be reappointed, and faculty who are retiring at the close of the academic or fiscal year or who have retired are not eligible to express their preferences for department chairs.

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WASHINGTON STATE UNIVERSITY

Academic Analytics

Data-informed Decision Making for Academic Affairs



WSU Board of Regents Meeting

March, 2022

Academic Analytics

- Collects data on scholarship from publicly available databases from 447 member universities
- Presents data and visualizations that help us
  - Benchmark against strategic plan and legislative peers
  - Identify college, departmental, and interdisciplinary strengths
  - Establish goals for areas of excellence
  - Recognize high-performing faculty eligible for honorific awards

Guiding Principles for Use

- Scholarship data must be considered in conjunction with data on other areas of mission: teaching, service, outreach, community engagement
- Not to be used for individual faculty performance evaluation

WSU Strategic Plan peers used in this analysis

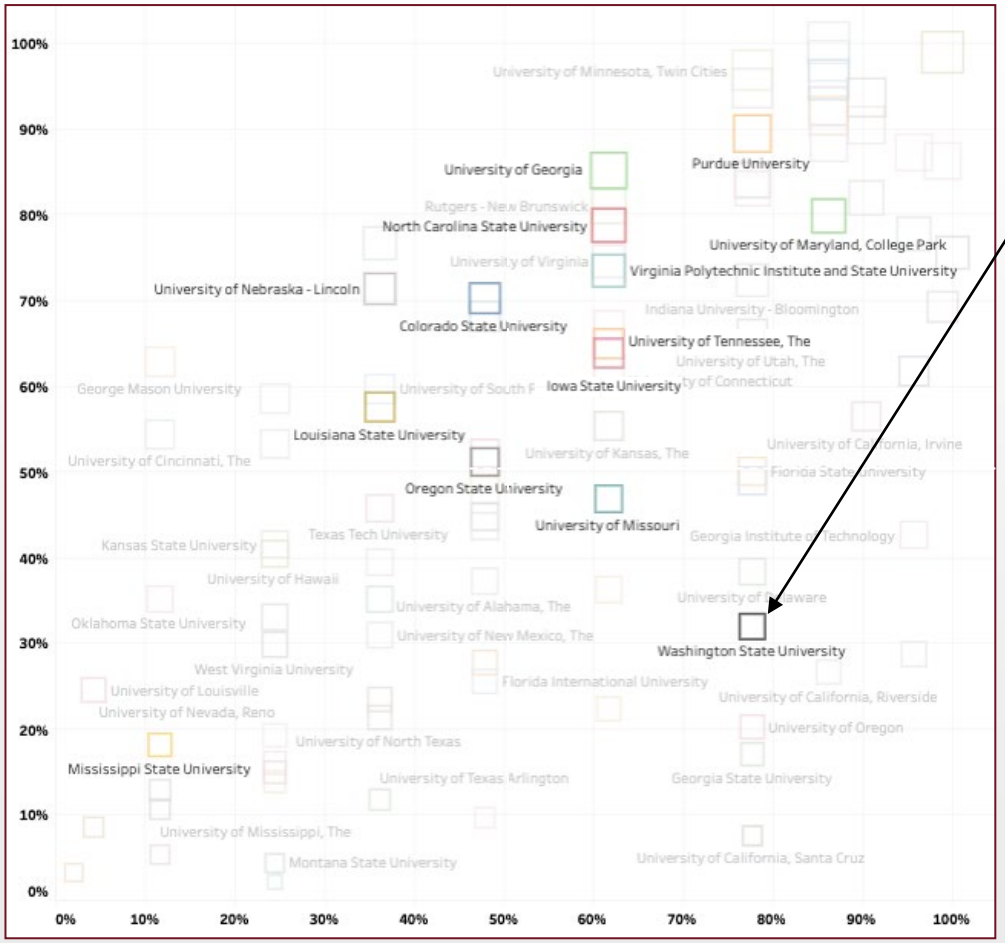
- Colorado State University
- North Carolina State University
- Purdue University
- University of Georgia
- University of Maryland, College Park
- Virginia Tech
- Iowa State University
- Louisiana State University
- Mississippi State University
- Oregon State University
- University of Missouri
- University of Nebraska-Lincoln
- University of Tennessee (Knoxville)

Identified in 2014-2019 strategic plan and among top 25 public research universities

Also identified in 2014-2019 strategic plan

Faculty Size vs. Research Strength

WSU vs Strategic Plan Peers among Public R1 Universities



Washington State University

Research strength: 78th percentile

Faculty size: 32nd percentile

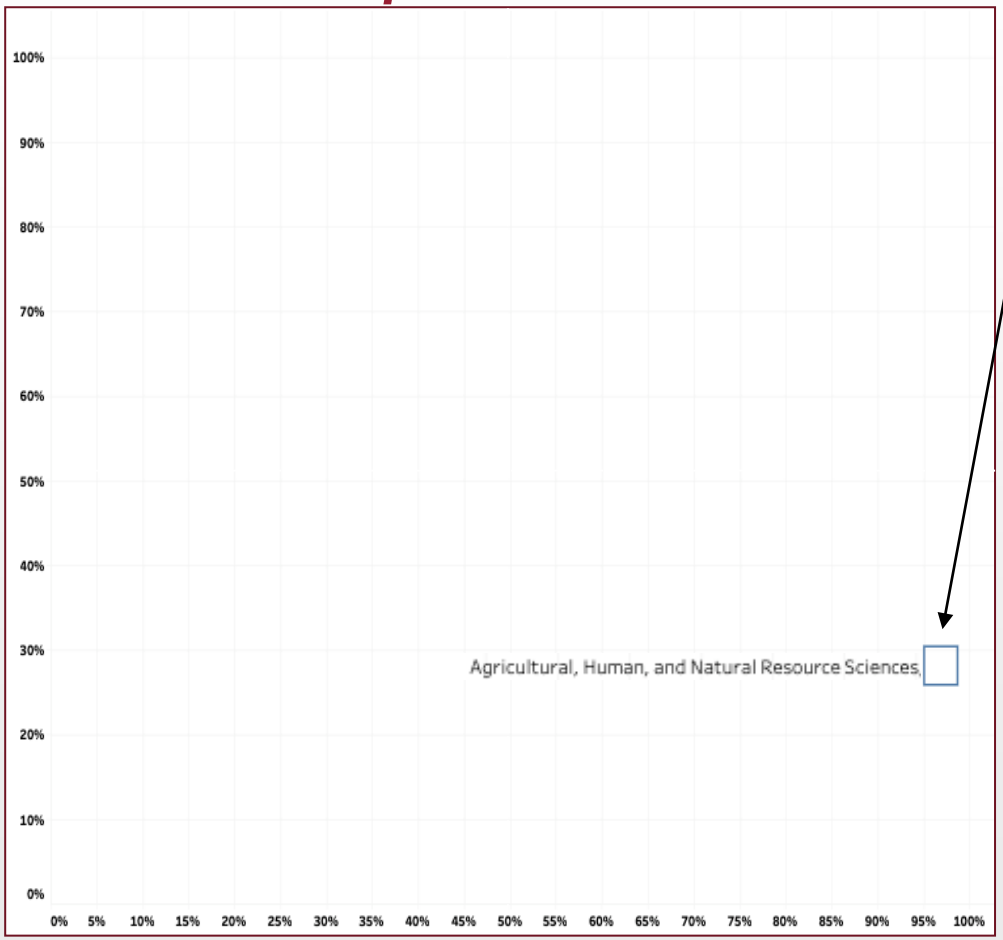
Per-capita discipline-normalized research strength

(Academic Analytics Scholarly Research Index, percentile among Public R1 universities)

Includes federal grants, books, peer-reviewed journal articles, conference proceedings, citations, and prestigious professional honors)

Faculty Size vs. Research Strength

WSU CAHNRS among like-discipline peers at Public R1 Universities



Per-capita discipline-normalized research strength
(Academic Analytics Scholarly Research Index, percentile among Public R1 universities)

College of Agricultural, Human, and Natural Resource Sciences

Research strength: 97th percentile

Faculty size: 28th percentile

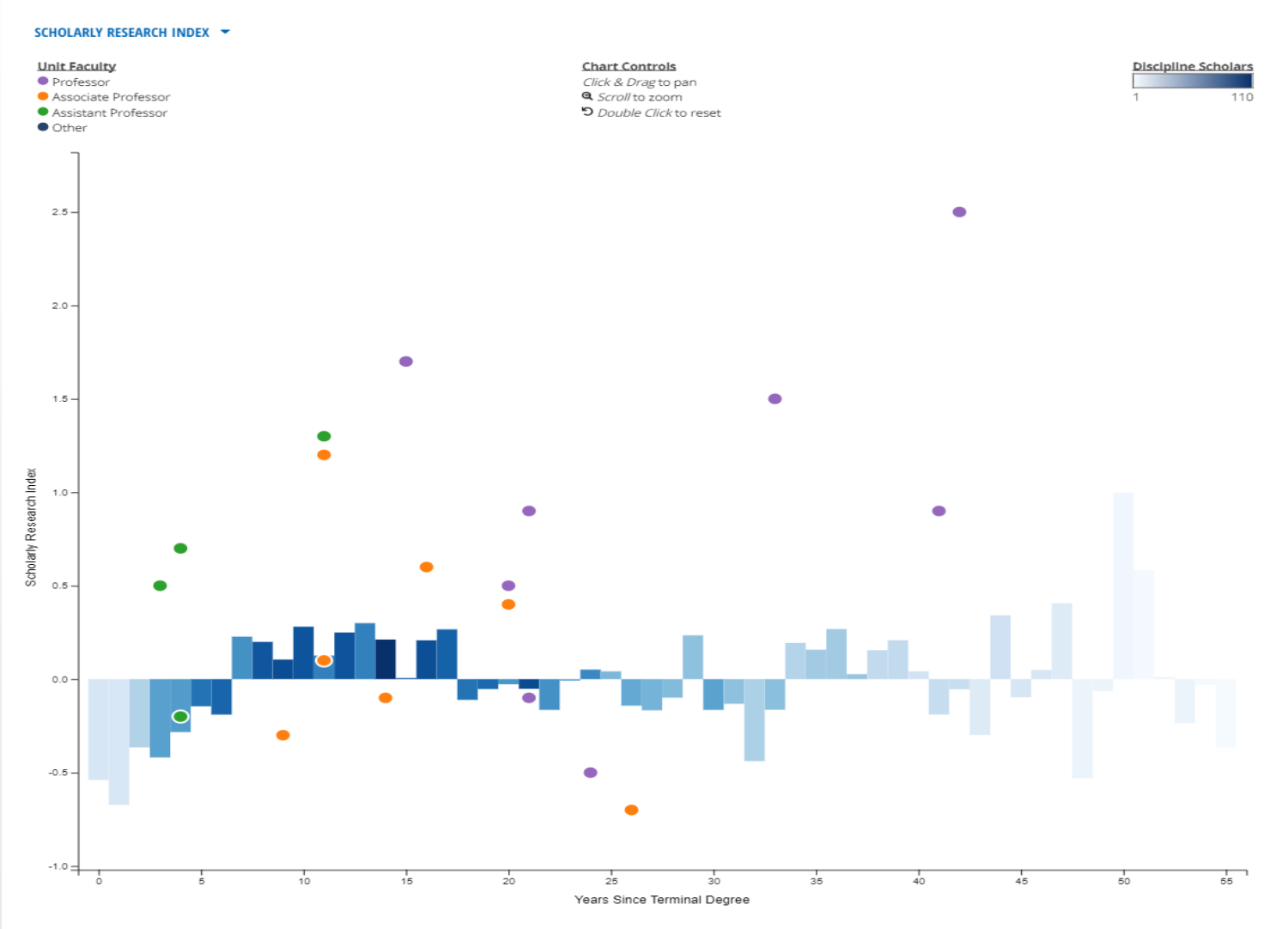
WSU Anthropology among disciplinary peers at Public R1s



WSU faculty remain under-recognized (i.e. low **awards**) despite strong **federal grants**, **journal publications** **conference proceedings**, and **citations** relative to R1 peers. (Note: **books** are a not a major activity of faculty in the department given their areas of research focus

- Median
- Articles
- Awards
- Books
- Citations
- Conference Proceedings
- Federal Grants

WSU Anthropology: Career Progression



Identifying Awards for Individual Faculty

Washington State University

Professor

Department Affiliations: Civil and Environmental Engineering | **Program Affiliations:** Civil Engineering; Engineering Science

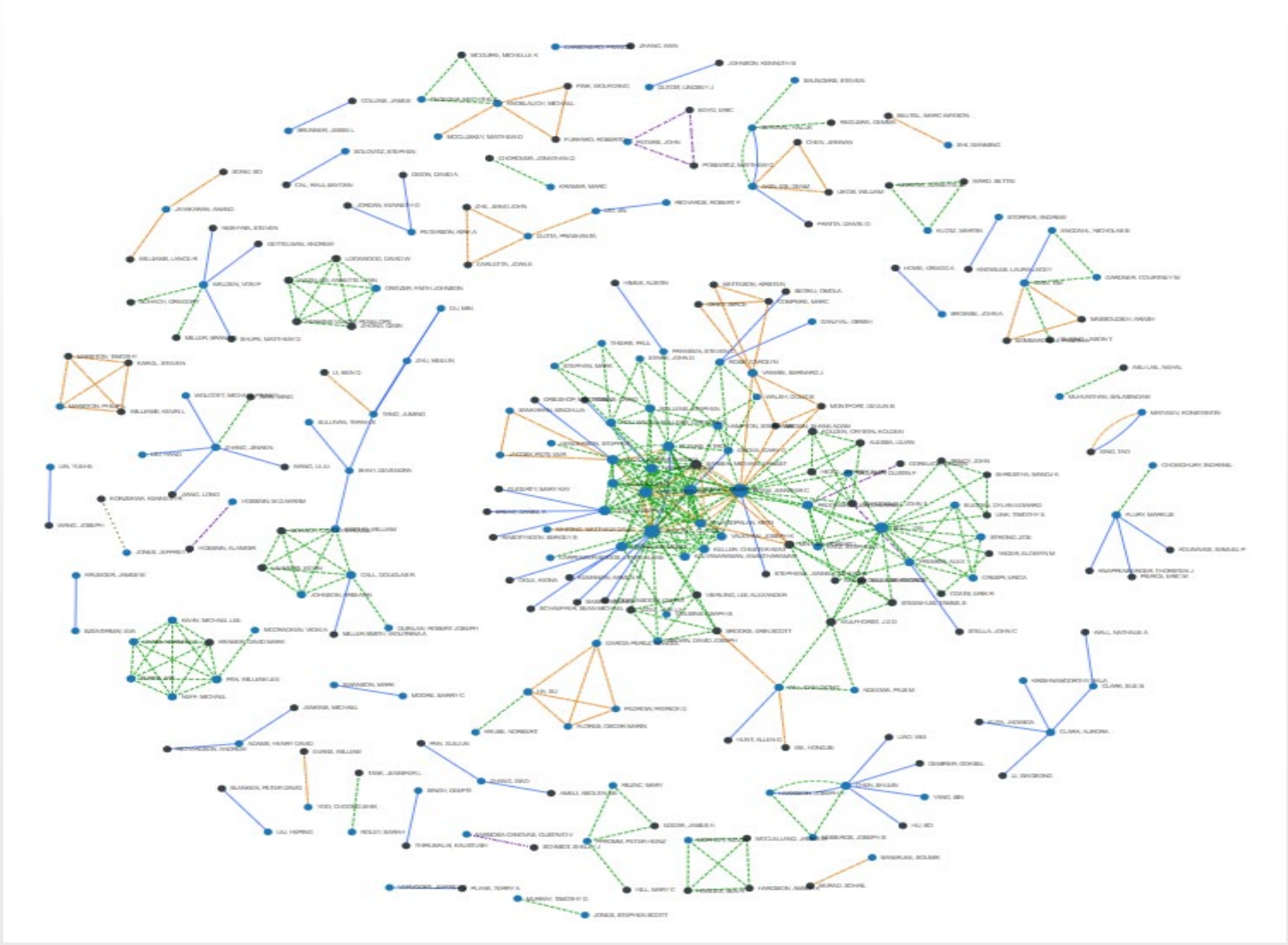
Works | Timeline | Related Terms & People | Collaborations | Suggested Funding | **Suggested Honorific Awards**

DOWNLOAD

Search within results

SI	AWARD NAME	GRANTING ORGANIZATION				PRESTIGE	OPENS	CLOSES
1.00	Fulbright Scholar	United States Department of State, Bureau of Educational and Cultural Affairs	36	7	4	P	Feb	Sep
0.95	Member	Gamma Sigma Delta, Honor Society of Agriculture	26	1	2		Jan	Jan
0.88	Walter L Huber Civil Engineering Research Prize	American Society of Civil Engineers	0	0	2	P	Jan	Oct
0.80	Fellow	Geological Society of America, The	4	0	0		Jan	Feb
0.80	Superior Paper Award	American Society of Agricultural and Biological Engineers	11	5	2		Jan	Jan
0.73	ASLO Fellow	Association for the Sciences of Limnology and Oceanography	2	0	1		Jan	Oct
0.73	Energy, Natural Resources, and the Environment Section/ENRE Best Publication Awards	Institute for Operations Research and the Management Sciences (INFORMS)	0	0	1		Jan	Jan

Collaborative Networks: Water



Individual Faculty: Internal and External Collaborations



Examples of Functions of AcA

- Identify retention risks
- Determine best pathway to national awards
- Identify external reviewers for tenure and promotion
- Identify nominators for prestigious awards
- Look at unit composition to plan strategically for new hires

Thank You



BOARD OF REGENTS
WASHINGTON STATE UNIVERSITY

Agenda

Institutional Infrastructure Committee
Thursday, March 10, 2022
1:00 p.m. – 2:15 p.m.

Location: WSU Tri-Cities, Collaboration Hall, Room 230

Committee Members: Heather Redman (Chair), Lisa Schauer, and John Schoettler

Information Item	**Section**
1. Information Technology at Washington State University *(Pillay)*	II-1

Information Technology Assets at Washington State University

Sasi K. Pillay
VP Information Technology & CIO

March 10, 2022



WASHINGTON STATE UNIVERSITY
Information Technology Services

WSU IT Assets

Grouping by Responsibility

- Central IT Assets
- Campus IT Assets
- Distributed IT Assets

Central IT Assets

Components of Assets

- Functions
- Services
- Resources
- Contracts

Crimson Service Desk

Provides customer support for all technology services offered by Central IT

- Network architecture
- Information security
- Enterprise services
- Data access & management
- Site licensing
- Centralized technology knowledge base
- ChatBot

Crimson Service Desk

# of FTE	**11.86**
Total Budget	**$543,460.15**
Operating Budget	$2,500.00
Salaries Budget	$540,960.15
# of tickets/calls annually	**60000/41000**

Customer Experience

Provides timely notifications & information to constituents

- Changes to systems & services
- New capabilities
- Focus group interactions
- Training (videos, bulletins)
- Annual reports & articles

Customer Experience

# of FTE	3.00
Total Budget	**$244,652.08**
Operating Budget	$4,900.00
Salaries Budget	$239,752.08

Enterprise Infrastructure Services

Provides and manages the design, architecture and operations of the infrastructure

- Wired and wireless Local Area Network (LAN) – Pullman Campus
- WSU statewide Wide Area Network (WAN) – WSU System
- On-premise datacenters that house servers and storage
- Email, Calendaring, Office tools (Office 365)
- Collaboration Tools (Teams)
- Video Conferencing (Zoom)
- Telephones (Voice over IP)
- Endpoint Management
- Integrated Security & Network Operations Center
- Research Computing

Enterprise Infrastructure Services

# of FTE	**40.02**
Total Budget	**$3,821,726.70**
Operating Budget	$52,500.00
Salaries Budget	$3,769,226.70

Enterprise System Services

Provides System wide application deployment and services across all platforms

- Student Information System
- Learning Management System
- Business Functions & Processes
- Student Success Projects
- Course and Faculty Evaluation
- Data Warehouse, Reporting & Integrations
- Imaging
- Project Management
- Ticketing, Knowledge Base & Chatbot
- Mobile Ecosystem

Enterprise System Services

# of FTE	**49.50**
Total Budget	**$4,793,295.12**
Operating Budget	$75,000.00
Salaries Budget	$4,718,295.12

Information Security Services

Provides a balanced approach to managing information security and privacy risks while enabling university functions

- Cybersecurity and risk assessment and reporting
- Cyber risk management oversight and mitigations
- Continuous network and system monitoring
- Prevention, Detection and Mitigation (Abuse queue ~ 750 per day)
- Incident response
- Regulatory compliance
- Contract reviews.

Information Security Services

# of FTE	**8.00**
Total Budget	**$758,416.88**
Operating Budget	$20,000.00
Salaries Budget	$738,416.88

Administration & Financial Services

Supports the overall business operations of Central IT

- Fiscal management
- Budget and planning
- Contract management
- Vendor relations
- Facility resource management
- Human capital management
- Internal WSU Service Level Agreements & Memorandums of Agreement
- CIO Functions

Administration & Financial Services

# of FTE	**7.63**
Total Budget	**$934,855.7**
Operating Budget	$125,000.00
Salaries Budget	$809,855.70

Central IT Budget

IT Budget		
Total	**$22,775,515**	
Core Fund Allocations	$21,175,653	Includes 7.5% reduction and estimated benefits
Non-Core Fund Allocations	$5,500	VP support funds
Self-generated funds	$1,594,362	SLA revenue

Central IT Budget - Contracts

Vendor	Cost	Purpose
Total	**$5,788,793.00**	**This is the total estimated annual contract cost for ITS for FY22**
Structured, INC	$641,343.34	Palo Alto Firewalls
Mythics	$594,888.00	Cloud storage for oracle
CDWG	$454,642	Microsoft Volume Agreement MS365 core licenses
Oracle	$428,422.00	Oracle Software Maintenance Multi-year contract.
Proofpoint	$406,540.76	Proofpoint enterprise protection. 3-year contract ending 11/30/2022
Compunet	$321,858.00	Splunk Enterprise License
Oracle	$294,940.26	On Demand hosting SPC000922
Compunet	$263,680.96	Cisco Flex
OFM	$200,000.00	K-20 Educational Telecommunication Network access [SPC000035]
Software House International	$196,794.00	Okta --F799121
WA, DES	$157,409.00	Cyber Liability INS
Compunet	$150,870.95	Palo Alto Cortex XDR Pro (replaced fireeye)
Compunet	$118,148.91	Cisco Smartnet
Burgundy Group	$100,000.00	Consulting services to migrate Oracle Cloud Services / PeopleSoft to AWS (PO0000010937)

Central IT Budget - Pay for Service

Service Provided	Cost	Customers
Total	**$1,594,362**	
Telecom Services	$1,367,189	HDS, Athletics, Cougar Health Services, others
Server Management	$71,536	AOI, UMC, Internal Audit, Shock Physics
1G Connection	$45,770	Athletics
Server Hosting	$28,103	CAHNRS, F&A, Foundation, HRS, CCB, AOI, ASIS, others
VM Server Hosting	$24,734	AOI, UMC, IP, Shock Physics
Other Services	$57,030	(Server backup, Storage, Firewall Services, Sharepoint, Managed Care DTS, Fiber Optic lease, SSLs, Desktop Support

Successes

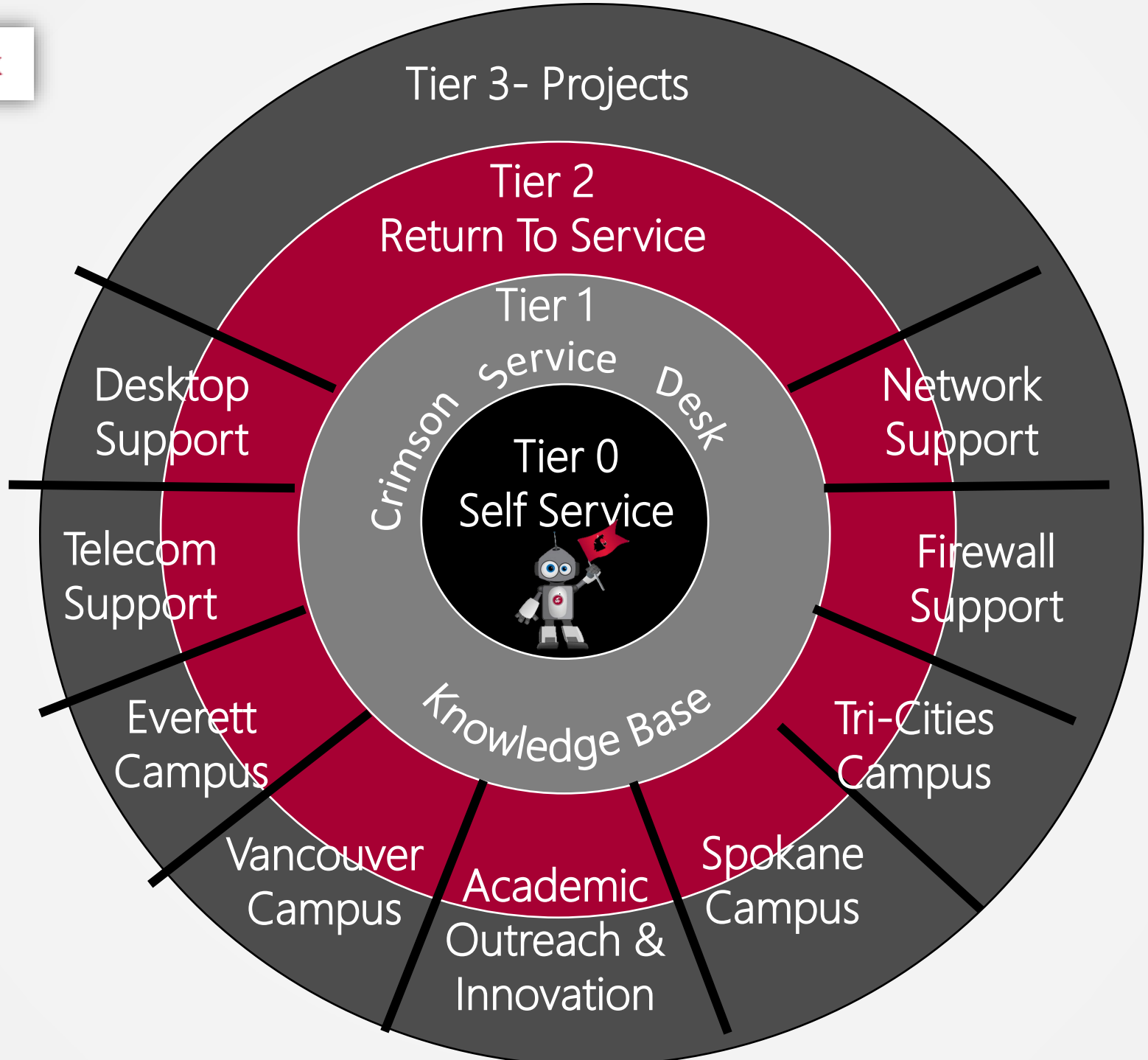
- Email Consolidation
- Video Conferencing
- Collaboration Tools
- Data Center utilization
- Cyber Security Training
- Loaner Laptops & Hotspots Program
- Site License Program
- Service Desk Ticketing Infrastructure
- High Performance Computing
- Workday Implementation
- Data Initiative

Opportunities for Efficiencies

Centralized Administration & Management

- Endpoint Management
- Server Consolidation
- Local Area Networks
- Help Desk

A Vision For Helpdesk



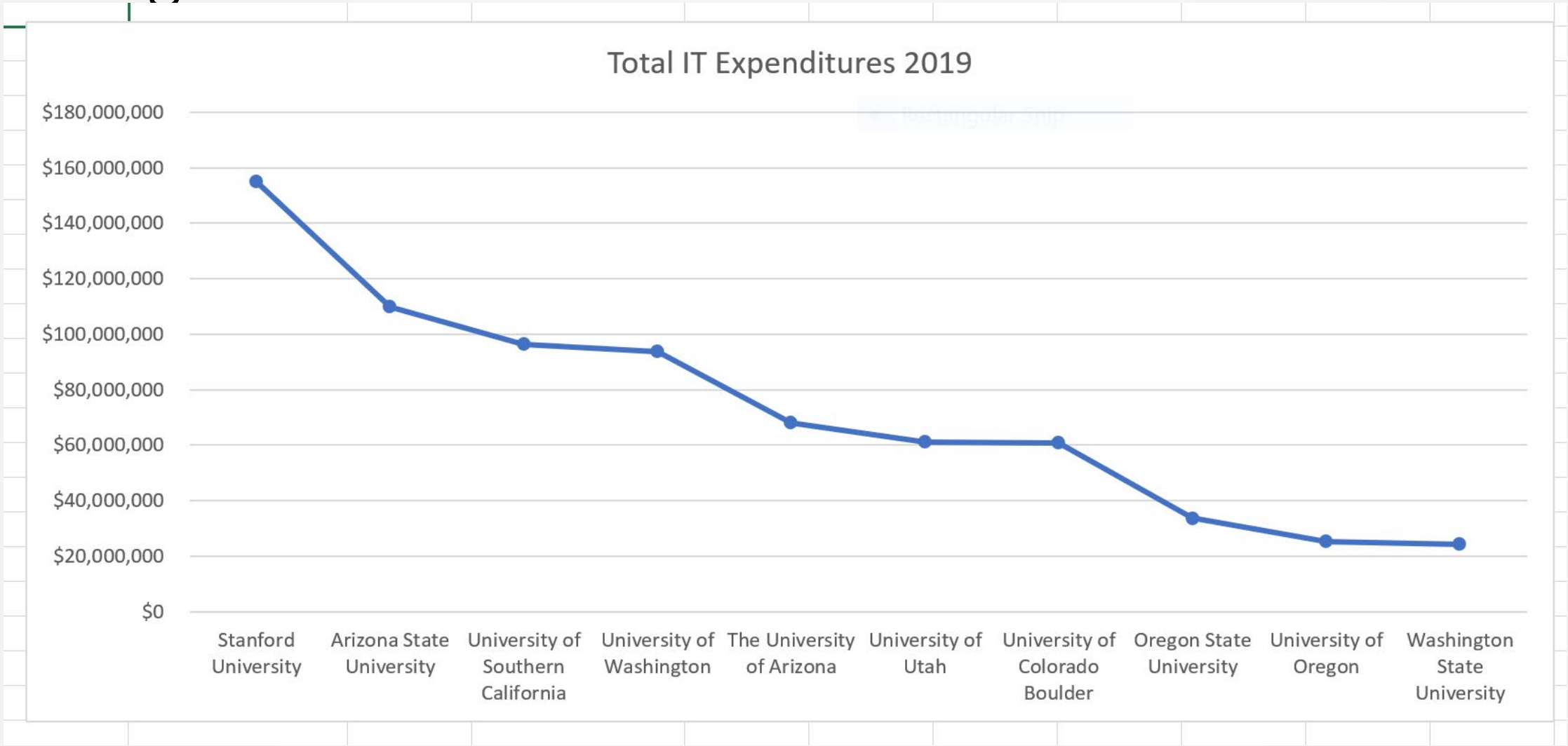
Challenges to Continued Success

- Under funding of Central IT (37% overhead charge)
- Unclear Governance

Next Steps

- Issue a data call
- Analyze the response
- Focus on a few functions to see efficiencies can be obtained

IT Budgets of PAC-12 Schools



BOARD OF REGENTS
WASHINGTON STATE UNIVERSITY

Agenda

Student Affairs and Student Life Committee
Thursday, March 10, 2022
1:00 p.m. – 2:15 p.m.

Location: WSU Tri-Cities, Collaboration Hall, Room 130

Committee Members: Enrique Cerna (Chair), Brett Blankenship, and Shain Wright

Information Items		**Section**
1.	Cougs Helping Cougs – Highlights from the Pandemic *(Taylor)*	S-1
2.	Cougar Pursuit – Student-Athlete Development *(McKay)*	S-2

Action Item

1.	Proposed Changes to WAC 504-26-045 – Standards of Conduct For Students *(Taylor)*	S-3

WASHINGTON STATE UNIVERSITY

COUGS HELPING COUGS

Highlights of Service During the Pandemic

Thursday, March 10

Ellen Taylor, Interim Vice President/Vice Chancellor



March 2020

Remote learning begins and WSU launches the #CougsCancelCOVID campaign.

Challenges and Changes

Housing & On-Campus Living

- For fall 2020, only 750 students were living in residence halls in WSU Pullman. Those students had a demonstrated need for safe and stable housing, internet access, and food security.
- For spring 2021, 1,500 students returned to the residence halls, citing similar needs with the addition of academic support in an online environment.
- Sequester housing has been provided to 241 students, and Dining Services has delivered 2,400 meals to students needing to isolate.
- Housing and Residence Life staff continued to provide in-person support.
- Programming and recreation opportunities, including online options, adapted to ever-changing restrictions and guidelines.



Addressing COVID

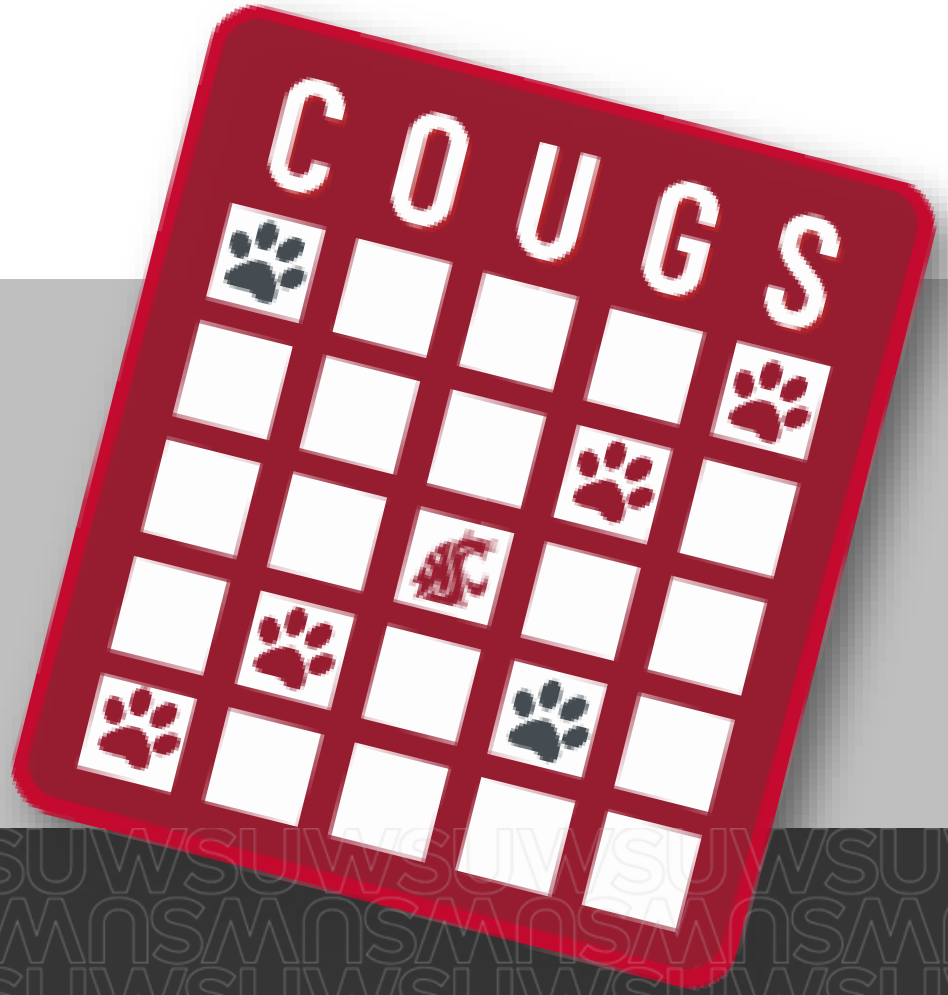
- 7,500+ students participated in spring 2021 arrival testing at WSU Pullman.
- Cougar Health Services at WSU Pullman has given 3,999 vaccine doses at mass vaccination clinics between April 2021 – February 2022.
- CHS has administered 1,837 booster shots to Pullman students in the spring 2022 semester.
- Cross-campus collaboration highlight: 25 College of Pharmacy students from the WSU Spokane campus assisted with WSU Pullman arrival testing in January 2021, performing 633 COVID tests in 5 days.
- WSU Spokane hosted vaccination clinics for students and the community.
- WSU Spokane collaborated with community partners such as the Spokane Regional Health District. The Mask Up Initiative distributed 500+ masks to adults and children across Spokane.
- Student Affairs Marketing & Communications created signage and communications to remind students about COVID policies and vaccination policies and clinics.



Student Engagement

- Across the WSU system, virtual student life thrived from spring 2020 – fall 2021.
- Campuses throughout the system found ways to engage students through creative, fun online events.
- On the WSU Pullman campus, University Recreation (UREC) pivoted to fully online classes and programs in spring 2020.
- On the WSU Vancouver campus, outdoor recreation programming (Adventure) returned.

Student Engagement Highlight:



Virtual Bingo Nights

A perennial favorite with system-wide participation. Fun, relaxing, collaborative, and a bit competitive.

Hosted by WSU Global Campus Connections; sponsorship rotates to highlight and spark conversation about academic programs, student services, and additional involvement opportunities.





WSU MLK DAY CELEBRATIONS HIGHLIGHT:

Caring Cougar Cards Project

First ever system-wide community service project.

In-person experience on each physical campus and via Zoom for Global Campus and other remote participants. Hosted live on WSU's physical campuses.

All students on all campuses were able to connect, show off their cards, and support their communities.

Fundamental Needs

Food Assistance

- Employment and financial challenges caused by the pandemic meant more students struggled to meet their fundamental needs.
- Multiple campuses increased their food assistance efforts to ensure students had enough to eat.
- Cougar Food Pantries on multiple campuses offered pick-up and delivery services to students in need during the pandemic.
- WSU Spokane Cougs partnered with Second Harvest.
- On the WSU Pullman campus, food pantry staff distributed Thanksgiving meal kits to students staying in Pullman over the break to ensure they felt cared for.







WSU Vancouver

Financial Aid Outreach

- WSU Vancouver conducted 27 off-campus financial aid outreach events in fall 2021. Of these, 20 were fully virtual, 3 were in person, and 4 were hybrid.
- The virtual events included 2 podcasts, 1 Instagram Live, and 2 events in Spanish.
- 11 in-person outreach events were held on campus.
- Over 1,900 students and families were reached.





Mental Health

- The pandemic created unprecedented strains and stresses for student mental health.
- To support students, departments around the system shifted services online and added new programming focused on mental health.
- At WSU Tri Cities, student leaders and counselors collaborated on events to enhance student wellness.
- WSU Pullman Counseling and Psychological Services at Cougar Health Services shifted to tele-mental health.

Recruitment & Retention

- WSU Vancouver initiated the Quickstart program in October 2021 and incorporated it into their Preview Days.
- Preview Days give high school students a look at WSU Vancouver and an opportunity to learn about academic and student life.
- Quickstart events are held at local high schools. Seniors with a GPA of 3.0 or higher are invited to apply to WSU Vancouver on the spot and receive a same-day admissions decision.
- 133 students have attended Quickstarts, and 116 new Cougs have been admitted.
- Student Affairs initiated a "Save the Sophomores" campaign, calling first-year students and addressing their specific needs and questions to help them return to WSU Pullman for their second year.





Graduation Celebrations

- Acknowledging the need to celebrate students' accomplishments after a difficult year, multiple campuses held drive-through graduation celebrations in spring 2021.
- Graduating Cougs drove through their campus to cheers from family members, faculty, and staff.
- Student and family feedback was overwhelmingly positive!



RETURNING TO THE IN-PERSON COUG EXPERIENCE

Enjoying our ability to build communities and shared experiences.




THE COUGAR
PURSUIT

DEFINING THE COUGAR PURSUIT

CAREER

LEADERSHIP

PERSONAL

The mission of the Student-Athlete Development Department is enriching the overall student-athlete experience at Washington State University by providing tools and opportunities to equip student-athletes for successful careers.

NACE®

THE COUGAR PURSUIT

CORE COMPETENCIES



COUGAR PURSUIT STAFF



Shelby McKay

Assistant Director of Athletics,

Student-Athlete Development



Janelle Nguyen

Coordinator,

Student-Athlete Development



Nick Garner

Coordinator,

Student-Athlete Development

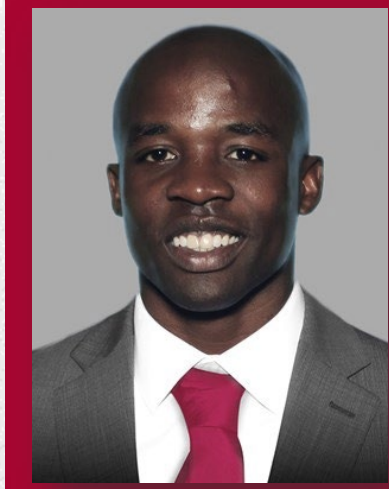
& Alumni Engagement



Stephanie Cho

Graduate Assistant,

Student-Athlete Development



Sherman Neal II

Coordinator,

Strategic Initiatives (NIL)

@WSUCougarSADev



CAREER DEVELOPMENT

“98% of student-athletes go pro in something other than sports.”

- NCAA



CAREERDEVELOPMENT

- ✓Complete a resume
- ✓Complete CliftonStrengths Assessment
- ✓Attend a career advising/coaching session
- ✓Attend 4 career programs (internal and/or external)
- ✓Attend a career fair or networking event
- ✓Conduct an informational interview
- ✓Apply to an internship or job
- ✓Complete a mock interview



LEADERSHIP DEVELOPMENT

LEADERSHIPDEVELOPMENT

✓Complete UNIV 295 or other leadership course or program

✓Participate in 2 leadership experiences

- SAAC Representative
- BSAA Executive Board
- Team Captain/Leadership Council
- Student Organization
- Research Project
- Work experience
- Leadership conference
- Presentation
- Leadership Academy



BLACK STUDENT-ATHLETE ASSOCIATION



PERSONAL DEVELOPMENT

PERSONAL DEVELOPMENT

- ✓Complete 40 hours of community service
- ✓Attend 1 personal branding workshop
- ✓Attend 2 diversity and inclusion workshops
- ✓Attend 2 financial literacy workshops
- ✓Attend a BSAA or CPSAA meeting or cultural event

EXAMPLE

FIRST YEAR
Complete Resume
Coaching w/Janelle
LinkedIn Workshop
15 hours of community service
Renting & Budgeting Workshop
CliftonStrengths Assessment

THE COUGAR

PURSUIT

NEW INTIATIVES

COUGARSHIP

10 Hours
Per Week

10 Weeks
May-June

Paid
Experience

10
Participants

To launch in the summer of 2022, student-athletes will have the opportunity to gain professional internship experience.

PROFESSIONAL DEVELOPMENT TOURS



SEATTLE



SPOKANE



SILICON VALLEY

To launch in the summer of 2022, the Cougar Pursuit will provide three professional development tours for student-athletes in Seattle, Spokane, and Silicon Valley.

ACTION ITEM #1

Proposed Revision to WAC 504-26 Standards for Conduct for Students
(Ellen Taylor)

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU System, Revisions to WAC 504-26-045 Standards for Conduct for Students

PROPOSED: That the Board of Regents adopt revisions to WAC 504-26 Standards for Conduct of Students

SUBMITTED BY: Ellen Taylor, Interim Vice President for Student Affairs

SUPPORTING INFORMATION:

On August 24, 2021 the United States Department of Education (the Department) published a letter clarifying its regulations for implementing Title IX of the Education Amendments of 1972 (Title IX). The Department clarified that due to the decision in *Victim Rights Law Center et al. v. Cardona,* no. 1:20-cv-11104, 2021 WL 3185743 (D. Mass. July 28, 2021), the Department immediately ceased enforcement of the cross-examination requirement of parties and witnesses in live hearings. This is a welcome change from the department as this provision had negatively impacted WSU students.

This revision to WAC 504-26-045 specifically strikes the cross-examination requirement. It then re-serializes the subsequent provisions of the section to align numerically.

This permanent WAC rule revision was presented to the Board of Regents as a future action item at the January 2022 Board of Regents meeting.

In accordance with University and Washington Administrative Code rules, a public hearing was held on February 10, 2022 to solicit comment. No comments were received, written nor oral, from the public on this matter.

AMENDATORY SECTION (Amending WSR 21-07-057, filed 3/15/21, effective 4/15/21)

WAC 504-26-045 Evidence. (1) ((~~Except as provided in subsection (2) of this section,~~)) Evidence, including hearsay evidence, is admissible in student conduct proceedings if, in the judgment of the conduct officer or presiding officer, it is the kind of evidence that reasonably prudent persons are accustomed to rely on in the conduct of their affairs. The conduct officer or presiding officer determines the admissibility and relevance of all information and evidence.

(2) ((~~In conduct board hearings to resolve allegations that, if proven, would constitute Title IX sexual harassment within the university's Title IX jurisdiction, witnesses, including parties, must submit to cross-examination for their written or verbal statements to be considered by the university conduct board.~~

~~(3)~~)) The sexual history of a complainant is not relevant and not admissible in a student conduct proceeding unless such evidence about the complainant's sexual predisposition or prior sexual behavior is offered to prove that someone other than the respondent committed the conduct alleged by the complainant, or if the questions and evidence

concern specific incidents of the complainant's prior sexual behavior with respect to the respondent and are offered to prove consent.

((~~(4)~~)) (3) Students may choose to remain silent during conduct proceedings, recognizing that they give up the opportunity to explain their version of events and that the decision is made based on the information presented at the hearing. No student must be compelled to give self-incriminating evidence, and no negative inference will be drawn from a student's refusal to participate in any stage of the conduct proceeding. If either party does not attend or participate in a hearing, the conduct officer or conduct board may resolve the matter based on the information available at the time of the hearing.

[Statutory Authority: RCW 28B.30.150. WSR 21-07-057, § 504-26-045, filed 3/15/21, effective 4/15/21; WSR 18-23-083, § 504-26-045, filed 11/19/18, effective 12/20/18.]

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(2) The sexual history of a complainant is not relevant and not admissible in a student conduct proceeding unless such evidence about the complainant's sexual predisposition or prior sexual behavior is offered to prove that someone other than the respondent committed the conduct alleged by the complainant, or if the questions and evidence concern specific incidents of the complainant's prior sexual behavior with respect to the respondent and are offered to prove consent.

(3) Students may choose to remain silent during conduct proceedings, recognizing that they give up the opportunity to explain their version of events and that the decision is made based on the

information presented at the hearing. No student must be compelled to give self-incriminating evidence, and no negative inference will be drawn from a student's refusal to participate in any stage of the conduct proceeding. If either party does not attend or participate in a hearing, the conduct officer or conduct board may resolve the matter based on the information available at the time of the hearing.

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Agenda

Finance and Compliance Committee
Thursday, March 10, 2022
2:30 p.m. – 4:00 p.m.

Location: WSU Tri-Cities, Collaboration Hall, Room 102
Committee: Committee of the whole – Lisa Schauer (Chair)

Information Items		**Section**
1.	Internal Audit Update *(Lopez)*	F-1
2.	Athletics Budget Update Fiscal Year 2021 *(Pearson/Haarlow)*	F-2
3.	Athletics Budget Review Fiscal Year 2022 *(Pearson/Haarlow)*	F-3
Future Action Items		
1.	Academic Year 2022-2023 Tuition Rates *(Pearson)*	F-4
2.	Services and Activities Fee Rate Changes for Academic Year 2022-2023 *(Pearson/Taylor)*	F-5
3.	Services and Activities Fees Committee Allocations for Summer 2022 and Academic Year 2022-2023 *(Pearson/Taylor)*	F-6
4.	Academic Year 2022-2023 Housing and Dining Rates *(Taylor)*	F-7
5.	WSU Pullman, Undergraduate Technology Fee Committee Allocations For Academic Year 2022-2023 *(Pearson/Chilton)*	F-8
6.	WSU Vancouver, Technology Fee Committee Allocations for Academic Year 2022-2023 *(Pearson/Netzhammer)*	F-9
7.	Student Recreation Center Fee Rate *(Pearson/Taylor)*	F10
Action Items		
1.	WSU Vancouver, Life Sciences Building Request for Increase in Project Budget *(Pearson/Yang/Netzhammer)*	F-11
2.	WSU Pullman, Agricultural Research Services (ARS)/WSU Plant Bioscience Building Ground Lease *(Pearson/Yang/Skinner)*	F-12

Washington State University

Office of Internal Audit
Fiscal Year 2022 – Semi Annual Status Report
July 1, 2021 through December 31, 2021

Internal Audit Services

- Planned audits to review the adequacy of internal controls in the areas of operations, financial, compliance and information technology
- Investigations of suspected employee misconduct in the areas of fraud, waste and abuse
- Advisory services including serving as liaison between management and external auditors and providing guidance to members of the University community with issues that impact operations and systems of internal control

Personnel

- The Internal Audit team includes the Chief Audit Executive and four auditors.
- One of the audit positions, Sr. IT Auditor, is currently vacant and has been posted. This impacts audit activity.

Engaged Activities/Projects

Audits	IT Governance	in Planning*
	Effort Certification	in Planning
	Housing and Dining Facilities Procurement	Engaged
Follow up	IT issues - distributed areas	in Progress
	HIPAA compliance	in Progress
Projects	Updated Audit System (Version, Cloud-based)	
	Enhanced Analytics Software (TeamMate)	
	Financial and Compliance Fraud Queries	
	Fraud Risk Assessment (survey scheduled 4/1/2022)	
Investigations	2 active, 6 closed in preliminary	
Liaison	Active – FY 2021 State Auditor's Office (SAO) Single Audit	
	Active – 2 SAO Whistleblower	
	Active – 2 SAO Fraud	
	Active – 1 Executive Ethics Board (EEB) investigation	
	Active – 1 federal investigation	

*engagement impacted by vacancy

INFORMATION ITEM #2
Fiscal Year 2021 Athletics Budget Update
(Stacy Pearson/Jon Haarlow)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Fiscal Year 2021 Athletics Budget Update

SUBMITTED BY: Stacy Pearson, Vice President for Finance & Administration/CFO
Pat Chun, Director of Athletics

SUPPORTING INFORMATION: This information item provides an update on the fiscal year 2021 Athletics Budget, as approved by the Board of Regents in May 2021. Athletics worked closely with University Accounting and an independent auditor, Eide Baily, to finalize the fiscal year 2021 Athletics Financial Report, as required by the NCAA bylaw 3.2.4.17.

Contributions landed $0.9M favorably due to increased donations tied to football season tickets. Additionally, Pac-12 media distributions improved $1.2M above the previous projection. Conversely, revenue tied to sponsorship fulfillment regressed ($0.3M) and lower enrollment led to a shortfall of ($0.3M) in stadium fees. Finally, we saw shortages related to COVID-19 in other areas such as concessions, parking, and in-kind agreements. Despite the fluctuations, Athletics was able to realize a $0.9M improvement in revenues over the fiscal year 2021 approved budget.

Athletics realized significant savings from the impact of COVID-19. The areas of marketing, fundraising, and administration were able to alter day-to-day operations to achieve 2.8M in savings, while team travel, recruiting, and game-related expenses were $2.7M lower than the approved budget.

Fiscal year 2021 saw significant shifts in revenue and expenses due to COVID-19. However, Athletics was able to adjust accordingly and land favorably to the fiscal year 2021 budget as presented and approved in May 2021.

Washington State University FY2021

REVENUES:	May-21 Approved	Jan-22 Final	Variance	
Ticket Sales	0.0	0.0	0.0	
Contributions/Endowments	7.8	8.7	0.9	a.
NCAA/Pac-12	21.3	22.5	1.2	b.
Royalties/Advert/Sponsor	2.4	2.1	(0.3)	c.
Institutional Support	0.0	0.0	0.0	
Waivers/Student Fees	5.1	4.8	(0.3)	d.
Other Revenue	2.6	2.1	(0.5)	e.
Total Revenue	**39.2**	**40.1**	**0.9**	
EXPENSES:				
Compensation	25.4	25.6	(0.2)	f.
Scholarships	11.4	11.4	0.0	
Sport Programs	10.1	7.4	2.7	g.
Marketing/Fund Raising	1.7	1.2	0.5	h.
Debt Payments	10.0	10.0	0.0	
Direct Admin/Dues	5.2	4.6	0.6	i.
Other Expense	6.6	4.9	1.7	j.
Total Expenses	**70.3**	**65.0**	**5.3**	
Net Income from Operations	**(31.1)**	**(24.9)**	**6.2**	
Proceeds from External Financing	**35.6**	**35.6**	**0.0**	k.
Net Income After Financing	**4.5**	**10.7**	**6.2**	
less Capital Projects	(0.6)	(0.6)	0.0	
Plus Excess Cont. Above Cap. Expenses	4.7	4.7	0.0	
Net Income after Capital Projects	**8.6**	**14.8**	**6.2**	

a. Contributions to the Annual Fund tied to 2021 football finished stronger than projected

b. Positive media rights negotiations for Pac-12 from cancelled contests due to COVID-19

c. Multi-media rights revenue lower than projected due to inability to fulfill sponsorship obligations

d. Student Stadium Fee less than projected

e. Concessions, indirect institutional support (neutral compliance expense), in-kind and pouring rights distribution less than projected

f. Transition and relocation expenses due to staffing changes

g. Team expenses lower than projected due to home and away cancellations, closed recruiting period, and offset of COVID-19 testing

h. Operating costs were limited due to event restrictions and in-kind less than forecast (neutral in-kind revenue also reflected)

i. Pac-12 Conference expenses share related to COVID-19 less than projected

j. Game guarantees, compliance expense (neutral revenue as institutional support), non-team travel, and severance (fringe benefits) less than projected

k. External financing borrowed for mufti-year use to assist in bridging COVID-19 financial impact. Total Borrowing $37.8M, $2.2M in capitalized interest and cost of issuance; Net Proceeds of $35.6M

INFORMATION ITEM #2

Fiscal Year 2022 Athletics Budget Update
(Stacy Pearson/Jon Haarlow)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Fiscal Year 2022 Athletics Budget Update

SUBMITTED BY: Stacy Pearson, Vice President for Finance & Administration/CFO
Pat Chun, Director of Athletics

BACKGROUND INFORMATION: This information item provides an update on the FY2022 Athletics Budget, as approved by the Board of Regents in May 2021 and last presented in January 2022. COVID-19 continues to be a significant factor in projecting Athletics FY2022 budget. However, Athletics can provide an updated projection based on current information.

Currently, ticket sales are forecast to land improved over the board approved budget of 50% capacity and remains the largest opportunity for improvement. While tickets have improved, Pac-12 revenue has been reforecast due to missed Bowl game opportunities and a continued impact of COVID-19 cancelled contests. Additionally, gender equity waivers are projected to land less than the approved budget due to a decrease in enrollment.

While revenues have shown improvement, an increase in expenses is projected as COVID-19 continues to impact travel and operations. Revenue increases have outpaced expenses to show a net improvement from the budget approved by the Board of Regents in May 2021.

Athletics remains proactive in forecasting and anticipating potential impacts to current and future year budgets and will update the Board as new information is available.

ATTACHMENTS: Attachment A – FY22 Athletics Budget March 2022
Attachment B – FY21 – FY26 Pro Forma

Attachment A:

Washington State University FY2022

	May-21 Approved Budget	Jan-22 Projections	Variance	
REVENUES:				
Ticket Sales	3.7	7.5	3.8	a.
Contributions/Endowments	9.5	9.6	0.1	
NCAA/Pac-12	39.3	38.0	(1.3)	b.
Royalties/Advert/Sponsor	4.0	3.7	0.0	
Institutional Support	0.0	0.0	0.0	
Waivers/Student Fees	5.0	4.6	(0.4)	c.
Other Revenue	7.2	7.2	0.0	
Total Revenue	**68.7**	**70.7**	**2.0**	
EXPENSES:				
Compensation	29.2	29.2	0.0	
Scholarships	12.4	12.4	0.0	
Sport Programs	13.9	14.2	0.3	d.
Marketing/Fund Raising	2.3	2.1	(0.2)	e.
Debt Payments	10.0	10.0	0.0	
Direct Admin/Dues	4.0	4.2	0.2	f.
Other Expense	11.8	12.4	0.6	g.
Total Expenses	**83.5**	**84.5**	**1.0**	
Net Income from Operations	**(14.8)**	**(13.8)**	**1.0**	
Proceeds from Proposed External Financing	**11.0**	**11.0**	**0.0**	
Net Income After Financing	**(3.8)**	**(2.8)**	**1.0**	
less Capital Projects	(0.3)	(0.8)	(0.5)	h.
Plus Excess Cont. Above Cap. Expenses	4.4	8.8	4.4	
Net Income after Capital Projects	**0.3**	**5.2**	**4.9**	

a. Increase in projected ticket sales above 50% capacity

b. Reforecast of NCAA/Pac-12 revenue projection - Bowl Games/COVID

c. Decrease in projected gender equity waivers

d. Increase in projected game and travel expenses related to COVID-19 protocol

e. Reallocation of budget funds to other areas

f. Updated IT cost projection and legal fee estimates related to billing compliance

g. Updated and reforecast facilities costs related to reopening venues and a reforecast of game guarantee costs.

h. Increased fees associated with capital fundraising fees and golf facility

Attachment B – FY21 – FY26 Pro Forma

Washington State University								
REVENUES:	**FY19**	**FY20**	**FY21**	**Projection FY22**	**FY23**	**FY24**	**FY25**	**FY26**
Ticket Sales	9.5	8.6	0.0	7.5	10.3	10.2	10.3	10.3
Contributions/Endowments	12.4	10.7	8.7	9.6	11.2	11.7	11.6	11.4
NCAA/Pac-12	34.2	34.7	22.5	38.0	41.0	42.8	46.5	48.3
Royalties/Advert/Sponsor	4.6	4.3	2.1	3.7	4.1	4.2	4.4	4.5
Institutional Support	0.0	0.0	0.0	0.0	2.4	2.5	2.5	2.6
Waivers/Student Fees	5.2	5.2	4.8	4.6	5.0	4.9	4.8	4.8
Other Revenue	5.8	6.6	2.1	7.2	8.5	8.6	8.6	8.6
Total Revenue	**71.7**	**70.2**	**40.1**	**70.7**	**82.5**	**84.9**	**88.6**	**90.5**
EXPENSES:								
Compensation	27.7	28.5	25.6	29.2	29.6	30.0	30.9	32.0
Scholarships	11.0	10.5	11.4	12.4	12.3	12.4	12.7	13.1
Sport Programs	11.4	10.7	7.4	14.2	13.8	13.9	14.2	14.6
Marketing/Fund Raising	1.8	1.3	1.2	2.1	2.1	2.1	2.2	2.3
Debt Payments	9.2	9.2	10.0	10.0	10.0	11.5	11.5	10.8
Direct Admin/Dues	4.7	4.6	4.6	4.2	4.2	4.3	4.5	4.6
Other Expense	10.3	12.5	4.9	12.4	10.5	10.7	11.1	11.0
Total Expenses	**76.3**	**77.3**	**65.0**	**84.5**	**82.5**	**84.9**	**87.1**	**88.4**
Net Income from Operations	**(4.6)**	**(7.1)**	**(24.9)**	**(13.8)**	**0.0**	**0.0**	**1.5**	**2.1**
Proceeds from Proposed External Financing			**35.6**	**11.0**	**0.0**	**0.0**	**0.0**	**0.0**
Net Income After Financing	**(4.6)**	**(7.1)**	**10.7**	**(2.8)**	**0.0**	**0.0**	**1.5**	**2.1**
less Capital Projects	0.0	(6.7)	(0.6)	(0.8)	(0.2)	(0.2)	(20.0)	(0.2)
Plus Excess Cont. Above Cap. Expenses	0.0	4.6	4.7	8.8	2.3	2.2	1.7	1.4
Net Income after Capital Projects	**(4.6)**	**(9.2)**	**14.8**	**5.1**	**2.1**	**2.0**	**(16.8)**	**3.4**
Accumulated Deficit with Capital Contributions	(74.8)	(84.0)	(69.0)	(63.9)	(61.7)	(59.7)	(76.6)	(73.2)
Accumulated Deficit without Capital	(74.8)	(81.9)	(71.2)	(74.0)	(74.0)	(74.0)	(72.5)	(70.4)

FUTURE ACTION ITEM #1

Academic Year 2022-2023 Tuition Rates
(Stacy Pearson)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Academic Year 2022-2023 Tuition Rates

PROPOSED: That the Washington State University Board of Regents set tuition rates for academic year 2022-2023.

SUBMITTED BY: Stacy Pearson, Vice President for Finance & Administration/CFO

SUPPORTING INFORMATION: State law authorizes the governing boards of the four-year higher education institutions to establish tuition and fees for all student categories except resident undergraduates. Current legislation allows resident undergraduate tuition to increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years. This index has been between 2.2% -2.8% over the last five years and the actual tuition rate increase has averaged 2.3% over that same time period.

The WSU Board of Regents has the authority to set all non-resident undergraduate, resident and non-resident graduate, and resident and non-resident professional tuition rates.

Tuition rates will be finalized for action at the May 2022 Board of Regents meeting, pending approval of the final legislative budget, proposed rate evaluation, and student feedback.

The current full-time annual tuition rates for 2021-2022 are shown below, along with proposed changes for academic year 2022-2023 that are known at this time.

Tuition Rates	Current	Proposed	Change	%Change
Undergraduate Resident (Attachment A)	$10,457	$10,718	$261	2.5%
Undergraduate Non-Resident	$25,773	$26,417	$644	2.5%
Undergraduate Resident Global Campus	$10,457	$10,718	$261	2.5%
Undergraduate Non-Resident Global Campus	$11,699	$11,991	$292	2.5%
Graduate Resident (Attachment B)	$12,076	$12,378	$302	2.5%
Graduate Non-Resident	$26,526	$27,189	$663	2.5%
Gradaute Resident Global Campus	$12,076	$12,378	$302	2.5%
Graduate Non-Resident Global Campus	$12,076	$12,378	$302	2.5%
Master of Nursing Resident	$17,234	$17,234	$0	0.0%
Master of Nursing Non-Resident	$32,256	$32,256	$0	0.0%
PharmD Resident (Attachment C)	$23,990	$24,878	$888	3.7%
PharmD Non-Resident	$40,644	$42,148	$1,504	3.7%
DVM Resident (Attachment D)	$25,744	$26,774	$1,030	4.0%
DVM Non-Resident	$61,156	$62,378	$1,222	2.0%
DVM 4th Year Resident	$36,900	$38,376	$1,030	2.8%
DVM 4th Year Non-Resident	$72,312	$73,980	$1,222	1.7%
ESF College of Medicine Resident	$39,508	$39,508	$0	0.0%
Masters in Athletic Training – Resident	$13,074	$13,074	$0	0.0%
Masters in Athletic Training – Non-Resident	$26,506	$26,506	$0	0.0%

The Regents approved a new self-sustaining online Masters of Engineering in Civil Engineering (Attachment E) program in May of 2021. The program will enroll its first students in Spring 2023. The per-credit tuition rate proposed for this program is shown below.

Tuition Rates	Current	Proposed	Change	%Change
Online Masters of Civil Engineering	N/A	$866	N/A	N/A

The Engineering and Technology Management (Attachment F) and MBA (Attachment G) programs are self-sustaining programs and, as such, charge a per credit hour tuition rate. The MBA program proposes a new differential rate for military students in the Executive MBA (EMBA) program. The current per credit rates for 2021-2022 are shown below, along with the proposed rates for academic year 2022-2023.

Engineering and Technolology Management (Attachment F)

Tuition Rates	Current	Proposed	Change	%Change
Standard	$1,375	$1,237	-$138	-10%
Military	$825	$866	$41	5%
WA Government Employee	$825	$866	$41	5%
Student and Affiliate	$825	$866	$41	5%

MBA (Attachment G)

Tuition Rates	Current	Proposed	Change	%Change
OMBA	$855	$876	$21	2.5%
OMBA Military Rate	$750	$769	$19	2.5%
EMBA	$1,296	$1,328	$32	2.5%
EMBA Military Rate	N/A	$1,169	N/A	N/A

ATTACHMENTS:
Attachment A - Undergraduate Tuition Rate Supporting Documents
Attachment B - Graduate Tuition Rate Supporting Documents
Attachment C - Pharmacy PhD Tuition Rate Supporting Documents
Attachment D - DVM Tuition Rate Supporting Documents
Attachment E - Online Masters of Engineering in Civil Engineering Tuition Rate Supporting Documents
Attachment F - Engineering & Technology Management Tuition Rate Supporting Documents
Attachment G - MBA Tuition Rate Supporting Document

Attachment A

Tuition and Fee Rate Increase Request

Fee name: Undergraduate Tuition

	Resident	Non-Resident
Current Rate (Annual)	$10,457 (on campus & online)	$25,773 (on campus) $11,699 (online)
Proposed Rate (Annual)	$10,718 (on campus & online)	$26,417 (on campus) $11,991 (online)
$ Increase	$261	$644 (on campus) $292 (online)
% Increase	2.5%	2.5%

Description of who pays the fee: *(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):*

Undergraduate students.
On campus rates are the same for all physical campuses, the online campus rate for non-residents was reduced in AY 2013-14 to equal the resident online rate.
The stated rates are full-time fall and spring semester rates for students enrolled in 10-18 credits. Over 18 credits pay an additional 1/10th of this rate per credit, part-time and summer session rates are 1/10th of these amounts per credit hour.

Justification for the increase / consequence for not increasing :

State appropriations and tuition are the two primary funding sources for the operating budget. The state does not provide inflationary increases in appropriations and the state budget also assumes that new funding for incremental cost increases like benefit rates, minimum wage, compensation, self-insurance, and state central services are funded in part through tuition increases. The proposed 2.5% increase balances the necessity to keep pace with rising costs while also keeping tuition rates as low as possible.

Enrollments have declined over the past two years and are expected to decrease for the third consecutive year. While freshman enrollment looks promising, lower transfer enrollments and large graduating classes continue to impact enrollment. This trend is expected to continue nationally due to the decline in birth rates after the great recession that some predict will reduce the number of college age students after 2025 by 15% nationwide. WSU plans to continue budget reductions into FY23 to help offset the decline in tuition revenue. A tuition rate increase will help stabilize the operating budget as we work to increase total enrollments over the next couple years.

The proposed increase of 2.5% is lower than the projected increase that will be authorized for resident undergraduates by the State Office of Financial Management later this spring. Further, the Washington College Grant Program guarantees financial assistance for eligible resident undergraduate students. Award amounts vary based on income and family size, the maximum award covers full tuition for the neediest students.

Tuition and Fee Rate Increase Request

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)
The proposed resident undergraduate rate would be just under the 2014-15 rate. Resident undergraduate rates decreased 5% in 2015-16, and another 10% in 2016-17. Since then, annual inflationary increases of between 2.0% - 2.5% have occurred. The non-resident undergraduate rate for on campus students remained flat from 2013-14 through 2018-19. The non-resident undergraduate rate has increased by the same percentage as the undergraduate resident rate since AY 2019-20. 2.4% for AY 2019-20 and 2.5% for AY 2020-21 and AY 2021-22. The online non-resident undergraduate rate was reduced in AY 2013-14 so that resident and non-resident rates were the same for Global Campus. The rate remained flat through AY 2018-19. The online non-resident undergraduate rate has increased by the same percentage as the undergraduate resident rate since AY 2019-20. 2.4% for AY 2019-20 and 2.5% for AY 2020-21 and AY 2021-22.

Alternatives Considered:
Not raising the rates was considered, but for reasons described in the justification section it was considered not prudent to further constrain revenues in light of expected enrollment declines and cost increases.

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?
Student feedback will be made available to the Regents prior to voting on this proposal.

Please Attach Any Supporting Documents

Attachment B

Tuition and Fee Rate Increase Request

Fee name: Graduate Tuition

	Resident	Non-Resident
Current Rate (Annual)	$12,076	$26,526 (on campus) $12,076 (online)
Proposed Rate (Annual)	$12,378	$27,189 (on campus) $12,378 (online)
$ Increase	$302	$663 (on campus) $302 (online)
% Increase	2.5%	2.5%

Description of who pays the fee: *(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):*

Graduate students in all programs except Medicine, Nursing, Pharmacy, Veterinary Medicine, Athletic Training, or any self-sustaining graduate programs.
Resident rates are the same for all campuses, the online campus rate for non-residents was reduced in AY 2013-14 to equal the resident rate.
The rates above are full-time fall and spring semester rates for students enrolled in 10-18 credits. Over 18 credits pay an additional 1/10th of this rate per credit, part-time and summer session rates are 1/10th of these amounts per credit hour.

Justification for the increase / consequence for not increasing :

State appropriations and tuition are the two primary funding sources for the operating budget. The state does not provide inflationary increases in appropriations and the state budget also assumes that new funding for incremental cost increases like benefit rates, minimum wage, compensation, self-insurance, and state central services are funded in part through tuition increases. The proposed 2.5% increase balances the necessity to keep pace with rising costs while also keeping tuition rates as low as possible.

Enrollment declines for graduate students are expected this fall for the third consecutive year and is impacted by lower undergraduate enrollments in the past few years. WSU plans to continue budget reductions into FY23 to help offset the decline in tuition revenue. A tuition rate increase will help stabilize the operating budget as we work to increase total enrollments over the next couple years.

Tuition and Fee Rate Increase Request

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)
Graduate rates were frozen for six years from AY 2013-14 through AY 2018-19. The graduate rates have increased by the same percentage as the undergraduate resident rate since AY 2019-20. 2.4% for AY 2019-20 and 2.5% for AY 2020-21 and AY 2021-22.

Alternatives Considered:
Not raising the rate was considered, but for reasons described in the justification section it was considered not prudent to further constrain revenues in light of expected enrollment declines and cost increases.

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?
Student feedback will be made available to the Regents prior to voting on this proposal.

Please Attach Any Supporting Documents

Attachment C

Tuition and Fee Rate Increase Request

Fee name:	Doctor of Pharmacy Tuition

	Resident	Non-Resident
Current Rate (Annual)	23,990	40,644
Proposed Rate (Annual)	24,878	42,148
$ Increase	888	1504
% Increase	3.7%	3.7%

Description of who pays the fee: *(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):*

Annual tuition paid by doctor of pharmacy students in Spokane and Yakima in the College of Pharmacy and Pharmaceutical Sciences (CPPS)

Justification for the increase / consequence for not increasing :

Historically we have had a process of no tuition increases for a long period and then one or two big jumps in tuition. We now realize that this is more disruptive to our students than just having a nominal increase every year. We have listened to our students and our other community stakeholders and are changing our approach. The costs for educating our students, due to inflation, regulatory requirements, and accreditation demands for course and experiential delivery, are increasing at higher rates than we can cover. Increasing our tuition by 3.7% helps but does not cover the costs that we have had to absorb. Although we are constantly looking for opportunities to reduce expenses and increase efficiencies, providing a quality education to our students is our priority.

Tuition and Fee Rate Increase Request

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)

Our previous tuition increases were implemented in AY20-21 and AY19-20. In both years, we increased tuition by $2,000, which represented an increase of approximately 10% for residents and 5% for non-residents. While both increases raised our tuition into a range consistent with our regional peers, the students reacted very poorly to such large, back-to-back increases. We are requesting a 3.7% increase in resident and non-resident tuition in AY22-23. This will bring our resident and non-resident tuition to $24,878 and $42,148, respectively. For comparison, the University of Washington School of Pharmacy charged $33,186 and $55,451 and the Oregon State University College of Pharmacy charged $25,992 and $42,444 for resident and non-resident tuition in AY21-22. In addition, both schools charge higher mandatory fees than CPPS, and OSU charges a higher rate of tuition in the 4th professional year (resident, $31,768; non-resident $51,876). After implementation of the requested 3.6% tuition increase the total cost (tuition + fees) of a PharmD degree at WSU will be $103,113 (resident) and $172,587 (non-resident) in AY22-23. These numbers continue to compare very favorably to AY21-22 costs at UW ($137,340/$226,400) and OSU ($117,608/$187,072). We will remain a quality, competitive program that is affordable to our students and to the students we are recruiting. Exhibit A attached provides a chart and graphical depiction of the numbers described here.

Alternatives Considered:

We have considered increasing enrollment but we are in the midst of a nationwide decline in applicant numbers for pharmacy school and there has been a surplus of practicing pharmacists in the region and across the country. Thus, expansion of our enrollment does not seem like a viable option at this time. We are exploring other revenue streams and have proposed the creation of an undergraduate program in pharmaceutical and medical sciences that would begin taking students in Fall 2023. In an effort to stabilize our enrollment and improve the quality of students we accept in our program, we have entered into articulation agreements with regional institutions and specific units on the Pullman campus (e.g., Honors College, Department of Psychology).

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?

We have been discussing the need to increase tuition and national trends with our faculty, dean's advisory council, professional student advisory council, and other strategic partners in the pharmacy community. Although frustrated with the trends, all parties understand the reality of the situation and our need to increase revenues while coming up with innovative approaches to maintaining our enrollment levels. Several other schools of pharmacy are struggling with accreditation, shuttering extension sites, and reducing enrollment. Our stakeholders believe in our commitment to maintain our enrollment, provide an innovative curriculum, and graduate the best pharmacists who will be well prepared for and sought after by employers. We have a highly engaged group of alumni and supporters who contribute scholarship funds to benefit our doctor of pharmacy students. These funds have historically made a significant impact by helping to defray the cost of tuition. The students are never excited about tuition increases but understand that small increases are expected and justifiable. They understand the unique opportunities that we are providing them, the importance of

Tuition and Fee Rate Increase Request

being able to differentiate themselves and improve their marketability when they reach the employment pool, and that we offer exceptional student support. CPPS will e-mail students in the program regarding the proposed rate increase and will give opportunity for students to provide feedback via email or at the next student town hall in early March. We are still the best value for a doctor of Pharmacy degree in the region and throughout the PAC-12. The college will gather and collate the responses from the students and provide an overview for the May Board of Regents meeting. The tuition increase supports the college's mission to provide the best student experience through enhanced student support, continued curricular innovation, and experiential opportunities that produce a highly marketable graduate.

Please Attach Any Supporting Documents

Attachment D

Tuition and Fee Rate Increase Request

Fee name: Professional DVM Operating Fee (Tuition)

	Resident	Non-Resident
Current Rate (Annual)	25,744	61,156
Proposed Rate (Annual)	26,774	62,378
$ Increase	1,030	1,222
% Increase	4%	2%

Description of who pays the fee: *(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):*

The Professional DVM tuition is paid by professional students enrolled in the College of Veterinary Medicine's Doctor of Veterinary Medicine on the Pullman Campus during the Fall and Spring semesters. The degree program is four years.

In November 2019 a differential 4th year tuition rate was approved effective for students entering Fall 2020 and after. The differential is equal to 13/15 of the regular resident semester rate and will be implemented for the first time in AY 2023-24. Under the approved formula, the proposed DVM rate will adjust listed 4th year tuition to $38,376 for Resident and $73,980 for Non-Resident.

Justification for the increase / consequence for not increasing :

The College of Veterinary Medicine (CVM) has not fully kept pace with needed investments in educational and research programs, and hospital and diagnostic lab “business” functions. Rising costs, even for fixed-level operations, have not been offset by increases across revenue sources, especially with respect to tuition because over the 4-year period FY2014-FY2017, DVM student tuition did not increase. The cumulative, compounded loss of revenue caused by this, compared to the previous norm of 7% per year, was nearly $1.7M annually. Similarly, over the past 2 years with the pandemic, we elected to hold tuition steady.

Tuition and Fee Rate Increase Request

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)
The last rate increase was AY2019-2020. Our 20-year tuition history through FY22 is shown in Appendix A. A fourth year differential has been approved to go into effect FY24. Appendix B shows that our total resident DVM tuition is 7th lowest out of our 30 US peers, and below the national average. If no other institutions increase their tuition (unlikely), the proposed increase will put us at 11th out of our 30 US peers. Note that because Washington state allows true (i.e., not supported by their home state) non-resident DVM students to convert to WA residency after 1 year, our 4-year tuition total for non-resident DVM students is 2nd lowest among the 30 US schools. Appendix C shows the total educational debt for DVM graduates for FY21-22. The mean educational debt of indebted DVM graduates nationally is about $134,000 for those graduating in 2021. At WSU, it was about $113,000. Our graduates typically have lower debt because our resident tuition is lower than the national average and also because such a high proportion of our students pay resident tuition (i.e., those from our contract states of Idaho, Montana, Utah, and other WICHE states, and because most non-residents can convert to WA residency after their 1st year). As a result, in 2021 WSU DVM graduates had the 4th lowest educational debt among the 30 US colleges. Although our graduates are thus relatively advantaged compared to most of their peers nationally, this is still a large educational debt load, and we have taken pride in trying to keep our tuition down to help address this issue within the profession and for our students. Our rate history and peer comparison demonstrate the continued priority to remain a high value program for our students.

Alternatives Considered:
Historically the CVM was able to rely upon state resources to accompany increasing costs to its core programs. However, as state appropriations continue to lag the university's needs, we must rely increasingly on non-state sources of revenue. We have been regularly increasing fees in our Veterinary Teaching Hospital and the Washington Animal Disease Diagnostic Laboratory (WADDL), and we will continue to do so as our regional markets will allow. However, our opportunity to do so is somewhat limited given our location in Pullman, well away from centers of population, and what the veterinary services market will bear. Such strategy must also remain balanced with our mission to provide core curriculum to our students and land grant services to our constituents. Given the overall situation, regular tuition increases will likely continue to be a part of our portfolio of revenue increases as we try to keep pace with increasing costs.

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?
An email was sent to all DVM Students announcing the proposed tuition fee increase, providing some background and rationale and providing a link to the request narrative document (Feb 8, 2022). The email permits student comment and feedback to be sent directly to the Dean (by Feb. 21, 2022) for

compilation and review. Comments will be made available to the Regents prior to voting on this proposal.

Please Attach Any Supporting Documents

College of Veterinary Medicine DVM Tuition
Request Narrative

REQUEST: The College of Veterinary Medicine requests that professional DVM student tuition (operating fee + building fee) be increased in AY 2022-2023 by

- 4% for residents ($1,030 per year, from $25,744 to $26,774), and
- 2% for non-residents ($1,222 per year, from $61,156 to $62,378)

according to the following detail:

	Current Rates				Proposed Rates			
	Building Fee	Operating Fee	Total Tuition	Increase %	Building Fee	Operating Fee	Total Tuition	Increase over Current Rate
Resident - DVM	1,199	24,545	25,744	4%	1,247	25,527	26,774	1,030
Non-Resident - DVM	1,715	59,441	61,156	2%	1,748	60,630	62,378	1,222

Based on the typical mix of student enrollments from WA residents, residents of contract/partner states, and non-residents, these increases would generate ~$498,000 in additional revenue for FY23 (of this, ~$236,000 new revenue would flow to the "central" budget). The CVM has not had a tuition increase for the past 3 years. Although one was requested for AY 20-21, it was not implemented due to COVID. The last tuition increase was 3% and 1% for resident and non-resident DVM students, respectively, approved in FY20.

BACKGROUND AND JUSTIFICATION: The College of Veterinary Medicine (CVM) has not fully kept pace with needed investments in educational and research programs, and hospital and diagnostic lab "business" functions. In addition, over the past 2 years with the pandemic, we elected to hold tuition steady.

Our 20-year tuition history through FY22 is shown in **Appendix A**.

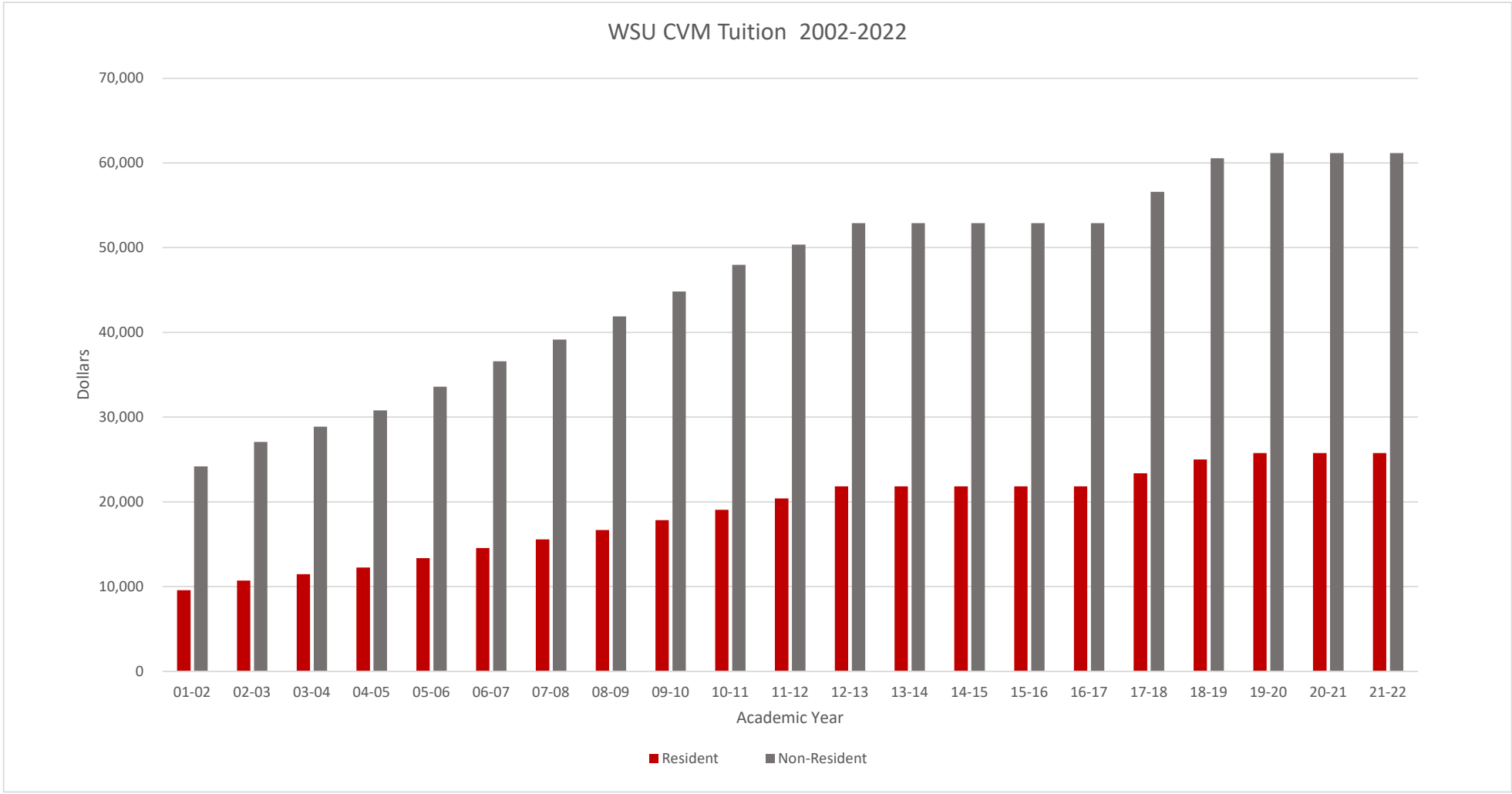
Each year the American Association of Veterinary Medical Colleges compiles a comparative data report for Veterinary schools. Using these data, we can understand how our tuition and debt compare to other Veterinary colleges in the USA.

Appendix B shows that our total resident DVM tuition is 7th lowest out of our 30 US peers, and below the national average. If no other institutions increase their tuition (unlikely), the proposed increase will put us at 11th out of our 30 US peers. Note that because Washington state allows true (i.e., not supported by their home state) non-resident DVM students to convert to WA residency after 1 year, our 4-year tuition total for non-resident DVM students is 2nd lowest among the 30 US schools.

Appendix C shows the total educational debt for DVM graduates for FY21-22. The mean educational debt of indebted DVM graduates nationally is about $134,000 for those graduating in 2021. At WSU, it was about $113,000. Our graduates typically have lower debt because our resident tuition is lower than the national average and also because such a high proportion of our students pay resident tuition (i.e., those from our contract states of Idaho, Montana, Utah, and other WICHE states, and because most non-residents can convert to WA residency after their 1st year). As a result, in 2021 WSU DVM graduates had the 4th lowest educational debt among the 30 US colleges.

Although our graduates are thus relatively advantaged compared to most of their peers nationally this is still a large educational debt load, and we have taken pride in trying to keep our tuition down to help address this issue within the profession and for our students. However, as expenses have risen over the past few years, and as state appropriations continue to lag behind the university's needs coming out of the recession, we must rely increasingly on non-state sources of revenue. We have been regularly increasing fees in our Veterinary Teaching Hospital and the Washington Animal Disease Diagnostic Laboratory (WADDL), and we will continue to do so as our regional markets will allow. However, our opportunity to do so is somewhat limited given our location in Pullman, well away from centers of population, and what the veterinary services market will bear. Given the overall situation, regular tuition increases will likely continue to be a part of our portfolio of revenue increases as we try to keep pace with increasing costs.

In summary, no tuition increase is welcome, but they are needed because of our lagging tuition revenue over the past several years in relation to limits on how much we can grow other revenue (for example, Veterinary Teaching Hospital and Animal Disease Diagnostic Lab fees), and the erosion of state appropriations in relation to ever-growing expenses. Fortunately, even with the proposed increase, WSU's College of Veterinary Medicine will remain among the U.S. Vet schools with the lowest costs, and thus will remain near the bottom in educational debt given our overall set of circumstances.


WSU CVM Tuition 2002-2022
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
Dollars
01-02
02-03
03-04
04-05
05-06
06-07
07-08
08-09
09-10
10-11
11-12
12-13
13-14
14-15
15-16
16-17
17-18
18-19
19-20
20-21
21-22
Academic Year
Resident
Non-Resident

Appendix A

APPENDIX B

AAVMC Comparative Data Report, 2021, Tuition for all 30 current Veterinary Schools in USA

	School	1st Year Tuition + Fees		4th Year Tuition + Fees		Estimated Total Tution + Fees over all Years- Class of 2022	
		Res	NR	Res	NR	Res	NR
1	NCSU	$19,646	$48,348	$19,646	$48,348	$78,316	$107,286
2	PUR	$19,918	$44,746	$21,480	$46,351	$81,234	$180,589
3	AUB	$22,880	$49,040	$22,880	$49,040	$88,744	$193,980
4	UGA	$19,792	$49,454	$19,792	$49,454	$88,750	$207,776
5	KSU	$23,473	$51,296	$26,367	$57,757	$97,944	$214,229
6	OKL	$23,980	$50,340	$24,360	$50,720	$99,960	$206,060
7	**WSU**	**$26,284**	**$61,696**	**$26,284**	**$61,696**	**$102,023**	**$135,253**
8	VMR	$26,086	$55,687	$26,983	$56,886	$102,655	$219,659
9	TAMU	$26,320	$42,022	$29,160	$45,549	$105,446	$164,441
10	MIS	$27,248	$48,448	$27,248	$48,448	$105,848	$190,648
	US Avg	**$26,746**	**$51,959**	**$28,074**	**$53,776**	**$107,680**	**$193,325**
11	LSU	$27,425	$56,525	$27,425	$56,525	$109,705	$226,105
12	ORE	$27,419	$52,721	$28,127	$53,431	$110,384	$211,594
13	ISU	$26,476	$56,694	$38,259	$67,383	$113,787	$229,045
14	UMO	$29,229	$68,424	$33,312	$72,507	$115,135	$150,959
15	FLA	$28,790	$45,500	$28,790	$45,500	$115,160	$182,000
16	TENN	$29,336	$56,602	$29,336	$56,602	$117,318	$226,382
17	ILL	$32,570	$55,660	$33,436	$56,436	$126,864	$216,742
18	WIS	$33,663	$53,392	$33,663	$53,392	$129,466	$205,246
19	MSU	$31,762	$47,716	$28,248	$50,556	$131,824	$216,481
20	UCD	$32,618	$44,863	$36,688	$48,933	$133,045	$182,025
21	MIN	$32,418	$58,122	$44,354	$79,697	$141,128	$253,385
22	COR	$39,206	$58,244	$39,206	$58,244	$146,102	$217,332
23	OSU	$33,674	$73,796	$50,543	$50,548	$151,565	$191,712
24	CSU	$38,962	$62,660	$38,409	$62,220	$155,295	$250,200
25	TUS	$44,190	$44,190	$54,679	$54,679	$187,249	$187,249
26	LMU	$51,014	$51,014	$51,314	$51,314	$195,137	$195,137
27	PENN	$54,742	$64,742	$54,742	$64,742	$209,266	$249,266
28	TUF	$56,737	$63,572	$56,587	$63,422	$212,356	$239,936
29	WES	$56,937	$56,937	$56,925	$56,925	$227,012	$227,012
30	MID	$67,354	$67,354	$67,354	$67,354	$260,114	$260,114

APPENDIX C

American Association Veterinary Medical Colleges (AAVMC) Comparative Data report, FY2021-2022

Mean and Median Debt of Graduating USA veterinarians

	School	Number of Graduate	Number of Indebted	MEDIAN Educational Debt of Indebted	MEAN Educational Debt of Indebted Graduates	Range of Educational Debt	
						Minimum	Maximum
1	UMO	115	94	$42,270	$38,309	$10,000	$86,280
2	TUS	59	59	$81,550	$90,006	$40,500	$162,000
3	FLA	105	85	$168,745	$113,046	$17,400	$266,662
4	**WSU**	**127**	**99**	**$120,179**	**$115,619**	**$9,420**	**$210,710**
5	TAMU	134	91	$120,000	$121,521	$5,000	$279,999
6	NCSU	96	76	$143,531	$125,868	$3,000	$234,813
7	UCD	136	85	$140,000	$132,276	$11,000	$250,000
	US Avg	**110**	**86**	**$142,018**	**$134,023**	**$15,012**	**$256,854**
8	UGA	116	97	$148,572	$144,406	$10,000	$293,546
9	MIS	91	75	$160,746	$147,404	$14,128	$221,838
10	WIS	99	82	$160,917	$147,984	$12,813	$266,103
11	COR	107	76	$159,756	$150,415	$19,792	$249,005
12	ISU	148	126	$156,761	$151,736	$19,305	$280,214
13	PUR	82	65	$169,331	$154,426	$4,890	$258,043
14	AUB	114	95	$172,523	$168,673	$20,000	$315,779
15	OKL	93	70	$168,134	$171,625	$27,903	$296,770
16	TENN	90	86	$178,318	$171,804	$6,000	$366,257
17	VMR	128	103	$172,333	$175,564	$5,139	$418,903
18	ILL	133	112	$178,125	$178,337	$10,132	$296,983
19	ORE	74	59	$168,667	$178,683	$838	$350,335
20	LSU	84	74	$181,838	$179,948	$20,000	$420,000
21	OSU	153	135	$189,848	$181,377	$2,977	$294,631
22	CSU	152	122	$189,545	$184,147	$10,000	$322,395
23	MSU	114	94	$186,960	$184,221	$4,882	$455,186
24	KSU	115	95	$178,003	$184,441	$14,161	$402,889
25	MIN	105	90	$196,719	$204,706	$20,036	$360,248
26	PENN	124	96	$232,167	$219,959	$15,000	$382,824
27	TUF	96	72	$249,040	$226,170	$22,808	$361,450
28	WES	99	85	$304,798	$267,521	$27,290	$415,952
29	LMU	120	112	$306,000	$297,554	$20,000	$360,000
30	MID	99	98	$330,847	$307,685	$21,074	$394,714

Attachment E

Tuition and Fee Rate Increase Request

Fee name: Online Master of Engineering in Civil Engineering

	Resident	Non-Resident
Current Rate (Annual)	N/A - New Program	N/A - New Program
Proposed Rate (Annual)	$866 per SCH	$866 per SCH
$ Increase	N/A	N/A
% Increase	N/A	N/A

Description of who pays the fee: *(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):*

Graduate, full and part-time students who enroll in the new Online Master of Civil Engineering program during the Spring, Fall, and Summer terms. This new self-sustaining program was recommended by Faculty Senate in April 2021, supported by the Provost and approved by the Regent's in May 2021.

There is no differential between resident and non-resident tuition.

Justification for the increase / consequence for not increasing :

NA –Spring 2023 is the first semester students will enroll in the program.

Tuition and Fee Rate Increase Request

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)

The initial tuition rate is based on an analysis of employer support, comparable programs, and alignment with rates for the Engineering and Technology Management (ETM) program.

The Master of Engineering in Civil Engineering degree will be marketable to working professionals with the flexibility of an online format and new cutting-edge content. Based on dialogue with employers, especially those in Washington State, there is a need for engineers with master's level knowledge and skills. Employers are willing to support their employees, including with tuition reimbursement, in obtaining a master's degree.

This new program will incorporate courses from the ETM program, therefore the initial rate for this program will be the same as the differential rate for the ETM program. Analysis of 12 other online Civil Engineering degrees showed rates ranging from $651/cr. to $1,774/cr. The proposed rate of $866/cr. is considered a reasonable entrance point to cover costs of the self-sustaining program.

Alternatives Considered:

A higher rate was considered, but it was deemed more important to align the rate with the ETM program because students will take courses from both programs.

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?

Spring 2023 is the first semester students will be enrolled. Student feedback will be gathered if future rate increases are proposed.

Please Attach Any Supporting Documents

Attachment F

Tuition and Fee Rate Increase Request

Fee name: Engineering and Technology Management (ETM)

	Resident	Non-Resident
Current Rate (Annual)	Standard: $1375/cr. Military: $825/cr. WA Gov't Employee: $825/cr. Student & Affiliate: $825/cr.	Standard: $1375/cr. Military: $825/cr. WA Gov't Employee: $825/cr. Student & Affiliate: $825/cr.
Proposed Rate (Annual)	Standard: $1237/cr. Military: $866/cr. WA Gov't Employee: $866/cr. Student & Affiliate: $866/cr.	Standard: $1237/cr. Military: $866/cr. WA Gov't Employee: $866/cr. Student & Affiliate: $866/cr.
$ Increase	Standard: -$138/cr. Military: $41/cr. WA Gov't Employee: $41/cr. Student & Affiliate: $41/cr.	Standard: -$138/cr. Military: $41/cr. WA Gov't Employee: $41/cr. Student & Affiliate: $41/cr
% Increase	Standard: -10% Military: 5% WA Gov't Employee: 5% Student & Affiliate: 5%	Standard: -10% Military: 5% WA Gov't Employee: 5% Student & Affiliate: 5%

Description of who pays the fee: *(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):*

Engineering and Technology Management graduate students fall, spring, and summer. All courses are offered through Global Campus. There is no differential between resident and non-resident tuition. Differential tuition is offered to active duty military and veteran students, Washington State government employees (including WSU employees), and WSU students pursuing other degrees.

Justification for the increase / consequence for not increasing :

ETM is proposing a 10% decrease in the standard rate and a 5% increase in the differential rate offered to select groups of students described above. These adjustments will bring the upper rate in line with the average tuition ($1250/cr.) of top engineering management programs around the country and the increase in the differential rate will close the gap on the "discounted" rate from 40% to 30%. Approximately 50% of current students pay the discounted rate, and the vast majority of students receive tuition reimbursement from their employers. The ETM rates have been the same since FY 2012. These adjustments are necessary to address rising costs and maintain program quality.

Tuition and Fee Rate Increase Request

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)
The current tuition rates were adopted in FY 2012. Per-credit tuition for similar online master's degree programs (US News) ranges from $364 to $2512 per credit. Average tuition over the top 29 programs is $1250. The proposed adjustment to the standard rate will bring it in line with the peer average. The proposed increase in the differential rate represents a substantial discount (30%) for students in targeted groups.

Alternatives Considered:
Maintaining the current $1375 rates was considered but the continuing decline of students paying that rate was cause for concern and action. Establishing a single rate for all students was also considered, but the shift to a single tuition rate who have been too drastic for current students (e.g. 20% increase and 20% decrease).

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?
Student feedback will be made available to the Regents prior to voting on this proposal.

Please Attach Any Supporting Documents

Attachment G

Tuition and Fee Rate Increase Request

Fee name:	MBA Tuition Increase and Change

	Resident	Non-Resident
Current Rate (Annual)	OMBA: $855 /credit OMBA Military: $750/credit EMBA: $1296 /credit EMBA Military: N/A See attached supporting doc with comprehensive table	N/A
Proposed Rate (Annual)	OMBA: $876/credit OMBA Military: $769/credit EMBA: $1328/credit EMBA Military: $1169/credit	N/A
$ Increase	OMBA: $21 OMBA Military: $19 EMBA: $32 EMBA Military: (New rate see narrative)	N/A
% Increase	OMBA: 2.5% OMBA Military: 2.5% EMBA: 2.5% EMBA Military: (New rate see narrative)	N/A

Description of who pays the fee: *(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):*

Online MBA (OMBA) and Executive MBA (EMBA) students fall, spring and summer. There is no differential between resident and non-resident tuition. Military and veteran students pay the military rates for each of the fall, spring and summer terms. All courses are offered via Global Campus.

This request includes a new differential rate for EMBA military and veteran students.

Tuition and Fee Rate Increase Request

Justification for the increase / consequence for not increasing :

The Carson College, though achieving efficient and sustainable scale in its online programs, is experiencing cost pressures. In order to maintain the quality of the program, the Carson College strives to ensure that a majority of the courses are led by participating members of the college faculty (this is also strongly preferred by the accrediting body). Over the decade since the program was introduced, salaries required to attract research faculty across the main disciplines of business education have increased by about 30%, for example. Further, continued growth of the program will require continued investment in marketing and communication, extra-curricular and co-curricular program innovation, faculty training, and student services.

As the market of solely online MBA programs becomes more saturated, we need to ensure we continue investing resources into our programs. As expected, the previous, modest tuition increases did not fully capture increased costs. Incrementally increasing tuition is a result of strategic consideration of the level of tuition that will cover costs and provide funds for continued investment, signal our quality and reputation, and be perceived and experienced as an affordable, accessible degree program.

This request includes a new rate for EMBA military and veteran students. Due to the price difference between the OMBA and the EMBA (further emphasized by the OMBA military discount), EMBA qualified military and veteran students are opting into the OMBA. A discount for the EMBA would provide incentive for joining the appropriate MBA for their experience and goals and increase student satisfaction.

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)

This 2.5% increase would be only the 5th tuition increase since the MBA programs inception in 2008. Rates were increased for the 2021-2022 academic year and enrollments continue to hold steady this year in spite of the pandemic. Relatively low tuition rates have been part of the student value proposition for each of the two online MBA programs. Per-credit online tuition rates have only increased 12.5% since the programs' inception. The OMBA program can be completed in as few as 36 credits by students who have prior business education and are able to waive foundation courses and as many as 52 for students with little or no business education. The duration of the OMBA program is 22-29 months. The EMBA program is 44 credits over 18 months. The WSU Carson College of Business MBA program tuition remains lower than similar programs with similar reputations. Elasticity remains higher than the 2.5% requested increase.

The EMBA military rate is a new proposal, providing a 12% discount on the EMBA tuition rate commensurate with the current 12% discount on the OMBA rate for military students.

Alternatives Considered:

Tuition and Fee Rate Increase Request

We have not experienced any observable declines in enrollments due to the pandemic, and in fact enrollments outpaced expectations. We expect this tuition adjustment will not significantly impact enrollments while increasing our revenues and helping us to cover increased programs costs. Mechanisms are in place to charge and waive off portions of tuition for retention and corporate relation strategies and we will employ those mechanisms. As we consider further adjustments, we will also study the effects of these waivers and our success in student retention moving forward.

Adding an EMBA military rate will provide opportunity for increasing Executive MBA enrollments overall thereby increasing revenue and enabling them program and post-graduate opportunities commensurate with their leadership experience.

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?

In accordance with the process for seeking student input regarding rate increases in support of shared governance, the Carson College of Business will send one email to current students enrolled in either Online MBA and Executive MBA Online programs via the Associate Dean email (ccb.assocdeanprofprograms@wsu.edu) to student @wsu.edu email addresses on Thursday, February 17th .

There will be an opportunity for students to respond to the email from the Associate Dean mailbox with their thoughts and opinions on the proposed tuition increases for their respective programs. Students will have a minimum of 21-days to respond.

The window for the students to respond to this email will be from Thursday, February 17th to Thursday, March 10th, at 11:59 p.m. This window will allow for the 21-day minimum time window for students to receive the email and respond with their opinions, questions, comments, and/or concerns.

The WSU Team will compile all responses submitted to the Associate Dean mailbox on Monday, March 15th.

The responses will be presented to the regents at their meeting in May 2022.

Please Attach Any Supporting Documents

CARSON COLLEGE OF BUSINESS
MBA TUITION PROPOSAL FOR FY 2022

REQUEST:

The Carson College of Business requests tuition increases for the Online Masters of Business Administration (OMBA) and Online Executive Masters of Business Administration (EMBA) for AY 2022-2023 as well as a new rate for military and veteran students enrolled in the Executive MBA. We will request a 2.5% rate increase for the OMBA and 2.5% for the EMBA and a discount for EMBA military of 12%. Based on current enrollment and an expectation of remaining steady, gross revenue projected from this increase adjusted for the new discount rate will be approximately $450,000. This change will continue our progress towards an eventual sustainable price commensurate with our brand reputation and our costs.

The request for a new rate is specific to EMBA military and veteran students providing a 12% discount on the EMBA tuition commensurate with the current 12% discount on the OMBA (OMBA military rate). Due to the current price difference between the OMBA and the EMBA (further emphasized by the OMBA military discount), spring 2021 saw 20 EMBA qualified military and veteran students opt into the OMBA. A discount for the EMBA provides incentive for joining the appropriate MBA plan for their experience and goals and will increase student satisfaction and post-graduate outcomes. If the new rate had been in place and 5 students had chosen the EMBA with the military discount, over the OMBA military rate the revenue differential would have been $118,760. EMBA enrollment of military and veteran students has grown from 8 in 2018 to 36 in fall 2021 and this adjustment will help us recognize an increase in enrollment.

The MBA self-sustaining programs are delivered entirely online, and there is no differentiation between resident and non-resident tuition for these programs. There have been two increases of 2.5% in the 19-20 and 21-22 academic years. With consideration for the hardship of Covid-19, we did not pursue an increase in 20-21. We are now proposing a modest increase for FY23. This adjustment is in support of major curricular and co-curricular investments in support of today's MBA market expectations.

EXECUTIVE SUMMARY:

- This increase would be the 5th tuition increase since the program's inception in 2008

- The Carson College proposes to implement 2.5% OMBA and 2.5% EMBA increase for the 2022-2023 AY for all our students and to continue to study this increase, the competitive landscape, and our own brand reputation and capabilities in preparation for future adjustments.

- Costs to provide instruction and other program costs have risen significantly over that decade. The proposed increases are a step toward covering those increases. There continues to be a need for providing investment in the program given the competitive landscape. This increase will be a move in the right direction and may not be sufficient for long-term investment.

- Analysis of the competitive landscape in 2020 indicates that the OMBA tuition is 15% less and EMBA tuition is 7% less than competitors with similar product offerings and reputation.

- The Carson College OMBA and OEMBA remain "value-priced," delivering high quality with relatively low tuition rates relative to competitive programs.

- The addition of a military rate for the EMBA program will enable a go to market strategy to attract military and veteran students with leadership experience commensurate with other executives, honor our commitment to serving those who have served, and improve post-graduate outcomes.

Background: the MBA market

The overall demand among prospective students for face-to-face, full-time MBA education is not as strong as it was a decade ago. Decline in interest is particularly acute among prospective domestic students with significant work experience and strong educational backgrounds. Early in the face of this decline, and in the context of the challenges posed by attracting significant numbers of tuition-paying students to the Pullman MBA, the Carson College began in 2008 to offer MBA degrees online.

The Carson College decision to launch the online MBA was prescient; leading MBA programs, especially at state universities, continue to struggle with the economics of the MBA market. The most visible ranking schemes for programs (e.g. *Business Week*, *US News)* highlight face-to-face programs at flagship campuses, these rankings depend substantially on the qualifications of incoming students, and student recruitment in turn depends on rankings. The result has been intense competition for strong students (through financial aid), such that many face-to-face programs operate at small scale and at significant financial loss. The trend reached an extreme point in 2015, when Arizona State University announced that its entire MBA entering class of 2016 – up to 120 students – would receive full-tuition scholarships. The University of Iowa has chosen a different approach, eliminating its face-to-face MBA program entirely. The Carson College had until recently offered opportunities to earn face-to-face degrees at Pullman, Vancouver, and Tri-Cities campuses. All of these campuses have now stopped enrolling new MBA students; each is redirecting efforts toward undergraduate and online programs and considering new graduate programs that are more in step with the current market. While MBA programs are recognizing a decline in enrollments and specialized masters in business an increase, the WSU Carson MBA programs continue to see a steady climb in enrollment.

The Carson College Online MBA

While fewer students are seeking fulltime, face-to-face MBA programs, the demand for part-time programs that require no career interruption of work to enter or to complete remains strong. The impacts of the Covid-19 virus on working professionals increased this demand. Face-to-face part-time MBA programs, online MBA programs, and hybrid programs combining live and online instruction have proliferated. The Carson College opened an Executive MBA Program in Spokane in 2007; this program struggled to attract students and the college migrated the EMBA to its current OEMBA version in 2010. The College established its OMBA in 2008.

The online MBA and Executive MBA programs have built solid, stable enrollment profiles, based on delivering high quality instruction at an attractive price point. Enrollment grew very quickly in the OMBA subsequent to the program's No. 1 ranking among online MBA programs by *U.S. News and World Report* in 2013. The 2022 ranking by *U.S. News* places WSU at No. 20 overall out of a field of 365 online MBA programs nationwide and recognizes the Carson College as among the best online graduate business programs for veterans.

In 2019, 335 of the 517 AACSB accredited business schools in the U.S. offered online or hybrid programs and in 2020, 324 offered online programs. The program landscape continues to dramatically fluctuate year over year. Regional programs continue to develop including the program recently introduced by the University of Washington; a 90% online MBA and a bargain priced MBA at Eastern Washington

University. The Carson College OMBA continues to be ranked in the top tier of programs. While there was a small decline in students as the initial effect of the #1 ranking eroded, and more options emerged, enrollments have returned to peak levels and signs are positive with respect to sustainability. The Carson College is well positioned amongst AACSB-accredited schools of business offering fully online degree. Some research institutions remain reluctant to enter this market. Those in more urban locations are more likely to offer hybrid degrees, for example even while we continue to work through changing tides from Covid-19. The fully online niche therefore remains an attractive one for the College. Further, the WSU and College reputations are especially strong in the Pacific Northwest, and a majority of the students have some combination of residential, career, and family ties to the region.

Relatively low tuition rates have been part of the student value proposition for each of the two online MBA programs. Per-credit online tuition rates have only increased 12.5% since the programs' inception in 2008. The OMBA program can be completed in as few as 36 credits by students who have prior business education and are able to waive foundation courses and as many as 52 for students with little or no business education. The duration of the OMBA program is 22-29 months. The EMBA program is 44 credits over 18 months.

Tuition increases

Over the past decade, the underlying costs to provide the online MBA program did not increase concurrently with the cost of living or other cost increases in higher education. As the program grew rapidly, costs per student decreased: online programs can be delivered efficiently at large scale. Instructional costs do not necessarily rise proportionally to the number of students and extra students do not require additional physical facilities. Well-designed course delivery models such as those used by the Carson College combine the leadership of a "master teacher" (typically, a member of the research faculty) with small-section facilitators who are the first point of student contact. Additional students require additional facilitators but master teachers can typically teach sections of up to 100 students while maintaining program quality.

However, the Carson College, though achieving efficient and sustainable scale in its online programs, is experiencing cost pressures. In order to maintain the quality of the program, the Carson College strives to ensure that a majority of the courses are led by participating members of the college faculty (this is also strongly preferred by the accrediting body). Over the decade since the program was introduced, salaries required to attract research faculty across the main disciplines of business education have increased by about 30%, for example. Further, continued growth of the program will require continued investment in marketing and communication, program innovation, faculty training, and student services.

As the market of solely online MBA program becomes more saturated, we need to ensure we continue investing resources into our programs. As expected, the previous, modest tuition increases did not fully capture increased costs. Incrementally increasing tuition is a result of strategic consideration of the level of tuition that will cover costs and provide funds for continued investment, signal our quality and reputation, and be perceived and experienced as an affordable, accessible degree program. As we intended, we studied the responses of current and prospective students' responses to higher tuition. Our 2.5% increase to new students in the current year, was an effort to be able to invest in instructional staffing and services to support students in the program.

We have not experienced any observable decline in the enrollment level into 2022 since the implementation of the 2021 tuition rate; our enrollments continue to hold steady. Our decision to hold on an increase in 2020 due to Covid 19, in hindsight may have been a missed opportunity. Enrollment continues to outpace expectations. We expect this tuition adjustment will have similar results; increasing our revenues while helping us to cover increased programs costs. Mechanisms are in place to

charge and waive off portions of tuition for retention and corporate relation strategies and we will employ those mechanisms. As we consider further adjustments, we will also study the effects of these waivers and our success in student retention moving forward.

The Carson College of Business, consistent with our mission and in support of members of our armed services, has maintained an Online MBA military tuition rate of $750 per credit for service members and veterans of the United States Armed Forces. Fully online MBA programs are especially attractive to active members who may be redeployed while they are students; we see this as a market advantage relative to hybrid programs. We also seek to increase this rate by 2.5% to $769 per credit for the OMBA and include a new EMBA military rate of $1169 to provide discount parity between the two programs for this special population.

Carson College MBAs continue to occupy a "sweet spot" in the market for the combination of price and quality in online degrees. While a number of programs claim to be "online" many continue to require campus residencies from 1-3 days per year, and in some cases per term. However, the space continues to be highly competitive. For example, the University of Illinois Urbana-Champaign recently introduced an entirely online MBA program (in partnership with Coursera) for just under $22,000.

Next steps

The future may see us pursue further tuition increases. We recently undertook significant redesign of each of our two online MBA programs, with implementation taking place in Fall 2020. Simultaneous with the redesign we have continued to study our brand reputation. It is possible that our relatively low cost may be a signal to prospective or current students a lower level of quality than we actually provide relative to competitors. Our market research on this issue will continue.

Table 1

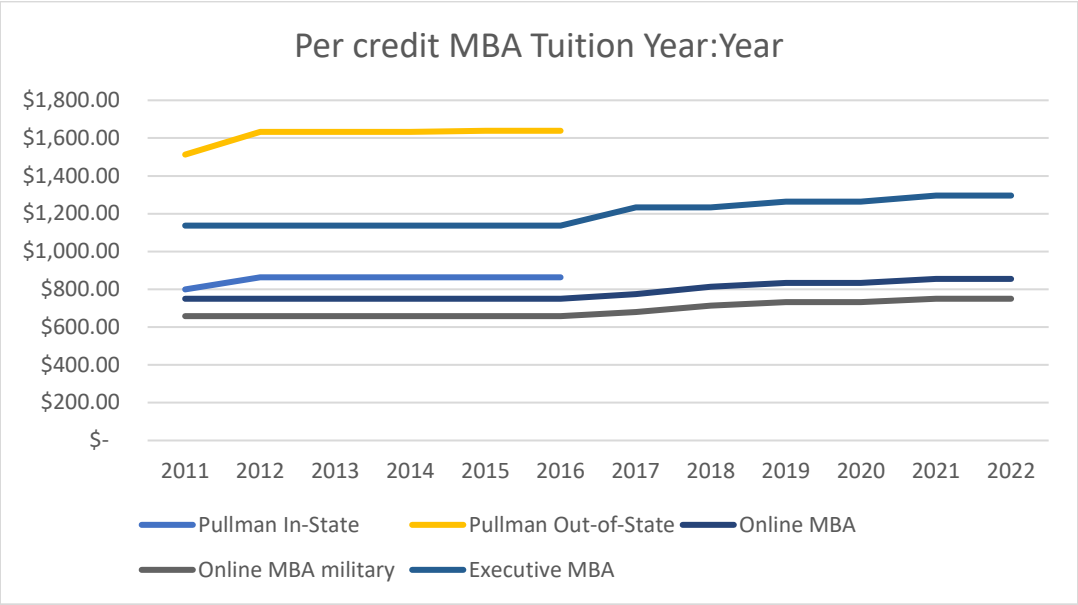
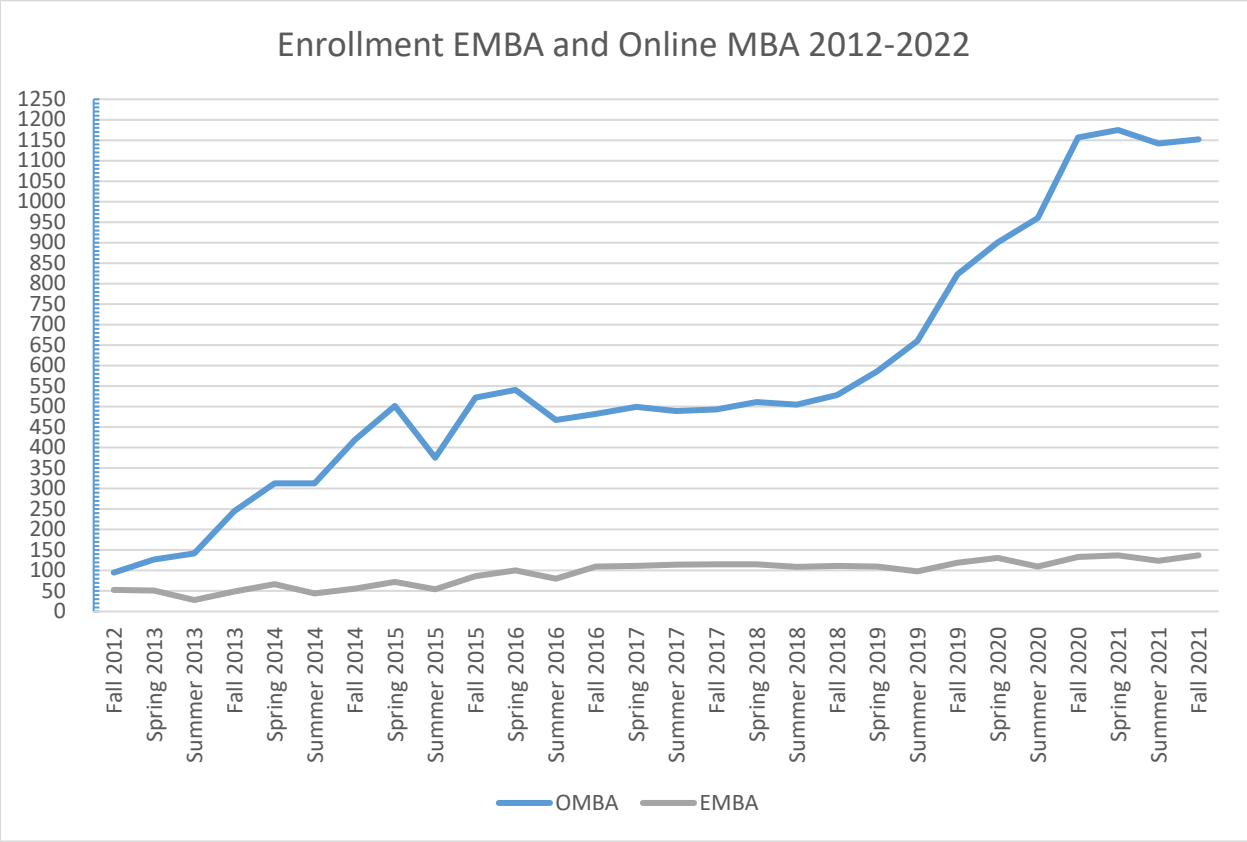

Per credit MBA Tuition Year:Year
$1,800.00
$1,600.00
$1,400.00
$1,200.00
$1,000.00
$800.00
$600.00
$400.00
$200.00
$-
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
Pullman In-State
Pullman Out-of-State
Online MBA
Online MBA military
Executive MBA

Table 2

Program	Current tuition per credit	Total Cost of Completion (without foundation)	Total Cost of Completion (with foundation)
OMBA current	$ 855	$ 30,775	$ 44,452
OMBA proposed	$ 876	$ 31,536	$ 45,552
OMBA current (military rate)	$ 750	$ 27,011	$ 39,016
OMBA proposed (military rate)	$ 769	$ 27,684	$ 39,988
EMBA current	$ 1,296	$ 58,031	*N/A*
EMBA proposed	$ 1,328	$ 58,432	*N/A*
EMBA current (military rate)	*N/A*	*N/A*	*N/A*
EMBA proposed (military rate)	$ 1,169	$ 51,436	*N/A*

Table 3


Enrollment EMBA and Online MBA 2012-2022
1250
1200
1150
1100
1050
1000
950
900
850
800
750
700
650
600
550
500
450
400
350
300
250
200
150
100
50
0
Fall 2012
Spring 2013
Summer 2013
Fall 2013
Spring 2014
Summer 2014
Fall 2014
Spring 2015
Summer 2015
Fall 2015
Spring 2016
Summer 2016
Fall 2016
Spring 2017
Summer 2017
Fall 2017
Spring 2018
Summer 2018
Fall 2018
Spring 2019
Summer 2019
Fall 2019
Spring 2020
Summer 2020
Fall 2020
Spring 2021
Summer 2021
Fall 2021
OMBA
EMBA

FUTURE ACTION ITEM #2

Services and Activities Fee Rate Changes for Academic Year 2022-2023
(Stacy Pearson/Ellen Taylor)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Services and Activities (S&A) Fee Rate Changes for Academic Year 2022-2023

PROPOSED: That the Board of Regents authorize rate changes in campus Services and Activities Fees for the academic year 2022-2023.

SUBMITTED BY: Stacy Pearson, Vice President for Finance and Administration/CFO

SUPPORTING INFORMATION: By law, the Board of Regents may increase Services and Activities (S&A) Fees annually by amounts that shall not exceed four percent. There is no such control on rate decreases.

All WSU campuses have student-led S&A Fee committees that make recommendations to the Board of Regents, through President Schulz, concerning the amount of any S&A fee rate change, as well as the allocations of S&A revenues to student groups. The campus committees may independently choose to recommend an increase or decrease in the S&A Fee rate, and the rate can vary among campuses. The committees are currently beginning their consideration processes. Rate recommendations will be finalized prior to the May 2021 Board of Regents meeting and will be an action item at that meeting.

Current annual rates are:

Everett	$527
Global Campus	$373
Pullman	$540
Spokane	$582
Tri-Cities	$512
Vancouver	$559

FUTURE ACTION ITEM #3

Services and Activities Fees Committee Allocations for Summer 2022
and Academic Year 2022-2023
(Stacy Pearson/Ellen Taylor)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Services and Activities Fee Committee Allocations for summer 2022 and academic year 2022-2023

PROPOSED: That the Washington State University Board of Regents approve the allocation of Services & Activities Fees for summer 2022 and academic year 2021-2023, as recommended by the Services and Activities Fee committees representing each campus of Washington State University.

SUBMITTED BY: Stacy Pearson, Vice President for Finance and Administration/CFO

SUPPORTING INFORMATION: Services and Activities (S&A) fees are used to fund student activities, programs and student buildings. S&A fees are charged to all students registering at any WSU campus.

Each campus retains 100% of its own S&A fees and is able to recommend a rate increase or decrease. The S&A fee committee on each campus is student led, with a majority of votes assigned to students from that campus. S&A fees are self-assessed and controlled locally.

The committees listed below are beginning their consideration processes. Their allocation recommendations will be submitted for approval to President Schulz and will be an action item at the May 2022 Board of Regents meeting. The recommendations are developed following guidelines governing the establishment and funding of student programs set forth in RCW 28B.15.045.

Information about S&A Fees may be found at:
https://studentfees.wsu.edu/home/

Services & Activities Fee Committee - Everett
Services & Activities Fee Committee - Global Campus
Services & Activities Fee Committee - Pullman
Services & Activities Fee Committee - Spokane
Services & Activities Fee Committee - Tri-Cities
Services & Activities Fee Committee - Vancouver

FUTURE ACTION ITEM #4

Academic Year 2022-2023 Housing and Dining Rates
(Ellen Taylor/Stacy Pearson)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Academic Year 2022-2023 Housing and Dining Rates

PROPOSED: That the Board of Regents approve the proposed housing and dining rates for the academic year 2022-2023 as follows:

Residence Halls:

- 4.0% increase in residence hall rate
- $20 per semester increase in dining base cost ($875 to $895) plus 2.1% – 2.5% increase in dining account dollars, depending on dining plan level

Apartments:

Single student, family, and graduate student apartments

- 5.0% increase in monthly rates for all apartment units

SUBMITTED BY: Ellen Taylor, Interim Vice President/Vice Chancellor for Student Affairs
Stacy Pearson, Vice President for Finance &Administration/CFO

SUPPORTING INFORMATION: The Housing and Dining System is a self-sustaining auxiliary unit that requires establishing room and board rates that are sufficient to cover all operational costs, bond covenants, and to support university strategic goals and objectives.

The Housing and Dining Advisory Board, comprised of student representatives from the Resident Hall Association (RHA), Associated Students of Washington State University (ASWSU), Graduate and Professional Students Association (GPSA), at-large students, and Student Affairs staff representatives, began meeting in the fall of 2021 to review current operations and to discuss operational changes anticipated for the ensuing year.

The Housing and Dining system houses approximately 4,600 students in the residence halls this year, with another 2,000 students in WSU owned apartments. This year, programs and operations returned to more pre-pandemic conditions and were modified as

needed throughout the year for public health and safety. The proposed adjustments to housing and dining rates will address estimated increases in operational costs (e.g., personnel, food, utilities, and general inflation).

The below recommended rate increases were unanimously approved by the student representatives on the Housing and Dining Advisory Board in their meeting on February 1, 2022. The proposed rate increases will be implemented for Academic Year 2022-2023, to include residence halls, dining plans and apartments.

ATTACHMENT: Attachment A -Tuition and Fee Rate Increase Proposal

Attachment A

WSU Housing and Dining System

Resident Hall, Dining and Apartment Rate Proposal
Academic Year 2022-2023

RECOMMENDATION
Residence Halls Room & Board – Annual Rates

Residence Hall Name	2021-2022	2022 -2023	Dollar Increase	Percent Increase
Waller (1)	$ 6,646	$ 6,912	$ 266	4.0%
Gannon, Goldsworthy	6,646	6,912	266	4.0%
Streit, Perham	6,646	6,912	266	4.0%
Stephenson	6,646	6,912	266	4.0%
Stimson	6,646	6,912	266	4.0%
Rogers	6,646	6,912	266	4.0%
Wilmer-Davis (2)	7,300	7,592	292	4.0%
Stevens	7,300	7,592	292	4.0%
Regents, Scott, Coman	7,300	7,592	292	4.0%
McEachern	7,986	8,306	320	4.0%
Orton (Single/double)	7,646	7,952	306	4.0%
Honors, McCroskey Plan (double)	8,184	8,512	328	4.0%
Olympia Ave, Comm/DD, Northside, Global Scholars (double) (3)	9,402	9,778	376	4.0%
Dining Plans				
Dining Charge & Dining dollars, Level 1	$ 3,780	$ 3,860	$ 80	2.1%
Dining Charge & Dining dollars, Level 2	4,350	4,450	100	2.3%
Dining Charge & Dining dollars, Level 3	4,820	4,940	120	2.5%

Sample Room & Board Rates	2021-2022	2022 -2023	Dollar Increase	Percent Increase
Group 1 Room, Level 2 Dining Plan	$ 10,996	$ 11,362	$ 366	3.3%
Group 2 Room, Level 2 Dining Plan	11,650	12,042	392	3.4%
Group 3 Room, Level 2 Dining Plan	13,752	14,228	476	3.5%

Apartments

Single Student Apartments (SSA) 5.0% monthly rate increase
Family Apartments 5.0% monthly rate increase

FUTURE ACTION ITEM #5

WSU Pullman, Undergraduate Technology Fee Committee Allocations for Academic Year 2022-2023
(Stacy Pearson)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman Student Technology Fee Committee Allocations for academic year 2022-2023.

PROPOSED: That the Board of Regents approve the academic year 2022-2023 allocations as recommended by the Pullman Student Technology Fee Committee.

SUBMITTED BY: Stacy Pearson, Vice President for Finance & Administration/CFO

SUPPORTING INFORMATION: During the 2015 spring semester, the ASWSU-Pullman Senate approved a student technology fee of $20 per semester for undergraduate students, effective beginning with the 2015 fall semester. This fee is authorized by RCW 28B.15.051, which states that the revenue generated by the technology fee "shall be used exclusively for technology resources for general student use."

The Pullman Student Technology Fee Committee is in the process of reviewing funding requests from a variety of university groups for technology projects that will benefit WSU Pullman students. Allocation recommendations from the committee will be forwarded to President Schulz for approval and will be an action item at the May 2022 Board of Regents meeting.

FUTURE ACTION ITEM #6

WSU Vancouver, Technology Fee Committee Allocations for
Academic Year 2022-2023
(Stacy Pearson)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Vancouver Student Technology Fee Committee Allocations for academic year 2022-2023.

PROPOSED: That the Board of Regents approve the academic year 2022-2023 allocations as recommended by the Vancouver Student Technology Fee Committee

SUBMITTED BY: Stacy Pearson, Vice President for Finance and Administration/CFO

SUPPORTING INFORMATION: During the 2017 Spring Semester, the ASWSU-Vancouver Senate approved a student technology fee of $20 per semester for undergraduate and graduate students effective beginning with the fall semester 2017. This fee is authorized by RCW 28B.15.051, which states that the revenue generated by the technology fee "shall be used exclusively for technology resources for general student use."

The Vancouver Student Technology Fee Committee is in the process of reviewing funding requests from a variety of university groups for technology projects that will benefit WSU Vancouver students. Allocation recommendations from the committee will be forwarded to President Schulz for approval and will be an action item at the May 2022 Board of Regents meeting.

FUTURE ACTION ITEM #7

WSU Pullman, Student Recreation Center Mandatory Student Fee Rate Change Beginning Academic Year 2022-2023 (Stacy Pearson/Ellen Taylor)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Student Recreation Center Mandatory Student Fee Rate Change beginning Academic Year 2022-2023

PROPOSED: That the Board of Regents authorize the rate change for the Student Recreation Center Fee (SRC) at the Pullman campus beginning academic year 2022-2023.

SUBMITTED BY: Stacy Pearson, Vice President for Finance and Administration/CFO
Ellen B. Taylor, Interim Vice President/Vice Chancellor for Student Affairs

SUPPORTING INFORMATION: In accordance with RCW 28.B.15.100, the Board of Regents may determine and establish fees to meet institutional needs. The student body passed a student referendum in 1997 to create a mandatory student fee for the purpose of constructing and operating a recreation center on the Pullman campus. The mandatory fee is dedicated exclusively to the operation and maintenance of the recreation center. The original fee authorized by the students and approved by the Regents was $100 per student per semester, with the proviso that the fee would be reviewed and adjusted commensurate with maintenance and operating costs.

The Student Recreation Center (SRC) is a hub of student activity. Over 550,000 students and other patrons access the facility annually; this month, the SRC will reach a significant milestone and celebrate over 13 million total visits since its opening in 2001. The facility is a vital asset that fosters active-healthy lifestyles and promotes personal growth and development. The SRC aims to remain an inspiring, inviting, and well-maintained facility. Despite annual increases in expenses, there have been no increases in the SRC fee for five years.

The University Recreation Advisory Board oversees operational decisions, including budgets, programming priorities and master planning for both the SRC and the Chinook Student Center. The

Board consists of 16 voting seats, 11 of which are students, including representatives from both ASWSU and GPSA. After careful review of operations, including minimum wage increases, rising utility costs, maintenance, and inflation, the Board is considering recommending a fee increase for academic year 2022-23. The recommendation will be finalized prior to the May 2022 Board of Regents meeting and will be presented to the Regents as an action item at that meeting.

Current SRC Mandatory Student Fee:

Fall	Spring	Summer
$157	$157	$93
The fee is assessed on undergraduate and graduate students at the Pullman campus who are enrolled in seven (7) or more credits during fall and spring semesters. The summer fee is $93 for students enrolled in 3 or more credits. The summer fee is prorated for students taking less than 3 credits.		

ACTION ITEM #1

WSU Vancouver, Life Sciences Building
Request for Increase in Project Budget
(Stacy Pearson/Olivia Yang)

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Vancouver, Life Sciences Building, (Second) Request for Increase in Project Budget

PROPOSED: That the WSU Board of Regents approve an increase of $4.5M in the project budget for the WSU Vancouver, Life Sciences Building and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the project within the new budgeted amount of $64.3M.

SUBMITTED BY: Stacy Pearson, Vice President for Finance and Administration/ CFO

SUPPORTING INFORMATION: The new Life Sciences Building will bring components of WSU Vancouver's basic translational, applied, and clinical health programs together in one location on campus, including Biology, Molecular Biology, Environmental Science, Neuroscience, Nursing, and Chemistry. This building will fill the critical need for instructional laboratories for undergraduate and graduate science courses. It will also include purpose-built vivarium space that meets regulatory requirements and supports instruction as well as research programs.

The University received $500,000 for pre-design in 2017-19 state capital budget, $4,000,000 for the design in the 2020 supplemental capital budget, and $52,600,000 construction funding in 2021-23 state capital budget. Subsequently, the Vancouver campus allocated $2.7M of local funds to support the greenhouse portion of the project, for a total project budget of $59.8M. The Regents approved the schematic design for the project in May 2021 and approved the total project budget with the $2.7 M increase in January 2022, along with a delegation of authority to the President or designee to enter into contracts necessary to complete the project within the budgeted amount.

The project team has utilized many strategies to mitigate cost escalation on this project since the design started. Programed areas were modified early in the design to allow for a target value that seemed achievable based on market conditions. As material costs have continued to escalate at unprecedented rates (15-20% in the last twelve months), many design modifications have been tested and implemented to keep the project within budget. Some of these modifications are very low impact while others, such as the shelling of spaces, are high impact. Over one thousand Value Add (VA) strategies have been identified and tested to try to mitigate the rising market conditions. The accepted VA items totaled $5M in savings, and an additional $3M of areas were identified as potential unfinished areas. Even with these efforts, escalation has exceeded the savings that was achieved. Further modifications, at this time, are not possible in that they would significantly impact the building's functionality and purpose.

The Vancouver campus has allocated an additional $4.5M of local funds to finish out areas that had been identified as unfinished and to supplement the material cost escalation. The project team will tightly manage the project construction contingency so that a high percentage of these funds can be applied to the project, thus reducing the need for Vancouver's additional local funds.

WSU has also set a $10 million fundraising goal as a top priority for the Life Sciences Building. This fundraising effort will be achieved through system-wide partnerships with WSU Vancouver, the WSU Foundation, and the President and Provost offices.

Total Project Funding Including Proposed Increase

Pre-Design - 2017-19	$500,000
Design - 2020	$4,000,000
Construction - 2021-23	$52,600,000
Local Funds - Greenhouse	$2,700,000
Local Funds – Buildout / Market Escalation	$4,500,000
Total Project Budget	**$64,300,000**

The project is currently scheduled for completion October 2023.

ATTACHMENT: Attachment A - Aerial Site

Attachment A



Board of Regents

WSU Vancouver, Life Sciences Building
Request for Increase in Project Budget

Resolution #220311-652

WHEREAS, the Board of Regents of Washington State University by virtue of RCW 28B.10.528 has authority to delegate by resolution to the President of the University or designee powers and duties vested in or imposed upon the Board by law and to enable the President or designee to act on behalf of the Board of Regents in matters relating to the administration and governance of the University; and

WHEREAS, on May 7, 2021, the Board of Regents approved the schematic design for the WSU Vancouver Life Sciences Building; and

WHEREAS, on January 21, 2022, the Board of Regents (1) approved the total project budget of $59.8 million, including $2.7 million in local funds allocated from the WSU Vancouver campus to support the greenhouse project, and (2) delegated authority to the President or designee to enter into all contracts necessary to complete the project within the budgeted amount.

NOW, THEREFORE, IT IS RESOLVED that the Board of Regents approves the new total project budget of $64.3 million and delegates authority to the President or designee to enter into all contracts necessary to complete the project within the new budgeted amount.

Dated 11th day of March 2022.

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Chair, Board of Regents

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Secretary, Board of Regents

ACTION ITEM #2

WSU Pullman, Agricultural Research Service (ARS)/WSU Plant Bioscience Research Building Ground Lease (Stacy Pearson)

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, United States Department of Agriculture, Agricultural Research Service (USDA-ARS)/WSU Plant Bioscience Research Building (PBRB) Ground Lease.

PROPOSED: That the WSU Board of Regents (1) authorize a long-term ground lease to enable USAD-ARS to design and build the PBRB on the WSU Pullman campus, and (2) delegate authority to the President or designee to negotiate and execute the long-term ground lease and any other transaction-related documents.

SUBMITTED BY: Stacy Pearson, Vice President, Finance and Administration /CFO

SUPPORTING INFORMATION: In May 2021, the Institutional Infrastructure Committee received an information item describing the design and construction of the new USDA-ARS PBRB on the WSU Pullman campus. The following summarizes that information item as supporting information for the ground lease.

The USDA-ARS/WSU research partnership is exemplary and one of the strongest federal-state partnerships in the nation.

The new USDA-ARS PBRB will foster and enhance the connectedness between USDA-ARS and WSU researchers. The FY2019 Congressional funding included a $104.9 million appropriation to USDA-ARS to design and build the PBRB on the WSU Pullman campus. The estimated construction cost target for this project is $80.7 million. The USDA-ARS PBRB design and construction is being managed by the US Army Corps of Engineers. WSU Facilities Services is acting as ARS on-site program coordinator.

The State of Washington appropriated capital funding for the demolition of Johnson Hall to enable the new construction of the PBRB by USDA-ARS in the Johnson Hall footprint.

As provided to the Board in May 2021, WSU will lease the necessary land for the PBRB to the USDA-ARS. It is expected that it will be a long-term ground lease with a minimal ground rent (such as $1/year) in consideration of the substantial building improvements that USDA-ARS will be making on WSU's property, as well as the space that WSU faculty and staff will occupy in the building (USDA and WSU have agreed on 50-50 occupancy in the new building).

WSU will not be obligated to pay rent for the space that it occupies in the PBRB. WSU will be responsible for all or a portion of the operations and maintenance expenses pertaining to the building. This will result in net savings versus the maintenance cost of Johnson Hall.

The Regents have delegated authority to the President or designee to execute leases where the "value of the property to be disposed of or obligated in such manner is under $5,000,000." Because the value of the proposed long-term ground lease is likely to exceed this amount, Regents' approval is required.

BOARD OF REGENTS

WSU Pullman, Agricultural Research Service (ARS)/WSU Plant Bioscience Research Building Ground Lease

Resolution #220311-651

WHEREAS, the Board of Regents of Washington State University by virtue of RCW 28B.10.528 has authority to delegate by resolution to the President of the University, or designee, powers and duties vested in or imposed upon the Board by law and to enable the President, or designee to act on behalf of the Board of Regents in matters relating to the administration and governance of the University; and

WHEREAS the FY2019 Congressional funding included a $104.9 million allocation to the USDA-ARS to design and build a new USDA-ARS Building on the WSU Pullman campus: and

WHEREAS, the State of Washington appropriated capital funding for the demolition of Johnson Hall to enable the new construction by USDA-ARS; and

WHEREAS, a long-term ground lease will be necessary to enable construction of the new facility.

NOW, THEREFORE, IT IS RESOLVED: That the WSU Board of Regents (1) authorizes a long-term ground lease to enable USDA-ARS to design and build the PBRB on the WSU Pullman campus, and (2) delegates authority to the President or designee to negotiate and execute the long-term ground lease and any other transaction-related documents.

Dated this 11th day of March, 2022.

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Chair, Board of Regents

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Secretary, Board of Regents

BOARD OF REGENTS
WASHINGTON STATE UNIVERSITY

AGENDA

BOARD OF REGENTS MEETING
Washington State University
Collaboration Hall, Room 102
Richland, Washington
Friday, March 11, 2022 – 9:00 am

		Section
I.	OPENING	
	A. Report from the Chair of the Board of Regents	
	B. Report from the President	
	C. Report from the Chancellor, WSU Tri-Cities	
II.	CONSENT AGENDA	
	A. Approval of Minutes – January 21, 2022 Board of Regents Meeting	
III.	REPORTS FROM SHARED GOVERNANCE GROUPS	Reports
IV.	STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT	
V.	STUDENT AFFAIRS AND STUDENT LIFE COMMITTEE REPORT	
	A. Action Item:	
	1. Proposed Changes to WAC 504-26-045 Standards of Conduct for Students	S-3
VI.	RESEARCH AND ACADEMIC AFFAIRS COMMITTEE REPORT	
VII.	INSTITUTIONAL INFRASTRUCTURE COMMITTEE REPORT	
VIII.	FINANCE AND COMPLIANCE COMMITTEE REPORT	
	A. Action Items:	
	1. WSU Vancouver, Life Sciences Building Request for Increase in Project Budget	F-11
	2. WSU Pullman, Agricultural Research Services (ARS)/WSU Plant Bioscience Building Ground Lease	F-12
IX.	PUBLIC COMMENT PERIOD	
X.	ADJOURN	

MINUTES
Board of Regents
January 21, 2022

The Board of Regents of Washington State University (WSU or University) met pursuant to call in Open Meeting at 8:00 a.m. on Friday, January 21, 2022. Due to Governor Jay Inslee's Proclamation 20-28, dated March 24, 2020, and to reduce risks related to the COVID 19 pandemic, the meeting was conducted using phone and video technology.

Present: Marty Dickinson, Chair; Regents Brett Blankenship, Enrique Cerna, Lura Powell, Jenette Ramos, Heather Redman, Lisa Schauer, John Schoettler, Ron Sims, and Shain Wright; Faculty Representative Dave Turnbull and President Kirk H. Schulz.

I. OPENING

A. Report from the Chair of the Board of Regents. Chair Dickinson called the meeting to order and welcomed audience members. She reminded the audience that the Regents and presenters would be participating in the meeting by phone and video.

Chair Dickinson further reminded the audience that there would be a public comment period during the meeting to be held at the conclusion of the Board's regular business and stated the period would last for up to 10 minutes. She noted that each speaker would be allowed two minutes and preference would be given to speakers who were speaking to matters that are or will be before the Board.

B. Report from the President of the University. President Schulz welcomed the audience and provided the following updates:

Enrollment – President Schulz reported enrollment management continues to be a challenge for many public universities around the country. As a system, WSU is down approximately 1000 students from this time last year. President Schulz said the university budgets are based on enrollment calculations, and looking at early numbers for the fall of 2022, WSU expects to see a slight increase in enrollment. He said WSU's in-person experience will be critical to its success in landing a robust fall class.

OneWSU – President Schulz reported Provost Elizabeth Chilton formally assumed the responsibilities of Chancellor of the WSU Pullman campus on January 1, 2022. He said Chancellor Chilton and her team hit the ground running, and he was very pleased to have her as a part of his leadership team. President Schulz said leadership continues to work with the Office of Research, Student Affairs, Intercollegiate Athletics, and International Programs to transition those reporting structures by July 1, 2022. He reported that each area has a transition team. He and Chancellor Chilton will continue to work with the teams to define roles and responsibilities at a system level and those that should be localized to the Pullman campus. President Schulz asked for continued understanding and flexibility from faculty, staff, and students as WSU works to refine OneWSU internally and externally.

Budget – President Schulz reported on the outstanding work Provost and Chancellor Elizabeth Chilton and Vice President for Finance and Administration, CFO Stacy Pearson have

done in developing a new budget model for WSU. He said it is the first new comprehensive budget model the University has developed in at least 30 years and will allow the University to track resources more efficiently and with transparency.

Campaign – President Schulz reported WSU is in the first six months of its third comprehensive campaign. WSU has a very aggressive overall tentative goal and has had the best six months since 2014 with $72.9 million raised. President Schulz said it has been a team effort and he wanted to continue to emphasize Athletics has continued to do a great job with fundraising, as has the College of Engineering. He said he expects to have a very solid year with the campaign.

COVID-19 – President Schulz reported WSU continues to work with area healthcare providers to monitor COVID transmissions. Like other places around the country, WSU is experiencing a slight spike in cases but remains committed to providing its faculty, staff, and students with a safe in-person experience.

C. Report from the WSU Everett Chancellor. Chancellor Paul Pitre thanked the Regent for asking WSU Everett to host the January meeting and provided the following updates:

New and Revitalized Academic Programs – Chancellor Pitre reported positive interest in the new Bachelors in Business Administration and the revamped Data Analytics programs on the Everett campus. He further reported that campus leadership continues to direct strategic thinking around a School of Community Solution. A forward-focused school housing four interdisciplinary majors aligned with high-growth employment sectors with an eye toward revamping key professions into models of fairness and inclusion. 1) Crime and Justice, 2) Mental Health and Social Well-Being, 3) Community Solutions, and 4) Business and Entrepreneurship.

Pudget Sound Taxpayer Accountability Act (PSTAA) – Chancellor Pitre reported the funding generated by the PSTAA could be a game-changer for the WSU Everett campus and allow access to far more students.

Student Career Placement – Chancellor Pitre reported WSU Everett's industry-aligned academic programs are succeeding at launching careers at Microsoft, ElectroImpact, Amazon, Janicki, and other technology, aerospace, and manufacturing companies. He said when prospective students see that 80% of WSU Everett graduates are working in their chosen field, it can general significant interest.

Enrollment update – Chancellor Pitre reported as of January 13, WSU Everett had 199 enrolled students with additional students waiting for holds to clear in order to register. He further reported WSU Everett had a 24% growth in applications for Spring Semester 2022 compared to Spring Semester 2021. Chancellor Pitre said WSU Everett is currently down in Fall applications by 5% from last year but noted the most significant push for applications tends to be during Spring Quarter (March/April/May).

Chancellor Pitre finished his report and introduced WSU Everett Engineering Club members who presented the past fall's Rocket Team project.

II. CONSENT AGENDA.

Chair Dickinson reported there were two items on the Consent Agenda.

A) Approval of Minutes – November 19, 2021 Board of Regents Meeting
B) Discontinue the Bachelor of Arts in Interior Design at WSU Spokane

Chair Dickinson asked if any Regent wished to remove an item on the Consent Agenda to be considered separately. Hearing no requests, it was moved and seconded that the Consent Agenda be approved. Carried.

III. REPORTS FROM SHARED GOVERNANCE GROUPS. Representatives from each University Shared Governance Group—Foundation Board of Directors, Faculty Senate, WSU Everett Associated Students of Washington State University, Graduate and Professional Student Association, Administrative and Professional Advisory Council, and the Alumni Association—reviewed their reports as submitted. (*Exhibit A*)

IV. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT. Regent Schoettler reported the Committee heard presentations and held focused discussions on WSU's Tribal Consultation Policy presented by Executive Director of Tribal Relations and Special Assistant to the Provost Zoe Higheagle Strong, System-wide Efforts on Faculty Equity, Diversity, and Inclusion presented by Associate Vice President for Inclusive Excellence Lisa Guerrero and Special Assistant to the Provost for Inclusive Excellence Trymaine Gaither, Supporting Faculty and Reducing Inequities presented by Senior Vice Provost Laura Griner Hill, and WSU Marketing and Communications presented by Vice President for Marketing and Communications Phil Weiler. Regent Schoettler further reported the Committee heard an update on the WSU's Foundation Environmental, Social and Governance Investment Strategy presented by Vice President for University Advancement and WSU Foundation CEO Mike Connell and a Legislative Update presented by Vice President for External Affairs and Chief Legislative Officer Colleen Kerr. Regent Schoettler reported the Committee reviewed presentations on two Action Items and submitted the following for the Board's consideration.

Proposed Update to the WSU Foundation Consolidated Endowment Fund Investment Policy Statement and Spending Policy

It was moved and seconded that the Board of Regents approve the proposed update to the WSU Foundation Consolidated Endowment Fund Investment Policy Statement and Spending Policy as proposed. Carried. *(Exhibit B)*

Facility Name Recommendation – Athletic Indoor Practice Facility Naming

Chair Dickinson noted for the record that it was decided that this item would be presented as an Action Item rather than a Future Action Item, in accordance with the Board of Regents Bylaw II.12.B.

It was moved and seconded that the Board of Regents approve the recommendation to name the new WSU Athletics Indoor Practice Facility (IPF) as the Taylor Sports Complex as proposed. Carried. *(Exhibit C)*

VI. STUDENT AFFAIRS AND STUDENT LIFE COMMITTEE REPORT. Regent Cerna reported the Student Affairs and Student Life Committee reviewed and discussed a presentation on Student-Athlete Mental Health Services presented by the Director of Medical Services Dr. Sunday Henry and Dr. Jenny Kraska. Regent Cerna further reported the Committee reviewed and discussed Future Action Item – Proposed Changes to WAC 504-26-045 Evidence – Standards of Conduct for Student presented by Interim Vice President for Student Affairs Ellen Taylor.

V. RESEARCH AND ACADEMIC AFFAIRS COMMITTEE REPORT. Regent Powell reported the Research and Academic Affairs Committee reviewed and discussed a Future Action Item – Discontinue the Bachelor of Arts in Interior Design at WSU Spokane presented by Provost and Pullman Chancellor Elizabeth Chilton. After Committee discussion, it was decided to move this item to the Friday, January 21, 2022 Board of Regent consent agenda for immediate Board consideration. Regent Powell also reported the Committee reviewed and discussed presentations on a WSU Dual Credit Program presented by Global Campus Chancellor Dave Cillay, Items approved by the President under delegated authority, and an Office of Research update presented by Vice President for Research Chris Keane and Deputy Vice President for Research Dan Nordquist.

VIII. FINANCE AND COMPLIANCE COMMITTEE REPORT. Regent Schauer reported the Finance and Compliance Committee heard and discussed presentations on an Athletic Budget Update presented by Vice President for Finance and Administration and CFO Stacy Pearson, WSU Budget Model Project Update presented by Vice President Pearson and Provost and Pullman Chancellor Elizabeth Chilton, 2010B Housing and Dining Revenue Bonds Rate Covenant presented by Vice President Pearson and Associate Vice President for Finance Matt Skinner and Academic Year 2022-2023 Tuition Rates presented by Vice President Pearson. Regent Schauer further reported reviewed and discussed two Action Items and submitted the following for the Board's consideration:

WSU Vancouver, Life Sciences Building – Request for Increase in Project Budget

It was moved and seconded that the Board of Regents adopt Resolution #220121-649 and approve an increase of $2.7M in the project budget for the WSU Vancouver, Life Sciences Building and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the project within the budgeted amount of $59.8M as proposed. Carried. *(Exhibit D)*

WSU System Parking Rates and Fines

It was moved and seconded that the Board of Regents adopt Resolution #220121-650 and delegate authority to the President or designee to approve increases in parking rates and fines for all WSU campuses for each of one or more fiscal years up to certain limits as proposed. Carried. *(Exhibit E)*

X. OTHER BUSINESS. Chair Dickinson reported the Regents met in Executive Session on January 20, 2022, with legal counsel to discuss pending or potential litigation involving the University and the performance of a public employee. Chair Dickinson reported the Board would not be taking any action related to those discussions.

XI. PUBLIC COMMENT PERIOD.

XII. ADJOURNMENT. The meeting adjourned at 10:30 a.m.

Approved by the Board of Regents at its meeting held March 11, 2022.

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Chair, Board of Regents

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Secretary, Board of Regents

EXHIBIT A
Board of Regents
January 21, 2022

WASHINGTON STATE UNIVERSITY
FOUNDATION

January 21, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Foundation Regents Report

SUBMITTED BY: Mike Connell, Vice President of WSU Advancement & CEO, Washington State University Foundation

The Washington State University Foundation is pleased to report the following:

- As of December 31, 2021, generous alumni, friends, and corporate partners have made $72,886,266 in total philanthropic commitments to the WSU Foundation during Fiscal Year 2022 (July 1, 2021—June 30, 2022) for the benefit of WSU campuses, colleges and programs. This represents a 30.4 percent increase over the same period one year ago.

- Of that total, outright gifts and new pledges university wide for FY2022-to-date topped $44,294,189—an increase of 63.6 percent over the same period one year ago.

- This represents the strongest philanthropic activity over the first half of a fiscal year since the final year of *The Campaign for Washington State University: Because the World Needs Big Ideas* in FY2015.

- The WSU Foundation's endowment value continued to grow through the first five months of FY2022 to $675.8 million as of November 30, 2021, representing a 12-month return of 20.2 percent.

- WSU Advancement has begun its strategic planning process to create a ten-year road map for WSU Advancement, which will include fundraising, engagement, and operational excellence pillars supported by measurable goals and tactics. This new roadmap, which we aim to be delivered by June 30, 2022, will define WSU Advancement and will move the organization to new levels of success in providing philanthropic support to and meaningful engagement across the WSU System. The Advancement Strategic Plan will be aligned with WSU's System Strategic Plan, which was approved by the Board of Regents in June 2020.

- The next meeting of the WSU Foundation Board of Directors will be February 16-18, 2022, in Scottsdale, Arizona. The WSU Foundation will host its Spring Meeting and Recognition Gala will be April 21-22, 2022, in Seattle, Washington.

January 21, 2021

TO: All members of the Board of Regents
SUBJECT: Faculty Senate Report
SUBMITTED BY: Douglas Call, Chair
PRESENTED BY: Douglas Call, Chair

The 2022 Faculty Senate is pleased to report the following:

1. During the December 9th meeting, the Faculty Senate approved a proposal to revise Academic Policy 38b during the 2021-2022 academic year. The proposed revision, which came from the Provost's Office and was reviewed in depth by the Academic Affairs Committee, was motivated by evidence that a number of Freshman students might have performed poorly during the fall semester owing to pandemic-related issues.

   Regulation 38b states that "First-time, first-year undergraduate students are recessed from the University after their first term of enrollment if their semester grade point average is below 1.0. Individuals are recessed from the university for one full semester (Fall or Spring)." This policy serves as a useful time out for students who might need to sort out issues before continuing to move forward with their educational careers. In the context of the pandemic, however, it automatically locks at-risk students out of WSU after their first semester and cuts off access to critical academic and student support programs at times when they are needed most.

   The approved proposal suspends the process of automatically recessing students who fall below a 1.0 first semester GPA. In lieu of recession, the Provost's Office will field a team of individuals from academic and student affairs offices to establish a high-touch approach to help retain these first-year students by helping them move past the barriers that are impeding their academic progress. This is essentially a full-court press to help these students succeed with their academic careers. The Faculty Senate urged the Provost's Office to carefully track the successes and failures of this effort, so we are better positioned to understand what may or may not work in the future.

2. On December 9th, Provost Elizabeth Chilton and Vice President for Finance and Administration, Stacy Pearson, presented a report from the Executive Budget Council. The presentation focused on the types of system-level budget models that have been evaluated and the rational for focusing on a customized responsibility-centered management model. As this work continues in the spring semester, both the Provost and VP will return with a

second report for the Faculty Senate on March 3rd, and other meetings may be arranged for more in-depth discussions.

3. The Faculty Executive Committee met with President Schulz and Provost Chilton on December 14th to discuss several topics including the potential that some units are relying excessively on perennial one-year employment contracts for career-track faculty, concerns about administrative overhead, and follow up discussions about the report from the Executive Budget Committee. As always, these discussions are focused on identifying supporting data and solving problems with strong follow-up from the administrative staff in both the President's and Provost's offices.

4. Thanks to the efforts by Faculty Senate Chair Elect Christine Horne, Faculty Senate Executive Secretary Matt Hudelson, and Principal Assistant Anna Schilter, we are implementing a new system for soliciting and staffing Faculty Senate committees this spring. The goal is to provide a transparent mechanism that allows for the widest possible representation and participation across the WSU system. This replaces the traditional mostly *ad hoc* model that necessarily limited participation to network contacts.

DATE: January 6, 2022

TO ALL MEMEBERS OF THE BOARD OF REGENTS

SUBJECT: ASWSU Everett Report

SUBMITTED BY: Patrick Freilinger, ASWSU Everett President

Greetings, Board of Regents members! I am very excited to share a report of ASWSU Everett with all of you. In this report, I will be discussing some of ASWSU Everett's proudest accomplishments, as well as some challenges that ASWSU Everett has encountered over the last semester.

ACCOMPLISHMENTS:

The Director of Legislative Affairs for WSU Everett has been accepted to work in Olympia as a Washington State Legislative Intern. This will be an excellent opportunity for her to demonstrate her skills as a leader, and everyone at WSU Everett is very proud of her achievement.

ASWSU Everett offers a program wherein students can acquire an ORCA card bus pass at no expense. This greatly assists students who typically arrive to campus each day via public transportation, of which there is quite a large population, since WSU Everett is a commuter campus. This program has been very popular this last semester as students have returned to campus after a long pause due to COVID-19 lockdown.

CHALLENGES:

Almost all students would like to see improvements in the state of student life at WSU Everett. Because of the limitations imposed by the size of the campus, there are no dedicated rooms or facilities for students to comfortably study or relax. Procurement of nearby land is something that has been discussed in the past as a solution to this issue, and it is actively being sought by administrators.

There is currently only one academic advisor that works at WSU Everett; however, there are many different programs being offered. This means that the majority of students at WSU Everett must contact advisors from other WSU campuses remotely in order to receive academic advising. Furthermore, the process of hiring new academic advisors is extremely cumbersome, as administrators in Pullman handle this on Everett's behalf.

ASWSU Everett would like to thank all members of the Board of Regents for supporting WSU Everett as it grows. With your assistance, we hope that we our challenges can be overcome!

Date: January 14, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: GPSA Report

SUBMITTED BY: Reanne Chilton, GPSA President

On behalf of GPSA, I would like to thank the Board of Regents for your continued support of WSU graduate and professional students. It is with great pleasure that I report the following:

Support & Representation: This semester has been an adjustment for all of us, but many students are eager for opportunities to connect with each other and engage in ways that have been more challenging the last two years. The GPSA has worked hard to get creative with our funding allocations in order to support our students in new and beneficial ways. We've continued to expand our presence across university and community groups, to make sure students voices are heard and concerns being addressed.

Key Efforts:

- Programming: We are finding that now, more than ever, students are in need of social connections. GPSA has focused this semester on trying to offer a mixture of in-person and virtual social programming events. The GPSA Programming Committee hosted 7 events in the fall with dozens of students participating and are planning another 5 events this spring including a new book club!
- Professional Development Initiative (PDI): The PDI had another outstanding year even in the new virtual world. This program put on 17 total events for this semester with over 200 people attending. Some key workshops included: "Women Don't Ask: Negotiation and the Gender Divide; alumni panel discussions on: academic careers, corporate careers, and diverse career paths; a teaching workshop entitled, "You're a Teaching Assistant: Congratulations! Now what?"; "How to Write Proposals that get Funded and Papers that get Cited"; and many more.
- RSO Funding: All students are currently struggling to find engagement opportunities during this isolation experience. GPSA has provided over $24,000 this semester to helping fund 17 graduate student organizations which are aiming to improve the student experience.
- Dissertation Grants: Our Dissertations grants have continued to grow this year. We have received 15 applications this semester and have awarded over $5,000 to help graduate students in their final year finish up their research. Already, we have received very positive feedback on this resource as many students struggle with last minute costs which may hinder their ability to graduate.
- Awards and Scholarships: There are so many students deserving of recognition and awards and it is our pleasure to be able to highlight students who exemplify the best of the Coug community. Applications are open now for our GPSA Excellence awards in which we will recognize students nominated for their exemplary teaching, research, leadership, and service. Additionally, our GPSA Research Exposition is scheduled for this Spring, where students compete to be awarded for their research poster presentation.
- Travel Grants**:** A key part of the graduate student experience is attending conferences in order to present research, network, and receive feedback. Not only have we been able to return to offering travel grants for in-person travel, we retained our expanded program to help provide funds to graduate students who may no longer be able to travel but have opportunities for professional and academic development in other areas. This includes virtual conference registration, online certification programs, second-language programs, and many more, with GPSA already funding over $15000 this semester to our students.

January 21, 2021

To: All members of the Board of Regents
Subject: Administrative Professional Advisory Council Report
Submitted by: Anna McLeod, APAC Chair
Presented by: Anna McLeod, APAC Chair

The Administrative Professional Advisory Council is pleased to report the following:

1. **Opportunity and Growth**
   The APAC focus for the remainder of the academic year will be resilience centered. We look forward to bringing our WSU community together to share ideas and strategies to support each other during this time of opportunity.

2. **AP Survey Results and Data Request**
   The executive summary of the APAC Strategic Planning Survey is pending release. The survey's purpose was to inform APAC of how the council can support AP's across the system. A summary along with the strategic plan and action steps will be shared in mid-late January.

3. **APAC Meeting Structure**
   Moving forward for the remainder of the academic year, APAC meetings will be shortened in length and include a variety of delivery modalities to increase constituent accessibility and engagement.

January 21, 2022

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Progress Report

SUBMITTED BY: Shelly Spangler, WSUAA President 2021-2022

Title IX at 50

On March 4, 2022, the WSUAA will host the second annual Women's Leadership Summit. The virtual event will focus on the 50th anniversary of Title IX, which prohibits sex-based discrimination in any federally funded education program. The summit will explore *How Far We've Come: A Reflection on the Impact of Title IX*. WSU First Lady Dr. Noel Schulz will join attorney and WSUAA Past President Jane Yung, legendary WSU women's basketball coach Dr. Sue Durrant, and other inspiring alumnae, faculty, and student panelists who will share their Title IX experience. Attendees will participate in a Q&A session with Dr. Schulz and the panelists.

15 Years of Causing Wine Club Envy

The Wine-By-Cougars Wine Club just celebrated its 15th year. Between 2006 and 2021, the official wine club for Cougs featured over 150 Cougar-connected wineries and has more than 725 members across the United States. WBC celebrates the impact WSU and WSU alumni have on the wine industry. The renowned Cougar Collectors' Series is another creative program of the WSUAA and a WBC sibling. We are pleased to announce that Basalt Cellars will create Cougar IX, the next installment in the series. Basalt Cellars, founded by Cougs Rick Wasem and Lynn DeVleming, produces bright, exceptional wines, so you can expect Cougar IX to wow Cougar Nation. The Cougar Collectors' Series generates funds to support WSUAA initiatives and Viticulture & Enology and Wine Business Management scholarships for deserving WSU students. WBC is also excited about its "Women in Wine" March shipment. March 4 is the WSUAA's Women's Leadership Summit, March 8 is International Women's Day, and March 28 is National Women in Wine Day. WBC is taking the opportunity to showcase wines from four outstanding WSU alumnae who are reshaping the wine industry. WBC is honored to support and promote their extraordinary work. Cheers to that!

Amazing What 18 Years of Hard Work Can Do

Speaking of cheers, please raise a (metaphorical) glass to Tim Pavish. He is retiring at the end of February 2022 after 18 years at the helm of the WSUAA. Under his direction, the WSUAA's accomplishments are nothing short of amazing. Tim's innovative and forward-looking leadership fueled the Association's many achievements. The WSUAA more than tripled the number of members (from 13,000 to over 43,000), increased alumni-engagement programming by 6X, doubled the number of Coug plates on the road, the WSUAA was cited as the single largest source of new donors to the last campaign, launched myriad ground-breaking programs, awarded an impressive number of student scholarships, and achieved 18 years of balanced budgets and clean audits. Of course, Tim credits the WSUAA staff for the many astounding feats. Together, they firmly positioned the WSUAA as one of the university's most innovative, cost-effective, and productive units. The WSUAA that Cougs know and love today was built, in large part, under Tim's leadership. And yet, his extraordinary list of achievements says nothing of the hundreds of volunteers he has inspired, the staff he led, the academic units he supported, and the lives of countless Cougs that he touched during his time as executive director of the WSUAA. In addition to his WSUAA duties, Tim was tapped by WSU several times over the past 18 years to use his marketing experience to lead efforts for University Relations, WSU Foundation, and Athletics. Tim has always put WSU first. He truly personifies the WSU spirit and what it means to be a Coug. Tim will be actively engaged in the transition and then continue his involvement with WSU as a volunteer, donor, fan, and proud alumnus.

ACTION #1

Proposed Update to the WSU Foundation Consolidated Endowment Fund Investment Policy Statement and Spending Policy (Don Shearer)

January 21, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed update to the WSU Foundation Consolidated Endowment Fund Investment Policy Statement and Spending Policy

PROPOSED: That the Board of Regents approve the proposed update to the WSU Foundation Consolidated Endowment Fund Investment Policy Statement and Spending Policy as adopted by the WSU Foundation Board of Directors on October 21, 2021 (Resolution 10-21-2021-03).

SUBMITTED BY: Mike Connell, Acting Vice President of WSU Advancement; CEO WSU Foundation

SUPPORTING INFORMATION: The Investment Committee of the Washington State University Foundation is charged with the responsibility for investment management of property and assets held for investment by the WSU Foundation, planned gift assets held in trust or agreement by WSU Foundation, and Washington State University assets entrusted to the WSU Foundation for investment management by agreement with the University. The Agreement between WSU and the WSU Foundation requires the WSU Foundation to invest and distribute funds held on behalf of the University in accordance with the governing gift instrument and the then applicable WSU Foundation Consolidated Endowment Fund Investment Policy Statement and Spending Policy ("Investment Policy Statement").

The Investment Policy Statement addresses composition, appointment, duties, and reporting of the Investment Committee, investment objectives, asset allocation, and spending policy for endowed funds. The Agreement between WSU and the WSU Foundation requires all proposed changes to the Investment Policy Statement be presented to and approved by the governing boards of the WSU Foundation and University prior to becoming effective.

Revisions were made to the Investment Policy Statement to update fiduciary language associated with the governance restructure of the

WSU Foundation boards; updates to WSU and WSU Foundation staff titles; clarification of committee name(s); and general grammatical and/or formatting changes. The following sections include such revisions:

- Purpose and Background
- Composition/Appointment/Reporting
- 2.1.1 Directors WSU Foundation
- 2.1.2 Regents WSU
- 2.2.1 Duties
- 2.3 Chair of the Committee
- 2.4 WSU Foundation CFO

The WSU Foundation Board of Directors adopted Resolution 10-21-2021-03, approving the Investment Policy Statement and Spending Policy, subject to approval of the Washington State University Board of Regents.

ATTACHMENTS: Attachment A: WSU Foundation Investment Committee Charter
Investment Policy Statement and Spending Policy – Redline Copy
Investment Policy Statement and Spending Policy – Clean Copy

WASHINGTON STATE UNIVERSITY
FOUNDATION
INVESTMENT COMMITTEE
Last Revision Date: October 21, 2021

PURPOSE:

The Investment Committee, a standing committee established under the Restated Bylaws of the WSU Foundation, shall have the limited authority to act on behalf of the Board of Directors in the investment and management of all property and assets held for investment by the WSU Foundation, planned gift assets held in trust or agreement by the WSU Foundation, and those University assets entrusted to the WSU Foundation for investment management under contract (collectively, "Institutional Funds"). The Investment Committee shall prepare, oversee and maintain investment policies and asset allocation strategies for investing capital of, or managed by, the WSU Foundation, along with a consistent monitoring of investment performance and investment management.

ESTABLISHMENT:

The WSU Foundation exists for the sole and exclusive benefit of the University and under agreement with the University the WSU Foundation shall:

> "Accept, hold, administer, invest, and disburse funds of any kind or character, as from time to time may be given to it, in accordance with the terms of such gift, and distribute all unrestricted gift funds to the University, and distribute the spending rate from endowed funds in accordance with the then applicable Washington State University Foundation Consolidated Endowment Fund-Investment Policy Statement."

The Board of Directors of the WSU Foundation delegates management and investment of its Institutional Funds, pursuant to RCW 24.55.035, to the Investment Committee. The Amended and Restated Bylaws of the WSU Foundation establishes the Investment Committee in stating the following:

> "The Investment Committee shall be responsible for investments, reinvestments, and general management of all property and assets held for investment by the WSU Foundation, planned gift assets held in trust or agreement by the WSU Foundation, and those University assets entrusted to the WSU Foundation for investment management under contract with the University. The Investment Committee shall develop investment policies and asset allocation strategies to be presented to the Board of Directors for approval, for investing capital of the WSU Foundation, along with a consistent monitoring of investment performance and investment management. Investment policy and guidelines, as well as performance against benchmarks shall be reported, at least quarterly, to the Board of Directors, and the Board of Regents of the University and University administration."

COMPOSITION:

1. The Committee shall be comprised of at least seven (7) but not more than eleven (11) appointed members (voting) and select ex-officio members (non-voting). Ex-officio (non-voting) member positions are designated by the Board of Directors, but shall include at least one University representative, the WSU Foundation Chief Executive Officer, the WSU Foundation Chief Foundation Officer, one Audit Committee Member, and the Board Treasurer.

2. The Regents shall appoint two (2) voting members, one of whom must be a member of the Regents, the other a Regent or a volunteer with investment expertise and experience, selected upon consultation with the Committee, subject to notice to the Board of Directors. These members serve a one-year (1-year) renewable term upon appointment by the Regents.

3. Other voting members shall be appointed by the Chair/President of the Board of Directors and are selected from Board members or volunteers with investment expertise and experience upon consultation with the Committee, and subject to notice to the Regents. These members serve a four-year (4-year) term, renewable upon appointment by the Chair/President of the Board of Directors.

COMMITTEE CHAIR:

The Chair/President of the WSU Foundation shall appoint the Investment Committee Chair, in consultation with the CEO of the WSU Foundation, and subject to approval of the Board of Directors or the Executive Committee and subject to notice to the Board of Regents.

1. The Committee Chair will be a member of the Board of Directors and serve on the Executive Committee.

2. The Committee Chair will provide leadership for and preside at the meetings of the Investment Committee.

3. The Committee Chair will appoint a Vice-Chair who also serves on the Board of Directors to preside over meetings in the Chair's absence.

4. The Committee Chair may invite other appropriate Foundation and University financial management staff and other outside advisors to participate in an Investment Committee meeting.

STAFF:

1. Staff support for the Investment Committee shall be provided by or through the Chief Executive Office of the WSU Foundation or their designee.

2. Meeting materials may be compiled by staff of the WSU Foundation and delivered in a complete and timely manner to the Committee at the direction of the Committee Chair.

QUORUM/VOTING:

1. The presence of a simple majority of the voting members of the Investment Committee shall constitute a quorum for the purpose of transacting committee business. Any action that may be taken by the Committee at a meeting may be taken without a meeting if all of the voting members consent thereto in writing prior to the action being taken.

2. In all voting matters, motions will be passed by a simple majority of the voting members in attendance and constituting a quorum.

3. For voting members who cannot attend meetings in person, they may attend by remote communications as long as all voting members participating in the meeting can hear each other at the same time. Participation by such means constitutes presence in person. A member may not vote by proxy.

MEETINGS:

1. The Investment Committee shall meet at least four (4) times a year, once each calendar quarter.

2. Other meetings may be called by the Committee Chair, as needed, to fully carry out the purposes of the Investment Committee.

3. The minutes of all meetings of the Investment Committee, and all actions taken therein, shall be available for inspection at the registered office of the WSU Foundation for all members of the Board of Directors, following any Investment Committee Meeting and reported to the Board of Directors at its next regularly scheduled meeting.

EXECUTIVE SESSION:

Executive session dedicated for voting members only will be part of each meeting. The President of WSU, CEO of WSU Foundation, and other staff, consultants or advisors at discretion of Committee Chair, may be invited to participate in the executive session. Otherwise, the executive session will be for voting members only.

CONSULTANTS:

1. The Investment Committee will select qualified external investment managers to manage the Institutional Funds; provided, however, any change in management of planned gift investments shall be in consultation with the CEO of the WSU Foundation and gift planning team representatives.

2. The Investment Committee will establish and regularly review manager structure guidelines for the Institutional Funds.

3. The Investment Committee will select other service providers it deems appropriate to carry out its function, including, but not limited to, independent investment consultants.

4. The Investment Committee may communicate directly with the investment managers and investment consultants, at its discretion.

RESPONSIBILITIES:

Investment Management and Investment Policy Oversight:

1. The Investment Committee is delegated authority to act on behalf of the Board of Directors in the investment and management of Institutional Funds on behalf of the WSU Foundation.

2. The Investment Committee will develop objectives, policies and guidelines for the investment of Institutional Funds for presentment to the governing boards of the WSU Foundation and University for approval.

3. The Investment Committee will develop and maintain an investment policy statement that establishes the role of the Investment Committee, identifies responsibilities, addresses investment objectives, asset allocation, spending policies, rebalancing, cash flow management, manager performance standards, manager evaluation processes, communications and reporting.

4. The Investment Committee will evaluate policy compliance, review progress in achieving the goals and assess the effectiveness of the investment program on a quarterly basis. The Investment Committee will periodically review and evaluate ongoing understanding and relevance of investment policies of commingled funds and the components of the Institutional Funds.

5. The Investment Committee will take appropriate action if objectives are not being met or if policy and guidelines are not being followed.

6. The Investment Committee will establish and periodically review the Institutional Funds asset allocation and, in concert with the Finance Committee, will set the current spending policy for endowment funds.

Reporting:

1. The Committee Chair will report on Committee activities and actions, to include Institutional Funds' performances, to the Board of Directors at its next regularly scheduled meeting.

2. The Committee will forward a report at the end of each quarter to the WSU Board of Regents and the WSU Foundation Board of Directors which will include portfolio activity, value, endowment performance vs. benchmarks, and asset allocation (target and actual).

Risk Management:

1. The Investment Committee will exercise reasonable care and prudence in complying with applicable state and federal laws, regulations, and rulings that relate to the investment of assets under management of the WSU Foundation, including, but not limited to, the Uniform Prudent Management of Institutional Funds Act Chapter 24.55 RCW).

2. The Investment Committee will establish and comply with policies addressing issues that may result in perceived or actual conflicts of interest (including but not limited to relationships with investment managers or other firms involved with the Institutional Funds and receipt by committee members of gifts or entertainment.

3. The Investment Committee will keep the Audit Committee informed of any laws, regulations, rulings or investment decisions that might affect the annual audit of the WSU Foundation, and all matters involving a potential or actual conflict-of-interest.

Charter and Policy Review:

1. The Investment Committee will review the Investment Committee Charter annually and recommend revisions as necessary.

2. The Investment Committee will review the Investment Policy Statement annually and recommend revisions as necessary.

AUTHORITIES & LIMITATIONS:

10-01-2021: Resolution 10-21-2021-02 updates the committee charter.

10-01-2020: Resolution 10-01-20-5 updates the committee charter.

9-26-2013: Resolution 9-26-13-03 updates the committee charter.

10-20-2011: Resolution 10-20-11-03 updates the committee charter.

10-8-2004: Resolution 10-8-04-5 authorizes creation of the Investment Committee.

10-6-2004: Creation of an Investment Committee is contemplated by the Restated Bylaws of Washington State University Foundation (Bylaws effective 10/6/04).

Washington State University Foundation

Consolidated Endowment Fund

~~Charter &~~ Investment Policy Statement and Spending Policy

(Draft ~~11/18~~08/2021)

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1. Purpose and Background

PURPOSES/ROLE: The Investment Committee, a standing fiduciary committee established under the Restated Bylaws of the WSU Foundation, ~~shall be~~is responsible for investments, reinvestments, and general management of all ~~gifted~~ property and assets held for investment by~~of~~ the WSU Foundation, planned gift assets held in trust or agreement by the WSU Foundation, and those University assets entrusted to the WSU Foundation for investment management under~~by~~ contract with the University~~, except planned gift assets under management and oversight of the WSU Foundation~~. This Investment Policy Statement and Spending Policy only applies to the endowed assets of the WSU Foundation and University, and not the planned gift assets of the WSU Foundation~~Gift Acceptance and Management Committee~~. The Investment Committee ~~shall~~ develops investment policies, to be presented to the Board of Directors for approval, for investing capital of the WSU Foundation, along with a consistent monitoring of investment performance and investment management, per its Investment Committee Charter, as amended from time to time. A copy of the Investment Committee Charter in effect on the date of this Investment Policy Statement and Spending Policy is attached as Appendix D.~~Investment policy and guidelines, as well as performance against benchmarks shall be reported, at least quarterly, to the Board of Directors, and the Board of Regents of the University and University administration.~~

BACKGROUND:

Washington State University Foundation (WSU Foundation) was established as a Washington nonprofit corporation in 1979. It is recognized by the Internal Revenue Service as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code. The WSU Foundation's mission is to promote, accept, and maximize private support for programs, initiatives, and properties of Washington State University (University), and prudently manage, invest, and steward the assets entrusted to it by the University and its alumni, friends, and donors. WSU Foundation is a separate and independent entity from the University and is neither a state agency or its functional equivalent.

The University has contracted with the WSU Foundation to be the sole entity for promoting, receiving, and managing all private gifts to the University as set forth in the Agreement between Washington State University and Washington State University Foundation ("Agreement")~~adopted by both parties on December 19, 2016~~. Pursuant to the Agreement, the WSU Foundation actively solicits alumni and friends of the University on behalf of the University. Some donor's gifts are intended to create endowments. These endowments may be titled in the name of the WSU Foundation or the University depending on the donor's intent.

The Washington State University Foundation Consolidated Endowed Fund Investment ~~Charter and~~ Policy Statement and Spending Policy applies to WSU Foundation assets held as endowments as well as University endowed assets entrusted to the WSU Foundation for investment management under the Agreement. These endowed assets are managed by the WSU Foundation as part of the Washington State University Foundation Consolidated Endowment Fund

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(Fund). The Fund is an institutional fund (as that term is defined in RCW 24.55.010(4)). There are two components to the Fund, reflecting the sources of the Fund's corpus:

a. WSU Foundation's endowed assets consists of permanent endowments, quasi-endowments and funds building to target (the endowment is funded over a period of time).

b. University's endowed assets consists of permanent endowments, quasi-endowments and funds building to target (the endowment is funded over a period of time).

Distributions from the Fund are made quarterly in accordance with the spending policy, set out in Section 4.1.1 hereof and mutually agreed upon by the Directors and the Regents. Furthermore, the Committee shall report, at least annually, to the Directors, the Regents, and University administration the investment performance against benchmarks.

The WSU Foundation Board of Directors (Directors) are fiduciaries for the WSU Foundation's endowed assets. The Washington State University Board of Regents (Regents) are fiduciaries for the University's endowed assets. Pursuant to the Agreement, and subject to this policy, the Directors, the WSU Foundation, and the WSU Foundation Investment Committee (Committee), as appropriate, are responsible for the investment and management of the WSU Foundation's endowed assets and the University's endowed assets.

COMPOSITION/APPOINTMENT/~~TERMS~~REPORTING:

The Investment Committee is comprised of at least seven (7), but not more than eleven (11) appointed members (voting) and ~~between two (2) and four (4)~~select ex officio members (non-voting). The Regents appoint two (2) of these voting members, one ~~of whom must be~~ a member of the Regents, the other ~~who may be~~ a Regent or a volunteer with investment expertise and experience selected upon consultation with the Committee, subject to notice to the Directors. These members serve a one-year (1-year) renewable term upon appointment by the Regents. The other Committee members are appointed by the Chair/President of the Board of Directors and are selected from Board members or volunteers with investment expertise and experience upon consultation with the Committee, and subject to notice to the Regents. These members serve ~~two (2)~~a four (4~~-year~~) year term renewable upon appointment by the Chair/President of the Board of Directors~~renewable staggered terms for a maximum of two (2) terms~~. Ex officio (non-voting) seats are designated by the Directors pursuant to the Charter and shall always include at least one (1) University representative and one (1) Audit Committee Member. ~~The Committee Chair serves for one (1) two-year (2-year) term and is appointed by the Chair of the Board of Directors.~~ As of the date of the adoption of this Investment Policy, the ~~Executive Director of Budget and Planning of the University~~Chief Financial Officer and Vice President for Finance and Administration (CFO/VPFA) of WSU, the CEO of the WSU Foundation, and the Chief Financial Officer ~~Snr. Associate Vice President of Finance, Operations and~~

~~Services~~ of the WSU Foundation or their designee are ex officio members of the Investment Committee. ~~The Chair can serve one additional two- year (2-year) term upon approval by the Chair of the Board of Directors. Members whose terms have expired, may serve until a successor is appointed.~~ The Committee Chair must be a Director. The Chief Financial Officer ~~Snr. Associate Vice President of Finance, Operations and Services~~ of the WSU Foundation or their designee serves as Secretary to the Committee. Investment policy and guidelines, as well as performance against benchmarks shall be reported by the Committee Chair, at least quarterly, to the Board of Directors, and the Board of Regents of the University and University administration.

MEETINGS: The Investment Committee ~~shall~~will meet at least four (4) times a year with ~~at least~~ two (2) of the meetings held at the WSU Foundation's Annual Fall Meeting ~~or~~and Spring Meeting~~Trustees' meetings, at which attendance in person by members is preferred. Other meetings may be called by the Chair of the Committee, as needed, to conduct the business of the Investment Committee. For members who cannot attend meetings of the Investment Committee in person, they may attend by teleconference, videoconference or similar communications technology so long as all persons participating in the meeting can hear each other at the same time. Participation by such means constitutes presence in person at such meetings. The presence of a majority of the voting members of the Investment Committee shall constitute a quorum for the purpose of transacting business. The minutes of all meetings of the Investment Committee, and all actions taken therein, shall be available for inspection at the registered office of the WSU Foundation~~.

2. Allocation of Responsibilities

This section describes and delineates the responsibilities of the key parties to the Fund's investment process. The Directors and the Regents, as the governing boards for the WSU Foundation and the University, respectively, have a responsibility to set investment and spending policy with respect to the endowed assets of each entity in the Fund, and to review and approve any changes thereto. Management and investment of the Fund may be delegated to the extent that the WSU Foundation and/or the University may prudently delegate under the circumstances. In delegating, the Directors and the Regents shall act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances.

The responsibilities identified in this section and elsewhere in this policy delineate the scope of the respective delegations by the Directors and the Regents, and the authority retained.

2.1 Governing Boards – Board of Directors (WSUF) and Board of Regents (WSU)

2.1.1 Directors WSU Foundation

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The Directors provide performance accountability, membership oversight, and governance evaluation for the Committee. The Directors' responsibilities are to:

a. Approve the Investment Committee Charter, annually.

~~a.~~b. Approve the Investment Policy, and changes to the Investment Policy as it relates to the WSU Foundation endowed assets.

~~b.~~c. Assess Fund performance against annual goals.

~~c.~~d. Review and approve final Directors-appointed candidates for open positions on the Committee, as recommended by the Committee, including additional *ex officio* members, Committee Chair, and Committee Vice Chair.

~~d.~~e. Annually review the operational performance of the Committee and its members.

~~e.~~f. Review member de-selection recommendations as submitted by the Committee Chair, approve de-selection recommendations of Directors-appointed members, and forward de-selection recommendations of Regents-appointed members to Regents for approval. De-selection does not include normal end-of-term roll-off of members.

~~f.~~g. Maintain "best in class" operations by periodically assessing Committee performance and evaluating changes in: the roles and responsibilities of Committee and staff; the structure and composition of the Committee; the characteristics and qualifications of Committee Chair and members; and the Committee support model.

~~g.~~h. Address problems with Committee operations as they arise.

~~h.~~i. ~~Approve~~Identify a group of higher education institutions where the WSU Foundation can benchmark its results with endowments similar in size.

~~i. Ensure compliance with the Investment Policy and all applicable laws, regulations, and rulings pertaining to the investment and management of the Fund.~~

~~j. Ensure selection of qualified external investment managers to invest Fund assets, and qualified consultants, bank custodians and other service providers necessary to carry out the duties under this Investment Policy.~~

2.1.2 Regents WSU

The Regents' responsibilities are to:

a. Approve the Investment Policy and changes to the Investment Policy as it relates to University endowed assets.

b. Review and approve Regents-appointed Committee members.

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c. Annually review the operational performance of the Fund and the actions of the WSU Foundation, its Directors, and ~~its~~the Investment Committee in their role as manager of University endowed assets in order to monitor performance and compliance with the scope of the delegation of management of University endowed assets.

d. Review and approve de-selection recommendations from the Committee of Regents-appointed members. De-selection does not include normal end-of-term roll-off of members.

2.2 WSU Foundation Investment Committee

2.2.1 Duties

The Investment Committee is responsible for implementation of this Investment Policy, and for investing capital, monitoring and reviewing investment performance, establishing appropriate benchmarks, and investment management. It may delegate fulfillment of investment and administrative tasks to others. The Committee's responsibilities with respect to the Fund's assets include completing each of the duties below in a prudent manner:

a. Exercise ordinary business care and prudence under the facts and circumstances prevailing in managing and investing the assets of the endowment. Specific factors guiding the Committee in managing and investing the assets are:

1. General economic conditions;
2. Effects of inflation and deflation;
3. Expected tax consequences of investment decisions;
4. Role of each investment in fund portfolio;
5. Expected total return from income and growth of investments;
6. Other University resources;
7. Needs for the fund to make distributions and preserve capital;
8. An assets special relationship or special value to the University's mission;
9. To incur only costs that are appropriate and reasonable in relation to the Fund's assets;
10. Make reasonable effort to verify facts relevant to the management and investment of the Fund; and
11. Annually ~~(each December)~~ review Investment Policy Statement and Spending Policy.

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b. Act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in delegating management and investment of the Fund to an external agent in:

   1. Selecting the agent;

   2. Establishing the scope and terms of the delegation; and

   3. Reviewing and monitoring the agent's performance.

c. Act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in making decisions to appropriate for expenditure or accumulate Fund assets, taking into consideration:

   1. Duration and preservation of the endowment fund;

   2. Purposes of the University and the endowment fund;

   3. General economic conditions;

   4. Possible effect of inflation or deflation;

   5. The expected total return from income and the appreciation investments;

   6. Other resources of the University

   7. This Investment Policy.

d. Comply with all applicable state and federal laws, regulations, and rulings that relate to the Fund's investment management process~~, as provided by the Foundation~~.

e. Recommend Investment Policy and Spending Policy changes to the Directors and the Regents.

f. Operate within the allocation ranges of the Investment Policy.

g. Establish and review objectives, asset allocation, and guidelines for the investment of the Funds' assets.

h. Establish and comply with policies addressing issues that may result in perceived or actual conflicts of interest (including but not limited to relationships with investment managers or other firms doing business with the Fund and receipt of gifts or entertainment above a certain dollar value from firms doing business with the Fund) and other governance issues.

i. Select qualified external investment managers to manage the Fund's assets.

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j. Select other service providers it deems appropriate to carry out its function, including, but not limited to, independent investment consultant(s).

k. Meet quarterly to evaluate policy compliance, review progress in achieving the Fund's goals, and assess the effectiveness of the investment program.

l. Evaluate the Fund's performance and the performance of the professionals hired to assist the Committee in managing the Fund's investment program.

m. Communicate on a regular basis with the investment consultant.

n. Periodically review and evaluate ongoing understanding and relevance of investment policies of commingled funds in which Fund assets are invested.

o. Take appropriate action if objectives are not being met or if policy and guidelines are not being followed.

p. Keep the Audit Committee informed of any laws, regulations, rulings or investment decisions that might affect the annual audit of the WSU Foundation.

~~p.~~q. Keep the Finance Committee informed of any changes to the spending rate applicable to the endowed Fund.

2.3 Chair of the Committee

The Chair of the Investment Committee shall be a member of the Board of Directors. ~~The Chair shall serve a term of two (2) years. The Chair can serve one additional two-year term upon approval by the Chair of the Board of Directors.~~

The Chair is responsible for the following duties:

a. Provide leadership in the conduct of Committee responsibilities and preside at Committee meetings.

b. Report Committee activities and actions and Fund performance at meetings of the Directors and the Regents.

c. Communicate on behalf of the Committee, as the Committee speaks with one voice through the Chair.

d. Manage the Committee member performance review and de-selection process. Participate in new member orientation sessions.

e. Collaborate with the WSU Foundation's CFO or their designee ~~Snr. Associate Vice President of Finance, Operations and Services~~ on developing meeting agendas and meeting locations.

~~f. Must be a member of the Board of Directors.~~

2.4 WSU Foundation CFO~~Snr. Associate Vice President of Finance, Operations and Services or Secretary of the Committee~~

The ~~Snr. Associate Vice President of Finance, Operations and Services~~WSU Foundation CFO or their designee is responsible for the following duties:

a. Assist the Committee in maintaining relevant policies and procedures.

b. Coordinate contract reviews and execution.

c. Day-to-day relationship management of investment program service providers.

d. Act as liaison between the Committee and investment program service providers.

e. Execute asset allocation and rebalance upon consultation with the investment consultant and Chair, as needed.

f. Provide direction letters to the investment managers, bank custodian, and consultant.

g. Determine liquidity needs and communicate same to appropriate service providers.

h. Provide reports to internal and external constituencies as required.

i. Develop meeting agendas and collaborate with Committee Chair and appropriate service providers, as needed.

j. Provide orientation to new Committee members.

2.5 Custodian Bank

Fund assets will be held by an institution designated as the Custodian Bank who shall manage, control, and collect the assets of the Fund in accordance with the terms of a separate custodial agreement as well as the terms of this Investment Policy. The custodian bank for the Fund is responsible for:

a. Fulfilling all the customary fiduciary duties of a custodian in accordance with applicable state and federal laws.

b. Receiving all contributions and paying all disbursements and Fund expenses as directed by designated and authorized Staff.

c. Safekeeping of assets, timely settlement of securities transactions, and the daily sweep of excess cash from manager accounts into suitable cash management vehicles.

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d. Accurate and timely reporting of the assets to Staff by individual manager account(s), investment pool, and total Fund.

e. Coordinating asset transfers as requested by Staff.

f. Meeting with Staff as requested.

2.6 Investment Managers

The manner in which the Funds' investment objectives are to be accomplished and the account ability of the investment managers in seeking to achieve the investment objectives shall be consistent with the fiduciary provisions of RCW 24.55 and the Prudent Management of Institutional Funds Act, and other pertinent state and federal laws, regulations, and rulings that relate to the investment process.

The investment managers are given full discretionary authority to accomplish specific investment objectives of the Fund, subject to the guidelines set forth in this Investment Policy. The investment managers are responsible for the following:

a. Implementing investment strategy according to the style for which they were hired.

b. Implementing security selection and timing decisions.

c. Providing reports and data as requested by the Committee, Staff, bank custodian, and/or investment consultant.

d. Meeting with the Committee and Staff as requested.

e. Voting proxies.

Investments in pooled funds shall be subject to the Investment Policy guidelines established by the respective fund managers.

2.7 Investment Consultant

The Investment Consultant is responsible for the following:

a. Assist the Committee and Staff in maintaining a relevant investment policy.

b. Evaluate and report performance of Fund assets on a quarterly basis.

c. Monitor and report any material changes in personnel, organization, or investment strategy of the Funds' investment managers.

d. Proactively suggest improvements to the Funds' investment program.

e. Identify appropriate investment manager candidates.

f. Provide investment expertise and analyses, as needed by the Committee and Staff.

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g. Establish and regularly review manager structure guidelines for the Fund's components.

h. Keep the Committee informed of current investment trends, issues, and material changes in the regulatory environment.

i. Evaluate investment opportunities.

j. Recommend asset allocation and manager allocation targets.

k. Recommend asset manager finalists.

l. Annually, provide results of selected benchmark schools for the Committee to track.

3. Investment Objectives

The investment objectives of the Fund reflect its long-term nature and intergenerational equity concerns. It is recognized that the desire to grow corpus and to produce a large, stable, and predictable payout stream involves trade-offs that must be balanced in establishing the investment and spending policies. Operating and philosophical considerations shape the Fund's objectives as outlined below:

a. Produce a relatively predictable and stable payout stream each year.

b. Maintain purchasing power of the assets over the investment horizon.

c. Balance the support of present and future generations of students, faculty, facilities and programs.

d. Include assets that provide inflation protection and assets that can drive long-term growth.

3.1 Total Fund Return Objectives

The Fund has multiple investment return objectives:

a. The long-term total rate of return should equal or exceed the endowment spending rate (5.5% as of the date of adoption of this Investment Policy) plus the increase in the Consumer Price Index. It is recognized that in order to achieve this objective over extended periods, endowments have had to exceed the objective substantially during some periods, such as the 1980s, in order to compensate for shortfalls during other periods, such as the 1970s and 2000s.

b. The Fund is expected to produce a rate of return that at least matches that of the benchmarks, which are set out in Appendix B. Investment policy and

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benchmarks in Appendix B are subject to change with approval by the Directors upon consultation with the Committee, its Investment Consultant and Staff. Risk (as measured by standard deviation of quarterly returns) should not exceed that of the Policy Portfolio without a corresponding increase in performance above the Policy Portfolio.

3.2 Investment Strategy Objectives

Achieving these objectives requires a combination of investment strategies that are categorized by differences in their expected response to economic conditions, specifically price inflation or changes to interest rates, and weighted in the Fund by considering risk-adjusted returns and correlations. Broad categories considered in asset allocation are: domestic equities, international equities, alternative investments (private equity, private real assets, hedge funds, managed futures, commodities and derivative contracts), inflation hedge strategies, and fixed income.

The Directors and the Regents recognize that asset allocation decisions are the most important factors determining the long-term performance of the Fund, and the success of the investment management strategy. Asset allocation decisions shall be made by the Directors and the Committee as described herein. The Fund's allocation to equities and fixed income and alternative investments shall be approved by the Directors with input from the Committee, its Investment Consultant, and Staff based upon the current spending policy and estimates of the long-term investment performance likely to be achieved by the various asset classes and investment styles.

Appendix A sets out the current target and minimum and maximum investment by percentage for identified asset classes. Appendix A is subject to change with approval by the Directors upon consultation with the Committee, its Investment Consultant, and Staff. The Committee Chair shall inform the University of any changes to Appendix A within ten (10) days of approval of the change. Operating and philosophical considerations that shape the Fund's strategies are outlined below:

a. Seek growth of assets by emphasizing equity investments with a mix of active and passive investment strategies, while avoiding excessive risk levels.

b. Favor active investment strategies that offer the opportunity for the total portfolio to outperform in very poor markets and some opportunity for the total portfolio to participate in exceptionally strong markets.

c. The acceptable risk profile for the Foundation should generally be to assume the lowest possible risk for the return goal desired. While negative returns in any single year may be unavoidable, over longer terms, asset allocations should be selected which are expected to achieve overall positive portfolio returns. In order to assess and monitor portfolio risk, the Investment Committee will review its asset allocation policy and asset allocation at least annually. Risk can be construed to include multiple different outcomes including loss of principal, failure to meet an expected return, or volatility of investment returns around an expected mean (standard deviation). The

Investment Committee's policy regarding investment risk, consistent with modern portfolio theory, is that risk cannot be eliminated but should be managed. Investment committee members, with the help of the External Investment Manager and investment managers, are responsible for understanding the risks inherent in various investment strategies, ensuring that they are properly compensated for these risks, and measuring and monitoring them. It should be considered in the hiring of new investment managers as well as in the continued monitoring of existing investment managers and the overall portfolio. Risk should also be considered in the selection of individual asset classes and the overall portfolio asset allocation. Most importantly, the level of overall portfolio risk taken should be consistent with the overall return objectives of the Foundation.

3.3 Domestic Equities

The purpose of holding domestic equity securities is to provide long-term capital growth through participation in the growth of the U.S. economy. The objective of the domestic equity portfolio is to earn, over the long term, an average annual total return, net of fees, that at least matches that of the Dow Jones U.S. Total Stock Market Index.

3.4 International Equities

The purpose of holding international equities is to expand the universe of capital growth opportunities and diversify economic risk. The objective of the international equity portfolio is to earn, over time, an average annual total return, net of fees, that at least matches that of the MSCI All Country World ex-U.S. Index.

3.5 Alternative Assets – Private Equity

The purpose of investing in private equity partnerships (including venture capital and leveraged buyout limited partnerships) is to expand the universe of capital growth opportunities, with the potential to enhance the return of the portfolio, by investing in the non-public sector of the equities market. The objective of the private equity portfolio is to earn, over the long term, an average annual total return, net of fees, that exceeds the Burgiss Global Private Equity Index or such other private equity benchmark, as might be appropriate.

3.6 Alternative Assets - Hedge Funds

The purpose of investing in hedge funds is to enhance diversification by providing returns that are not dependent on the direction of the stock market or interest rates and are less correlated with the U.S. equity and bond markets than conventional stock and bond managers. The objective of the hedge fund portfolio is to earn, over the long term, an average annual total return, net of fees, that exceeds Hedge Fund Research, Inc. Fund of Funds Composite Index.

3.7 Alternative Assets – Real Assets

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The purpose of investing in real assets (including real estate and natural resource partnerships) is to provide attractive returns, visible current cash flows, portfolio diversification, and a hedge against unanticipated inflation. Real assets are expected to provide relative stability to the Fund during periods of public market turmoil and provide a measure of protection against inflation. The objective of the inflation hedge is to earn, over the long term, an average annual total return, net of fees, that exceeds a custom real assets benchmark (consisting of illiquid real estate, liquid and illiquid natural resources and TIPS).

3.8 Inflation Protected Fixed Income

The purpose of investing in inflation protected fixed income (TIPS) is to provide visible current cash flows, portfolio diversification, and a hedge against unanticipated inflation. TIPS are expected to provide relative stability to the Fund during periods of public market turmoil but tend to impose a drag on performance during bull markets. The objective of TIPS is to earn, over the long term, an average annual total return, net of fees, that at least matches that of the Bloomberg Barclays Capital U.S. TIPS Index

3.9 Fixed Income

The purposes of the fixed income investments are to provide some protection against financial disruptions and periods of deflation, to provide higher current income than equities to help meet the spending requirements, and to mitigate the volatility of the Fund. The objective of the fixed income portfolio is to earn, over the long term, an average annual total return net of fees that at least matches that of the Bloomberg Barclays Capital Aggregate Bond Index.

4. Policy Guidelines

4.1 Spending Policy/Rebalancing/Cash Flow Management

In rebalancing, investing, or withdrawing cash in accordance with these provisions, the percentages specified shall be determined with reference to the market values set forth in the most recent bank custodian balances when available and taking into account the cash to be invested or withdrawn.

4.2 Spending Policy

Funds flow from the Fund to the University for the purposes specified in the donor agreements and to the WSU Foundation for operating support. The Fund spending policy is intended to balance the competing goals of providing a stable payout stream each year with maintaining the purchasing power of the assets. The policy takes into consideration the following factors:

- Duration and preservation of the Fund;
- Purposes of the University and the Fund;

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- Possible effect of inflation or deflation;
- Expected return from income and appreciation of investments;
- Other University resources; and
- The Fund Investment Policy.

a. Withdrawals shall be made from the Fund only pursuant to this spending policy and in consideration of the factors listed in Section 2.2 of this spending policy regarding appropriation of Fund assets for expenditure or accumulation of Fund assets.

b. The spending policy is for the Fund to distribute 5.5% per year. Individual accounts shall receive, 4% pursuant to the terms in the gift use agreement, with 1.5% for Management and Advancement fees, from all funds in the pool.

c. Distributions are computed quarterly based on the average market value for the thirty-six (36) months preceding and including the quarter ended prior to the distribution date, adjusted for new gifts on the first day of the distribution quarter, hereinafter referred to as the "distribution calculation."

d. Distribution calculations shall begin when the fund reaches the established minimum endowment level or target balance specified in the gift instrument.

e. Distributions from the Fund will be computed quarterly based on the average market value for the thirty-six (36) months preceding and including the quarter ended prior to the distribution date. (For example, the September 30, 2009, distribution was based on monthly market values for the period July 31, 2006, through June 30, 2009).

f. No distributions will be made from an individual endowment fund to a program, until it has reached the established minimum endowment level or the target balance specified in the gift instrument and at least one (1) full quarter investment history after reaching that threshold balance.

g. Distribution of the 1.5% Management and Advancement fee for administration cost shall only be waived pursuant to the terms in the gift used agreement.

h. Fund distributions will include cash-basis expenses for scholarships, instructions, professorships, capital, operating, and administrative costs of the WSU Foundation and University. Investment-related expenses (e.g., investment manager and investment consultant fees, custody charges, etc.) will be charged against the Fund's investment return, and are not considered a part of the 5.5% annual distribution.

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i. In addition to annual reviews, if the Fund's real return (nominal return minus CPI) falls below 5.5% over the previous three-year (3-year) rolling time period, the Investment Committee should review and make a recommendation to the Directors and Regents in the next reporting cycle for purposes of determining whether to revise the rate.

j. Market downturns present a particular challenge in balancing the goals of a stable payout stream and maintaining purchasing power. In a market downturn, individual endowment funds may have a market value that is less than the corpus (principal) of the fund; such a fund is defined to be "underwater" for purposes of this policy. A distribution from an underwater fund results in a reduction of principal. The decision to distribute or not distribute from an underwater fund depends initially on the donor's expressed written instructions. If the donor specifies that the principal (corpus) may not be invaded, or places other restrictions on spending, then distributions from that fund shall be made in accordance with the donor's restrictions. For all other funds, distributions shall be made consistent with the prudence principles herein and as stated in RCW 24.55 (UPMIFA), with an emphasis on the duration of the fund. All determinations herein shall be made based on fund values on the end date of the distribution calculation period, e.g., the value of the given fund on the quarter ended prior to the distribution date.

k. No Distribution shall be made to any individual endowment fund whose market value is 30% or more below contributions to the fund.

4.3 Rebalancing/Cash Flow Management

Rebalancing and cash flow management will be made in amounts and proportions intended to preserve the asset allocation targets set forth in attached Appendix A~~, below~~.

Rebalancing will be undertaken when the allocations fall outside of the ranges specified in Appendix A. The Investment Consultant should recommend to the Staff, Chair of the Committee or Committee any portfolio changes, as appropriate. The staff will execute the rebalancing process through written instruction to the Fund's custodian and investment managers.

4.4 Usage of Derivatives

The Committee recognizes that investment managers have come to use various derivative instruments and that the prudent use of such instruments can be advantageous for controlling portfolio risk, increasing returns, implementing strategies quickly and reducing costs. Accordingly, the Committee permits the use of derivative securities only in a manner consistent with the overall investment objectives and policies described herein.

4.4.1 Derivatives may be used by the WSU Foundation's investment managers to hedge existing portfolio investments (e.g., to hedge the currency risk of a foreign stock or bond position) or to create un-leveraged investment

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positions as a more efficient and cheaper alternative to investments that would otherwise be made in the cash market (e.g., purchasing Treasury bond futures contracts). Derivatives may not be used by marketable securities managers to leverage a portfolio or significantly increase its risk above that of an account with similar objectives that is managed without derivatives. Use of derivatives by a manager, other than as described in this paragraph, is permitted only if authorized by the Committee. This provision does not apply to investments with absolute return or hedge fund managers.

4.4.2 The Committee expects that its investment managers utilizing derivatives will have in place processes and procedures to control and measure risk.

4.5 Proxy Voting

The Committee acknowledges its responsibility for seeing that the proxy voting rights for securities held by the Fund are exercised in a prudent manner and in the best interests of the Fund beneficiaries. The Committee may delegate their proxy voting rights to the investment managers of the Fund, or to another qualified agent that acknowledges that it will function as a fiduciary with respect to exercising proxy voting rights. Any such third party shall provide a complete listing, no less frequently than annually, of the issues for which proxies were voted and how the votes were cast. Proxy voting responsibilities have been delegated by the Committee to the investment managers.

4.6 Securities Lending

The Committee may allow for the lending of Fund securities, to earn additional income for the Fund, pursuant to a securities lending policy that is consistent with the investment objectives of the Fund. The Committee may delegate securities lending activities (including the management of collateral received for the borrowed securities) to a qualified securities lending manager that acknowledges that it will function as a fiduciary with respect to the lending of Fund securities (and the management of collateral received) to the extent that the securities lending manager exercises discretionary authority under the securities lending agreement. Any such third party shall provide a complete accounting, no less frequently than annually, of the lending activities and income earned by the Fund.

4.7 Cougar Investment Fund

The Directors and Regents deemed it prudent to allocate a one-time amount of one million dollars ($1,000,000) from the Fund to the Cougar Investment Fund (CIF). The CIF is managed by students as the central component of a special section of an approved professor of Investments and Portfolio Theory and Risk Management classes. The portfolio is subject to risk controls, oversight, and reporting guidelines specified in a separate Memorandum of Understanding. In addition to providing the Fund with organizational diversification within the large cap core U.S. equity portfolio, the CIF provides valuable experience to the students in applied securities analysis and portfolio management and enhances the University's ability to attract and retain quality, high-achieving students.

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4.8 Conflicts of Interest

No Committee member should be placed in a conflict of interest position.

All persons responsible for investment decisions, including Committee members, or who are involved in the management of the WSU Foundation or who are consulting to, or providing any service whatsoever to the Committee, shall adhere to the WSU Foundation Conflicts of Interest Policy, attached ~~hereto for reference~~ as Appendix C. Updated policy attached.

This provision shall not preclude the payment of ordinary fees and expenses to the WSU Foundation's custodian(s), investment managers, or Investment Consultant in the course of their services on behalf of the WSU Foundation.

Further, this provision does not replace obligations under the Washington State Ethics Act, which applies to all state officers and state employees.

5. Monitoring of Objectives

5.1 The Committee will normally review the Fund's asset allocation, manager team, and performance at least quarterly in order to evaluate diversification and progress toward long-term objectives, and will direct the CFO ~~Snr. Associate Vice President of Finance, Operations and Services~~ of the WSU Foundation or their designee to make such review, or have such review made by a consultant with appropriate expertise, each quarter. While short-term results will be monitored, it is understood that the objectives for the Fund are long-term in nature and that progress toward these objectives will be evaluated from a long-term perspective (i.e., 20 years or longer).

5.2 Each manager's performance will be evaluated against an appropriate passive index and the median return of an appropriate universe of institutional quality managers or funds as determined by the Committee. The Committee will evaluate each manager periodically in order to establish that the factors that initially led to performance expectations remain in place and that each manager's philosophy is appropriate for the Fund's overall objectives.

5.3 At its sole discretion, the Committee may terminate any manager at any time if it determines for whatever reason that the manager is no longer appropriate for the Fund.

5.4 The Investment Consultant acting on behalf of the Committee shall provide each manager of a separately managed account with a set of mutually agreed-upon guidelines.

5.5 The Committee may invest in a commingled fund (e.g., a mutual fund or limited partnership agreement), provided that the policies of such fund are consistent with this Investment Policy. The Committee will periodically review the policies of any commingled fund investment in order to determine if they remain appropriate for the Fund.

5.6 The Committee shall have prepared and shall review, on a quarterly basis, an investment performance report setting forth the asset allocation of the Fund and the investment returns by asset class, manager, and for the total Fund. The returns shall be calculated on a time-weighted basis, net of manager fees, for the most recent quarter for which data are available and any other periods that the Committee may select and shall include fiscal-year returns when such data are available. The Committee will use the short-term performance data to monitor the Endowment Fund and the managers for consistency of investment philosophy, returns relative to performance benchmarks, and volatility of returns.

5.7 The Committee, through the Investment Consultant and Staff, shall have regular communication with the managers of actively managed accounts concerning investment strategy and outlook.

5.8 The Chair of the Committee shall notify the Chair of the Directors and the Chair of the Regents immediately upon becoming aware of the occurrence of any event that might preclude the Fund from achieving its long-term investment objective.

6. Communications and Reporting

6.1 Chair of the Committee

Annually, the Chair will:

a. Distribute forms and compile performance reviews of Committee members;

b. Summarize and report overall Committee performance to Directors and Regents with recommendations for changes in Committee membership (de-selection) as needed.

c. Present a report to Directors and Regents summarizing the Fund's asset allocation as of the end of each fiscal year, performance for the fiscal year and other periods then ended, and any significant actions taken by the Committee during the fiscal year.

d. Meet with Directors and Regents, or duly authorized subcommittees thereof, to review and discuss Fund performance, investment strategy and strategy changes, and Committee member performance. Additional meetings may be held as needed.

6.2 WSU Foundation Staff

Promptly after adoption or approval, Staff will:

a. Provide copies of Committee meeting minutes to the members.

b. Provide copies of recommended amendments, additions, or deletions to this Investment Policy Statement and Spending Policy to Directors and Regents.

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6.3 Investment Managers

Immediately, each investment manager will report, in writing:

a. Any and all material changes in the firm's ownership, management, investment personnel, and investment style and approach.

b. Any occurrences of material litigation or regulatory investigation.

Quarterly, each investment manager will:

a. Provide a report to the CFO of the WSU Foundation ~~Snr. Associate Vice President of Finance, Operations and Services~~ on Fund assets and performance. The report is to show a list of current holdings at cost and market, transactions occurring during the quarter, capital gains and losses, a summary of the investment performance of the account (on a time-weighted basis, both gross and net of fees) and the use of derivatives. Separate account managers will include a reconciliation of the Fund's custodian statements to the manager's records.

Annually, each ***equity*** investment manager will provide the Investment Consultant and CFO of the WSU Foundation~~Snr. Associate Vice President of Finance, Operations and Services~~:

a. A report on the various transaction charges incurred on behalf of the Fund. The report shall indicate the number of shares traded, brokerage firms used, total trading costs, and cost per share.

b. Present a copy of proxy voting policies and report on the manner in which proxies were voted.

6.4 Investment Consultant

On a quarterly basis:

a. Provide the Committee with performance reports detailing the performance of individual managers, asset classes, and the total Fund, including relevant performance standards and assessment of managers' continued appropriateness for inclusion in the Fund's investment program.

On an annual basis:

b. Provide the Committee with any recommended changes needed to this Investment Policy.

c. Participate in the Committee's annual planning process.

d. Provide an appropriate peer group fee analysis.

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7. Evaluation and Review

7.1 Evaluation

Investment management of the Fund will be evaluated against the Fund's investment objectives and investment performance standards. Performance and investment policy compliance will be measured and evaluated no less than quarterly by the Committee and annually by the Directors and the Regents. Performance will be evaluated on a long-term basis, in light of the investment environment and investment style of each manager. Evaluation will take into consideration both rates of return and volatility of returns, as well as the consistency and discipline with which each manager or limited partnership applies its investment strategy.

This Investment Policy will be evaluated at least annually by the Committee, with input from the investment managers, Investment Consultant, and Staff, to ensure its continuing relevance. The Chair of the Committee, through coordination with Staff, will forward recommendations for change to this Investment Policy to the Directors and the Regents.

If at any time in review of this Investment Policy the Directors and the Regents elect to have differing investment or spending policies, each entity shall separately adopt a new policy and the Consolidated Endowment Fund shall be divided into two funds, one holding University endowed assets and another holding WSU Foundation endowed assets. Each entity will diligently pursue such division and ensure that it occurs in a timely, reasonable, and prudent manner. Upon completion of the division, each fund shall be managed in accordance with the new investment and spending policy for that fund by the entity (ties) so designated in the new policies.

Investment management fees will be compared to an appropriate universe, supplied by the investment consultant, on an annual basis.

~~7.2 Meetings~~

~~The Committee will meet at least quarterly, coinciding with the performance reporting cycle, which attendance in person by members is preferred. Other meetings may be called by the Chair of the Committee, as needed, to conduct the business of the Investment Committee. For members who cannot attend meetings of the Investment Committee in person, they may attend by teleconference, videoconference or similar communications technology so long as all persons participating in the meeting can hear each person at such meetings. The presence of a majority of the voting members of the Investment Committee shall constitute a quorum for the purpose of transacting business. The minutes of all meeting of the Investment Committee, and all action taken therein, shall be available for~~

~~inspection at the registered office of the WSU Foundation for all members of the Board of Directors, promptly following any Investment Committee meeting.~~

~~Additional meetings will be held as needed to accommodate special needs of the Committee or the WSU Foundation Board of Directors.~~

Each investment manager will meet at least annually with the Investment Consultant to review the investment performance of the Funds' assets allocated to that investment manager, discuss current and expected changes in investment strategy, discuss any changes in personnel and investment philosophy, and discuss the firm's business plan and any litigation or regulatory issues.

The Investment Consultant will meet with the Committee quarterly to review performance and discuss investment program issues.

The Investment Policy Statement and Spending Policy will be reviewed annually and updated as necessary by the Investment Committee.

7.3 Authorities & Limitations

~~11-18-18: Resolution AA-BB-CC-DD Updates the Committee Charter.~~

9-26-13: Resolution 9-26-13-03 Updates the Committee Charter.

10-20-11: Resolution 10-20-11-03 Updates the Committee Charter.

10-08-04: Resolution 10-8-04-5 authorizes creation of the Investment Committee

10-6-04: Creating of an Investment Committee is contemplated by the Restated Bylaws of Washington State University Foundation (Bylaws effective 10/06/04.)

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APPENDIX A

ASSET CLASS	MINIMUM	TARGET	MAXIMUM
Growth Assets	**40%**	**50%**	**60%**
U.S. Equity	12%	15%	18%
International Equity	16%	20%	24%
Private Equity	12%	15%	18%
Risk Reduction Assets	**24%**	**30%**	**36%**
U.S. / Global Fixed Income	8%	10%	12%
Hedge Funds	16%	20%	24%
Inflation Protected Assets	**16%**	**20%**	**24%**
U.S. TIPS	4%	5%	6%
Real Assets	12%	15%	18%
Total		**100%**	

APPENDIX B

ASSET CLASS	BENCHMARK
Growth Assets	
U.S. Equity	Dow Jones U.S. Total Stock Market
International Equity	MSCI ACWI ex U.S.
Private Equity	Burgiss Global Private Equity Index
Risk Reduction Assets	
U.S. / Global Fixed Income	Bloomberg Barclays Capital Aggregate Bond
Hedge Funds	Hedge Fund Research, Inc. Fund of Funds Composite Index
Inflation Protected Assets	
U.S. TIPS	Bloomberg Barclays Capital U.S. TIPS
Real Assets	Custom Real Assets Benchmark

APPENDIX C

Conflicts of Interest

Statement & Certification

Introduction

This policy is designed to help members of the Board of Directors ("Directors") and members of standing committees (Audit, Operations, Investment, Gift Acceptance and Management, and Nominating) of the Washington State University Foundation ("Committee Members") identify situations that present potential conflicts of interest and to emphasize the importance of adhering to high standards of responsibility, accountability, and public scrutiny. This policy is applicable to all Directors and Committee Members of Washington State University Foundation ("WSU Foundation").

It is important to note that a conflict of interest involving a Director or Committee Member does not necessarily result in a prohibited transaction or arrangement. The Board of Directors may determine that despite the existence of a conflict of interest, the transaction or arrangement is in the best interests of the WSU Foundation.

This policy is intended to supplement, not supersede, the WSU Foundation's governing documents or any other federal or state laws governing conflicts of interest applicable to nonprofit corporations. Article 7 of the Restated Bylaws of the WSU Foundation pertaining to conflicts of interest, is included in Appendix 1.

On February 14, 2008 the Internal Revenue Service (IRS) promulgated a revised Form 990, the annual reporting form applicable to tax-exempt entities such as the WSU Foundation. Two of the guiding principles behind the form redesign were to enhance transparency and promote tax compliance. The new form significantly increased disclosure requirements related to the exempt organizations governance and management. This Conflict of Interest Statement & Certification serves as a mechanism for collecting the information necessary to properly complete the new Form 990. The IRS requires that each exempt organization undertake a "reasonable effort" to collect the following information.

Duty to the WSU Foundation

Directors and Committee Members have a clear fiduciary duty to the WSU Foundation in connection with their service as a Director or Committee Member. At all times Directors and Committee Members must act in a manner consistent with this fiduciary obligation and must exercise particular care that no detriment to the interests of the WSU Foundation (or appearance of such detriment) may result from a conflict between those interests and any personal interest of a Director or Committee Member.

APPENDIX C

Identifying a Conflict of Interest

A conflict of interest may arise whenever a Director or Committee Member or a member of his/her family: (1) has an existing or potential interest which impairs or might appear to impair his/her independent judgment in the discharge of responsibilities to the WSU Foundation; (2) may receive a material benefit from knowledge of information which is confidential to the WSU Foundation; (3) knowingly misrepresents, withholds, or falsifies relevant information used for decision-making purposes or to derive personal benefits; or (4) solicits benefits in exchange for using influence as a Director or Committee Member.

Potential Conflicts of Interest

Each Director and each Committee Member who is not a Director must file an annual statement, at or immediately following the fall meeting of the Board of Directors, with the Secretary of the Board of Directors setting forth any conflicts of interest that might be expected to occur within the coming year. The statement shall disclose as fully as possible the nature of the potential conflicts and the nature of the Directors or Committee Member's interest in the potential transactions. All statements that anticipate conflicts of interest will be circulated to the Directors.

In the interim, if any Directors or Committee Member or member of his/her family has or is about to assume an interest or other relationship which might result in a conflict of interest, it is the Directors or Committee Member's responsibility immediately to disclose all material facts to the Chair of the Board of Directors or the Chair of the Audit Committee.

Each Directors and Committee Member must be willing and available to answer any questions about potential conflicts.

Confidentiality Policy

All information concerning actual or potential conflicts of interest on the part of Directors or Committee Members, as well as all other information provided on this Statement & Certification, will be held in confidence. Any disclosure beyond the members of the Board of Directors will take place only upon majority vote of the Board of Directors.

Definitions

Interested Person: Any director, principal officer, or member of a committee with governing board delegated powers who has a direct or indirect financial interest, as defined below, is an interested person.

Financial Interest: A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- An ownership or investment interest in any entity with which the WSU Foundation has a transaction or arrangement.

- A compensation arrangement with the WSU Foundation or with any entity or individual with which the WSU Foundation has a transaction or arrangement, or

- A potential ownership or investment interest in, or compensation arrangement with any entity or individual with which the WSU Foundation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the Board of Directors decides that a conflict of interest exists.

Business Transactions: A business transaction includes, but is not limited to, contracts of sale, leases, licenses, arrangements for the performance of services, and joint ventures in which the interests of the organization and the interested person each exceeds 10%. Membership dues, grants and loans are not considered to be business transactions.

Business Relationship: A business relationship between two persons includes (but presumably is not limited to) the following types of relationships:

- One person is employed by a sole proprietorship owned by the other person or by an organization of which the other person is a director, trustee, officer, key employee or greater-than-35% owner.

- One person is transacting business with the other, directly or indirectly, in one or more contracts of sale, leases, licenses, loans, service arrangements or other transactions involving transfers of cash or property valued in excess of $10,000 in the aggregate during the year. An indirect transaction is a transaction by one person with an organization of which the other person is a director, trustee, officer, key employee or greater-than-35% owner.

- The two persons are each a director, trustee, officer or greater-than-10% owner in the same business or investment entity.

A "business relationship" does not, however, include the following:

- "ordinary course of business exception": a transaction between the two persons in the ordinary course of either party's business and on the same terms as are generally offered to the public; and

- "Privileged relationship exception": a relationship between attorney and client, medical professional and patient, or priest/clergy and penitent/communicant.

Family Member: Family members include an interested person's spouse, ancestors, siblings (whether of the whole or half-blood), children (natural or adopted), grandchildren, great grandchildren, and spouses of siblings, children, grandchildren and great grandchildren.

APPENDIX C

Appendix 1 – Article 7 of the WSU Foundation Bylaws – Conflicts of Interest

Definitions

A conflict of interest arises when any "Responsible Person" or any "Party Related to a Responsible Person" has an "Interest Adverse to the WSU Foundation." A Responsible Person is any individual in a position to exercise substantial influence over the affairs of the WSU Foundation, and specifically includes, without limitation, Members, Directors and Officers of the WSU Foundation and the chairperson and members of any committee making decisions on behalf of the WSU Foundation. A Party Related to a Responsible Person includes his or her extended family (including spouse, ancestors, descendants and sibling, and their respective spouses and descendants), an estate or trust in which the Responsible Person or any member of his or her extended family has a beneficial interest or a fiduciary responsibility, or an entity in which the Responsible Person or any member of his or her extended family is a director, trustee or officer or has a financial interest. An "Interest Adverse to the WSU Foundation" includes any interest in any contract, transaction or other financial relationship with the WSU Foundation, and any interest in an entity whose best interests may be impaired by the best interests of the WSU Foundation including, without limitation, an entity providing any goods or services to or receiving any goods or services from the WSU Foundation, an entity in which the WSU Foundation has any business or financial interest, and an entity providing goods or services or performing activities similar to the goods or services or activities of the WSU Foundation.

Disclosure

If a Responsible Person is aware that the WSU Foundation is about to enter into any transaction or make any decision involving a conflict of interest (a "Conflicting Interest Transaction") such person shall: (i) immediately inform those charged with approving the Conflicting Interest Transaction on behalf of the WSU Foundation of the interest or position of such person or any party related to such person; (ii) aid the persons charged with making the decision by disclosing any material facts within the Responsible Person's knowledge that bear on the advisability of the WSU Foundation entering into the Conflicting Interest Transaction; and (iii) not be entitled to vote on the decision to enter into such transaction.

Approval of Conflicting Interest Transactions

The WSU Foundation may enter into a Conflicting Interest Transaction provided the material facts as to the Responsible Person's relationship or interest and as to the Conflicting Interest Transaction are disclosed or are known to the Board of Directors or to a committee of the WSU Foundation that authorizes, approves or ratifies the Conflicting Interest Transaction, and the Board of Directors in good faith authorizes, approves or ratifies the Conflicting Interest Transaction by the affirmative vote of a majority of the disinterested Directors on the Board, even though the disinterested Directors are less than a quorum.

Washington State University Foundation

Consolidated Endowment Fund

Investment Policy Statement and Spending Policy

(October 2021)

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1. Purpose and Background

PURPOSES/ROLE: The Investment Committee, a standing fiduciary committee established under the Restated Bylaws of the WSU Foundation, is responsible for investments, reinvestments, and general management of all property and assets held for investment by the WSU Foundation, planned gift assets held in trust or agreement by the WSU Foundation, and those University assets entrusted to the WSU Foundation for investment management under contract with the University. This Investment Policy Statement and Spending Policy only applies to the endowed assets of the WSU Foundation and University, and not the planned gift assets of the WSU Foundation. The Investment Committee develops investment policies, to be presented to the Board of Directors for approval, for investing capital of the WSU Foundation, along with a consistent monitoring of investment performance and investment management, per its Investment Committee Charter, as amended from time to time. A copy of the Investment Committee Charter in effect on the date of this Investment Policy Statement and Spending Policy is attached as Appendix D.

BACKGROUND:

Washington State University Foundation (WSU Foundation) was established as a Washington nonprofit corporation in 1979. It is recognized by the Internal Revenue Service as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code. The WSU Foundation's mission is to promote, accept, and maximize private support for programs, initiatives, and properties of Washington State University (University), and prudently manage, invest, and steward the assets entrusted to it by the University and its alumni, friends, and donors. WSU Foundation is a separate and independent entity from the University and is neither a state agency or its functional equivalent.

The University has contracted with the WSU Foundation to be the sole entity for promoting, receiving, and managing all private gifts to the University as set forth in the Agreement between Washington State University and Washington State University Foundation ("Agreement"). Pursuant to the Agreement, the WSU Foundation actively solicits alumni and friends of the University on behalf of the University. Some donor's gifts are intended to create endowments. These endowments may be titled in the name of the WSU Foundation or the University depending on the donor's intent.

The Washington State University Foundation Consolidated Endowed Fund Investment Policy Statement and Spending Policy applies to WSU Foundation assets held as endowments as well as University endowed assets entrusted to the WSU Foundation for investment management under the Agreement. These endowed assets are managed by the WSU Foundation as part of the Washington State University Foundation Consolidated Endowment Fund (Fund). The Fund is an institutional fund (as that term is defined in RCW 24.55.010(4)). There are two components to the Fund, reflecting the sources of the Fund's corpus:

a. WSU Foundation's endowed assets consists of permanent endowments, quasi-endowments and funds building to target (the endowment is funded over a period of time).

b. University's endowed assets consists of permanent endowments, quasi-endowments and funds building to target (the endowment is funded over a period of time).

Distributions from the Fund are made quarterly in accordance with the spending policy, set out in Section 4.1.1 hereof and mutually agreed upon by the Directors and the Regents. Furthermore, the Committee shall report, at least annually, to the Directors, the Regents, and University administration the investment performance against benchmarks.

The WSU Foundation Board of Directors (Directors) are fiduciaries for the WSU Foundation's endowed assets. The Washington State University Board of Regents (Regents) are fiduciaries for the University's endowed assets. Pursuant to the Agreement, and subject to this policy, the Directors, the WSU Foundation, and the WSU Foundation Investment Committee (Committee), as appropriate, are responsible for the investment and management of the WSU Foundation's endowed assets and the University's endowed assets.

COMPOSITION/APPOINTMENT/REPORTING:

The Investment Committee is comprised of at least seven (7), but not more than eleven (11) appointed members (voting) and select ex officio members (non-voting). The Regents appoint two (2) of these voting members, one a member of the Regents, the other a Regent or a volunteer with investment expertise and experience selected upon consultation with the Committee, subject to notice to the Directors. These members serve a one-year (1-year) renewable term upon appointment by the Regents. The other Committee members are appointed by the Chair/President of the Board of Directors and are selected from Board members or volunteers with investment expertise and experience upon consultation with the Committee, and subject to notice to the Regents. These members serve a four (4) year term renewable upon appointment by the Chair/President of the Board of Directors. Ex officio (non-voting) seats are designated by the Directors pursuant to the Charter and shall always include at least one (1) University representative and one (1) Audit Committee Member. As of the date of the adoption of this Investment Policy, the Chief Financial Officer and Vice President for Finance and Administration (CFO/VPFA) of WSU, the CEO of the WSU Foundation, and the Chief Financial Officer of the WSU Foundation or their designee are ex officio members of the Investment Committee. The Committee Chair must be a Director. The Chief Financial Officer of the WSU Foundation or their designee serves as Secretary to the Committee. Investment policy and guidelines, as well as performance against benchmarks shall be reported by the Committee Chair, at least quarterly, to the Board of Directors, and the Board of Regents of the University and University administration.

MEETINGS: The Investment Committee will meet at least four (4) times a year with two (2) of the meetings held at the WSU Foundation's Annual Fall Meeting and Spring Meeting.

2. Allocation of Responsibilities

This section describes and delineates the responsibilities of the key parties to the Fund's investment process. The Directors and the Regents, as the governing boards for the WSU Foundation and the University, respectively, have a responsibility to set investment and spending policy with respect to the endowed assets of each entity in the Fund, and to review and approve any changes thereto. Management and investment of the Fund may be delegated to the extent that the WSU Foundation and/or the University may prudently delegate under the circumstances. In delegating, the Directors and the Regents shall act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances.

The responsibilities identified in this section and elsewhere in this policy delineate the scope of the respective delegations by the Directors and the Regents, and the authority retained.

2.1 Governing Boards – Board of Directors (WSUF) and Board of Regents (WSU)

2.1.1 Directors WSU Foundation

The Directors provide performance accountability, membership oversight, and governance evaluation for the Committee. The Directors' responsibilities are to:

a. Approve the Investment Committee Charter, annually.

b. Approve the Investment Policy, and changes to the Investment Policy as it relates to the WSU Foundation endowed assets.

c. Assess Fund performance against annual goals.

d. Review and approve final Directors-appointed candidates for open positions on the Committee, as recommended by the Committee, including additional *ex officio* members, Committee Chair, and Committee Vice Chair.

e. Annually review the operational performance of the Committee and its members.

f. Review member de-selection recommendations as submitted by the Committee Chair, approve de-selection recommendations of Directors-appointed members, and forward de-selection recommendations of Regents-appointed members to Regents for approval. De-selection does not include normal end-of-term roll-off of members.

g. Maintain "best in class" operations by periodically assessing Committee performance and evaluating changes in: the roles and responsibilities of Committee and staff; the structure and composition of the Committee; the characteristics and qualifications of Committee Chair and members; and the Committee support model.

h. Address problems with Committee operations as they arise.

i. Identify a group of higher education institutions where the WSU Foundation can benchmark its results with endowments similar in size.

2.1.2 Regents WSU

The Regents' responsibilities are to:

a. Approve the Investment Policy and changes to the Investment Policy as it relates to University endowed assets.

b. Review and approve Regents-appointed Committee members.

c. Annually review the operational performance of the Fund and the actions of the WSU Foundation, its Directors, and the Investment Committee in their role as manager of University endowed assets in order to monitor performance and compliance with the scope of the delegation of management of University endowed assets.

d. Review and approve de-selection recommendations from the Committee of Regents-appointed members. De-selection does not include normal end-of-term roll-off of members.

2.2 WSU Foundation Investment Committee

2.2.1 Duties

The Investment Committee is responsible for implementation of this Investment Policy, and for investing capital, monitoring and reviewing investment performance, establishing appropriate benchmarks, and investment management. It may delegate fulfillment of investment and administrative tasks to others. The Committee's responsibilities with respect to the Fund's assets include completing each of the duties below in a prudent manner:

a. Exercise ordinary business care and prudence under the facts and circumstances prevailing in managing and investing the assets of the endowment. Specific factors guiding the Committee in managing and investing the assets are:

    1. General economic conditions;

    2. Effects of inflation and deflation;

3. Expected tax consequences of investment decisions;

4. Role of each investment in fund portfolio;

5. Expected total return from income and growth of investments;

6. Other University resources;

7. Needs for the fund to make distributions and preserve capital;

8. An assets special relationship or special value to the University's mission;

9. To incur only costs that are appropriate and reasonable in relation to the Fund's assets;

10. Make reasonable effort to verify facts relevant to the management and investment of the Fund; and

11. Annually review Investment Policy Statement and Spending Policy.

b. Act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in delegating management and investment of the Fund to an external agent in:

   1. Selecting the agent;

   2. Establishing the scope and terms of the delegation; and

   3. Reviewing and monitoring the agent's performance.

c. Act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in making decisions to appropriate for expenditure or accumulate Fund assets, taking into consideration:

   1. Duration and preservation of the endowment fund;

   2. Purposes of the University and the endowment fund;

   3. General economic conditions;

   4. Possible effect of inflation or deflation;

   5. The expected total return from income and the appreciation investments;

   6. Other resources of the University

   7. This Investment Policy.

d. Comply with all applicable state and federal laws, regulations, and rulings that relate to the Fund's investment management process.

e. Recommend Investment Policy and Spending Policy changes to the Directors and the Regents.

f. Operate within the allocation ranges of the Investment Policy.

g. Establish and review objectives, asset allocation, and guidelines for the investment of the Funds' assets.

h. Establish and comply with policies addressing issues that may result in perceived or actual conflicts of interest (including but not limited to relationships with investment managers or other firms doing business with the Fund and receipt of gifts or entertainment above a certain dollar value from firms doing business with the Fund) and other governance issues.

i. Select qualified external investment managers to manage the Fund's assets.

j. Select other service providers it deems appropriate to carry out its function, including, but not limited to, independent investment consultant(s).

k. Meet quarterly to evaluate policy compliance, review progress in achieving the Fund's goals, and assess the effectiveness of the investment program.

l. Evaluate the Fund's performance and the performance of the professionals hired to assist the Committee in managing the Fund's investment program.

m. Communicate on a regular basis with the investment consultant.

n. Periodically review and evaluate ongoing understanding and relevance of investment policies of commingled funds in which Fund assets are invested.

o. Take appropriate action if objectives are not being met or if policy and guidelines are not being followed.

p. Keep the Audit Committee informed of any laws, regulations, rulings or investment decisions that might affect the annual audit of the WSU Foundation.

q. Keep the Finance Committee informed of any changes to the spending rate applicable to the endowed Fund.

2.3 Chair of the Committee

The Chair of the Investment Committee shall be a member of the Board of Directors.

The Chair is responsible for the following duties:

a. Provide leadership in the conduct of Committee responsibilities and preside at Committee meetings.

b. Report Committee activities and actions and Fund performance at meetings of the Directors and the Regents.

c. Communicate on behalf of the Committee, as the Committee speaks with one voice through the Chair.

d. Manage the Committee member performance review and de-selection process. Participate in new member orientation sessions.

e. Collaborate with the WSU Foundation's CFO or their designee on developing meeting agendas and meeting locations.

2.4 WSU Foundation CFO

The WSU Foundation CFO or their designee is responsible for the following duties:

a. Assist the Committee in maintaining relevant policies and procedures.

b. Coordinate contract reviews and execution.

c. Day-to-day relationship management of investment program service providers.

d. Act as liaison between the Committee and investment program service providers.

e. Execute asset allocation and rebalance upon consultation with the investment consultant and Chair, as needed.

f. Provide direction letters to the investment managers, bank custodian, and consultant.

g. Determine liquidity needs and communicate same to appropriate service providers.

h. Provide reports to internal and external constituencies as required.

i. Develop meeting agendas and collaborate with Committee Chair and appropriate service providers, as needed.

j. Provide orientation to new Committee members.

2.5 Custodian Bank

Fund assets will be held by an institution designated as the Custodian Bank who shall manage, control, and collect the assets of the Fund in accordance with the

terms of a separate custodial agreement as well as the terms of this Investment Policy. The custodian bank for the Fund is responsible for:

a. Fulfilling all the customary fiduciary duties of a custodian in accordance with applicable state and federal laws.

b. Receiving all contributions and paying all disbursements and Fund expenses as directed by designated and authorized Staff.

c. Safekeeping of assets, timely settlement of securities transactions, and the daily sweep of excess cash from manager accounts into suitable cash management vehicles.

d. Accurate and timely reporting of the assets to Staff by individual manager account(s), investment pool, and total Fund.

e. Coordinating asset transfers as requested by Staff.

f. Meeting with Staff as requested.

2.6 Investment Managers

The manner in which the Funds' investment objectives are to be accomplished and the account ability of the investment managers in seeking to achieve the investment objectives shall be consistent with the fiduciary provisions of RCW 24.55 and the Prudent Management of Institutional Funds Act, and other pertinent state and federal laws, regulations, and rulings that relate to the investment process.

The investment managers are given full discretionary authority to accomplish specific investment objectives of the Fund, subject to the guidelines set forth in this Investment Policy. The investment managers are responsible for the following:

a. Implementing investment strategy according to the style for which they were hired.

b. Implementing security selection and timing decisions.

c. Providing reports and data as requested by the Committee, Staff, bank custodian, and/or investment consultant.

d. Meeting with the Committee and Staff as requested.

e. Voting proxies.

Investments in pooled funds shall be subject to the Investment Policy guidelines established by the respective fund managers.

2.7 Investment Consultant

The Investment Consultant is responsible for the following:

a. Assist the Committee and Staff in maintaining a relevant investment policy.

b. Evaluate and report performance of Fund assets on a quarterly basis.

c. Monitor and report any material changes in personnel, organization, or investment strategy of the Funds' investment managers.

d. Proactively suggest improvements to the Funds' investment program.

e. Identify appropriate investment manager candidates.

f. Provide investment expertise and analyses, as needed by the Committee and Staff.

g. Establish and regularly review manager structure guidelines for the Fund's components.

h. Keep the Committee informed of current investment trends, issues, and material changes in the regulatory environment.

i. Evaluate investment opportunities.

j. Recommend asset allocation and manager allocation targets.

k. Recommend asset manager finalists.

l. Annually, provide results of selected benchmark schools for the Committee to track.

3. Investment Objectives

The investment objectives of the Fund reflect its long-term nature and intergenerational equity concerns. It is recognized that the desire to grow corpus and to produce a large, stable, and predictable payout stream involves trade-offs that must be balanced in establishing the investment and spending policies. Operating and philosophical considerations shape the Fund's objectives as outlined below:

a. Produce a relatively predictable and stable payout stream each year.

b. Maintain purchasing power of the assets over the investment horizon.

c. Balance the support of present and future generations of students, faculty, facilities and programs.

d. Include assets that provide inflation protection and assets that can drive long-term growth.

3.1 Total Fund Return Objectives

The Fund has multiple investment return objectives:

a. The long-term total rate of return should equal or exceed the endowment spending rate (5.5% as of the date of adoption of this Investment Policy) plus the increase in the Consumer Price Index. It is recognized that in order to achieve this objective over extended periods, endowments have had to exceed the objective substantially during some periods, such as the 1980s, in order to compensate for shortfalls during other periods, such as the 1970s and 2000s.

b. The Fund is expected to produce a rate of return that at least matches that of the benchmarks, which are set out in Appendix B. Investment policy and benchmarks in Appendix B are subject to change with approval by the Directors upon consultation with the Committee, its Investment Consultant and Staff. Risk (as measured by standard deviation of quarterly returns) should not exceed that of the Policy Portfolio without a corresponding increase in performance above the Policy Portfolio.

3.2 Investment Strategy Objectives

Achieving these objectives requires a combination of investment strategies that are categorized by differences in their expected response to economic conditions, specifically price inflation or changes to interest rates, and weighted in the Fund by considering risk-adjusted returns and correlations. Broad categories considered in asset allocation are: domestic equities, international equities, alternative investments (private equity, private real assets, hedge funds, managed futures, commodities and derivative contracts), inflation hedge strategies, and fixed income.

The Directors and the Regents recognize that asset allocation decisions are the most important factors determining the long-term performance of the Fund, and the success of the investment management strategy. Asset allocation decisions shall be made by the Directors and the Committee as described herein. The Fund's allocation to equities and fixed income and alternative investments shall be approved by the Directors with input from the Committee, its Investment Consultant, and Staff based upon the current spending policy and estimates of the long-term investment performance likely to be achieved by the various asset classes and investment styles.

Appendix A sets out the current target and minimum and maximum investment by percentage for identified asset classes. Appendix A is subject to change with approval by the Directors upon consultation with the Committee, its Investment Consultant, and Staff. The Committee Chair shall inform the University of any changes to Appendix A within ten (10) days of approval of the change. Operating and philosophical considerations that shape the Fund's strategies are outlined below:

a. Seek growth of assets by emphasizing equity investments with a mix of active and passive investment strategies, while avoiding excessive risk levels.

b. Favor active investment strategies that offer the opportunity for the total portfolio to outperform in very poor markets and some opportunity for the total portfolio to participate in exceptionally strong markets.

c. The acceptable risk profile for the Foundation should generally be to assume the lowest possible risk for the return goal desired. While negative returns in any single year may be unavoidable, over longer terms, asset allocations should be selected which are expected to achieve overall positive portfolio returns. In order to assess and monitor portfolio risk, the Investment Committee will review its asset allocation policy and asset allocation at least annually. Risk can be construed to include multiple different outcomes including loss of principal, failure to meet an expected return, or volatility of investment returns around an expected mean (standard deviation). The Investment Committee's policy regarding investment risk, consistent with modern portfolio theory, is that risk cannot be eliminated but should be managed. Investment committee members, with the help of the External Investment Manager and investment managers, are responsible for understanding the risks inherent in various investment strategies, ensuring that they are properly compensated for these risks, and measuring and monitoring them. It should be considered in the hiring of new investment managers as well as in the continued monitoring of existing investment managers and the overall portfolio. Risk should also be considered in the selection of individual asset classes and the overall portfolio asset allocation. Most importantly, the level of overall portfolio risk taken should be consistent with the overall return objectives of the Foundation.

3.3 Domestic Equities

The purpose of holding domestic equity securities is to provide long-term capital growth through participation in the growth of the U.S. economy. The objective of the domestic equity portfolio is to earn, over the long term, an average annual total return, net of fees, that at least matches that of the Dow Jones U.S. Total Stock Market Index.

3.4 International Equities

The purpose of holding international equities is to expand the universe of capital growth opportunities and diversify economic risk. The objective of the international equity portfolio is to earn, over time, an average annual total return, net of fees, that at least matches that of the MSCI All Country World ex-U.S. Index.

3.5 Alternative Assets – Private Equity

The purpose of investing in private equity partnerships (including venture capital and leveraged buyout limited partnerships) is to expand the universe of capital growth opportunities, with the potential to enhance the return of the portfolio, by investing in the non-public sector of the equities market. The objective of the private equity portfolio is to earn, over the long term, an average annual total return, net of fees, that exceeds the Burgiss Global Private Equity Index or such other private equity benchmark, as might be appropriate.

3.6 Alternative Assets - Hedge Funds

The purpose of investing in hedge funds is to enhance diversification by providing returns that are not dependent on the direction of the stock market or interest rates and are less correlated with the U.S. equity and bond markets than conventional stock and bond managers. The objective of the hedge fund portfolio is to earn, over the long term, an average annual total return, net of fees, that exceeds Hedge Fund Research, Inc. Fund of Funds Composite Index.

3.7 Alternative Assets – Real Assets

The purpose of investing in real assets (including real estate and natural resource partnerships) is to provide attractive returns, visible current cash flows, portfolio diversification, and a hedge against unanticipated inflation. Real assets are expected to provide relative stability to the Fund during periods of public market turmoil and provide a measure of protection against inflation. The objective of the inflation hedge is to earn, over the long term, an average annual total return, net of fees, that exceeds a custom real assets benchmark (consisting of illiquid real estate, liquid and illiquid natural resources and TIPS).

3.8 Inflation Protected Fixed Income

The purpose of investing in inflation protected fixed income (TIPS) is to provide visible current cash flows, portfolio diversification, and a hedge against unanticipated inflation. TIPS are expected to provide relative stability to the Fund during periods of public market turmoil but tend to impose a drag on performance during bull markets. The objective of TIPS is to earn, over the long term, an average annual total return, net of fees, that at least matches that of the Bloomberg Barclays Capital U.S. TIPS Index

3.9 Fixed Income

The purposes of the fixed income investments are to provide some protection against financial disruptions and periods of deflation, to provide higher current income than equities to help meet the spending requirements, and to mitigate the volatility of the Fund. The objective of the fixed income portfolio is to earn, over the long term, an average annual total return net of fees that at least matches that of the Bloomberg Barclays Capital Aggregate Bond Index.

4. Policy Guidelines

4.1 Spending Policy/Rebalancing/Cash Flow Management

In rebalancing, investing, or withdrawing cash in accordance with these provisions, the percentages specified shall be determined with reference to the market values set forth in the most recent bank custodian balances when available and taking into account the cash to be invested or withdrawn.

4.2 Spending Policy

Funds flow from the Fund to the University for the purposes specified in the donor agreements and to the WSU Foundation for operating support. The Fund spending policy is intended to balance the competing goals of providing a stable payout stream each year with maintaining the purchasing power of the assets. The policy takes into consideration the following factors:

- Duration and preservation of the Fund;
- Purposes of the University and the Fund;
- Possible effect of inflation or deflation;
- Expected return from income and appreciation of investments;
- Other University resources; and
- The Fund Investment Policy.

a. Withdrawals shall be made from the Fund only pursuant to this spending policy and in consideration of the factors listed in Section 2.2 of this spending policy regarding appropriation of Fund assets for expenditure or accumulation of Fund assets.

b. The spending policy is for the Fund to distribute 5.5% per year. Individual accounts shall receive, 4% pursuant to the terms in the gift use agreement, with 1.5% for Management and Advancement fees, from all funds in the pool.

c. Distributions are computed quarterly based on the average market value for the thirty-six (36) months preceding and including the quarter ended prior to the distribution date, adjusted for new gifts on the first day of the distribution quarter, hereinafter referred to as the "distribution calculation."

d. Distribution calculations shall begin when the fund reaches the established minimum endowment level or target balance specified in the gift instrument.

e. Distributions from the Fund will be computed quarterly based on the average market value for the thirty-six (36) months preceding and including

the quarter ended prior to the distribution date. (For example, the September 30, 2009, distribution was based on monthly market values for the period July 31, 2006, through June 30, 2009).

f. No distributions will be made from an individual endowment fund to a program, until it has reached the established minimum endowment level or the target balance specified in the gift instrument and at least one (1) full quarter investment history after reaching that threshold balance.

g. Distribution of the 1.5% Management and Advancement fee for administration cost shall only be waived pursuant to the terms in the gift used agreement.

h. Fund distributions will include cash-basis expenses for scholarships, instructions, professorships, capital, operating, and administrative costs of the WSU Foundation and University. Investment-related expenses (e.g., investment manager and investment consultant fees, custody charges, etc.) will be charged against the Fund's investment return, and are not considered a part of the 5.5% annual distribution.

i. In addition to annual reviews, if the Fund's real return (nominal return minus CPI) falls below 5.5% over the previous three-year (3-year) rolling time period, the Investment Committee should review and make a recommendation to the Directors and Regents in the next reporting cycle for purposes of determining whether to revise the rate.

j. Market downturns present a particular challenge in balancing the goals of a stable payout stream and maintaining purchasing power. In a market downturn, individual endowment funds may have a market value that is less than the corpus (principal) of the fund; such a fund is defined to be "underwater" for purposes of this policy. A distribution from an underwater fund results in a reduction of principal. The decision to distribute or not distribute from an underwater fund depends initially on the donor's expressed written instructions. If the donor specifies that the principal (corpus) may not be invaded, or places other restrictions on spending, then distributions from that fund shall be made in accordance with the donor's restrictions. For all other funds, distributions shall be made consistent with the prudence principles herein and as stated in RCW 24.55 (UPMIFA), with an emphasis on the duration of the fund. All determinations herein shall be made based on fund values on the end date of the distribution calculation period, e.g., the value of the given fund on the quarter ended prior to the distribution date.

k. No Distribution shall be made to any individual endowment fund whose market value is 30% or more below contributions to the fund.

4.3 Rebalancing/Cash Flow Management

Rebalancing and cash flow management will be made in amounts and proportions intended to preserve the asset allocation targets set forth in attached Appendix A.

Rebalancing will be undertaken when the allocations fall outside of the ranges specified in Appendix A. The Investment Consultant should recommend to the Staff, Chair of the Committee or Committee any portfolio changes, as appropriate. The staff will execute the rebalancing process through written instruction to the Fund's custodian and investment managers.

4.4 Usage of Derivatives

The Committee recognizes that investment managers have come to use various derivative instruments and that the prudent use of such instruments can be advantageous for controlling portfolio risk, increasing returns, implementing strategies quickly and reducing costs. Accordingly, the Committee permits the use of derivative securities only in a manner consistent with the overall investment objectives and policies described herein.

4.4.1 Derivatives may be used by the WSU Foundation's investment managers to hedge existing portfolio investments (e.g., to hedge the currency risk of a foreign stock or bond position) or to create un-leveraged investment positions as a more efficient and cheaper alternative to investments that would otherwise be made in the cash market (e.g., purchasing Treasury bond futures contracts). Derivatives may not be used by marketable securities managers to leverage a portfolio or significantly increase its risk above that of an account with similar objectives that is managed without derivatives. Use of derivatives by a manager, other than as described in this paragraph, is permitted only if authorized by the Committee. This provision does not apply to investments with absolute return or hedge fund managers.

4.4.2 The Committee expects that its investment managers utilizing derivatives will have in place processes and procedures to control and measure risk.

4.5 Proxy Voting

The Committee acknowledges its responsibility for seeing that the proxy voting rights for securities held by the Fund are exercised in a prudent manner and in the best interests of the Fund beneficiaries. The Committee may delegate their proxy voting rights to the investment managers of the Fund, or to another qualified agent that acknowledges that it will function as a fiduciary with respect to exercising proxy voting rights. Any such third party shall provide a complete listing, no less frequently than annually, of the issues for which proxies were voted and how the votes were cast. Proxy voting responsibilities have been delegated by the Committee to the investment managers.

4.6 Securities Lending

The Committee may allow for the lending of Fund securities, to earn additional income for the Fund, pursuant to a securities lending policy that is consistent with the investment objectives of the Fund. The Committee may delegate securities lending activities (including the management of collateral received for the borrowed securities) to a qualified securities lending manager that acknowledges

that it will function as a fiduciary with respect to the lending of Fund securities (and the management of collateral received) to the extent that the securities lending manager exercises discretionary authority under the securities lending agreement. Any such third party shall provide a complete accounting, no less frequently than annually, of the lending activities and income earned by the Fund.

4.7 Cougar Investment Fund

The Directors and Regents deemed it prudent to allocate a one-time amount of one million dollars ($1,000,000) from the Fund to the Cougar Investment Fund (CIF). The CIF is managed by students as the central component of a special section of an approved professor of Investments and Portfolio Theory and Risk Management classes. The portfolio is subject to risk controls, oversight, and reporting guidelines specified in a separate Memorandum of Understanding. In addition to providing the Fund with organizational diversification within the large cap core U.S. equity portfolio, the CIF provides valuable experience to the students in applied securities analysis and portfolio management and enhances the University's ability to attract and retain quality, high-achieving students.

4.8 Conflicts of Interest

No Committee member should be placed in a conflict of interest position.

All persons responsible for investment decisions, including Committee members, or who are involved in the management of the WSU Foundation or who are consulting to, or providing any service whatsoever to the Committee, shall adhere to the WSU Foundation Conflicts of Interest Policy, attached as Appendix C. Updated policy attached.

This provision shall not preclude the payment of ordinary fees and expenses to the WSU Foundation's custodian(s), investment managers, or Investment Consultant in the course of their services on behalf of the WSU Foundation.

Further, this provision does not replace obligations under the Washington State Ethics Act, which applies to all state officers and state employees.

5. Monitoring of Objectives

5.1 The Committee will normally review the Fund's asset allocation, manager team, and performance at least quarterly in order to evaluate diversification and progress toward long-term objectives, and will direct the CFO of the WSU Foundation or their designee to make such review, or have such review made by a consultant with appropriate expertise, each quarter. While short-term results will be monitored, it is understood that the objectives for the Fund are long-term in nature and that progress toward these objectives will be evaluated from a long-term perspective (i.e., 20 years or longer).

5.2 Each manager's performance will be evaluated against an appropriate passive index and the median return of an appropriate universe of institutional quality managers or funds as determined by the Committee. The Committee will evaluate each manager periodically in order to establish that the factors that initially led to performance expectations remain in place and that each manager's philosophy is appropriate for the Fund's overall objectives.

5.3 At its sole discretion, the Committee may terminate any manager at any time if it determines for whatever reason that the manager is no longer appropriate for the Fund.

5.4 The Investment Consultant acting on behalf of the Committee shall provide each manager of a separately managed account with a set of mutually agreed-upon guidelines.

5.5 The Committee may invest in a commingled fund (e.g., a mutual fund or limited partnership agreement), provided that the policies of such fund are consistent with this Investment Policy. The Committee will periodically review the policies of any commingled fund investment in order to determine if they remain appropriate for the Fund.

5.6 The Committee shall have prepared and shall review, on a quarterly basis, an investment performance report setting forth the asset allocation of the Fund and the investment returns by asset class, manager, and for the total Fund. The returns shall be calculated on a time-weighted basis, net of manager fees, for the most recent quarter for which data are available and any other periods that the Committee may select and shall include fiscal-year returns when such data are available. The Committee will use the short-term performance data to monitor the Endowment Fund and the managers for consistency of investment philosophy, returns relative to performance benchmarks, and volatility of returns.

5.7 The Committee, through the Investment Consultant and Staff, shall have regular communication with the managers of actively managed accounts concerning investment strategy and outlook.

5.8 The Chair of the Committee shall notify the Chair of the Directors and the Chair of the Regents immediately upon becoming aware of the occurrence of any event that might preclude the Fund from achieving its long-term investment objective.

6. Communications and Reporting

6.1 Chair of the Committee

Annually, the Chair will:

a. Distribute forms and compile performance reviews of Committee members;

b. Summarize and report overall Committee performance to Directors and Regents with recommendations for changes in Committee membership (de-selection) as needed.

c. Present a report to Directors and Regents summarizing the Fund's asset allocation as of the end of each fiscal year, performance for the fiscal year and other periods then ended, and any significant actions taken by the Committee during the fiscal year.

d. Meet with Directors and Regents, or duly authorized subcommittees thereof, to review and discuss Fund performance, investment strategy and strategy changes, and Committee member performance. Additional meetings may be held as needed.

6.2 WSU Foundation Staff

Promptly after adoption or approval, Staff will:

a. Provide copies of Committee meeting minutes to the members.

b. Provide copies of recommended amendments, additions, or deletions to this Investment Policy Statement and Spending Policy to Directors and Regents.

6.3 Investment Managers

Immediately, each investment manager will report, in writing:

a. Any and all material changes in the firm's ownership, management, investment personnel, and investment style and approach.

b. Any occurrences of material litigation or regulatory investigation.

Quarterly, each investment manager will:

a. Provide a report to the CFO of the WSU Foundation on Fund assets and performance. The report is to show a list of current holdings at cost and market, transactions occurring during the quarter, capital gains and losses, a summary of the investment performance of the account (on a time-weighted basis, both gross and net of fees) and the use of derivatives. Separate account managers will include a reconciliation of the Fund's custodian statements to the manager's records.

Annually, each ***equity*** investment manager will provide the Investment Consultant and CFO of the WSU Foundation:

a. A report on the various transaction charges incurred on behalf of the Fund. The report shall indicate the number of shares traded, brokerage firms used, total trading costs, and cost per share.

b. Present a copy of proxy voting policies and report on the manner in which proxies were voted.

6.4 Investment Consultant

On a quarterly basis:

a. Provide the Committee with performance reports detailing the performance of individual managers, asset classes, and the total Fund, including relevant performance standards and assessment of managers' continued appropriateness for inclusion in the Fund's investment program.

On an annual basis:

b. Provide the Committee with any recommended changes needed to this Investment Policy.

c. Participate in the Committee's annual planning process.

d. Provide an appropriate peer group fee analysis.

7. Evaluation and Review

7.1 Evaluation

Investment management of the Fund will be evaluated against the Fund's investment objectives and investment performance standards. Performance and investment policy compliance will be measured and evaluated no less than quarterly by the Committee and annually by the Directors and the Regents. Performance will be evaluated on a long-term basis, in light of the investment environment and investment style of each manager. Evaluation will take into consideration both rates of return and volatility of returns, as well as the consistency and discipline with which each manager or limited partnership applies its investment strategy.

This Investment Policy will be evaluated at least annually by the Committee, with input from the investment managers, Investment Consultant, and Staff, to ensure its continuing relevance. The Chair of the Committee, through coordination with Staff, will forward recommendations for change to this Investment Policy to the Directors and the Regents.

If at any time in review of this Investment Policy the Directors and the Regents elect to have differing investment or spending policies, each entity shall separately adopt a new policy and the Consolidated Endowment Fund shall be divided into two funds, one holding University endowed assets and another holding WSU Foundation endowed assets. Each entity will diligently pursue such division and ensure that it occurs in a timely, reasonable, and prudent manner. Upon completion of the

division, each fund shall be managed in accordance with the new investment and spending policy for that fund by the entity (ties) so designated in the new policies.

Investment management fees will be compared to an appropriate universe, supplied by the investment consultant, on an annual basis.

Each investment manager will meet at least annually with the Investment Consultant to review the investment performance of the Funds' assets allocated to that investment manager, discuss current and expected changes in investment strategy, discuss any changes in personnel and investment philosophy, and discuss the firm's business plan and any litigation or regulatory issues.

The Investment Consultant will meet with the Committee quarterly to review performance and discuss investment program issues.

The Investment Policy Statement and Spending Policy will be reviewed annually and updated as necessary by the Investment Committee.

7.3 Authorities & Limitations

9-26-13: Resolution 9-26-13-03 Updates the Committee Charter.

10-20-11: Resolution 10-20-11-03 Updates the Committee Charter.

10-08-04: Resolution 10-8-04-5 authorizes creation of the Investment Committee

10-6-04: Creating of an Investment Committee is contemplated by the Restated Bylaws of Washington State University Foundation (Bylaws effective 10/06/04.)

APPENDIX A

ASSET CLASS	MINIMUM	TARGET	MAXIMUM
Growth Assets	**40%**	**50%**	**60%**
U.S. Equity	12%	15%	18%
International Equity	16%	20%	24%
Private Equity	12%	15%	18%
Risk Reduction Assets	**24%**	**30%**	**36%**
U.S. / Global Fixed Income	8%	10%	12%
Hedge Funds	16%	20%	24%
Inflation Protected Assets	**16%**	**20%**	**24%**
U.S. TIPS	4%	5%	6%
Real Assets	12%	15%	18%
Total		**100%**	

APPENDIX B

ASSET CLASS	BENCHMARK
Growth Assets	
U.S. Equity	Dow Jones U.S. Total Stock Market
International Equity	MSCI ACWI ex U.S.
Private Equity	Burgiss Global Private Equity Index
Risk Reduction Assets	
U.S. / Global Fixed Income	Bloomberg Barclays Capital Aggregate Bond
Hedge Funds	Hedge Fund Research, Inc. Fund of Funds Composite Index
Inflation Protected Assets	
U.S. TIPS	Bloomberg Barclays Capital U.S. TIPS
Real Assets	Custom Real Assets Benchmark

APPENDIX C

Conflicts of Interest

Statement & Certification

Introduction

This policy is designed to help members of the Board of Directors ("Directors") and members of standing committees (Audit, Operations, Investment, Gift Acceptance and Management, and Nominating) of the Washington State University Foundation ("Committee Members") identify situations that present potential conflicts of interest and to emphasize the importance of adhering to high standards of responsibility, accountability, and public scrutiny. This policy is applicable to all Directors and Committee Members of Washington State University Foundation ("WSU Foundation").

It is important to note that a conflict of interest involving a Director or Committee Member does not necessarily result in a prohibited transaction or arrangement. The Board of Directors may determine that despite the existence of a conflict of interest, the transaction or arrangement is in the best interests of the WSU Foundation.

This policy is intended to supplement, not supersede, the WSU Foundation's governing documents or any other federal or state laws governing conflicts of interest applicable to nonprofit corporations. Article 7 of the Restated Bylaws of the WSU Foundation pertaining to conflicts of interest, is included in Appendix 1.

On February 14, 2008 the Internal Revenue Service (IRS) promulgated a revised Form 990, the annual reporting form applicable to tax-exempt entities such as the WSU Foundation. Two of the guiding principles behind the form redesign were to enhance transparency and promote tax compliance. The new form significantly increased disclosure requirements related to the exempt organizations governance and management. This Conflict of Interest Statement & Certification serves as a mechanism for collecting the information necessary to properly complete the new Form 990. The IRS requires that each exempt organization undertake a "reasonable effort" to collect the following information.

Duty to the WSU Foundation

Directors and Committee Members have a clear fiduciary duty to the WSU Foundation in connection with their service as a Director or Committee Member. At all times Directors and Committee Members must act in a manner consistent with this fiduciary obligation and must exercise particular care that no detriment to the interests of the WSU Foundation (or appearance of such detriment) may result from a conflict between those interests and any personal interest of a Director or Committee Member.

APPENDIX C

Identifying a Conflict of Interest

A conflict of interest may arise whenever a Director or Committee Member or a member of his/her family: (1) has an existing or potential interest which impairs or might appear to impair his/her independent judgment in the discharge of responsibilities to the WSU Foundation; (2) may receive a material benefit from knowledge of information which is confidential to the WSU Foundation; (3) knowingly misrepresents, withholds, or falsifies relevant information used for decision-making purposes or to derive personal benefits; or (4) solicits benefits in exchange for using influence as a Director or Committee Member.

Potential Conflicts of Interest

Each Director and each Committee Member who is not a Director must file an annual statement, at or immediately following the fall meeting of the Board of Directors, with the Secretary of the Board of Directors setting forth any conflicts of interest that might be expected to occur within the coming year. The statement shall disclose as fully as possible the nature of the potential conflicts and the nature of the Directors or Committee Member's interest in the potential transactions. All statements that anticipate conflicts of interest will be circulated to the Directors.

In the interim, if any Directors or Committee Member or member of his/her family has or is about to assume an interest or other relationship which might result in a conflict of interest, it is the Directors or Committee Member's responsibility immediately to disclose all material facts to the Chair of the Board of Directors or the Chair of the Audit Committee.

Each Directors and Committee Member must be willing and available to answer any questions about potential conflicts.

Confidentiality Policy

All information concerning actual or potential conflicts of interest on the part of Directors or Committee Members, as well as all other information provided on this Statement & Certification, will be held in confidence. Any disclosure beyond the members of the Board of Directors will take place only upon majority vote of the Board of Directors.

Definitions

Interested Person: Any director, principal officer, or member of a committee with governing board delegated powers who has a direct or indirect financial interest, as defined below, is an interested person.

Financial Interest: A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- An ownership or investment interest in any entity with which the WSU Foundation has a transaction or arrangement.

- A compensation arrangement with the WSU Foundation or with any entity or individual with which the WSU Foundation has a transaction or arrangement, or

- A potential ownership or investment interest in, or compensation arrangement with any entity or individual with which the WSU Foundation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the Board of Directors decides that a conflict of interest exists.

Business Transactions: A business transaction includes, but is not limited to, contracts of sale, leases, licenses, arrangements for the performance of services, and joint ventures in which the interests of the organization and the interested person each exceeds 10%. Membership dues, grants and loans are not considered to be business transactions.

Business Relationship: A business relationship between two persons includes (but presumably is not limited to) the following types of relationships:

- One person is employed by a sole proprietorship owned by the other person or by an organization of which the other person is a director, trustee, officer, key employee or greater-than-35% owner.

- One person is transacting business with the other, directly or indirectly, in one or more contracts of sale, leases, licenses, loans, service arrangements or other transactions involving transfers of cash or property valued in excess of $10,000 in the aggregate during the year. An indirect transaction is a transaction by one person with an organization of which the other person is a director, trustee, officer, key employee or greater-than-35% owner.

- The two persons are each a director, trustee, officer or greater-than-10% owner in the same business or investment entity.

A "business relationship" does not, however, include the following:

- "ordinary course of business exception": a transaction between the two persons in the ordinary course of either party's business and on the same terms as are generally offered to the public; and

- "Privileged relationship exception": a relationship between attorney and client, medical professional and patient, or priest/clergy and penitent/communicant.

Family Member: Family members include an interested person's spouse, ancestors, siblings (whether of the whole or half-blood), children (natural or adopted), grandchildren, great grandchildren, and spouses of siblings, children, grandchildren and great grandchildren.

APPENDIX C

Appendix 1 – Article 7 of the WSU Foundation Bylaws – Conflicts of Interest

Definitions

A conflict of interest arises when any "Responsible Person" or any "Party Related to a Responsible Person" has an "Interest Adverse to the WSU Foundation." A Responsible Person is any individual in a position to exercise substantial influence over the affairs of the WSU Foundation, and specifically includes, without limitation, Members, Directors and Officers of the WSU Foundation and the chairperson and members of any committee making decisions on behalf of the WSU Foundation. A Party Related to a Responsible Person includes his or her extended family (including spouse, ancestors, descendants and sibling, and their respective spouses and descendants), an estate or trust in which the Responsible Person or any member of his or her extended family has a beneficial interest or a fiduciary responsibility, or an entity in which the Responsible Person or any member of his or her extended family is a director, trustee or officer or has a financial interest. An "Interest Adverse to the WSU Foundation" includes any interest in any contract, transaction or other financial relationship with the WSU Foundation, and any interest in an entity whose best interests may be impaired by the best interests of the WSU Foundation including, without limitation, an entity providing any goods or services to or receiving any goods or services from the WSU Foundation, an entity in which the WSU Foundation has any business or financial interest, and an entity providing goods or services or performing activities similar to the goods or services or activities of the WSU Foundation.

Disclosure

If a Responsible Person is aware that the WSU Foundation is about to enter into any transaction or make any decision involving a conflict of interest (a "Conflicting Interest Transaction") such person shall: (i) immediately inform those charged with approving the Conflicting Interest Transaction on behalf of the WSU Foundation of the interest or position of such person or any party related to such person; (ii) aid the persons charged with making the decision by disclosing any material facts within the Responsible Person's knowledge that bear on the advisability of the WSU Foundation entering into the Conflicting Interest Transaction; and (iii) not be entitled to vote on the decision to enter into such transaction.

Approval of Conflicting Interest Transactions

The WSU Foundation may enter into a Conflicting Interest Transaction provided the material facts as to the Responsible Person's relationship or interest and as to the Conflicting Interest Transaction are disclosed or are known to the Board of Directors or to a committee of the WSU Foundation that authorizes, approves or ratifies the Conflicting Interest Transaction, and the Board of Directors in good faith authorizes, approves or ratifies the Conflicting Interest Transaction by the affirmative vote of a majority of the disinterested Directors on the Board, even though the disinterested Directors are less than a quorum.

ACTION ITEM #2

Facility Name Recommendation
Athletics Indoor Practice Facility Naming
(Stacy Pearson/Pat Chun)

January 21, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Facility Name Recommendation for Athletics Indoor Practice Facility (IPF) as the Taylor Sports Complex

PROPOSED: That the Board of Regents approve the recommendation to name the new WSU Athletics Indoor Practice Facility (IPF) as the Taylor Sports Complex

SUBMITTED BY: Stacy Pearson, Vice President, Finance and Administration/CFO

SUPPORTING INFORMATION: WSU Athletics is requesting to name the new IPF the Taylor Sports Complex.

Athletics is seeking WSU Regents approval to name the new IPF the Taylor Sports Complex. The Taylor Family has now paid off a $7M pledge to the project. At the time of their agreement, this gift was projected to cover over a third of the project cost. While the final project cost has not yet been determined, WSU wishes to honor the terms of this gift and name the facility for the family.

In accordance with policy, this facility naming request has been approved by the WSU Facilities Naming Committee and President Schulz.

ATTACHMENT: Attachment A – Supporting Documents

Attachment A

WASHINGTON STATE UNIVERSITY
Finance and Administration

MEMORANDUM

TO: Kirk Schulz, President

FROM: Stacy Pearson, Vice President, Finance & Administration/CFO
Chair, Facilities Names Committee

DATE: January 3, 2022

SUBJECT: Athletics' Indoor Playing Field Naming Request

Please see the below naming request for Athletics' Indoor Playing Field (IPF) to be named the Taylor Sports Complex.

Athletics is seeking formal acknowledgment that the IPF will be named the Taylor Sports Complex. The Taylor Family has now paid off a $7M pledge to the project. At the time of their agreement, the IPF project was projected to cost $20M, making their gift over 1/3 of the project cost.

The Facilities Naming committee concurs with the naming request. If you approve, please provide your acceptance at the bottom of this page.

Thank you.

I concur with the above request _____ 1-4-2022
Kirk H. Schulz, Ph.D. Date
President

PO Box 641045, Pullman, WA 99164-1045
509-335-5524 | Fax: 509-335-3930 | vpfa@wsu.edu | baf.wsu.edu

ACTION ITEM #1

WSU Vancouver, Life Sciences Building
Request for Increase in Project Budget
(Stacy Pearson/Olivia Yang)

January 21, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Vancouver, Life Sciences Building, Request for Increase in Project Budget

PROPOSED: That the WSU Board of Regents approve an increase of $2.7M in the project budget for the WSU Vancouver, Life Sciences Building and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the project within the budgeted amount of $59.8M.

SUBMITTED BY: Stacy Pearson, Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The new Life Sciences Building will bring components of Vancouver's basic translational, applied, and clinical health programs together in one location on campus, including Biology, Molecular Biology, Environmental Science, Neuroscience, Nursing, and Chemistry. This building will fill the critical need for instructional laboratories for undergraduate and graduate science courses. It will also include purpose-built vivarium space that meets regulatory requirements and supports instruction as well as research programs.

The University received $500,000 for pre-design in 2017-19 state capital budget, $4,000,000 for the design in the 2020 supplemental capital budget, and $52,600,000 construction funding in 2021-23 state capital budget for a total project budget of $57.1M. The original capital project request was approved by the Regents in May 2018.

Additionally, WSU has set a $10 million fundraising goal as a top priority for the Life Sciences Building to add a greenhouse and to purchase specialized equipment for a vivarium and labs and nursing

classroom equipment. The project initially included a greenhouse, however, it had to be removed due to budget considerations. This fundraising effort will be achieved through system-wide partnerships with WSU Vancouver, the WSU Foundation, and the President and Provost offices. The greenhouse portion of the project is estimated to cost $5.4M, with a shared commitment to raise the needed funding for the facility.

The Vancouver campus has allocated $2.7M of local funds while fundraising efforts continue. These funds would allow the initial design, permitting, site and building infrastructure connection work to be completed while the overall building project is under construction.

The project is currently scheduled for completion October 2023.

ATTACHMENT: Attachment A - Aerial Site

Attachment A



Board of Regents

WSU Vancouver, Life Sciences Building - Request for Increase in Project Budget and Delegation of Authority to the President

Resolution # 220121-649

WHEREAS, the Board of Regents of Washington State University by virtue of RCW 28B.10.528 has authority to delegate by resolution to the President of the University, or designee, powers and duties vested in or imposed upon the Board by law and to enable the President, or designee to act on behalf of the Board of Regents in matters relating to the administration and governance of the University.

RESOLVED: That the WSU Board of Regents approve an increase of $2.7M in the project budget for the WSU Vancouver, Life Sciences Building and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the project within the budgeted amount of $59.8M.

Dated 21st day of January, 2022.

_____

Chair, Board of Regents

_____

Secretary, Board of Regents

ACTION ITEM

WSU System Parking Rates and Fines
(Stacy Pearson/Bill Gardner/Chris Boyan)

January 21, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU System Parking Rates and Fines

PROPOSED: That the Board of Regents delegate authority to the President or designee to approve increases in parking rates and fines for all WSU campuses for each of one or more fiscal years up to certain limits defined in the table below:

Term Permit Rates	
Annual, Semester, Qtr:	May be increased up to an average of 10% across parking permit types.
Other Rates	
Daily Permit Rates:	May be increased up to $2.00
Hourly Rates:	May be increased up to $.50
Eve/Weekend Rate:	May be increased up to $1.00
Event Rates:	May be increased up to $10.00
Recreational Vehicle Rate:	May be increased up to $50.00 per day
Parking Fines/Sanctions:	May be increased up to $50.00 or as defined by law, e.g., RCW

SUBMITTED BY: Stacy Pearson, Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: Transportation and parking, similar to Housing and Dining and Facilities Services, is a capital and maintenance-intensive activity. Current facilities need to be safe and well-maintained, and funding for new facilities will be required in the future to keep pace with the changing campus and expected growth. The transportation and parking systems on all WSU campuses are self-funded and do not receive funding of any kind directly from the State.

In March 2004, the Board of Regents delegated authority to the President "to approve (a) parking rates and fines that would not exceed the US Department of Labor CPI Index (Western); and (b) annual increases in hourly rates that would not exceed $.05 per hour per year. Any increases in the defined maximums would require additional Board of Regents approval." This action was taken specifically for the Pullman campus but was later extended by letter to the Chancellors at the other three campuses in Spokane, Vancouver, and Tri-Cities. This action supersedes all previous delegations.

Since the delegation was established in 2004, the annual CPI index has ranged between 1.5% and 3.3%. The increases based on CPI, if applied annually, provides a nominal increase to support the daily operation of the systems but does not adequately address the capital needs for maintaining existing parking facilities, constructing new facilities, and restoring (i.e., post-COVID), and maintaining adequate reserves.

This revised delegation of authority allows the President or designee the discretion, within the limits outlined below, to consider parking increases based on a reasonable business case, including the need for capital repair and construction funds as recommended by senior campus administrators. All the usual internal processes, including communicating, receiving, and reviewing feedback from advisory groups and the campus community will remain intact. A five-year history of parking rates at the Pullman, Spokane, and Vancouver campuses is attached for informational purposes.

Term Permit Rates

Annual, Semester, Qtr:	May be increased up to an average of 10% across parking permit types.

Other Rates

Daily Permit Rates:	May be increased up to $2.00
Hourly Rates:	May be increased up to $.50
Eve/Weekend Rate:	May be increased up to $1.00
Event Rates:	May be increased up to $10.00
Recreational Vehicle Rate:	May be increased up to $50.00 per day

Parking Fines/Sanctions:	May be increased up to $50.00 or as defined by law, e.g., RCW

ATTACHMENT: Attachment A - Five-year parking rate histories for the Pullman, Spokane, and Vancouver campuses.

Board of Regents

WSU Parking System Rates and Fines

Resolution #220121-650

WHEREAS, the Board of Regents of Washington State University by virtue of RCW 28B.10.528 has authority to delegate by resolution to the President of the University, or designee, powers and duties vested in or imposed upon the Board by law and to enable the President, or designee to act on behalf of the Board of Regents in matters relating to the administration and governance of the University.

RESOLVED: That the WSU Board of Regents approve delegate authority to the President or designee to approve increases in parking rates and fines for all WSU campuses for each of one or more fiscal years up to certain limits as defined in the table below.

Term Permit Rates	
Annual, Semester, Qtr:	May be increased up to an average of 10% across parking permit types.
Other Rates	
Daily Permit Rates:	May be increased up to $2.00
Hourly Rates:	May be increased up to $.50
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Event Rates:	May be increased up to $10.00
Recreational Vehicle Rate:	May be increased up to $50.00 per day
Parking Fines/Sanctions:	May be increased up to $50.00 or as defined by law, e.g., RCW

Dated 21st day of January, 2022.

_____

Chair, Board of Regents

_____

Secretary, Board of Regents

Attachment A

WSU Pullman Five Year Parking Rate History

Annual Parking Permit Rate History					
Permit Type	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**
Orange	$ 656.07	$ 656.07	$ 676.41	$ 676.41	$ 776.00
Green	486.62	486.62	501.69	501.69	552.00
Crimson	331.86	331.86	342.15	342.15	382.00
Yellow	298.61	298.61	307.87	307.87	328.00
Red	231.47	231.47	238.66	238.66	254.00
Gray	231.47	231.47	238.66	238.66	259.00
College Hill	331.86	331.86	342.15	342.15	382.00
Blue	125.64	125.64	129.53	129.53	145.00
Commercial	963.00	963.00	992.85	992.85	1,093.00
Motorcycle	76.73	76.73	79.11	79.11	88.00

Daily Parking Permit Rate History					
Permit Type	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**
Orange/Day	$ 10.25	$ 10.25	$ 10.57	$ 10.57	$ 12.00
Green	6.94	6.94	7.16	7.16	8.00
Crimson	6.94	6.94	7.16	7.16	8.00
Yellow	3.63	3.63	3.74	3.74	5.00
Red	1.98	1.98	2.05	2.05	3.00
Gray	5.61	5.61	5.78	5.78	6.00
Blue	1.31	1.31	1.35	1.35	2.00
Commercial	13.89	13.89	14.31	14.31	20.00
Motorcycle	0.98	0.98	1.00	1.00	2.00

Hourly Parking Rate History					
Location	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**
Library Garage	$ 2.00	$ 2.00	$ 2.00	$ 2.00	$ 2.50
Smith Center Garage	2.00	2.00	2.00	2.00	2.50
Meters	1.75	1.75	1.75	1.75	2.25

WSU Spokane Five Year Parking Rate History

Annual/Semester/Quarter Parking Permit Rate History					
Permit Type	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**
Orange Annual	$ 471.00	$ 471.00	$ 542.00	$ 613.00	$ 684.00
Orange Semester	218.00	218.00	251.00	284.00	317.00
Orange Quarter	152.00	152.00	175.00	198.00	221.00
Green Annual	343.00	343.00	395.00	447.00	499.00
Green Semester	158.00	158.00	182.00	206.00	230.00
Green Quarter	111.00	111.00	128.00	145.00	162.00
STHC Annual	343.00	343.00	395.00	447.00	499.00
Ignite Annual	343.00	343.00	395.00	447.00	499.00

Daily Parking Permit Rate History					
Permit Type	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**
Orange/Day	$ 6.00	$ 6.00	$ 7.00	$ 7.00	$ 7.00
Green	4.00	4.00	5.00	5.00	5.00
Pink/Visitor	6.00	6.00	7.00	7.00	7.00
Pink/Department	4.00	4.00	5.00	5.00	5.00
Pink/Code	4.00	4.00	5.00	5.00	5.00

Hourly Parking Rate History					
Location	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**
Orange	$ 1.00	$ 1.00	$ 2.00	$ 2.00	$ 2.00
Green	1.00	1.00	2.00	2.00	2.00
Pink/Visitor	1.00	1.00	2.00	2.00	2.00
Pink/Department	1.00	1.00	2.00	2.00	2.00

WSU Vancouver Five Year Parking Rate History

Annual Parking Permit Rate History					
Permit Types	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**
Orange	$ 285.00	$ 293.75	$ 293.75	$ 293.00	$ 301.00
Green	243.00	250.50	250.50	250.00	258.00
Red	203.00	209.00	209.00	209.00	215.25
Gray	161.00	166.00	166.00	166.00	171.00
Motorcycle		$5.00 add-on			

Daily Parking Permit Rate History					
Permit Types	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**
Scratch	$ 4.00	$ 5.00	$ 5.00	$ 5.00	$ 5.00
Good Host	4.00	4.00	4.00	4.00	4.00
Blue	4.00	4.00	4.00	4.00	4.00

Hourly Parking Rate History					
Location	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**
Meters	1.50	1.50	1.50	1.50	1.50

WASHINGTON STATE UNIVERSITY
FOUNDATION

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Foundation Regents Report

SUBMITTED BY: Mike Connell, Vice President, WSU Advancement and CEO, Washington State University Foundation

The Washington State University Foundation is pleased to report the following:

- System-wide, FY2022 continues to represent the strongest philanthropic activity in support of WSU since the final year of *The Campaign for Washington State University: Because the World Needs Big Ideas* in FY2015.

- As of February 28, 2022, generous alumni, friends, and corporate partners have made $89,312,836 in total philanthropic commitments to the WSU Foundation during Fiscal Year 2022 (July 1, 2021—June 30, 2022) for the benefit of WSU campuses, colleges and programs.

- Of that total, outright gifts and new pledges system-wide for FY2022-to-date topped $54,391,743.

- The WSU Foundation's endowment value continued to grow through the first six months of FY2022 to an historic high water mark of $687.9 million as of December 31, 2021, representing a 12-month return of 19.5 percent.

- The WSU Foundation Board of Directors held its annual retreat February 16-18. In addition to fiduciary committee meetings, EP 15 training, and a DEI session, the Board met with Foundation leadership and Martin Grenzebach, Chairman of Grenzebach Glier and Associates (GG+A), to discuss the on-going preparation for the university's next comprehensive campaign.

- The next meeting of the Board of Directors will be April 26, in conjunction with the Foundation's Spring Meeting and Recognition Gala, April 24-26, in Seattle, Washington.

WASHINGTON STATE UNIVERSITY

Office of
Faculty Senate

23 February 2022

TO: All members of the Board of Regents
SUBJECT: Faculty Senate Report
SUBMITTED BY: Douglas Call, Chair
PRESENTED BY: Douglas Call, Chair

The 2022 Faculty Senate is pleased to report the following:

1. Since the last Board of Regents meeting, Faculty Senate has met on February 3rd and 17th, and will meet on March 3rd. Christopher Keane, Vice President for Research, presented to senate on the Feb. 3rd, and Saichi Oba, Vice Provost for Enrollment Management, will present on the March 3rd. Senate committees have been busy with work on faculty affairs and academic affairs and senators have been attentive to the resulting exhibits for discussion and action.
2. The Faculty Senate Executive Committee met with the chairs of the Pullman Strategic Planning committee on 21 February 2022 and continue to meet individually or together with several systems-level committees on recurring basis.
3. Provost Chilton and Vice President for Finance and Administration, Stacy Pearson, will meet with the Faculty Senate Executive Committee and the Faculty Senate Budget Committee on March 7th for an in-depth discussion of the proposed system budget model.
4. The Faculty Executive Committee met with the President and Provost on 22 February 2022 and will meet again on March 8th for ongoing discussions about topics involving policies, faculty affairs and academic affairs.
5. Faculty Senate is in the process of selecting a new Chair Elect. The ballot deadline is 22 March 2022. On 15 August, past chair David Turnbull will rotate off senate leadership, current chair Doug Call will become past chair and will serve as the faculty representative for the Board of Regents, and current chair elect Christine Horne will be come chair.
6. We are pleased to report that engagement with Faculty Senate continues to be robust. A call for new committee members yielded applications from over 30 faculty members across the system. Thanks to our new recruitment system, senate committees should be staffed and ready to conduct business at the beginning of the fall semester without delay.
7. In an effort to improve communications between Faculty Senate leadership and senators, the chair is distributing a summary table of the status for current concerns and activities (please see attached example). This document is updated before every Senate Steering and Senate meeting. The chair has also penned a number of blogs to further improve communications.

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Summary of ongoing Faculty Senate, Steering Committee and Executive Committee discussions and activities. The order of these entries is not ranked by priority. Please send corrections or additions to the Faculty Senate (FS) Chair, Douglas Call*, drcall@wsu.edu. FS blogs: https://facsen.wsu.edu/current-blog-posts/. Dates indicate when the record (row) was last updated.

Topic	Status
Posted 15 Feb 22; updated 22 Feb 22 Growing enrollment challenges precipitated by the COVID-19 pandemic	Saichi Oba (VP for Enrollment Management) will present a summary of enrollment and retention efforts at the March 3rd meeting of the Faculty Senate. FS Exec and the President and Provost had a wide-ranging discussion of this issue on 22 Feb 22. It is a complex topic and multiple pieces are in motion to turn trends in a positive direction. FS Exec is meeting with Saichi on Feb 28th to continue discussions.
Posted 15 Feb 22; updated 22 Feb 22 Executive Budget Committee progress with WSU system budget model.	Provost Chilton and Vice President for Finance and Administration Stacy Pearson will meet with FS Exec and FS Budget committees on March 7th to share details about the developing systems budget model. There will be multiple larger-scale meetings in the ensuing months.
Posted 15 Feb 22 How has WSU been spending COVID-19 relief funds?	Vice President for Finance and Administration Stacy Pearson or a member of her staff will present a report about these expenditures at the March 24th FS meeting.
Posted 15 Feb 22; updated 22 Feb 22 New accreditation rules from NWCCU	NWCCU has released a number of rule changes for accreditation, mostly precipitated by the US Department of Education. Only two changes have implications for Faculty Senate: (1) Developing a mechanism for ongoing monitoring of out-of-class effort. Exec is currently working with Vice Provost Bill Davis to develop a proposal for how this can be implemented. More information will be forthcoming; (2) Imposing a new substantial change policy. We anticipate that the second item will undergo some changes before FS needs to address this issue.
Posted 15 Feb 22; updated 22 Feb 22 Staff recruitment and retention	During the 22 Feb 22 meeting with the President and Provost we were informed that HRS has been working hard to upgrade and streamline processes including preparation of a new Enhanced AP Compensation plan that should roll out in May. Among other things, this plan takes geographic location into consideration. Doug Call is teaming up with HRS to provide more details via a FS blog (by mid-March if not sooner).
Posted 15 Feb 22; updated 22 Feb 22 Professional leave	The FAC motivation document for CT professional leave was well received at the 22 Feb 22 meeting between FS Exec and the President and Provost. We have been charged with gathering additional details and Exec will work with FAC to move this forward.
Posted 15 Feb 22	Please see Feb. 4th FS blog for more information about the potential for in-class transmission.

Continuing concerns about COVID-19 transmission on campus and COVID-19 communications	Campus case counts: https://wsu.edu/covid-19/covid-cases/ WSU COVID-19 information: https://wsu.edu/covid-19/
Posted 22 Feb 22 WSU's response to Governor's announced lifting of mask mandates on March 21st	No action yet. Please see: https://news.wsu.edu/news/2022/02/22/indoor-face-covering-policies-under-review/?utm_source=WSUNews-enewsletter&utm_campaign=wsunewsenewsletter&utm_medium=email
Posted 15 Feb 22 Academic and Faculty Affairs Working Group has launched	This provost-initiated working group is charged with identifying changes that might be needed for the *Faculty Manual* to be consistent with recent addition of Pullman Chancellor and VCAA. The goal is to identify where changes need to be addressed, but FAC is responsible for working out the details and bringing these changes forward for FS approval. Past chairs David Turnbull and Judi MacDonald serve on this committee (Judi is also the current chair of FAC).
Posted 15 Feb 22 COACHE	The COACHE survey has been launched. Part-time career-track faculty, part-time tenure-track faculty (FTE < 0.75), and faculty with administrative appointments (assistant deans and higher) are not included in the survey. Please encourage all eligible faculty to participate so we have as much information as possible. Chair Call is serving as a co-chair for the working group that will work with this data and propose solutions to major weaknesses.
Posted 15 Feb 22 Academic Analytics	WSU has committed to an Academic Analytics contract and training for relevant administrators is underway. The principles document that was developed by Senior Vice Provost Laura Hill and the Exec is being distributed to all trainees.
Posted 15 Feb 22 Activity Insight	If you have not already engaged with the annual review exercise and Activity Insight, please see the FS blog from Feb 4th
Posted 15 Feb 22 Pullman Strategic Planning Committee	A newly formed Pullman Strategic Planning Committee will be working on a planning document that is specific to that campus. Associated faculty have been asked to contribute ideas (please see https://wsu.co1.qualtrics.com/jfe/form/SV_9moMTLMIqoxhwvs) and the committee organizers are conducting listening sessions (29 scheduled). Information from these sessions will serve as the raw data for the planning document. Chair Call, among others, is serving on this committee.
Posted 15 Feb 22 Perennial use of one-year employment contracts for career-track faculty	Exec recently initiated a discussion with the President and Provost about the potential that some units may be repeatedly using one-year employment contracts for career-track faculty, with commensurate challenges and uncertainties for these valued members of our faculty. Workday offers a new mechanism to quantify the magnitude of this problem and the Provost's Office is investigating. Further discussions will follow.

Posted 15 Feb 22 L&I mandated increases in the overtime pay threshold	Rising OT thresholds threaten the research competitiveness of WA institutions of higher education. Exec has raised this issue with the President, and he has committed to working with other institutions to see if this can be addressed. Further discussions will follow.
Posted 15 Feb 22 Faculty salary equity program	The Provost is developing a faculty salary equity program to address issues with equity, salary compression, etc. Further discussions will follow.
Posted 15 Feb 22 Addressing land grant revenue expenditures	Exec raised this issue with the President and Provost. Please see the Feb 15th FS blog for updated information. Further discussions will follow.
Posted 15 Feb 22; updated 22 Feb 22 Growing administrative expenses	Provost Chilton presented data about WSU administrative expenditures relative to peer institutions during our 22 Feb 22 FS Exec meeting with her and the President. Please see the FS blog from 24 February for more information.
Posted 22 Feb 22: Workday access to working balances	Need a streamlining process between administrators and faculty members to have clear account access and understanding of use agreements between various accounts. No action yet.
Posted 22 Feb 22: Gender-neutral terms in the *Faculty Manual*	Current binary language in the Faculty Manual needs to be updated to reflect gender- and binary-neutral language. Initial review of this idea is underway through FAC.
Items presumptively concluded	
Reasonable accommodations	Faculty have raised concerns about the potential for repercussions when staff or faculty request reasonable accommodations. Please see the FS Feb 11th blog for more information.
Significant delays in account setup and invoicing through SPS	Faculty have raised concerns about the extensive delays involved with account setup and invoice processing at SPS. Please see the FS Feb 7th blog for more information.
Given the closure of university stores, will WSU launch a punchout/cart system for rapid processing of commonly purchased items through Workday?	Chair Call brought this question to Matt Skinner (Associate Vice President for Finance). This has been discussed, but the current Workday solution for this function is receiving mixed results at other institutions. Canvasing of priorities at WSU also suggest that this is a lower-priority concern for the near-term and thus it is not being pursued at this time. Other concerns have been raised (e.g., how Workday relates to grant accounts and access) that probably require a more direct discussion with Matt Skinner and his team. Please contact Doug Call if you need help facilitating these discussions.

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509-335-8350 | 509-335-1036 | Fax: 509-335-3983 | faculty.senate@wsu.edu | facsen.wsu.edu

Recommendation to follow up on constituent concerns at each Faculty Senate meeting	Exec is now employing a combination of this summary document and FS blogs to better communicate the status of FS concerns and activities.
Posted 15 Feb 22; updated 22 Feb 22 Contract processing	At the exec meeting with the President and Provost (22 Feb '22), we learned about multiple efforts that are underway to streamline contract processing for academic delivery including delegation of authority, shared positions, etc. At this point we respectfully suggest checking in with senators in fall 2022 to determine if significant concerns remain.
Posted 15 Feb 22; updated 22 Feb 22 How is WSU F&A being expended?	As part of a recent update to Executive Policy #2, the Office of Research committed to providing annual updates on indirect cost expenditures. Updated information is now available at: https://research.wsu.edu/office-research/report/fa-report/. Please note that the information provided in future reports may change as the new systems budget model is developed. Please inform Doug Call if you have any questions or concerns.

*Doug Call assumes all responsibility for any errors in of omission or errors of wording and content for this document.

Spring semester Faculty Senate blogs (https://facsen.wsu.edu/current-blog-posts/):

- More on Administrative Expenses, 24 Feb
- How does WSU spend 'grant lands' revenue? 15 Feb
- Reasonable accommodation, 11 Feb
- What is happening with SPS? 7 Feb
- Concerns about administrative bloat, 7 Feb
- Tracking materials through the Faculty Senate, 7 Feb
- Activity insight...yes, it's that time! 4 Feb
- COVID-19 transmission in classrooms? 4 Feb
- Addressing workplace misconduct, 31 Jan
- Mask distribution at WSU & COVID funding, 27 Jan
- COACHE and Academic Analytics, 27 Jan

Associated Students of WSU Tri-Cities
ASWSUTC
Office of the President

Date: **March 11, 2022**
To: **The Washington State University Board of Regents**
Subject: **ASWSUTC Report**
Submitted By: **Nathaly Mendoza, ASWSUTC President**

Like all WSU departments, the Associated Students of WSU Tri-Cities have faced unprecedented challenges because of the COVID-19 Pandemic while adjusting to a new way of instruction and campus culture. Nevertheless, I am pleased to report that ASWSUTC has continued to provide exceptional advocacy work on behalf of the students we represent and expanded support services in response to student needs because of the team's outstanding efforts.

Advocacy

Transitioning from a fully online to fully in person has allowed our ASWSUTC officers to notice disparities throughout campus. Our main concern for our students who had never been on campus before, was to make sure they received the campus culture they deserved, and they knew all the recourses that WSUTC offered. Many of our efforts revolved on programming, tabling, collaborating with departments to make this happen. Our marketing team created a social media campaign of resources offered at the Tri-Cities campus and collaborated with campus organizations. In order to build campus culture and campus consistency, ASWSUTC Senator Josiah Cantu started the "Coug Pride Giveaways" a campaign that promotes student wearing Coug gear on Fridays. Every Friday ASWSUTC members table in the Student Union Building and incentivize students to wear Coug gear by giving our free goodies every week.

Additionally, a disparity that we noticed was the dissatisfaction students had with advising. To bridge the gap, we surveyed students and realized many students were not property guided through how to access mywsu. We collaborated with the advising center for them to host major specific workshops.

Currently, our senators and staff are working on three different advocacy projects. One is the improvement and growth of our fitness center. We want to make sure this fitness center is being utilized by our students. To accomplish that we are working on surveying students to understand why students are not going to the fitness center, from there, we will try to find a common grown with the fitness staff and the needs of our students. Our second advocacy project is regarding mental health resources and exploring the idea of growing our mental health resources by a student fee. Lastly, our team members are working on an advocacy group regarding sexual assault awareness month. Our team will be putting together programming for the month of April to bring awareness to sexual assault.

Through all the advocacy the ASWSUTC team does, we value our student input and our student engagement. Our ASWSUTC team has made a stride in attending club meetings and making sure we are talking to different student groups to make sure we are representing student accurately.

Legislative Efforts

Our legislative efforts have shown our passion for equity, representation, and knowledge of civic engagement. In late October and early November, we hosted multiple voting registration drives and hosted the Student Engagement Hub, where students, staff, faculty, and community members could fill out the ballot and register to vote on the same day. We had great turn out and made our values for civic engagement clear.

Lastly, on January 24, 2022, students from across the WSU system participated in our annual Coug Day

at the Capitol by virtually meeting with our State Legislators to advocate for Washington State higher education's continued support. Additionally, we advocated for rural broadband expansion for our students, an anti-hazing bill, a staff pay increase for our graduate students and staff to help with retention and a compensation of undocumented student workers.

I am incredibly proud of the work that our Director of Legislative Affairs has put in and all of the students who participated in Coug Day at the Capital while still being remote.

ASWSUTC Spring Elections

Finally, ASWSUTC is currently in the process of conducting our Spring 2022 General Election. From February 11th to April 8th , the students of Washington State University Tri-Cities will elect a new ASWSUTC President, Vice-President, and 11 Senators. My team and I have devoted considerable time to ensuring the next ASWSUTC administration receives a proper turnover that will set them up for success. We look forward to welcoming in our next group of student leaders as they prepare to carry on the legacy of ASWSUTC.

Please contact me at n.mendozaposada@wsu.edu if you have any questions or would like further information on my team's great work thus far.

Thank you and Go Cougs!

Nathaly A. Mendoza Posada

Nathaly Mendoza | ASWSUTC President

Date: March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: GPSA Report

SUBMITTED BY: Reanne Chilton, GPSA President

On behalf of GPSA, I would like to thank the Board of Regents for your continued support of WSU graduate and professional students. It is with great pleasure that I report the following:

Support & Representation: The GPSA has worked hard to creatively support our students in new and beneficial ways. We've continued to expand our presence across university and community groups, to make sure students voices are heard and concerns being addressed. We continue to host bi-weekly Senate meetings where graduate students from each department represent their constituents. Guests at GPSA Senate this semester have included the Office of Compliance and Civil Rights, and the first international student to be president of GPSA, Prof. Ken Wang. Later in the semester we will hear from a number of guests including the Campus Police, Women's Center, and Chancellor Chilton.

Accomplishments:

- Safety: In response to graduate student concerns regarding safety GPSA successfully distributed high quality masks to every department on the Pullman campus and Research and Extension Centers affiliated with Pullman campus to be offered to all graduate and professional students.
- Childcare: GPSA has partnered with the YMCA in Pullman in order to provide free afterschool care for graduate/professional students with dependents. This program was piloted in the Fall in response to limitations on previously available childcare assistance and due to the popularity of the program we are continuing this semester, helping families access affordable childcare.
- Research Expo: Over 100 graduate students applied to a be a part of our annual GPSA Research Exposition – a competition where students present their research posters which are evaluated by volunteer faculty judges. Research Expo and Academic Showcase will be on March 24!
- Excellence Awards: Over 150 nominations were submitted for GPSA excellence awards; a program where we shine a spotlight on graduate/professional students who have distinguished themselves across different categories such as their role as researcher, instructor, teaching assistant, as well as in community engagement, service and leadership. Evening of Excellence cohosted with the Graduate School on April 7!

Programs:

- Professional Development Initiative (PDI): The PDI is kicking off the semester with some excellent workshops. We began the year with a workshop of Graduate Student Mental Health and Mental Health Resources – I had the opportunity to cohost this important workshop to disseminate information on mental health resources as well as address mental health stigma among students. We've also had popular workshops on Tax Help for graduate students and Formatting Your Thesis/Dissertation, and we look forward to upcoming workshops on Teaching with Technology, a training on Pivot, and Data Literacy.
- RSO Funding: All students are currently struggling to find engagement opportunities during this isolation experience. GPSA has provided over $24,000 this semester to helping fund 18 graduate student organizations which are aiming to improve the student experience.
- Programming: We are finding that now, more than ever, students are in need of social connections. GPSA has focused this semester on trying to offer a mixture of in-person and virtual social programming events including a book club, ice cream social, and restaurant week.

March 11, 2022

To: All members of the Board of Regents
Subject: Administrative Professional Advisory Council Report
Submitted by: Anna McLeod, APAC Chair
Presented by: Anna McLeod, APAC Chair

The Administrative Professional Advisory Council is pleased to report the following:

1. Elections for APAC are open. APAC is looking for APs from across the WSU system to fill at least 11 membership vacancies in the new year. We will also be electing a new Executive committee from within the council. Applications are open and will close April 29th.

2. APAC is accepting applications for the AP Contribution award. We would love to see APs nominated from throughout the WSU System. Nominations are due March 28th and winners will be announced on April 14th, 2022.

3. OneWSU Update with APAC on March 8th.

March 11, 2022

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Progress Report

SUBMITTED BY: Shelly Spangler, WSUAA President 2021-2022

Title IX Revisited

On March 4, the WSUAA hosted its second annual Women's Leadership Summit. The free, virtual event focused on the 50th anniversary of Title IX and was entitled *How Far We've Come: A Reflection on the Impact of Title IX*. The summit featured WSU First Lady Dr. Noel Schulz; retired women's basketball and volleyball coach and Title IX advocate Dr. Sue Durrant; retired WSU Senior Associate Director of Athletics and WSU Athletics Hall of Fame member Marcia Saneholtz; play-by-play voice for Pac-12 Network, FS1, ESPN, and Athletes Unlimited and former host and anchor at ESPN and WSU alumna Cindy Brunson; WSU Athletics Hall of Fame basketball and track and field record-setter Jeanne (Eggart) Helfer; and All-Pac-12 First Team and Captain of Cougs' Defense for the WSU women's soccer team Mykiaa Minniss. Seattle attorney and former WSUAA President Jane Yung hosted the event. The panelists shared their views and experiences with Title IX before participating in a Q&A session with the audience. Watch a recording of the Summit at alumlc.org/wsu/archive.

Member Appreciation Month

May 1 marks the start of the second annual WSUAA *Member Appreciation Month*. In celebration of and a special thank-you to all 43,000+ WSUAA members, the Alumni Association is offering a wide variety of exclusive member benefits, opportunities, and events throughout May. *Member Appreciation Month* is made possible by our steadfast partners at BECU. Here are a few examples of the exciting *Member Appreciation Month* activities being offered this year:

- New Cosmic Crisp® Cider Exploration: A Virtual Tasting Event with 2 Towns Ciderhouse
- Online Pop-Up Shop featuring fun Coug items like a dry bag with a solar-powered speaker
- Exclusive shopping opportunities at the Adidas, Columbia, and Nike employee stores
- Exclusive members-only Summer (May) *Washington State Magazine*

Funding Support for the WSUAA's Bright Future

The WSUAA is extremely fortunate to start 2022 with the establishment of two new endowments. First, past WSUAA President Doug Willcox and his wife Judy generously founded the *WSUAA Presidents Excellence Endowment* in August 2021. According to Doug, this important gift is "the product of an accumulation of inspiration and motivation as a result of our long lives as Cougars and, in particular, inordinate inspiration and motivation drawn from the wonderful work and accomplishments of the WSUAA staff." Doug said, "I've been involved with a lot of organizations over the years. The WSUAA is by far the best run, business savvy, hardest working, and most impactful of the bunch." Doug and Judy's endowment and future donations to it will provide much-needed funds to support the alumni programming WSU needs into the future. In December 2021, to commemorate Tim Pavish's eighteen years of leading the WSUAA to become one of the top alumni associations in the country, past presidents of the Alumni Association established the *Pavish Possibilities Fund*. As former WSUAA Presidents Lorie Dankers, Doug Tracey, Gina Meyers, and Jane Yung stated, this fund is a way of "recognizing and honoring Tim's legacy, exemplary leadership, and remarkable transformation of the WSUAA." Tim is honored and humbled by the fund and hopes it will provide future Executive Directors with the funds necessary to weather challenging times and leverage good times for years to come. Donations to both funds will help support and expand the programming and services of the Alumni Association.

ACTION ITEM #1

Proposed Revision to WAC 504-26 Standards for Conduct for Students
(Ellen Taylor)

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU System, Revisions to WAC 504-26-045 Standards for Conduct for Students

PROPOSED: That the Board of Regents adopt revisions to WAC 504-26 Standards for Conduct of Students

SUBMITTED BY: Ellen Taylor, Interim Vice President for Student Affairs

SUPPORTING INFORMATION:

On August 24, 2021 the United States Department of Education (the Department) published a letter clarifying its regulations for implementing Title IX of the Education Amendments of 1972 (Title IX). The Department clarified that due to the decision in *Victim Rights Law Center et al. v. Cardona,* no. 1:20-cv-11104, 2021 WL 3185743 (D. Mass. July 28, 2021), the Department immediately ceased enforcement of the cross-examination requirement of parties and witnesses in live hearings. This is a welcome change from the department as this provision had negatively impacted WSU students.

This revision to WAC 504-26-045 specifically strikes the cross-examination requirement. It then re-serializes the subsequent provisions of the section to align numerically.

This permanent WAC rule revision was presented to the Board of Regents as a future action item at the January 2022 Board of Regents meeting.

In accordance with University and Washington Administrative Code rules, a public hearing was held on February 10, 2022 to solicit comment. No comments were received, written nor oral, from the public on this matter.

AMENDATORY SECTION (Amending WSR 21-07-057, filed 3/15/21, effective 4/15/21)

WAC 504-26-045 Evidence. (1) ((~~Except as provided in subsection (2) of this section,~~)) Evidence, including hearsay evidence, is admissible in student conduct proceedings if, in the judgment of the conduct officer or presiding officer, it is the kind of evidence that reasonably prudent persons are accustomed to rely on in the conduct of their affairs. The conduct officer or presiding officer determines the admissibility and relevance of all information and evidence.

(2) ((~~In conduct board hearings to resolve allegations that, if proven, would constitute Title IX sexual harassment within the university's Title IX jurisdiction, witnesses, including parties, must submit to cross-examination for their written or verbal statements to be considered by the university conduct board.~~

~~(3)~~)) The sexual history of a complainant is not relevant and not admissible in a student conduct proceeding unless such evidence about the complainant's sexual predisposition or prior sexual behavior is offered to prove that someone other than the respondent committed the conduct alleged by the complainant, or if the questions and evidence

concern specific incidents of the complainant's prior sexual behavior with respect to the respondent and are offered to prove consent.

((~~(4)~~)) (3) Students may choose to remain silent during conduct proceedings, recognizing that they give up the opportunity to explain their version of events and that the decision is made based on the information presented at the hearing. No student must be compelled to give self-incriminating evidence, and no negative inference will be drawn from a student's refusal to participate in any stage of the conduct proceeding. If either party does not attend or participate in a hearing, the conduct officer or conduct board may resolve the matter based on the information available at the time of the hearing.

[Statutory Authority: RCW 28B.30.150. WSR 21-07-057, § 504-26-045, filed 3/15/21, effective 4/15/21; WSR 18-23-083, § 504-26-045, filed 11/19/18, effective 12/20/18.]

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(2) The sexual history of a complainant is not relevant and not admissible in a student conduct proceeding unless such evidence about the complainant's sexual predisposition or prior sexual behavior is offered to prove that someone other than the respondent committed the conduct alleged by the complainant, or if the questions and evidence concern specific incidents of the complainant's prior sexual behavior with respect to the respondent and are offered to prove consent.

(3) Students may choose to remain silent during conduct proceedings, recognizing that they give up the opportunity to explain their version of events and that the decision is made based on the

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ACTION ITEM #1

WSU Vancouver, Life Sciences Building
Request for Increase in Project Budget
(Stacy Pearson/Olivia Yang)

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Vancouver, Life Sciences Building, (Second) Request for Increase in Project Budget

PROPOSED: That the WSU Board of Regents approve an increase of $4.5M in the project budget for the WSU Vancouver, Life Sciences Building and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the project within the new budgeted amount of $64.3M.

SUBMITTED BY: Stacy Pearson, Vice President for Finance and Administration/ CFO

SUPPORTING INFORMATION: The new Life Sciences Building will bring components of WSU Vancouver's basic translational, applied, and clinical health programs together in one location on campus, including Biology, Molecular Biology, Environmental Science, Neuroscience, Nursing, and Chemistry. This building will fill the critical need for instructional laboratories for undergraduate and graduate science courses. It will also include purpose-built vivarium space that meets regulatory requirements and supports instruction as well as research programs.

The University received $500,000 for pre-design in 2017-19 state capital budget, $4,000,000 for the design in the 2020 supplemental capital budget, and $52,600,000 construction funding in 2021-23 state capital budget. Subsequently, the Vancouver campus allocated $2.7M of local funds to support the greenhouse portion of the project, for a total project budget of $59.8M. The Regents approved the schematic design for the project in May 2021 and approved the total project budget with the $2.7 M increase in January 2022, along with a delegation of authority to the President or designee to enter into contracts necessary to complete the project within the budgeted amount.

The project team has utilized many strategies to mitigate cost escalation on this project since the design started. Programed areas were modified early in the design to allow for a target value that seemed achievable based on market conditions. As material costs have continued to escalate at unprecedented rates (15-20% in the last twelve months), many design modifications have been tested and implemented to keep the project within budget. Some of these modifications are very low impact while others, such as the shelling of spaces, are high impact. Over one thousand Value Add (VA) strategies have been identified and tested to try to mitigate the rising market conditions. The accepted VA items totaled $5M in savings, and an additional $3M of areas were identified as potential unfinished areas. Even with these efforts, escalation has exceeded the savings that was achieved. Further modifications, at this time, are not possible in that they would significantly impact the building's functionality and purpose.

The Vancouver campus has allocated an additional $4.5M of local funds to finish out areas that had been identified as unfinished and to supplement the material cost escalation. The project team will tightly manage the project construction contingency so that a high percentage of these funds can be applied to the project, thus reducing the need for Vancouver's additional local funds.

WSU has also set a $10 million fundraising goal as a top priority for the Life Sciences Building. This fundraising effort will be achieved through system-wide partnerships with WSU Vancouver, the WSU Foundation, and the President and Provost offices.

Total Project Funding Including Proposed Increase

Pre-Design - 2017-19	$500,000
Design - 2020	$4,000,000
Construction - 2021-23	$52,600,000
Local Funds - Greenhouse	$2,700,000
Local Funds – Buildout / Market Escalation	$4,500,000
Total Project Budget	**$64,300,000**

The project is currently scheduled for completion October 2023.

ATTACHMENT: Attachment A - Aerial Site

Attachment A



Board of Regents

WSU Vancouver, Life Sciences Building
Request for Increase in Project Budget

Resolution #220311-652

WHEREAS, the Board of Regents of Washington State University by virtue of RCW 28B.10.528 has authority to delegate by resolution to the President of the University or designee powers and duties vested in or imposed upon the Board by law and to enable the President or designee to act on behalf of the Board of Regents in matters relating to the administration and governance of the University; and

WHEREAS, on May 7, 2021, the Board of Regents approved the schematic design for the WSU Vancouver Life Sciences Building; and

WHEREAS, on January 21, 2022, the Board of Regents (1) approved the total project budget of $59.8 million, including $2.7 million in local funds allocated from the WSU Vancouver campus to support the greenhouse project, and (2) delegated authority to the President or designee to enter into all contracts necessary to complete the project within the budgeted amount.

NOW, THEREFORE, IT IS RESOLVED that the Board of Regents approves the new total project budget of $64.3 million and delegates authority to the President or designee to enter into all contracts necessary to complete the project within the new budgeted amount.

Dated 11th day of March 2022.

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Chair, Board of Regents

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Secretary, Board of Regents

ACTION ITEM #2

WSU Pullman, Agricultural Research Service (ARS)/WSU Plant Bioscience Research Building Ground Lease (Stacy Pearson)

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, United States Department of Agriculture, Agricultural Research Service (USDA-ARS)/WSU Plant Bioscience Research Building (PBRB) Ground Lease.

PROPOSED: That the WSU Board of Regents (1) authorize a long-term ground lease to enable USAD-ARS to design and build the PBRB on the WSU Pullman campus, and (2) delegate authority to the President or designee to negotiate and execute the long-term ground lease and any other transaction-related documents.

SUBMITTED BY: Stacy Pearson, Vice President, Finance and Administration /CFO

SUPPORTING INFORMATION: In May 2021, the Institutional Infrastructure Committee received an information item describing the design and construction of the new USDA-ARS PBRB on the WSU Pullman campus. The following summarizes that information item as supporting information for the ground lease.

The USDA-ARS/WSU research partnership is exemplary and one of the strongest federal-state partnerships in the nation.

The new USDA-ARS PBRB will foster and enhance the connectedness between USDA-ARS and WSU researchers. The FY2019 Congressional funding included a $104.9 million appropriation to USDA-ARS to design and build the PBRB on the WSU Pullman campus. The estimated construction cost target for this project is $80.7 million. The USDA-ARS PBRB design and construction is being managed by the US Army Corps of Engineers. WSU Facilities Services is acting as ARS on-site program coordinator.

The State of Washington appropriated capital funding for the demolition of Johnson Hall to enable the new construction of the PBRB by USDA-ARS in the Johnson Hall footprint.

As provided to the Board in May 2021, WSU will lease the necessary land for the PBRB to the USDA-ARS. It is expected that it will be a long-term ground lease with a minimal ground rent (such as $1/year) in consideration of the substantial building improvements that USDA-ARS will be making on WSU's property, as well as the space that WSU faculty and staff will occupy in the building (USDA and WSU have agreed on 50-50 occupancy in the new building).

WSU will not be obligated to pay rent for the space that it occupies in the PBRB. WSU will be responsible for all or a portion of the operations and maintenance expenses pertaining to the building. This will result in net savings versus the maintenance cost of Johnson Hall.

The Regents have delegated authority to the President or designee to execute leases where the "value of the property to be disposed of or obligated in such manner is under $5,000,000." Because the value of the proposed long-term ground lease is likely to exceed this amount, Regents' approval is required.

BOARD OF REGENTS

WSU Pullman, Agricultural Research Service (ARS)/WSU Plant Bioscience Research Building Ground Lease

Resolution #220311-651

WHEREAS, the Board of Regents of Washington State University by virtue of RCW 28B.10.528 has authority to delegate by resolution to the President of the University, or designee, powers and duties vested in or imposed upon the Board by law and to enable the President, or designee to act on behalf of the Board of Regents in matters relating to the administration and governance of the University; and

WHEREAS the FY2019 Congressional funding included a $104.9 million allocation to the USDA-ARS to design and build a new USDA-ARS Building on the WSU Pullman campus: and

WHEREAS, the State of Washington appropriated capital funding for the demolition of Johnson Hall to enable the new construction by USDA-ARS; and

WHEREAS, a long-term ground lease will be necessary to enable construction of the new facility.

NOW, THEREFORE, IT IS RESOLVED: That the WSU Board of Regents (1) authorizes a long-term ground lease to enable USDA-ARS to design and build the PBRB on the WSU Pullman campus, and (2) delegates authority to the President or designee to negotiate and execute the long-term ground lease and any other transaction-related documents.

Dated this 11th day of March, 2022.

_____
Chair, Board of Regents

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Secretary, Board of Regents