

March 3, 2023

BOARD OF REGENTS MEETING NOTICE

March 9-10, 2023

The Washington State University Board of Regents will hold its next official meetings on Thursday and Friday, March 9-10, 2023, in the Collaboration Hall, Room 102, on the WSU Tri-Cities campus, Richland, Washington, pursuant to the schedule below.

Public listening of Committee meetings and the Board meeting is available as follows:

Thursday, March 9, 2023 – Board of Regents Committee Meetings

Executive and Governance, Strategic and Operational Excellence Committees

https://youtube.com/live/QnJpOf8_ERo

Telephone access: dial 1-253-215-8782, enter code 605149

Meeting ID: 935 8912 9843

Academic and Student Affairs Committee:

<https://youtube.com/live/h3BEupoobho>

Telephone access: dial 1-253-215-8782, enter code 605149

Meeting ID: 935 8912 9843

Finance and Administration Committee:

<https://youtube.com/live/nZEHcxEuUIY>

Telephone access: dial 1-253-215-8782, enter code 605149

Meeting ID: 935 8912 9843

Friday, March 10, 2023 - Board of Regents Meeting

<https://youtube.com/live/5F8GNwBvjXY>

Telephone access: dial 1-253-215-8782, enter code 605149

Meeting ID: 935 8912 9843

Committee meetings will run as outlined below throughout the day; starting times following the 9:00 am committee meeting 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 9, 2023

		Location
8:00 am	Board of Regents Breakfast	Consolidated Information Center (CIC) 120
9:00 am	Executive and Governance Committee	Collaboration Hall (COL) 102
9:30 am*	Strategic and Operational Excellence Committee	COL 102
12:00 pm	Board of Regents Lunch	CIC 120
1:00 pm	Academic and Student Affairs Committee	COL 102
2:00 pm*	Regents will participate in a tour of the Bioproducts	BSEL

	Sciences and Engineering Laboratory (BSEL)	
2:30 pm*	Break	
2:45 pm*	Finance and Administration Committee	COL 102
4:30 pm*	Executive Session	COL 102
6:30 pm	Board of Regents Dinner	Drumheller's 530 Columbia Point Dr. Richland, WA 99352

Friday, March 10, 2023

		Location
8:00 am	Board of Regents Breakfast	CIC 120
9:00 am	Board of Regents Meeting	COL 102

In addition, on Wednesday, March 8, at 6:00 pm, Regents will meet socially for dinner at Anthony's at Columbia Point, 550 Columbia Point Drive, Richland, WA, and on Thursday, March 9, at approximately 5:00 pm, Regents will attend a reception on the WSU Tri-Cities campus in the CIC Art Gallery.

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

**or upon conclusion of previous session*



WASHINGTON STATE
UNIVERSITY

Agenda
Executive and Governance Committee
Thursday, March 9, 2023
9:00 am – 9:30 am

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

Committee Members: Marty Dickinson (Chair), Lisa Schauer, and Brett Blankenship

Information Item

Section

1. Election of Officers

E-1

Action Item

1. Proposed Revisions to Board of Regents Bylaws

E-2

INFORMATION ITEM #1

Election of Officers
(Marty Dickinson)

Election of Officers

Election of officers will take place at the May 5, 2023 Board of Regents meeting in Spokane, WA.

Excerpt from the Board of Regents bylaws, Article I, Section 3 (Election and Appointment Process):

At its regular meeting held after the first Wednesday in April of each year, the Board shall hold elections to fill the offices of Chair and Vice Chair. The Board shall elect a Vice Chair, as nominated by the Executive Committee, based upon the advice of the Board and in consultation with the President of the University. The Vice Chair shall then automatically succeed as Chair of the Board after one (1) year, commencing on July 1. The Board may elect to extend the term of the Chair or Vice Chair by a maximum of one (1) additional year with no further extensions. The student Regent and the faculty Regent are not eligible to hold the position of Chair or Vice Chair but are eligible to vote in elections under this paragraph.

ACTION ITEM #1

Proposed Revisions to Board of Regents Bylaws (Kirk Schulz/Nathan Deen)

March 10, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed revisions to Board of Regents Bylaws: (1) changing the Treasurer from "Vice President for Finance and Administration" to "Executive Vice President for Finance and Administration," (2) adding "Executive Vice Presidents" to Article II, Sections 11 and 12, and Article IV, Section 2, and (3) adding "Executive Vice President" to Article V, Section 2.

PROPOSED: That the Board approve, effective May 1, 2023, proposed Revisions to Board of Regents Bylaws: (1) changing the Treasurer from "Vice President for Finance and Administration" to "Executive Vice President for Finance and Administration," (2) adding "Executive Vice President" to Article II, Sections 11 and 12, and Article IV, Section 2, and (3) adding "Executive Vice President" to Article V, Section 2.

SUBMITTED BY: Kirk Schulz, President

SUPPORTING INFORMATION: With the development of OneWSU and the WSU system, the University changed the title "Vice President for Finance and Administration" to "Executive Vice President for Finance and Administration." This change better reflects the systemwide responsibilities and broad scope of the position. After a national search, Leslie Brunelli was offered and accepted the position, commencing May 1, 2023.

This change in title requires the following corresponding revisions to the Board of Regents Bylaws:

- Article I, Section 3, provides that the "Treasurer of the Board shall be the Vice President for Finance and Administration of the University, unless the Board in its discretion appoints another individual to this office." We propose that "Vice President for Finance and Administration" be replaced with "Executive Vice President for Finance in Administration."

- Article II, Sections 11 and 12, list the University officials who may submit and present agenda items to the Board. We propose adding the title “Executive Vice Presidents” to these lists.
- Article IV, Section 2, lists University officers the President may appoint. We propose adding the title “Executive Vice Presidents” to the list.
- Article V, Section 2, lists the officers who may present to the Board on behalf of constituent groups. We propose adding the title “Executive Vice President” to that list.

If the Board approves these changes, they will be effective May 1, 2023.

ATTACHMENT: Board of Regents Bylaws, redline

ATTACHMENT

REDLINE VERSION

PROPOSED CHANGES EFFECTIVE MAY 1, 2023

**Bylaws of the Board of Regents of
Washington State University**

Article I: Membership and Officers of the Board

1. Membership. The governance of Washington State University (University) shall be vested in a Board of Regents (Board) consisting of eleven (11) members (Regents), one (1) of whom shall be a student, and one (1) of whom shall be a member of the faculty.

2. Designation. The Officers of the Board shall consist of a President, who shall also be known as the Chair of the Board (Chair), and a Vice Chair, Secretary, and Treasurer.

3. Election and Appointment Process. At its regular meeting held after the first Wednesday in April of each year, the Board shall hold elections to fill the offices of Chair and Vice Chair. The Board shall elect a Vice Chair, as nominated by the Executive Committee, based upon the advice of the Board and in consultation with the President of the University. The Vice Chair shall then automatically succeed as Chair of the Board after one (1) year, commencing on July 1. The Board may elect to extend the term of the Chair or Vice Chair by a maximum of one (1) additional year with no further extensions. The student Regent and the faculty Regent are not eligible to hold the position of Chair or Vice Chair but are eligible to vote in elections under this paragraph.

The President of the University shall serve as Secretary of the Board as prescribed by RCW 28B.30.135. Secretary of the Board, where used in these Bylaws hereinafter, shall refer to the President of the University.

The Treasurer of the Board shall be the Executive Vice President for Finance and Administration of the University, unless the Board in its discretion appoints another individual to this office.

4. Chair. The Chair of the Board shall preside at all meetings of the Board and shall sign all written instruments on behalf of the Board that are necessary to implement programs and policies that have been approved by the Board. The Chair of the Board shall have the authority and responsibility to perform the duties customarily attached to the office and shall have such other authority and duties as prescribed by these Bylaws, Board of Regents Policies (Board Policies), and the Board.

5. Vice Chair. The Vice Chair of the Board shall have the authority to perform the duties of the Chair of the Board in the event of the Chair's absence or incapacity. The Vice Chair may have such other authority and duties as prescribed by these Bylaws, Board Policies, and the Board.

6. Secretary. The Secretary of the Board shall not have the right to vote. The Secretary shall be responsible for giving notice of all meetings of the Board, and recording and keeping of the minutes of the proceedings of the Board; shall be the custodian of all official records of the Board; shall attest all instruments required to be signed by the Chair of the Board; and shall perform all the duties pertaining to the office and do all other things required by the Board.

7. Treasurer. The Treasurer shall not have the right to vote. The Treasurer shall be the financial officer of the Board and shall render a true and faithful account of all moneys received and paid out.

8. Vacancies in Office and Removal. In the event of a vacancy in the office of Chair, the Vice Chair shall assume the office of the Chair, serving both the unexpired term of the Chair and the full term as Chair as provided in Article 1, Section 3, of these Bylaws. In the event of a vacancy in the office of the Vice Chair, the Board shall elect a Vice Chair to complete the unexpired term of the Vice Chair. A new election is then required as provided in Article 1, Section 3.

The Chair and Vice Chair of the Board may be removed from their respective positions as an officer of the Board by a majority vote at a regular or special meeting of the Board. Removal under this paragraph shall not affect the officer's continued service as a Regent.

Article II: Meetings of the Board

1. Regular Meetings. Regular meetings of the Board shall be held pursuant to a schedule adopted yearly by resolution of the Board. There shall be no fewer than six (6) meetings scheduled on a yearly basis. Regular meetings include Board of Regents retreats scheduled in accordance with the regular meeting process. The Secretary of the Board, with the concurrence of the Chair of the Board, may cancel or change the date of any regular meeting. All such regular meetings will be conducted in conformance with the laws of the state of Washington governing such meetings.

2. Special Meetings. The Secretary or the Chair of the Board, or a majority of the members of the Board of Regents, may call a special meeting at any time. Not less than twenty-four (24) hours before any special meeting, the Secretary of the Board shall have notified each member of the Board by written notice of the time, location, and the business to be transacted at the meeting. Such notice shall be distributed and posted, and such meeting shall be conducted in accordance with the laws of the state of Washington governing such meetings.

3. Committee Meetings. Meetings of Board committees, as provided for in these Bylaws and in Board Policies, may be held before regular or special meetings, or at such time and such place as the Committee Chairperson may direct from time to time. All committee meetings shall be held in conformance with the laws of the state of Washington governing such meetings.

4. Notice and Agenda for Regular Meetings. Not less than seven (7) calendar days before any regular meeting, the Secretary of the Board shall transmit a meeting agenda to each member of the Board.

5. Addenda to the Agenda of Board Meetings. Those University officials who are authorized to bring agenda items to the Board may propose addenda to a regular meeting agenda in exceptional circumstances, such as when prompt Board attention is required and the need to place the matter on the agenda was unforeseen, with the concurrence of the Secretary of the Board.

Items added to the agenda by University officials must be submitted to the Board not less than twenty-four (24) hours prior to a regular meeting. Material must be submitted through the Secretary of the Board and must be in accordance with guidelines and procedures established for the submittal of items for the agenda.

The Board may add items to the agenda of a regular meeting, and take final action upon such additions, at any time prior to the conclusion of the meeting.

The Board may add items to the agenda of a special meeting at any time prior to the conclusion of the meeting, except that final disposition may not be taken on any matter added to the agenda unless timely notice to the addition has been given as required by law.

6. Quorum. Six (6) Regents shall constitute a quorum for the transaction of business at all regular and special meetings. A majority of the Regents present must approve all items requiring action by the Board.

7. Minutes. The Secretary of the Board shall keep the minutes of all regular and special meetings of the Board. Such minutes shall be distributed with the agenda in preparation for the subsequent meeting and, following approval shall be open to public inspection in the Office of the President during regular University business hours and shall also be posted on the University's Board of Regents web page.

8. Public Meetings. Regular and special meetings of the Board and Committees shall be open to the public in conformance with the laws of the state of Washington governing such meetings.

9. Executive Sessions. During any regular or special meeting of the Board, the Board may hold an executive (closed) session to discuss matters as permitted by applicable laws of the state of Washington.

10. Communications to the Board. Any person who wishes to bring a matter to the attention of the Board may do so by submitting written communication to the Board at the following address: c/o Office of the President, Washington State University, P.O. Box 641048, Pullman, Washington 99164-1048.

11. Appearance Before the Board. The meetings of the Board are intended for presentation of agenda items by the Regents, President, Provost and Executive Vice President, Executive Vice Presidents, Vice Presidents, Chancellors, other University officials as requested by the President, and the Senior Assistant Attorney General for discussion and action by members of the Board. Appearance via videoconferencing, telephone, or other electronic method is acceptable, rather than appearing in person; however, in-person presentations are strongly encouraged. Additionally, time shall be provided for public comment at each Board meeting.

A. Request to Provide Public Comment. Individuals who wish to provide public comment during a meeting of the Board must provide their name and any relevant title(s) or affiliation(s) on the sign-up sheet. The request should also set out clearly the topic to be presented.

B. Time Allocation. The chair of the Board may reasonably limit the amount of time allocated for the public comment period for each speaker and for each issue. Public

comments will take place during the scheduled public comment period. Unless otherwise indicated on the agenda or by the chair, the public comment period will be for ten (10) minutes, with a two-minute (2-minute) limit per speaker, and will occur at the end of the Board meeting.

- C. Scheduling of Speakers. Speakers who sign up in advance, who are commenting on matters before the Board, and who are appearing in person (exception for speakers with disabilities for whom physical attendance would be difficult) will be given priority during the public comment period. Speakers must register in advance with the Office of the President in order to appear via videoconferencing, telephone, or other electronic method. Should a large number of speakers wish to speak on the same issue or topical area, the Chair of the Board may ask representatives of the group to summarize their colleagues' statements, or limit the number of speakers on a given topic. Speakers also have the option of providing written comment to the Office of the President for distribution to the Regents.

No University officer, faculty, staff, or other employee or student of the University shall submit any matter to the Board for official consideration except as provided by the guidelines and procedures established for the submittal of items for the agenda or by public comment pursuant to this section.

12. Guidelines and Procedures for Submittal of Agenda Items to the Board. The topics of business to be introduced at a regular or special meeting shall be included on the agenda by observing the following guidelines.

A. Agenda items may be submitted only by an appropriate University official as follows: *Regents, President, Provost and Executive Vice President, Executive Vice Presidents, Vice Presidents, Chancellors, other University officials as requested by the President, and the Senior Assistant Attorney General.*

B. All items submitted to the Board for action must first be submitted to and discussed by the appropriate Committee, as provided in Article III of these Bylaws, at least one (1) Committee meeting prior to the meeting at which action will be requested, except:

(1) Items of a routine nature may be discussed by the appropriate Committee and brought before the Board at the same meeting in which action will be requested; and

(2) The Board Chair may suspend the requirement outlined in this Subsection as to any action item brought before the Board.

C. The Board may make use of a consent agenda for any item that the Board has determine to be "routine" or matters about which the Board commonly concurs. Items on the consent agenda will not be discussed prior to action. However, if any Board member believes that any item on the consent agenda requires discussion, that Board member may remove the item from the consent agenda merely by requesting the same.

D. All items to be included in the agenda must be submitted in writing no later than ten (10) days prior to the Board meeting to the Secretary of the Board, who shall be responsible for preparation and distribution of the agenda, except as otherwise allowed by Article II, Section 5 of these Bylaws.

13. Rules of Procedure. *Robert's Rules of Order*, latest revised edition, shall govern all meetings of the Board, except where such rules of order are superseded by these Bylaws, Board Policies, or applicable statutes or regulations.

Article III: Committees of the Board

1. Standing Committees of the Board. In addition to an Executive and Governance Committee, the Board will have standing committees to consider matters and address issues in the following areas, including but not limited to: research, academic affairs, student life, budget, finance, personnel, compliance, audit, intercollegiate athletics, infrastructure, strategic planning, government affairs, institutional advancement, and diversity, equity, and inclusion. Through the Committees, Board members explore critical governance issues and communicate with University administration and others who share in the governance of the University. Detailed committee charters are set forth in Board Policies.

No Committee may act on behalf of the Board on matters requiring Board action, except for the Executive and Governance Committee in emergency situations as noted in the Executive and Governance Committee Charter. All Committees shall refer such matters to the Board for appropriate action in a regular or special meeting.

Following Board elections, as outlined in Article I, Section 3, the Chair of the Board shall make Committee appointments, including appointment of a chairperson to each of the Committees. Each Committee shall consist of at least three (3) Board members, including the Committee chairperson and a member of the Executive Committee. The President shall appoint one ex officio primary liaison to each standing committee from among the officers of the University and may appoint other ex officio members. The primary liaison, in consultation with the Committee chairs and other appropriate University officials, shall be responsible for development of Committee agendas. Committees of the whole are permitted and must function in accordance with this Article III.

2. Ad Hoc Committees of the Board. Ad hoc committees may be established by the Chair, from time to time, as the Chair may deem necessary or advisable to focus on specific matters or make recommendations to the Board for the handling of specific tasks or objectives in fulfillment of the duties and responsibilities of the Board. Each ad hoc committee must have, at a minimum, a written committee charge and a designated Board chairperson. Ad hoc committees are advisory only, and no ad hoc committee may act on behalf of the Board on matters requiring Board action. A list of the current ad hoc committees shall be made available on the Board of Regents website. All ad hoc committees automatically sunset after two (2) calendar years from the date of establishment, absent written extension by the Chair.

Article IV: Officers of the University

1. University President. The University President shall be appointed by the Board (excluding the student Regent and the faculty Regent) and shall serve at the pleasure of the Board. The University President shall be the chief executive officer of the University and shall be responsible directly to the Board for the management and conduct of all the affairs of the University except those which have been reserved by the Board or which by law, these Bylaws, or other policies or orders of the Board are the specific responsibility of other persons or bodies. The

University President is authorized to attend all regular and special meetings of the Board and its Committees, unless requested otherwise in specific instances by the Board or Committee, and is authorized to bring matters before the Board or any of its Committees for discussion.

2. Other Officers. The University President is the delegated authority to appoint the University's Provost and Executive Vice President, Executive Vice Presidents, Vice Presidents, Deans, Chancellors, and other officers as may be necessary for assistance in efficiently carrying out the responsibilities of the chief executive officer of the University. All such officers of the University shall be under the general supervision of and shall exercise such powers and duties as may be prescribed by the University President.

Article V: Faculty Senate, Staff, Student, Alumni, and Foundation Representatives

1. The Chair of the Faculty Senate, the Chair of the Administrative Professional Advisory Council, the President of the Graduate and Professional Student Association, the President of the Associated Students of Washington State University for a particular campus (as determined by the Board Chair), the President of the Alumni Association, and the Chair of the WSU Foundation Board of Governors shall periodically report, as a representative of their respective organizations, to the Board of Regents at its public meetings. The Chair of the Board, in consultation with the University President, shall establish on an annual basis the frequency of oral reports from these organizations.

2. The President or Chair of each of these organizations may designate the Vice President or Vice Chair, or the University Executive Vice President or Vice President responsible for that area, to represent him or her at the meetings of the Board, but may not designate any other person.

3. Participation is at the expense of the organizations of the aforementioned representatives and not an expense obligation of the Board. Appearance via videoconferencing, telephone, or other electronic method is acceptable, rather than appearing in person.

4. Notice of public meetings shall be given to such representatives in the same manner as notice is given to members of the Board.

5. Not less than five (5) days before any regular meeting, the Secretary of the Board shall transmit to each representative a final Agenda setting forth the matters that are to be considered at the meeting.

6. When scheduled to speak, such representatives shall be entitled to speak during the public meeting through presentations to the Board as set forth in the Board of Regents meeting Agenda. The representatives shall not be entitled to vote on matters brought before the Board.

7. Prior to any meeting at which a representative is scheduled to speak, the representative of each group shall submit a one-page (1-page) report to the Board to be included in the Agenda in accordance with the guidelines for submittal of Agenda material as outlined in Article II, Section 12, of these Bylaws.

Article VI: Exercise of Powers

1. Suspension of the Bylaws. Any provision of the Bylaws may be suspended in connection with the consideration of a matter before the Board by a majority vote of the members of the Board.

2. Student Regent. The student regent may not participate or vote on matters relating to the hiring, discipline, or tenure of faculty members and personnel per RCW 28B.30.100.

3. Faculty Regent. The faculty regent may not participate or vote on matters related to the hiring, discipline, or tenure of specific faculty members per RCW 28B.30.100.

Article VII: Board of Regents Policies.

1. Policies. The Board may adopt Board Policies, not inconsistent with these Bylaws, for the governance of the University and the regulation of the business of the Board. Except as otherwise specified in a particular Board Policy, the Board may amend or repeal any Board Policy in whole or in part at any meeting of the Board.

Article VIII: Amendments

1. Procedure. These Bylaws may be amended at any regular or special meeting of the Board by the affirmative vote of a majority of the Regents, as defined in Article II, Section 6, of these Bylaws.

Article IX: Special Provisions Relating to Regents

1. Compensation and Expenses. No Regent shall receive a salary or compensation for services as a Regent, except as authorized by law and Board Policy. Regents shall be reimbursed for actual expenses incurred by reason of attendance at any meeting of the Board or in the performance of other official business of the University in accordance with RCW 43.03.050 and 43.03.060 and any Board Policy addressing the same.

Agenda

Strategic and Operational Excellence Committee

Thursday, March 9, 2023
9:30 a.m. – 12:00 p.m.

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

Committee: John Schoettler (Chair), Marty Dickinson, Jenette Ramos

Information Item

Section

1. Faculty Compensation Overview and Updates (*Chilton/Hill*) S-1

Focused Discussions

1. Enrollment Management Update (*Oba*) S-2
2. Marketing and Communications Update (*Weiler*) S-3



WASHINGTON STATE
UNIVERSITY

Faculty Compensation Overview

Elizabeth S. Chilton, System Provost and Executive Vice President

Laura G. Hill, Senior Vice Provost

WSU vs Peer Salaries (2014-2022)

- Data from the annual “Faculty Salary Survey by Discipline”
 - Conducted by Oklahoma State University
- Comparison of WSU with 22 legislative peers
 - All WSU data are tenure-track faculty
 - Full-time instructional faculty
- Closer look at college breakdown in 2022

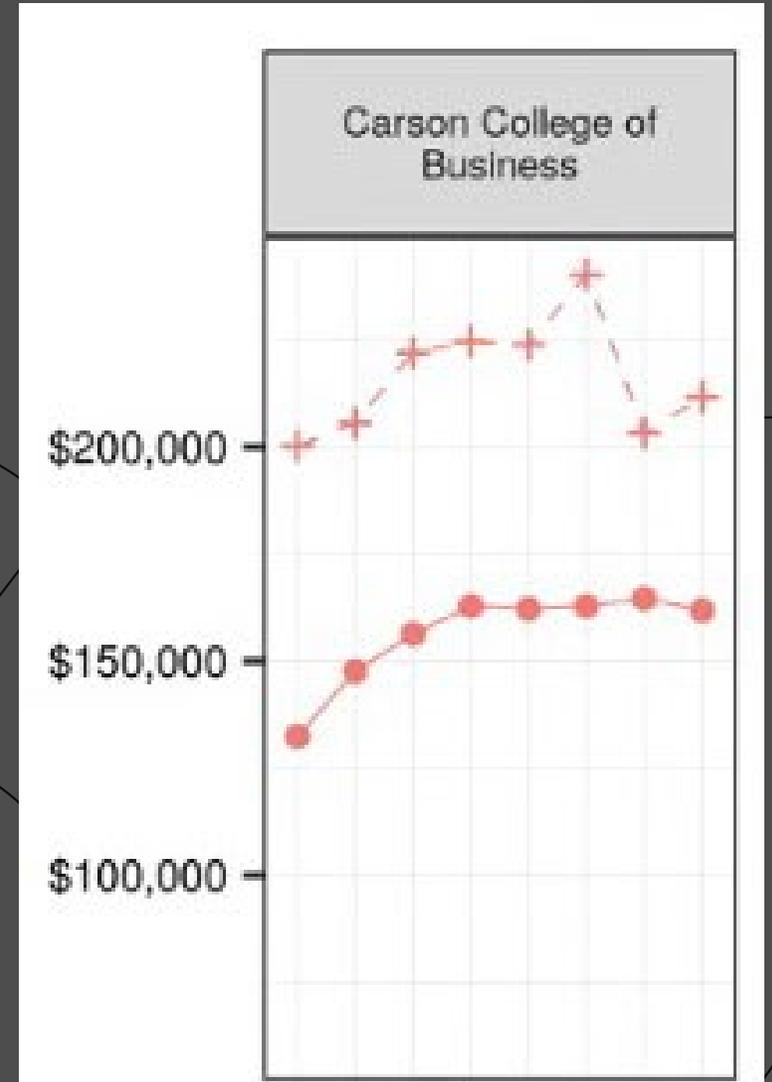
WSU

Orientation to Forthcoming Charts

Carson College of Business Professors, 2014-2022

+ Peers

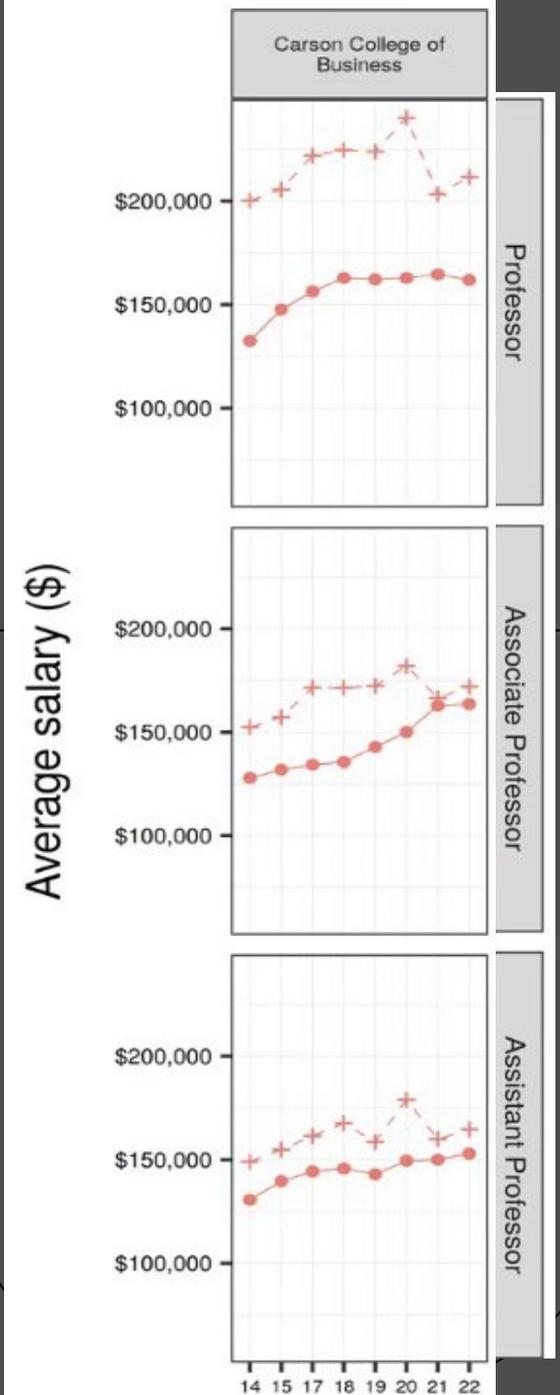
● WSU



Carson College of Business (2014-2022)

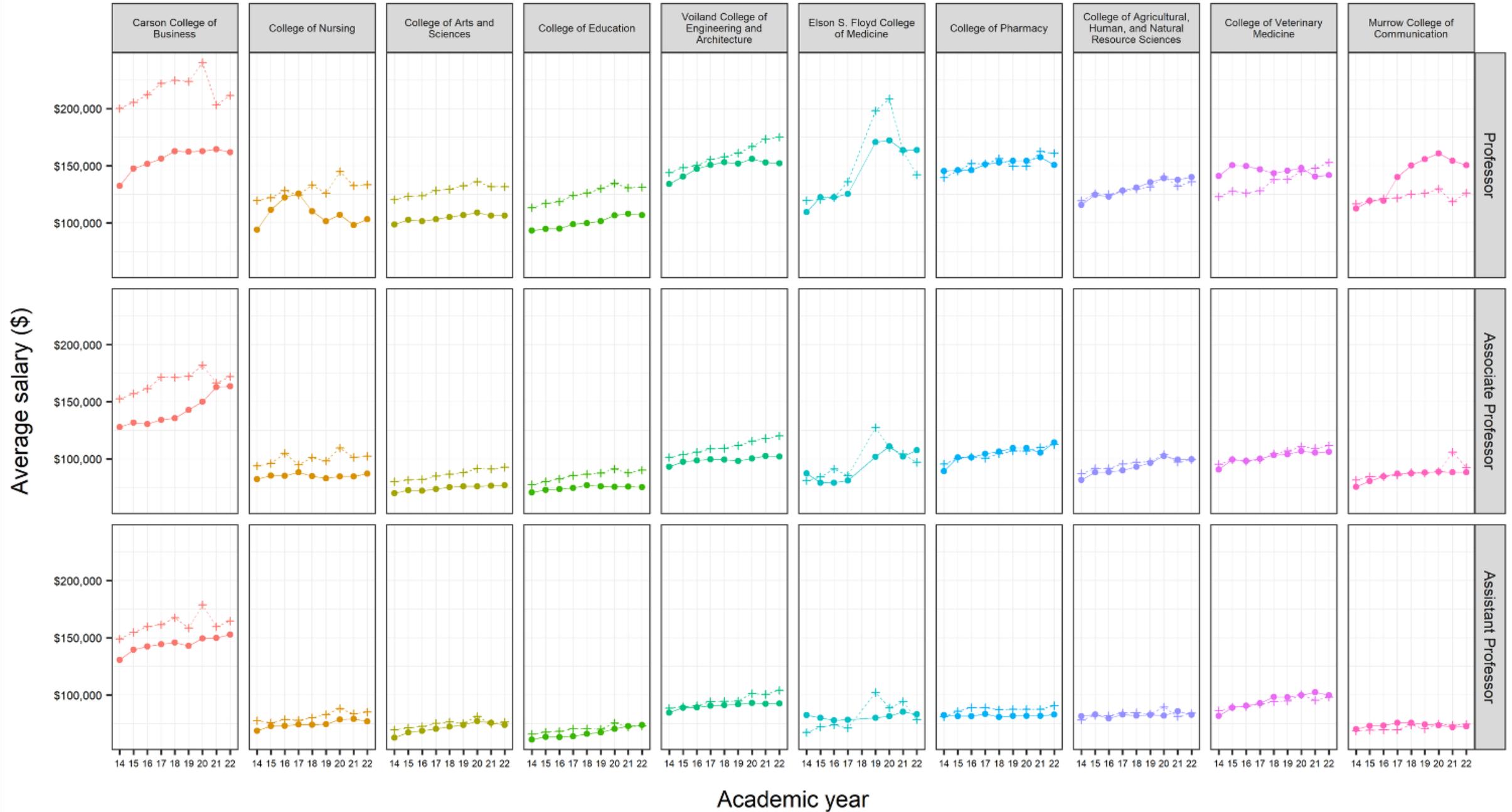
Professors, Associate Professors, Assistant Professors

+ Peers
● WSU

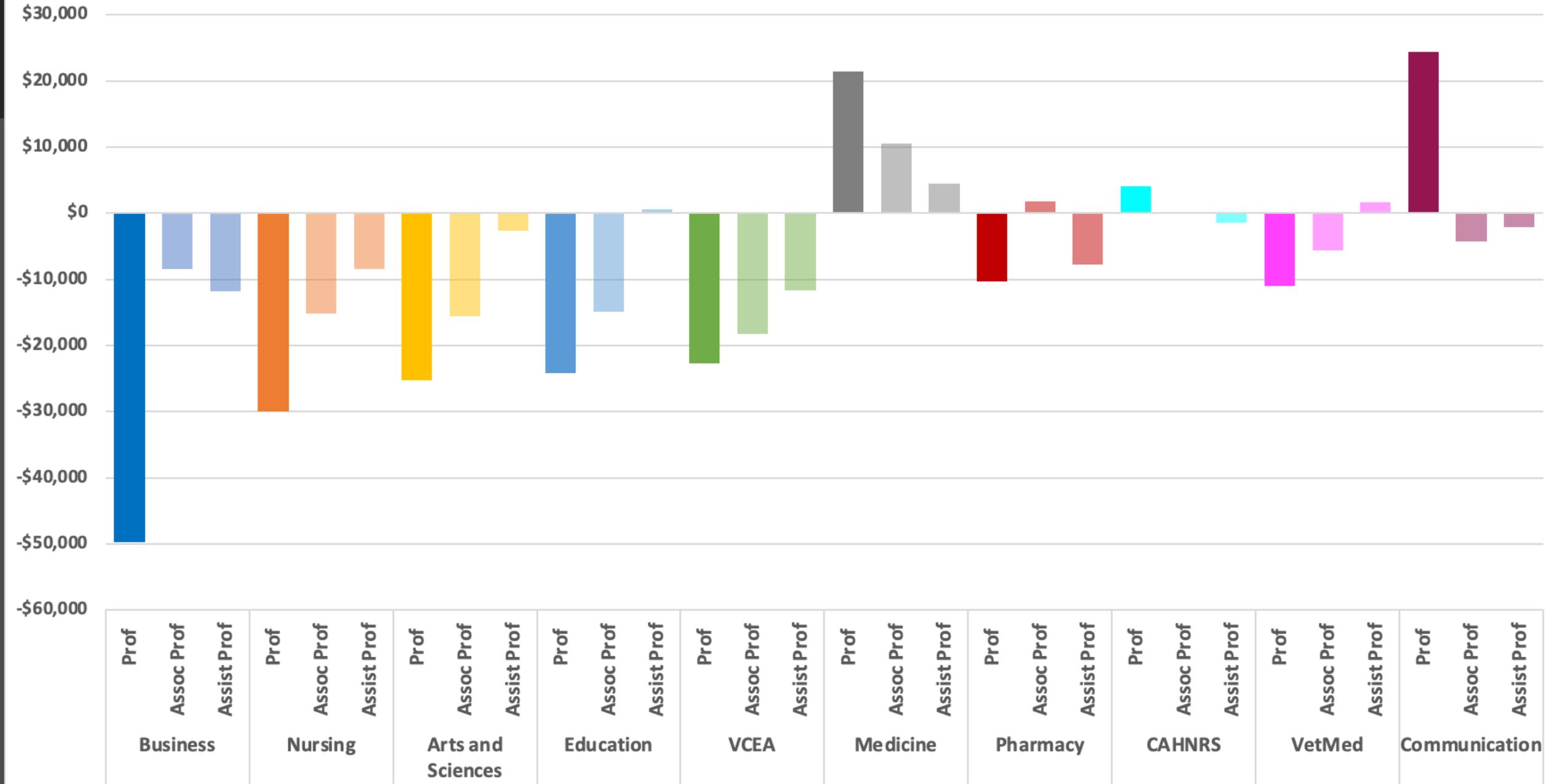


WSU salary or peers salary, by college and rank

WSU = solid line, peers = dashed line



2022 WSU Salary Gap from Peer Average, by College and Rank

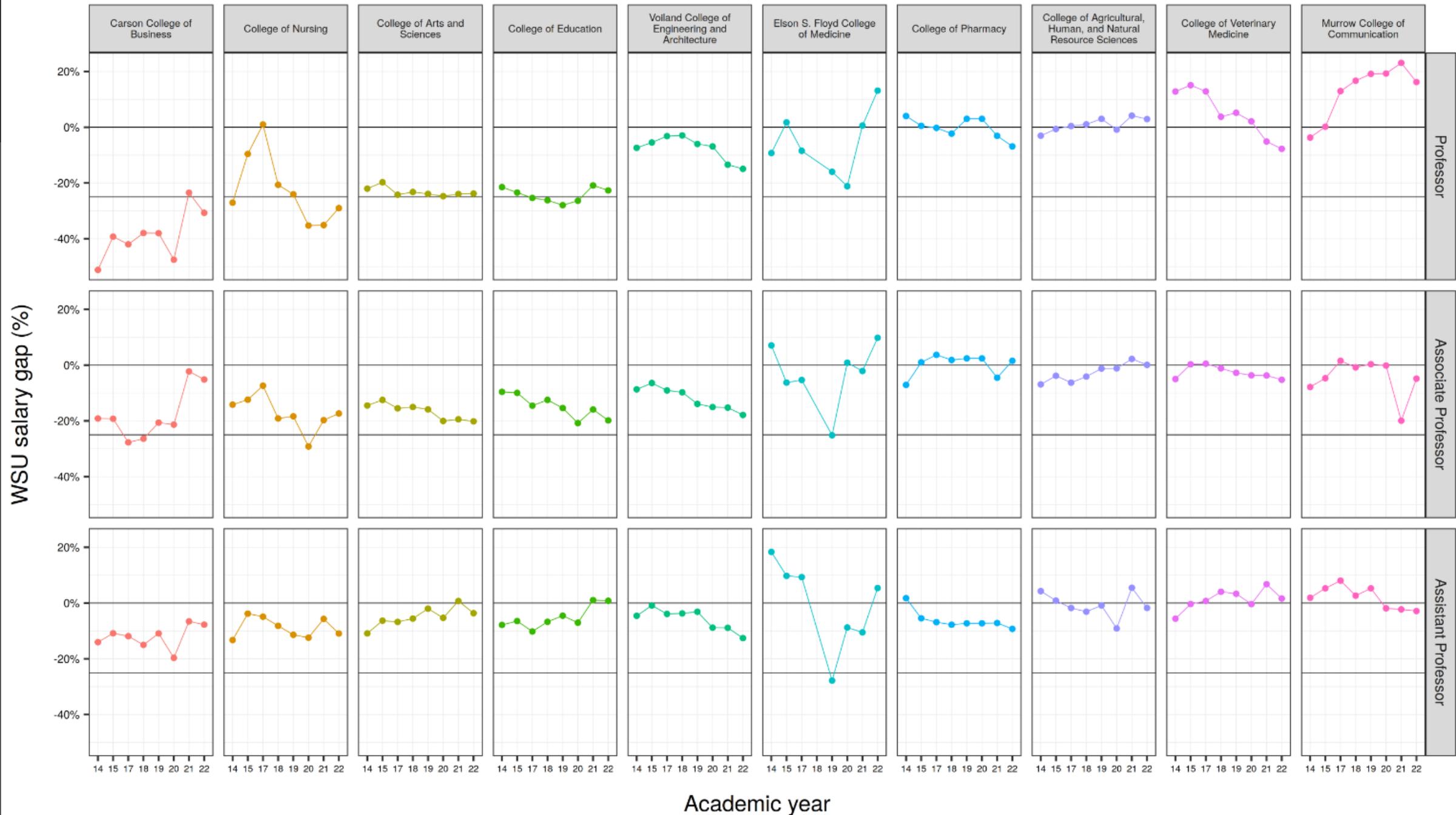


Background Information



WSU

WSU salary gap, by college and rank (percentages)



Count of WSU's legislative peers reporting to the OSU survey each academic year.
Reporting tenure-track vs. non-tenure-track separately was optional.

Academic year	<i>n</i> peers reporting	<i>n</i> peers reporting tenure-track	<i>n</i> peers reporting non-tenure-track
2014	22	17	13
2015	22	18	14
2016	21	17	14
2017	21	18	14
2018	21	18	16
2019	21	19	18
2020	20	20	19
2021	20	20	19
2022	20	19	19

Notes from Institutional Research

- Faculty salary values were compiled by Washington State University's Office of Institutional Research (<https://ir.wsu.edu/>) for the purpose of contributing to the annual "Faculty Salary Survey by Discipline" survey conducted by Oklahoma State University (OSU). This is a nationwide survey of average faculty salaries by discipline for doctoral degree-granting institutions, which officials can use for salary budget decisions.
- Only full-time instructional faculty are included. Full-time is defined as 1.00 full-time equivalent (FTE), until academic year 2022 (Fall 2021) at which time tenure-track positions ≥ 0.75 FTE were considered full-time. Salaries are reported on a nine-month academic-year basis for all WSU campuses combined. Tabulated values are available at <https://ir.wsu.edu/private-faculty-salary-data/> and in supplemental materials. For the OSU survey, WSU always separately reported both tenure-track and non-tenure track faculty, but peer reporting varied per Table 1 below.
- Salary gaps are based on comparison with 22 peer institutions listed at <https://ir.wsu.edu/legislative-peers/>. WSU compares itself to these research universities as mandated by the Washington State Legislature. Each peer institution is a public, land-grant, research university with a veterinary medicine program.
- In 2020, the U.S. Department of Education revised the Classification of Instructional Programs (CIP) codes that define instructional disciplines. Therefore, the disciplines for each WSU College may vary over time. In Fall 2021, the source system for WSU employee data changed from AIS to Workday.
- Values in the Elson S. Floyd College of Medicine vary because the units/departments included in the College varied over time and had relatively few faculty members in some years. Medical CIP codes were also substantially restructured in the 2020 U.S. Department of Education revisions.



EM Update for the Board of Regents

March 9, 2023

Saichi Oba, Vice Provost for Enrollment Management

Spring 2023

- Overall enrollment for the system is 25,153, -6.5% (-1,746) compared to last spring.
- New first year students increased by 4% and new transfer students increased by 9.5% this spring.
- The fall-to-spring retention is up overall for full-time first-year and transfer students at 91.2% and 91.8%, respectively (both increases over last year).

Enrollment tensions

- Long tail of Covid-19.
- Rural, residential universities taking longer to recover.
- Community and Technical College slow return impacts transfers.

What we are doing

- Common App launched on August 1.
- Helping families with costs/affordability.
- We have stepped up recruitment activities in WA, CA, and other key states.
- We have guaranteed admission to WSU to 8,000 WA high school students through the significantly expanded Guaranteed Admission Program.

What we are doing (cont.)

- Partnering with community colleges to remove barriers and streamline the transition between institutions.
- Spring: 100+ upcoming high school visits, college fairs, transfer visits, etc.
- Expanded the Western Undergraduate Exchange (WUE) program.

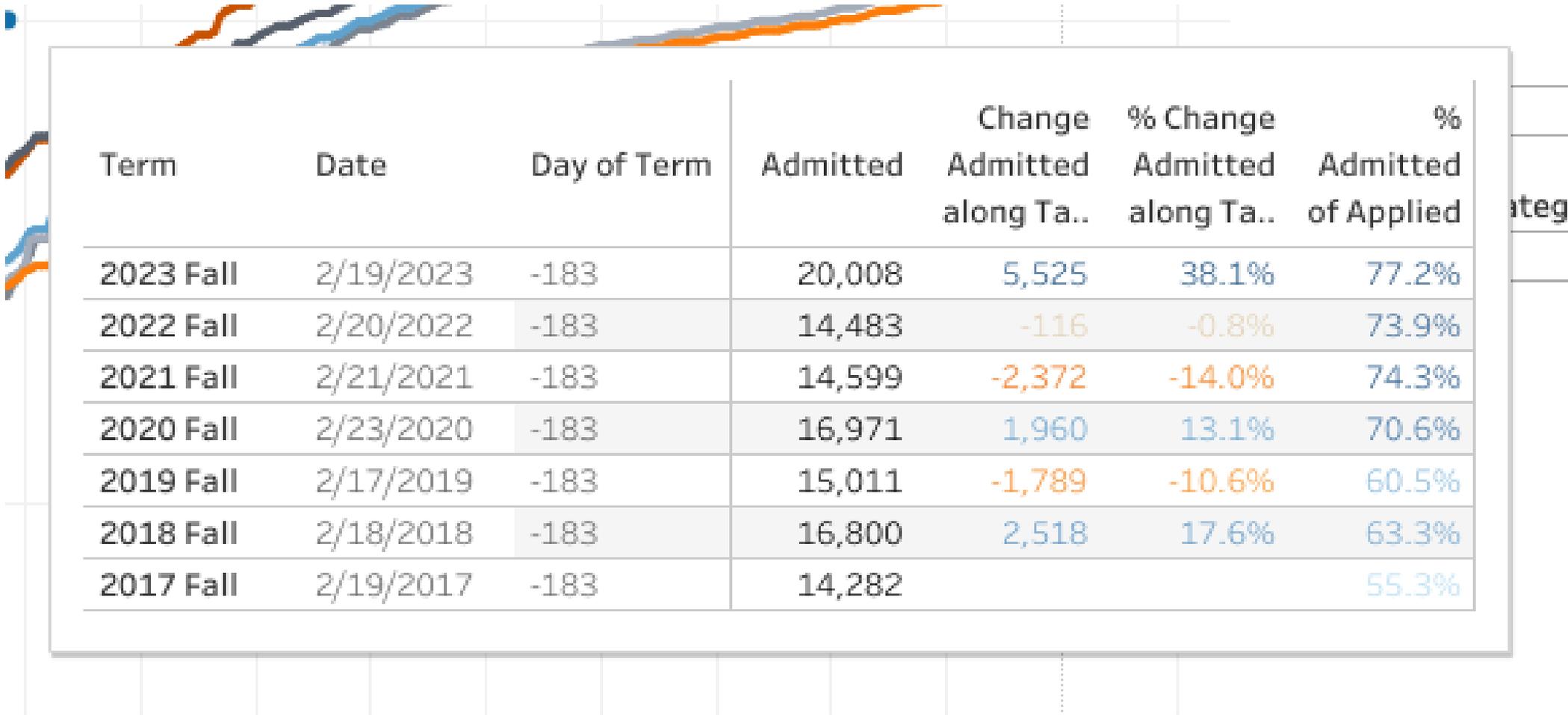
New applications

Term	Date	Day of Term	Applied	Change Applied	% Change Applied ..
2023 Fall	2/19/2023	-183	25,906	6,301	32.1%
2022 Fall	2/20/2022	-183	19,605	-33	-0.2%
2021 Fall	2/21/2021	-183	19,638	-4,413	-18.3%
2020 Fall	2/23/2020	-183	24,051	-765	-3.1%
2019 Fall	2/17/2019	-183	24,816	-1,736	-6.5%
2018 Fall	2/18/2018	-183	26,552	714	2.8%
2017 Fall	2/19/2017	-183	25,838		

Incc

/Etl

New admitted



Term	Date	Day of Term	Admitted	Change Admitted along Ta..	% Change Admitted along Ta..	% Admitted of Applied
2023 Fall	2/19/2023	-183	20,008	5,525	38.1%	77.2%
2022 Fall	2/20/2022	-183	14,483	-116	-0.8%	73.9%
2021 Fall	2/21/2021	-183	14,599	-2,372	-14.0%	74.3%
2020 Fall	2/23/2020	-183	16,971	1,960	13.1%	70.6%
2019 Fall	2/17/2019	-183	15,011	-1,789	-10.6%	60.5%
2018 Fall	2/18/2018	-183	16,800	2,518	17.6%	63.3%
2017 Fall	2/19/2017	-183	14,282			55.3%

atego

Push to Fall 2023

- We need to improve confirmations for Fall 2023
- Admissions and Preview Events
- New Coug Orientation
- Start planning for Fall 2024

Discussion

–

Thank you!

Saichi Oba

saichi.oba@wsu.edu

Focused Discussion #2

Update on WSU marketing activities
(Phil Weiler)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Update on WSU marketing activities

SUBMITTED BY: Phil Weiler, Vice President for Marketing and Communications

SUPPORTING
INFORMATION:

In May 2022, the Board of Regents received a report on an initial investment of \$350,000 in one-time funds to help relaunch WSU's marketing program. The university has not funded a recurring budget for marketing efforts since 2008.

A portion of this \$350,000 was used to conduct an external perception study of the university and a separate competitive analysis of the regional higher education marketplace. The remainder was reserved to select a marketing agency to assist the university in developing a multi-year brand marketing strategy.

Since that May meeting, President Schulz has allocated an additional \$750,000 in one-time dollars to address immediate marketing needs as well as to help support the first year of the brand marketing strategy.

This information item is intended to update the Board of Regents on the university's marketing efforts including the statewide brand awareness campaign, the university achievements campaign, enhanced student recruitment marketing activities, and progress on the multi-year brand marketing strategy.

Time will also be available for extended discussion.

WSU Marketing Update

WSU Board of Regents
Strategic and Operational Excellence Committee
March 9, 2023



Recap

President allocated \$350,000 in one-time funds in April 2022

No recurring funding since 2008

Based on other universities our size, WSU should spend approx. \$3.2M annually



Update

President invested an additional \$750,000 in one-time funds in November

The \$1.1M will:

- Address immediate marketing needs
- Lay groundwork to relaunch marketing program



Immediate Marketing Needs



1) Statewide brand awareness campaign

TELLING THE WSU STORY

- Monthly statewide digital campaign



Statewide brand awareness campaign

TELLING THE WSU STORY

- Topics include:
 - Improving lives in WA
 - WSU Extension
 - Rural healthcare in WA
 - Food safety
 - Emerging Hispanic Serving Institution
 - Power of Cougar Nation
 - Strengthening the WA economy
 - Water resources



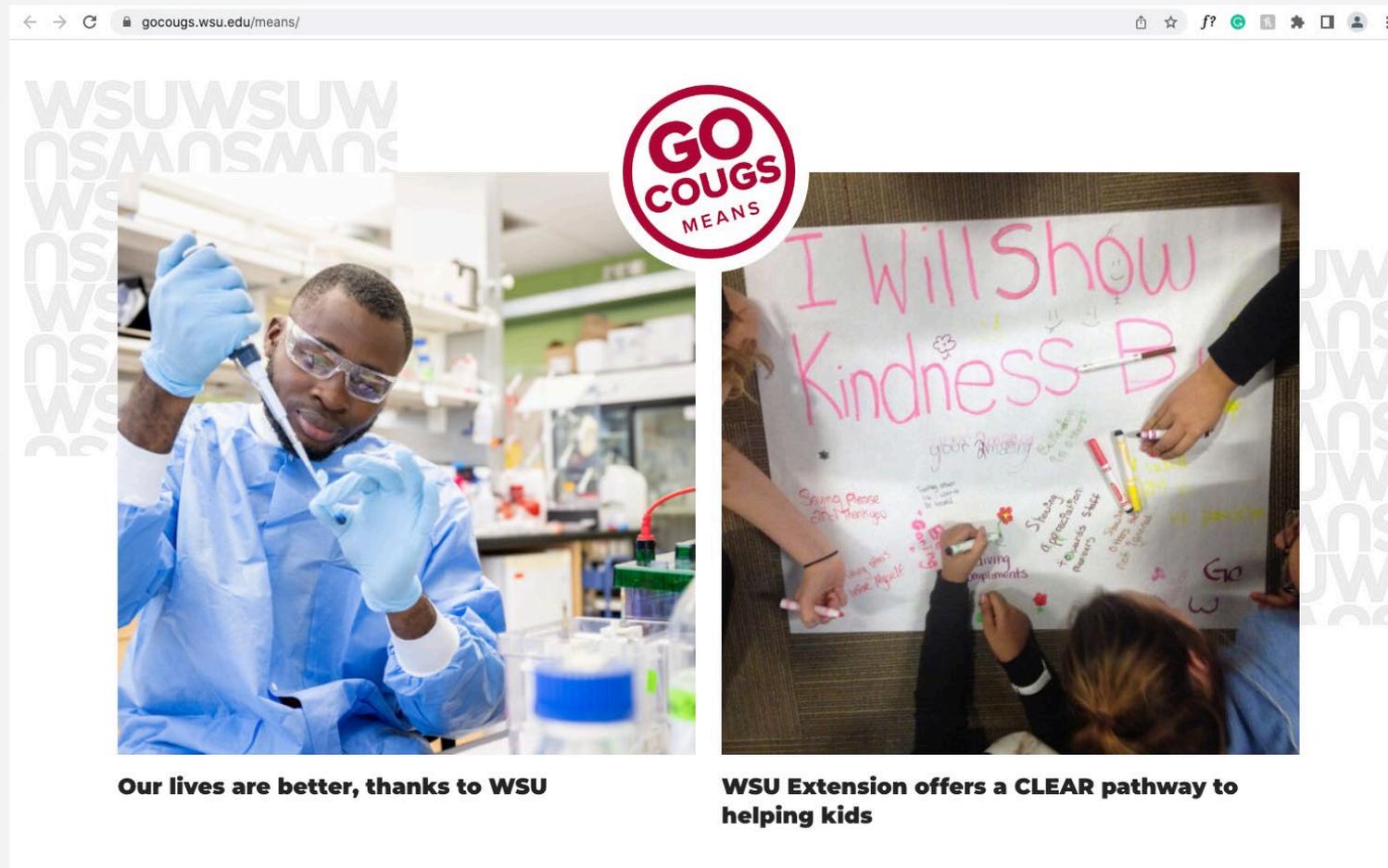
Statewide brand awareness campaign

- Theme: “Go Cougs Means...”
- Monthly story with video
- Promoted through paid digital advertising:
 - Seattle Times
 - Geekwire
 - Spokesman- Review
 - Tri-City Herald
 - The Columbian
 - Social media (organic and paid)



Statewide brand awareness campaign

- Stories collected on Go Cougs Means website



The screenshot shows a web browser at the URL gocougs.wsu.edu/means/. The page features a repeating pattern of 'WSU' and 'NSM' in the background. A circular logo with 'GO COUGS MEANS' is positioned between two images. The left image shows a scientist in a lab coat and gloves using a pipette. The right image shows a group of people writing on a large whiteboard with the heading 'I Will Show Kindness By'.

Our lives are better, thanks to WSU

WSU Extension offers a CLEAR pathway to helping kids



Statewide brand awareness campaign

- Go Cougs Means...A Better Life



Statewide brand awareness campaign

- Go Cougs Means...Community



2) WSU Achievements campaign

- Four to five major research, academic, or philanthropic achievements
 - Earned media – news coverage
 - Emphasis on securing Seattle news coverage



WSU Achievements campaign

- Paid media – advertising
 - Print and digital
 - Seattle Times
 - Geekwire
 - Spokesman-Review
 - Tri-City Herald
 - The Columbian
 - Moscow-Pullman Daily News
 - Social media (organic and paid)



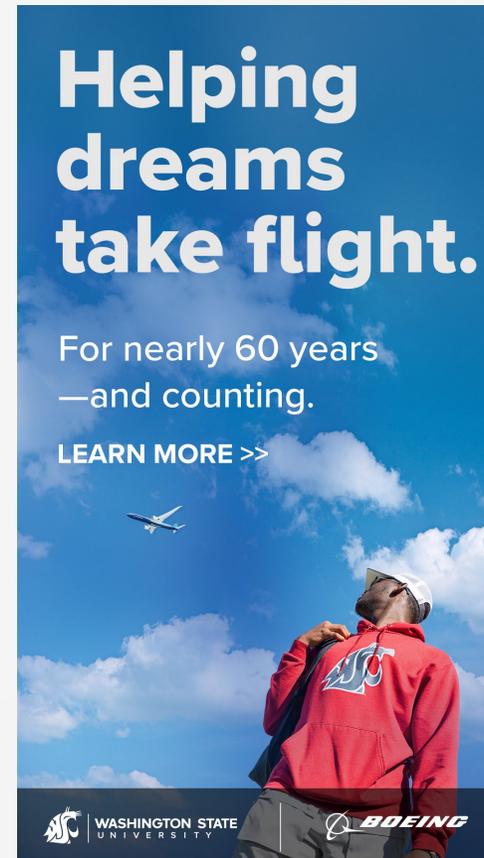
WSU Achievements campaign

- Higher ed audiences
 - Chronicle of Higher Education
 - Inside Higher Ed



WSU Achievements campaign

- Examples:
 - Boeing Company gift



WSU Achievements campaign

- Examples:
 - Boeing Company gift
 - Sustainable aviation research story



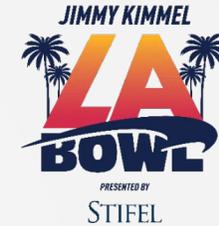
WSU Achievements campaign

- Examples:
 - Pediatric residency program
 - Will be first pediatric residency program east of Cascades



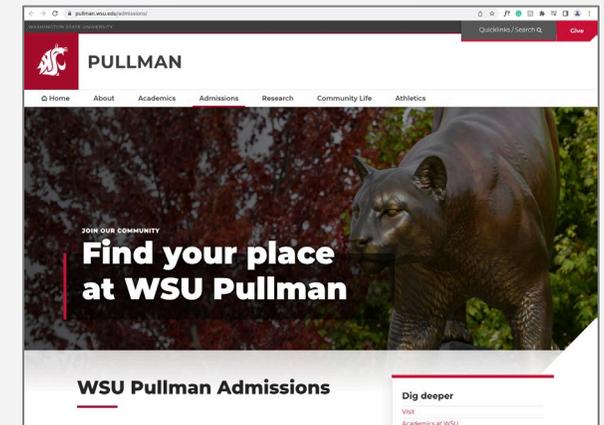
3) Enhanced student recruitment marketing

- Jimmy Kimmel LA Bowl promotion - Dec. 2022
- Geofencing - Apply Now campaign
- Expanded system-wide financial aid campaign
 - Affordability website
 - Affordability video



Enhanced student recruitment marketing

- Extended yield and melt campaigns
- FAFSA/WAFSA campaign (fall 2023)
- Extended College Bound promotion (fall 2023)
- New [WSU homepage](#), [WSU Pullman](#), and [WSU Pullman Admissions](#) websites



Rebuilding Marketing Program



4) Foundational tools

- Search engine optimization tool
- Quarterly media impact reports
- Video asset management software
- Project management tool



5) Multi-year brand marketing strategy

- Hired a brand marketing firm
- Deliverables
 - Market research to benchmark reputation
 - Messaging platform for each campus/system
 - Roadmap to build brand awareness and reputation
 - Integration of brand marketing with enrollment marketing efforts



Funds are one-time only

- Sustained funding necessary to execute brand marketing plan
- Brand marketing strategy will determine annual budget needs
- Benefits of marketing done well
 - Positive impact on revenue
 - Tuition revenue - increased enrollment
 - Philanthropic giving - comprehensive campaign
 - State/Federal support
 - Reputation
 - Rankings
 - Faculty recruitment



Discussion





Agenda
Academic and Student Affairs Committee
Thursday, March 9, 2023
1:00 p.m. – 2:00 p.m.

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

Committee Members: Enrique Cerna (Chair), Reanne Chilton, Lura Powell, Judi McDonald, and Douglas Picha

Future Action Items

Section

- | | | |
|----|--|-----|
| 1. | Establish the Bachelor of Science Degree in Cybersecurity (<i>Chilton</i>) | A-1 |
| 2. | Establish the Bachelor of Science Degree in Pharmaceutical and Medical Sciences (<i>Chilton</i>) | A-2 |

Action Item

- | | | |
|----|--|-----|
| 1. | Proposed Revisions to the Washington Administrative Code (WAC) 504-24-30 – Undergraduate Housing Requirement (<i>Chilton/Taylor</i>) | A-3 |
|----|--|-----|

Information Item

- | | | |
|---|---|-----|
| 1 | Student Affairs System-Wide Update (<i>Chilton</i>) | A-4 |
|---|---|-----|

FUTURE ACTION ITEM #1

Establish a Bachelor of Science in Cybersecurity Degree (Elizabeth S. Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of a Bachelor of Science in Cybersecurity Degree

PROPOSED: That the Board of Regents establish a Bachelor of Science in Cybersecurity Degree

SUBMITTED BY: Elizabeth S. Chilton, Provost and Executive Vice President

**SUPPORTING
INFORMATION:**

The Voiland College of Engineering and Architecture proposes the establishment of the Bachelor of Science in Cybersecurity degree. The proposed degree will be delivered on the WSU Everett, Pullman, and Tri-Cities campuses.

The proposed new Bachelor of Science in Cybersecurity (BSCyber) degree program aims to meet the burgeoning demand for computer scientists with expertise in cybersecurity. In addition to learning in traditional computer science courses, students will take classes and learn crosscutting concepts and skills in confidentiality, integrity, privacy, risk, and adversarial thinking. The curriculum will include topics on security related to data, software, connection, cyber systems, and cybersecurity threats impacting organizations and society.

The proposed BSCyber program will be complementary to the existing BS in Computer Science (BSCS) and BS in Software Engineering (BSSE) programs at WSU. As sister disciplines, computer science (CS), software engineering (SE), and cybersecurity share the fundamentals of a computer science curriculum. Where they differ is in advanced courses—CS focuses on topics in machine learning, data science, algorithm design, distributed and networked systems, human-computer interfacing, pervasive computing, bioinformatics, and other topics of interest to the students. SE focuses on advanced courses in software design and development, software testing and validation, software maintenance, software security, and software management and integration. Cybersecurity focuses on security related to data, software, connection, cyber systems, and cybersecurity threats impacting organizations and society. Graduates in all three disciplines are in high demand among Washington state's computing and information technology industries.

The establishment for the new degree is aligned with and reflects WSU's mission and core themes:

- Produce highly qualified, much in demand, cybersecurity professionals.
- Provide access to high-quality baccalaureate degrees in science and engineering in Pullman, the North Puget Sound, and Tri-Cities regions.
- Produce work-ready graduates with experiential education and training.
- Meet the workforce needs of the state and region.
- Foster research in Cybersecurity at WSU.

The proposal was reviewed carefully and has support from the Provost's Office. This recommendation was recommended by the Faculty Senate on February 2, 2023. The Bachelor of Sciences in Cybersecurity degree proposal is available upon request.

The Voiland College of Engineering and Architecture proposes the establishment of the Bachelor of Science in Cybersecurity degree effective as soon as feasible.

FUTURE ACTION ITEM #2

Establish a Bachelor of Science in Pharmaceutical and Medical Sciences Degree (Elizabeth S. Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of a Bachelor of Science in Pharmaceutical and Medical Sciences Degree

PROPOSED: That the Board of Regents establish a Bachelor of Science in Pharmaceutical and Medical Sciences Degree

SUBMITTED BY: Elizabeth S. Chilton, Provost and Executive Vice President

SUPPORTING INFORMATION: The College of Pharmacy and Pharmaceutical Sciences proposes the establishment of the Bachelor of Science in Pharmaceutical and Medical Sciences degree.

This proposal is a collaborative effort between the College of Pharmacy and Pharmaceutical Sciences and the Elson S. Floyd College of Medicine (ESFCOM). It is exceedingly rare in this country for an undergraduate student to be able to take courses in any discipline of pharmaceutical sciences (pharmacology, medicinal chemistry, pharmaceuticals). There is a single program on the West coast (UC Irvine) and a smattering of programs on the East coast that provide undergraduate education in the pharmaceutical sciences. However, we know of no other program in the country that is similar to the program proposed herein, which will provide undergraduate education in both the pharmaceutical and medical sciences. As such, WSU believes that we can create a highly reputable program in this area with existing faculty in both colleges plus one new career-track faculty in ESFCOM and one staff to provide academic support of the program.

Five objectives were envisioned when creating the new undergraduate program in pharmaceutical and medical sciences:

- (1) to provide a springboard for highly trained students to enter health profession schools
- (2) to strengthen our graduate program
- (3) to bring new students into the WSU system
- (4) to serve as a catalyst for workforce development for the growing biotech sector in Spokane County

(5) to provide a pathway for place-bound graduates of Community Colleges of Spokane (CCS) to continue their education in a public, 4-year RI institution without leaving home

The latter two points will allow us to serve our immediate community of Spokane County and the northeastern region of the state directly, while points 1-3 will provide direct benefit to the WSU Spokane campus and WSU system. The target demographic for this program is comprised of graduates of CCS who have received an AA/AS degree. At present, the CCS system graduates well over 1,000 such students per year.

The proposal was reviewed carefully and has support from the Provost's Office. This recommendation was recommended by the Faculty Senate on February 16, 2023. The Bachelor of Science in Pharmaceutical and Medical Sciences degree is available upon request.

The College of Pharmacy and Pharmaceutical Sciences proposes the establishment of the Bachelor of Science in Pharmaceutical and Medical Sciences degree effective as soon as feasible.

ACTION ITEM #1

Proposed Revisions to the Washington Administrative Code
(WAC) 504-24-030 - Undergraduate Housing Requirement
(Elizabeth S. Chilton and Ellen Taylor)

March 10, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed Revision to WAC 504-24-030: Undergraduate Housing Requirement (WSU Pullman Campus)

PROPOSED: That the Board of Regents approve proposed revisions to WAC 504-24-030: Undergraduate Housing Requirement

SUBMITTED BY: Elizabeth S. Chilton, Provost and Executive Vice President and Chancellor, WSU Pullman

SUPPORTING INFORMATION: The rule change for WAC 504-24-030 is proposed in order to a) update and clarify rules around the First Year Living Requirement, b) improve the University's ability to respond to emergent student needs and special circumstances, and c) remove the option for first-year students to live in off-campus university-approved housing.

Historically, through a process known as University Approved Housing (UAH), WSU has approved a limited number of fraternity and sorority organizations to house first-year students who have become members of those organizations during the Greek Recruitment cycle that precedes each fall semester. In 2020, during the height of the COVID-19 pandemic, WSU Pullman implemented a hiatus of this program. In 2021, a workgroup of student fraternity and sorority leaders, alumni, and WSU staff was convened to fully evaluate the UAH program.

While this group recommended a modified, but continued, version of UAH going forward, campus leaders and administration have determined that given the risks and drawbacks associated with having first-year students living off campus, the UAH program will be ended in the Fall 2023.

This decision and update to the WAC will allow first-year students to have the full support and mentorship of residence hall professional staff, access to services to meet fundamental needs, and mental health

resources that, while available in other settings, are not as easily accessed nor as consistent.

The number of students impacted by the removal of the UAH option is relatively small for the campus community. Each year, approximately 260 first-year students choose to leave the residence halls for UAH facilities. On average, WSU Pullman houses nearly 5,000 students annually in its residence halls. We are one of just five PAC-12 institutions with the capacity to house our entire first-year class and provide the type of support we know benefits these students as they transition to higher education.

The financial impact to the Greek letter organizations who have participated in UAH is not insignificant and should be acknowledged. This decision was shared with those organizations in early 2022, so they will have had more than a year to plan, for the impact of not having first-year students live in their facilities. We also recognize the wide variety of positive experiences students engaged in fraternity and sorority life gain during their time at WSU. We are committed to supporting those efforts.

The rule change also clarifies that this current policy impacts residential campuses in the WSU system, i.e., those with on-campus residential facilities.

A public hearing for this rule change was held February 8, 2023, at 4:00pm. No written or verbal comments from the public were offered during that session.

ATTACHMENTS: Attachment A – Redline copy of WAC 504-24-030
Attachment B – Clean Copy of WAC 504-24-030

Attachment A

AMENDATORY SECTION (Amending WSR 20-23-059, filed 11/16/20, effective 12/17/20)

WAC 504-24-030 Undergraduate housing requirement. (~~((1))~~ ~~University recognized housing includes residence halls, and university-approved fraternities, sororities, and co-op houses.~~

~~((2))~~) Housing requirements for single undergraduate students on residential campuses. To the extent that room is presently available, as determined by the university, (~~(in an official university recognized living group,~~) all single undergraduate (~~(freshmen)~~) first-year students under (~~(twenty)~~) 20 years of age are required to live in (~~(organized living groups which are officially recognized by the university~~) a residence (~~(halls, fraternities and sororities)~~) hall for one academic year.

~~((a))~~) (1) Exemptions. Exemptions (~~(will be)~~) are considered when a student demonstrates to the Pullman campus vice (~~(president)~~) chancellor for student affairs or designee that either:

~~((i))~~) (a) The student has attended an institution of higher education as a regularly enrolled student for at least two regular semesters or three regular quarters (excluding summer sessions);

~~((ii))~~) (b) The student is living with immediate family in a family situation (mother and/or father; legal guardian; aunt or uncle; or grandparent(s));

~~((iii))~~) (c) The student has secured a statement from a physician or psychologist stating that residence in (~~(recognized student housing)~~) a residence hall would detrimentally affect the student's physical or mental health (~~(or emotional well-being)~~); or

~~((iv))~~) (d) The student demonstrates that living in (~~(recognized University housing)~~) a residence hall would cause undue financial hardship or other extraordinary hardship.

~~((b))~~) (2) Process. Applications for permission to reside off campus are available from Washington State University. Applications are reviewed and a determination is made whether an exemption (~~(will)~~) is to be granted. Persons applying for such exemption (~~(will be)~~) are informed of the decision in writing. Requests for reconsideration of the decision may be submitted to the Pullman campus vice (~~(president)~~) chancellor for student affairs or designee. The vice (~~(president)~~) chancellor or designee (~~(will)~~) evaluates the appeal and approves or (~~(deny)~~) denies the appeal.

[Statutory Authority: RCW 28B.30.150. WSR 20-23-059, § 504-24-030, filed 11/16/20, effective 12/17/20. Statutory Authority: RCW 28B.30.095, 28B.30.125 and 28B.30.150. WSR 95-07-044, § 504-24-030, filed 3/8/95, effective 4/8/95. Statutory Authority: RCW 28B.30.095, 28B.30.125, 28B.30.150 and chapter 28B.19 RCW. WSR 87-12-013 (Order 87-1), § 504-24-030, filed 5/26/87. Statutory Authority: RCW 28B.30.125 and 28B.30.150. WSR 80-07-015 (Order 80-2, Resolution No.

Attachment A

6/80-15), § 504-24-030, filed 6/11/80; Order 77-2, § 504-24-030, filed 8/3/77; Order 73-7, § 504-24-030, filed 10/5/73; Order 73-6, § 504-24-030, filed 8/1/73; Order 4, § 504-24-030, filed 10/20/71; Order 3, § 504-24-030, filed 8/5/71.]

AMENDATORY SECTION (Amending WSR 20-23-059, filed 11/16/20, effective 12/17/20)

WAC 504-24-030 Undergraduate housing requirement. Housing requirements for single undergraduate students on residential campuses. To the extent that room is presently available, as determined by the university, all single undergraduate first-year students under 20 years of age are required to live in a residence hall for one academic year.

(1) Exemptions. Exemptions are considered when a student demonstrates to the Pullman campus vice chancellor for student affairs or designee that either:

(a) The student has attended an institution of higher education as a regularly enrolled student for at least two regular semesters or three regular quarters (excluding summer sessions);

(b) The student is living with immediate family in a family situation (mother and/or father; legal guardian; aunt or uncle; or grandparent(s));

(c) The student has secured a statement from a physician or psychologist stating that residence in a residence hall would detrimentally affect the student's physical or mental health; or

(d) The student demonstrates that living in a residence hall would cause undue financial hardship or other extraordinary hardship.

(2) Process. Applications for permission to reside off campus are available from Washington State University. Applications are reviewed and a determination is made whether an exemption is to be granted. Persons applying for such exemption are informed of the decision in writing. Requests for reconsideration of the decision may be submitted to the Pullman campus vice chancellor for student affairs or designee. The vice chancellor or designee evaluates the appeal and approves or denies the appeal.

[Statutory Authority: RCW 28B.30.150. WSR 20-23-059, § 504-24-030, filed 11/16/20, effective 12/17/20. Statutory Authority: RCW 28B.30.095, 28B.30.125 and 28B.30.150. WSR 95-07-044, § 504-24-030, filed 3/8/95, effective 4/8/95. Statutory Authority: RCW 28B.30.095, 28B.30.125, 28B.30.150 and chapter 28B.19 RCW. WSR 87-12-013 (Order 87-1), § 504-24-030, filed 5/26/87. Statutory Authority: RCW 28B.30.125 and 28B.30.150. WSR 80-07-015 (Order 80-2, Resolution No. 6/80-15), § 504-24-030, filed 6/11/80; Order 77-2, § 504-24-030, filed 8/3/77; Order 73-7, § 504-24-030, filed 10/5/73; Order 73-6, § 504-24-030, filed 8/1/73; Order 4, § 504-24-030, filed 10/20/71; Order 3, § 504-24-030, filed 8/5/71.]



WASHINGTON STATE
UNIVERSITY

Serving Our Students

STATE OF STUDENT AFFAIRS ACROSS WSU

March 2023 | Board of Regents



QUESTION OF THE MOMENT

How are our students?

What we (and other institutions) are seeing:

- Decreased engagement and participation in services and programs.
- Increased demands for mental and physical health resources, as well as academic accommodation requests.
- External factors are more prevalent – death of family members, health concerns, stress from community/global events, etc.
- Lack of unofficial, word-of-mouth mentorship from older students.

However, most students are doing okay.

Student Affairs is here for all students, whether they are thriving or struggling.

An aerial photograph of a university campus in winter, covered in snow. The image features a central red rectangular overlay with white text. The background shows various campus buildings, including a prominent brick clock tower in the lower foreground, and snow-covered trees and parking lots.

THIS IS WHAT STUDENT AFFAIRS DOES

Crisis Support & Response
Fundamental Needs & Assistance
Community Building
Identity Development
Leadership & Community Engagement
Mentoring, Tutoring & Advising
Mental and Physical Health Support

Rebuilding traditions of engagement and what it means to be part of the Cougar family.



January Snapshots

PULLMAN

Supporting Student Success

- Crisis response and ongoing support
 - Listening sessions
 - Launching new personal safety and self-defense courses
 - Student Care Network referrals
- Campus-wide partnerships
- Celebrating 35 years of mentorship, advising, and tutoring in our Multicultural Student Centers
- Mental health services
- Physical health and fitness
- Leadership programming
- Student employment and training
- Re-establishing Living Learning Communities (LLC)
- Return of HEP (High School Equivalency Program)
- National awards for innovation and accountability for our Interfraternity Council
- Community engagement



TRI-CITIES

Supporting Student Success

- Cougar Cupboard Food Pantry
- Paid training program for students without work experience
- New Career Services coordinator
- Light therapy lounge and study space
- WSU Tri-Cities/Washington River Protection Solutions Co-op Program provides long-term paid internships with potential for future employment
- Faculty presentation of Student Care Network process and student support services
- Launch of Access Services Faculty Liaison Group
- Collective Healing Space
- WASC Grant Student Resource Navigator position filled
- Peer Career Coach Program
- First Gen Study Abroad



EVERETT

Supporting Student Success

- Engaging students through community service: Caring Cards and Valentines for the hospital
- Food pantry through WSAC grant
- In-person tutoring, building community and connection
- Faculty-led study abroad
- Newly transformed Student Success Center



VANCOUVER

Supporting Student Success

- Cougar Food Pantry utilization has increased
- Childcare reimbursement
- First Gen Men's Collective
- Revised academic reinstatement process
- Navigating health care
- Resource of the Week program with faculty

Resource of the Week

Financial Resources

Washington State University offers several programs and resources to support students' financial needs.

Emergency Support

- [Student Emergency Funds \(https://studentcare.wsu.edu/student-assistance/financial-assistance/\)](https://studentcare.wsu.edu/student-assistance/financial-assistance/) available for all currently enrolled students experiencing financial emergencies (housing, food, health care, etc.)

Financial Literacy

- [Cougar Money Matters \(https://cmm.wsu.edu/\)](https://cmm.wsu.edu/) a learning portal accessible to all students that supports financial wellness
- [Invest in Cougs \(https://provost.wsu.edu/investincougs/\)](https://provost.wsu.edu/investincougs/) a program that matches savings, offers peer mentoring, financial education, and individualized supports to alleviate financial barriers



For more information on Student Financial Services, visit:
<https://studentaffairs.vancouver.wsu.edu/financial-aid>



WASHINGTON STATE UNIVERSITY
VANCOUVER

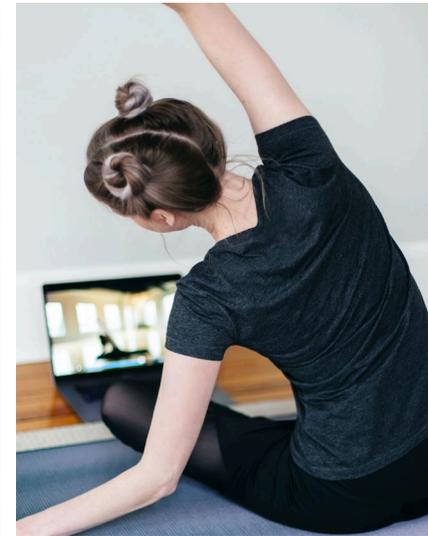
Questions? Contact van.finaid@wsu.edu or 360-546-9559



GLOBAL

Supporting Student Success

- Grocery reimbursement program
- Childcare vouchers
- Well-being workshops
 - Time management
 - Mental health
 - Stress management
 - And more
- Mobile mental health care
- Cougs for Recovery Global Campus chapter
- Student Care Network





WASHINGTON STATE
UNIVERSITY

Questions?

STATE OF STUDENT AFFAIRS ACROSS WSU





Agenda
Finance and Administration Committee
Thursday, March 9, 2023
2:45 p.m. – 4:30 p.m.

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

Committee: Lisa Schauer (Chair), Brett Blankenship, Heather Redman

Information Item

Section

- | | |
|---|-----|
| 1. Internal Audit Update (<i>Lopez</i>) | F-1 |
|---|-----|

Future Action Items

- | | |
|--|-----|
| 1. Academic Year 2023-2024 Tuition Rates (<i>Skinner/Westhoff</i>) | F-2 |
| 2. Academic Year 2023-2024 Services and Activities Fee Rate Changes (<i>Skinner/Westhoff</i>) | F-3 |
| 3. Academic Year 2023-2024 and Summer 2023 Services and Academic Fee Committee Allocations (<i>Skinner/Westhoff</i>) | F-4 |
| 4. WSU Pullman, Academic Year 2023-2024 Housing and Dining Rates (<i>Taylor/McDermott</i>) | F-5 |
| 5. WSU Pullman, Proposed Student Recreation Center Fee Increase (<i>Skinner/Taylor/McDermott</i>) | F-6 |
| 6. WSU Pullman, Fiscal Year 2024 Undergraduate Technology Fee Committee Allocations (<i>Skinner/Westhoff</i>) | F-7 |
| 7. WSU Vancouver, Fiscal Year 2024 Technology Fee Committee Allocations (<i>Skinner/Westhoff</i>) | F-8 |

Office of Internal Audit
Fiscal Year 2023 – Semi Annual Status Report
July 1, 2022 through December 31, 2022

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/Resources

- The Internal Audit team includes the Chief Audit Executive and four (1.0FTE) and one quarter (.25FTE) auditors – two positions vacant at 12/31/22.

Engaged Activities/Projects

Audits	IT Governance (FY 22) - engagement impacted by vacancy, planning engaged	
	Effort Certification (FY 22) - contracted auditor, liaison: Controller	
	Housing and Dining Facilities Procurement (FY 22)	Fieldwork
	PCard Administration	Planning
	Clery Act	Closed
	Service and Activity Fees	Planning
	Service Center: Billing	Fieldwork
	Visa Compliance: Workers	Planning
	Screening Processes	Planning
	Energy Program Project Billing	Planning
	Vendor Management (Third Party IT Risk)	Not Yet Engaged
	Cash Receipting: Decentralized	Not Yet Engaged
	Remote Work Activity	Not Yet Engaged
Follow up	IT issues - distributed areas	Active
	HIPAA compliance	Active
Continuous Tests thru Year	High Risk Transactions	
	Cyber Security IT Controls	
Investigations	2 active, 4 closed in preliminary	
Liaison	Active – FY 22 State Auditor’s Office (SAO) Single Audit	
	Active – FY 20, FY 21 SAO Accountability Audit	



Office of the Washington State Auditor

Pat McCarthy

Entrance Conference: Washington State University

The Office of the Washington State Auditor's vision is increased trust in government. Our mission is to provide citizens with independent and transparent examinations of how state and local governments use public funds, and develop strategies that make government more efficient and effective.

The purpose of this meeting is to share our planned audit scope so that we are focused on the areas of highest risk. We value and appreciate your input.

Audit Scope

Based on our planning, we will perform the following audit:

Accountability audit for July 1, 2019 through June 30, 2021

We will examine the management, use and safeguarding of public resources to ensure there is protection from misuse and misappropriation. In addition, we will evaluate whether there is reasonable assurance for adherence to applicable state laws, regulations and policies and procedures.

We plan to evaluate the following areas:

- Software conversion – Workday
- Selected IT security policies, procedures, practices, and controls protecting financial systems, IT systems and data – user access
- Payroll – electronic funds transfers
- Accounts payable – general disbursements, fuel cards, petty cash and electronic funds transfers
- Asset monitoring and use
- Financial condition – reviewing for indications of financial distress
- Compliance with bond debt covenants
- Accounts receivable – billing, adjustments and collections
- Open public meetings – compliance with minutes, meetings and executive sessions requirements

Engagement Letter

We have provided an engagement letter that confirms both management and auditor responsibilities, and other engagement terms and limitations. Additionally the letter identifies the cost of the audit, estimated timeline for completion and expected communications.

Levels of Reporting

Findings

Findings formally address issues in an audit report. Findings report significant results of the audit, such as significant deficiencies and material weaknesses in internal controls; misappropriation; and material abuse or

non-compliance with laws, regulations or policies. You will be given the opportunity to respond to a finding and this response will be published in the audit report.

Within 30 days of the issue of an accountability audit finding, SAAM 55.10 requires state agencies to provide a corrective action plan to the OFM Accounting Division. Upon completion of corrective action related to a finding, state agencies are required to submit a certification, signed by the agency head or designee, that the audit resolution process is complete. It is recommended that agencies discuss the completion of corrective action with their assigned OFM Accounting Consultant prior to submitting the certification.

Management Letters

Management letters communicate control deficiencies, non-compliance, misappropriation, or abuse that are less significant than a finding, but still important enough to be formally communicated to the governing body. Management letters are referenced, but not included, in the audit report.

Exit Items

Exit items address control deficiencies, non-compliance with laws or regulations, or errors that have an insignificant effect on the audit objectives. These issues are informally communicated to management.

Important Information

Confidential Information

Our Office is committed to protecting your confidential or sensitive information. Please notify us when you give us any documents, records, files, or data containing information that is covered by confidentiality or privacy laws.

Audit Costs

The cost of the audit is estimated to be approximately \$118,000, including travel and other expenses.

Expected Communications

During the course of the audit, we will communicate with Heather Lopez, Chief Audit Executive, on the audit status, any significant changes in our planned audit scope or schedule and preliminary results or recommendations as they are developed.

Please let us know if, during the audit, any events or concerns come to your attention of which we should be aware. We will expect Heather Lopez to keep us informed of any such matters.

Audit Dispute Process

Please contact the Audit Manager or Assistant Director to discuss any unresolved disagreements or concerns you have during the performance of our audit. At the conclusion of the audit, we will summarize the results at the exit conference. We will also discuss any significant difficulties or disagreements encountered during the audit and their resolution.

Loss Reporting

Washington state law requires all state agencies and local governments to immediately notify SAO if staff know or suspect loss of public resources, or of other illegal activity including a cyber-attack if it resulted in a loss of public resources or potentially impacted financial records or systems. State and local government employees should alert us to suspected fraud through the online Report a Suspected Fraud or Loss form below. These

notifications can be made on our website at www.sao.wa.gov/report-a-concern/how-to-report-a-concern/fraud-program/.

Peer Reviews of the Washington State Auditor's Office

To ensure that our audits satisfy *Government Auditing Standards*, our Office receives external peer reviews every three years by the National State Auditors Association (NSAA). The most recent peer review results are available online at www.sao.wa.gov/about-sao/who-audits-the-auditor/. Our Office received a “pass” rating, which is the highest level of assurance that an external review team can give on a system of audit quality control.

Emerging Issues

Some of the emerging issues affecting state governments are the following:

Reporting Cybersecurity Issues

State and local governments may be required to report cybersecurity issues, including security breaches and cyber fraud.

- Reporting is required to the Attorney General's Office (AGO) if a single security incident affects more than 500 Washington residents. You can find out more about reporting requirement to the AGO at www.atg.wa.gov/data-breach-notifications.
- Reporting to SAO may also be necessary if the event involves financial records or finances. The requirement to report is not dictated by the number of affected parties, or whether you experienced a financial loss. You can find more information on our website at <https://sao.wa.gov/has-your-government-experienced-a-security-issue-here-is-when-and-how-to-report/>.

Working Together to Improve Government

Audit Survey

When your report is released, you will receive an audit survey from us. We value your opinions on our audit services and hope you provide us feedback.

Audit Team Qualifications

Sadie Armijo, CFE, Director of State Audit and Special Investigations – Sadie has been with the Washington State Auditor's Office since 1998. She oversees most of the state audits our Office performs. Teams under her direction include the Financial Audit team, which conducts accountability audits, as well as the annual audit of the State of Washington Annual Comprehensive Financial Report and other financial statement audits. The Single Audit team performs accountability audits and the State of Washington Single Audit, which examines state agencies' compliance with federal grant requirements. The third team Sadie leads is the Whistleblower team, which investigates assertions of improper governmental actions at state agencies. She previously was an Assistant Director of Local Audit for five years. Phone (564) 999-0808 or Sadie.Armijo@sao.wa.gov

Jim Brownell, Assistant Director of State Audit and Special Investigations – Jim has been with the Washington State Auditor's Office since 2005. As Assistant Director, he assists with the statewide oversight and management of most audits of state government, including fraud and whistleblower investigations. His notable work experience includes audits of the state's Annual Comprehensive Financial Report (ACFR), Statewide Single

Audit (SWSA) – including Medicaid and accountability audits of multiple state agencies. Phone: (564) 999-0872 or Jim.Brownell@sao.wa.gov

Alisha Shaw, Program Manager – Alisha began her service with SAO in September 2000 as a College Career Graduate on Team Wenatchee after earning a Bachelor’s Degree in Business Management with an emphasis in accounting from Whitworth College. She joined Team Pullman in 2001, became an Assistant Audit Manager in June 2005 and became the Audit Manager of Team Pullman in February 2018. During her time with SAO, she has been the auditor-in-charge or supervisor of numerous local and state audits. Phone: (509) 919-2851 or Alisha.Shaw@sao.wa.gov

Larissa Nolte, Assistant Audit Manager – Larissa has been with the State Auditor’s Office since 2015. She has assisted on several local and state audits. She earned her Bachelor’s Degree in Professional Accounting from Eastern Washington University. Phone: (509) 329-3702 or Larissa.Nolte@sao.wa.gov

Caitlyn McGregor, Audit Lead - Caitlyn has been with the Washington State Auditor’s Office since 2020. Prior to working at SAO, she earned a Bachelor’s of Science Degree in Accounting and a Master of Accountancy Degree from University of Idaho. She has assisted on a number of local and state government audits. Phone (509) 329-3702 or Caitlyn.McGregor@sao.wa.gov

February 1, 2023

Stacy Pearson
Vice President for Finance and Administration and Chief Financial Officer
Washington State University
1815 NE Wilson Rd
Pullman, WA 99164

Dear Vice President Pearson:

Following is the final report for our audit of Clery Act. This report incorporates the comments provided by management in response to the draft report – the response in full is also included as an addendum. We concur in general with the corrective actions planned.

Based on the implementation dates included in the response, we will perform a follow-up review to determine whether management has acted upon our recommendations and whether the actions taken have achieved the desired effect.

We appreciate the cooperation and assistance provided by your staff during this review. Please let me know if we can be of further service.

Sincerely,



Heather Lopez
Chief Audit Executive, Internal Audit

cc: Kirk Schulz, President
Ellen Taylor, Vice Chancellor, Student Affairs
Victoria Murray, Associate Vice President, Safety, Business Affairs, & Campus Operations
Sharyl Kammerzell, Associate Vice President/Chief Compliance Officer
Holly Ashkannejhad, Director Compliance and Civil Rights
Gary Jenkins, WSU Pullman Chief of Police

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EXECUTIVE SUMMARY

The audit of Clery Act was included in the Fiscal Year 2023 Audit Plan as a result of risk assessment. The purpose of this audit was to determine whether the university’s controls provide reasonable assurance that Clery Act compliance requirements will be met.

Our review focused on the university’s policies, procedures and activities in place to provide for effective program oversight, including report development and communication, notifications processes, and other administrative activities necessary to support compliance with Clery Act. The audit scope did not include substantive testing of crime statistics, specifically, the accuracy of crime classification and count.

During the course of our work, we identified internal control weaknesses, defined as issues, to which we have assigned a risk rating ranging from high to low priority. A detailed description of the issues, our recommendations, and management’s responses are provided in this report.

Overall, we concluded internal controls were adequate to meet Clery Act requirements with noted exceptions related to: roles and responsibilities; standards and procedures; governance and oversight; education and training; and, monitoring. Specifically:

- 1.1 No Designated Clery Act Coordinator – High Risk
- 1.2 Oversight Committee not Formally Recognized – High Risk
- 1.3 Designation and Management of Clery Partners not Consistently Defined - Moderate Risk
- 1.4 Clery Roles not Included in Position Descriptions – Moderate Risk
- 1.5 No Alternate or Backup to System Partners – Moderate Risk
- 2.1 Lack of Written Direction for Defining and Updating Clery Geography – High Risk
- 2.2 Policies Referenced in ASR/ASFR not Current – Moderate Risk
- 3.1 Training on Clery Act is not Required for CSAs – Moderate Risk
- 4.1 No Independent Review of Reports and Statistics for Accuracy – Low Risk
- 4.2 No Timeline on Corrective Actions Presented by Quality Review – Low Risk

Summary of Issues by Risk Rating

Number of Issues – Total 10	Risk Rating
3	High
5	Moderate
2	Low

Areas of excellence

While we have a few recommendations related to elements of the Clery Model Project Plan (CMPP) and its implementation, these are not intended to minimize the efforts required to establish both the Multidisciplinary Committee and CMPP. We commend the tremendous efforts of the CCR Director and her work with system partners to initiate the development of a plan for compliance system-wide.

BACKGROUND

Campus safety and security is a major consideration for students and their families when deciding which school to attend. The Clery Act is founded on the premise that students and employees are entitled to accurate and honest information about the realities of crime and other threats to their personal safety and the security of their property. There are many requirements under the Act that institutions are required to comply with, and many partners that collaborate to help the university adhere to the requirements.

The Clery Act requires institutions:

- produce and distribute an Annual Security Report (ASR) containing its campus crime statistics, and several statements of policy, procedures, and programmatic information regarding issues of student safety and crime prevention.
- maintain a daily crime/fire log that is available for public inspection and to issue timely warnings and emergency notifications to provide up-to-date information about ongoing threats to the health and safety to the campus community.
- develop emergency response and evacuation plans.
- comply with the provisions of Violence Against Women Reauthorization Act (VAWA) aimed at preventing campus sexual assaults and improving the response to these crimes when they do occur.
- comply with the provision of the Drug-Free Schools and Communities Act (DFSCA) by developing and implementing a comprehensive drug and alcohol abuse prevention program (DAAPP) and certify to the Secretary that the program is in place, provide, on an annual basis, a DAAPP disclosure to all current students and all current employees, and conduct a biennial review to determine effectiveness of its DAAPP programs.

And, for those campuses that maintain student residential facilities, institutions must develop missing student notification procedures and produce and distribute an annual fire report containing fire statistics and important policy information about safety procedures, fire safety and suppression equipment, and what to do in the case of a fire.

Institutions must comply with the Clery Act requirements for each separate campus. For WSU, the requirements extend to the following campuses: Pullman (planning and reporting currently incorporates Extension & Bremerton), Vancouver, Spokane (incorporates Yakima), Everett and Tri-Cities.

Compliance with Clery Act has not been previously audited by Internal Audit. An audit of this area was included in the FY 2020 schedule of audits and some planning was initiated but the audit project was tabled as it coincided with a few events: the onset of the COVID-19 pandemic and related shifting of priorities; a newly created Compliance and Risk Management unit under Finance and Administration (and appointment of the first Chief Compliance Officer – March 2020); and, the existing unit Compliance and Civil Rights (CCR) was actively working with partners across the system to develop a plan for managing compliance with Clery. Pushing the audit forward to a subsequent period provided an opportunity for management to further develop and implement activities surrounding compliance, especially under new Compliance leadership oversight.

The university had been the subject of an external program review of Clery Act in 2010 (scope period calendar years 2007 and 2008). The scope of procedures were limited to WSU Pullman campus. The review, performed by the U.S. Department of Education (Department), coincided with a quality assurance review conducted by the Federal Bureau of Investigation's (FBI's) Criminal Justice Information Service (CJIS) Audit Unit. The Department was partnering with the CJIS Audit Unit to ensure accurate crime reporting on America's college campuses. The CJIS Audit Unit focused on law enforcement agencies' reporting practices and crime statistics. The Department focused on compliance with other elements of Clery Act, specifically, the Annual Security Report (ASR) and in consideration of and incorporating the CJIS review scope. The results of the external program review, including recommendations for correction, were communicated to senior leadership, whose response to the findings were included in the Final Program Review Determination Letter. In addition to correcting issues (cited as Findings) related to offense classification and reporting, programmatic and administrative recommendations included: 1) designate a single administrator with the appropriate authority, knowledge and resources as the Clery Compliance Coordinator (the university reported designation of a police department lieutenant in this role); 2) provide Clery Act training and establish uniform standards for report writing (the chief of police implemented training for improved report writing, with the intent to extend that training to others responsible for Clery Act compliance); and, 3) improve timely warning and ongoing reporting processes (department policy was revised with respect to preparation of the daily crime log and warning distribution requirements).

The Office of Compliance and Civil Rights (CCR) is a central resource for technical guidance regarding many compliance areas, including Clery Act. To effect compliance with Clery Act, CCR led in the formation of a Multidisciplinary Committee in calendar year 2020, with members comprised of key personnel across campuses and representing the areas of Compliance, Public Safety/Police, Student Affairs, Communications, Emergency Management, Human Resources, Fire Safety (for campuses with on-campus housing), and International Programs. This Committee developed a Clery Model Project Plan (CMPP) in calendar year 2021, and accompanying spreadsheet and templates, to provide a roadmap for Clery compliance at WSU system-wide. The plan is not a procedure or policy document but is used as a checklist of required items and milestones.

Since its creation, the CMPP provided that each campus should be following the plan in identifying and managing their localized Clery Committee. CCR has continued to lead the efforts for compliance with a Clery Committee for WSU Pullman (to include Pullman, Extension, and Bremerton). At WSU Vancouver, a Clery Committee was formed in 2021. While a Clery Committee has not been formalized for each of the Spokane, Everett and Tri-Cities campuses, designated personnel from each location continue to be engaged with the larger Multidisciplinary Committee and look to the guidance and templates provided through the CMPP to publish their own ASR/ASFR (Annual Security Fire Report). Copies of the required reports are also made available on each campus's website.

The members of the Multidisciplinary Committee, also act as Campus Security Authorities (CSAs) who serve as point of contact for intake of cases for further analysis and investigation, as needed.

SCOPE and AUDIT METHODOLOGY

The audit scope focused on procedures in place, system-wide, to ensure Washington State University's compliance with Clery Act during Fiscal Year 2022 and through September 2022. Audit planning began July 8, 2022 with fieldwork engaged October 3 through December 12, 2022. For tests of required elements of the ASR/ASFR, we reviewed the 2021 calendar year reports, published October 1, 2022, and as posted on the website for each of the WSU Campuses: Pullman (includes Extension and Bremerton), Vancouver, Spokane (includes Yakima), Everett and Tri-Cities.

The audit program for this audit was developed using the U.S. Federal Sentencing Guidelines for Organizations (FSG) as a guideline. Compliance programs established and maintained within the framework of the FSG not only meet legal and contractual requirements but also help ensure efficient operations and financial security. The guidelines list seven fundamental elements upon which organizations should structure their internal controls. Accordingly, audit objectives included performing procedures to evaluate internal controls within each of the following five elements:

1. Standards and Procedures
2. Governance and Oversight
3. Education and Training
4. Monitoring and Auditing
5. Reporting

FSG elements not included in audit scope (auditor judgment) included:

6. Internal Enforcement and Discipline
7. Response and Prevention

To accomplish audit objectives, we reviewed policies and procedures, conducted interviews and walk-throughs with key process owners, and reviewed relevant documentation.

ISSUES, RECOMMENDATIONS and MANAGEMENT RESPONSES

The following lists the issues presented to management. Each issue represents a condition, error or internal control weakness identified during the audit that may have a negative impact on the university's or unit's ability to comply with laws and regulations or University policies and procedures.

For each issue, we prepared recommendations to address the situation and requested management's plan for corrective action and a timeline for implementation. We will follow up with management to determine whether corrective action has been implemented in the timeline established for each issue.

Issue 1: Clery Act Roles and Responsibilities are not Clearly Assigned

An institution must demonstrate that it is capable of adequately administering the program in accordance with Clery Act requirements. To do this it is essential to assign or designate adequate resources to ensure that program activities are performed properly and appropriately supervised.

Impact of Inadequate Controls

Inadequate role designation, and empowered authority behind that assignment, may result in an inability to hold individuals accountable for Clery activities, or provide for effective and efficient changes to program requirements, impacting the institution's ability to provide assurance of compliance.

1.1 No Designated Clery Act Coordinator – High Risk

There is no formal system-level Clery Coordinator designation. As a result of the 2010 Department of Education program review, the WSU PD police lieutenant had been designated by the then-Chief of Police as WSU's designated Clery Coordinator. With significant leadership changes in Pullman PD in 2022, new leadership was not made aware of the coordinator designation (declared in 2010) or the respective inherited responsibility. Then, there have been significant changes in organization outside of the police department. For instance, between 2010 and current date, the CCR unit has grown in number of resources (from one part time individual to its current size of twelve) and responsibilities (changes in Title IX and other compliance requirements), and, at a higher level, the creation (in April 2020) of the Chief Compliance Officer position to manage the new Office of Compliance and Risk Management.

Further, and most importantly, the University itself has changed in size, geographical reach and composition in its move towards a System model. Clery Act compliance requirements are not isolated to one campus, nor are they isolated to campus public safety. Effective compliance requires engagement and collaboration among multiple disciplines across campuses and geographical areas, and across the system.

Recommendation

Formally identify and designate individual(s) responsible for leading and managing Clery Act requirements for the University system. This designation should be approved or acknowledged at the highest level of system leadership to provide for actual and

empowered authority needed to carry out the appropriate oversight and enforcement across campuses and locations and with personnel of varying levels of leadership.

Management Response

A draft Clery Coordinator appointment letter is under review. This letter designates the position within public safety, which is consistent with the majority of higher education institutions having public safety units. All other responses to these recommendations will flow from this designation.

Timeline: Draft under review, request to issue by the President by February 28, 2023.

1.2 Oversight Committee not Formally Recognized – High Risk

The Multidisciplinary Committee’s CMPP provides information and direction on how to carry out Clery compliance, however, the committee itself lacks formal recognition by system leadership as to its purpose, composition and authority beyond WSU Pullman.

Recommendation

If the Multidisciplinary Committee (aka Clery Committee – system level) is determined to stand as the University system’s governing body providing direction and oversight for Clery Act compliance across the system, the committee itself should be acknowledged and its authority recognized by system leadership, with its charge formalized in a charter or policy. As part of the charter or policy, the structure and organizational lines should be established delineating lines of reporting and responsibilities between individuals performing activities at program level, campus vs system level, and on a daily basis.

Management Response

The above referenced draft Clery Coordinator designation includes a requirement to establish a System-wide Clery Committee as a sub-committee of the University Compliance Committee, which is a presidential committee. This structure keeps the Clery compliance functions consistent with other system compliance functions including reporting to the Board of Regents through the Chief Compliance Officer, who chairs the University Compliance Committee.

Timeline: The Committee will be established after the formal appointment of the Clery Coordinator. The Committee membership will be identified and the initial meeting will be held by June 11 2023.

Risk 1.3 Designation and Management of Clery Partners not Consistently Defined - Moderate

Each campus location has partners to assure Clery compliance, sometimes referred to as ‘system partner’ or ‘Clery coordinator’. At the campus level, these individuals are responsible for updating the CSA list for their respective location, sending out CSA and Clery related communications, attend Clery training and provide guidance on requirements. These individuals are also instrumental at their campus level in coordinating with CSAs to complete the ASR/ASFR for their campus.

With regard to the system partner's responsibility to maintain the CSA listing, not all campuses are meeting expectations. One system partner was unaware of how to identify CSAs on his campus. On another campus, a list of CSAs who were significant contributors to the campus committee included several individuals who had been separated from the university before the audit scope period.

Although the CMPP defines who may be a CSA, the titles for these individuals are not consistent. A CSA is any person who has the authority and the duty to take action or respond to particular issues on behalf of the institution and includes:

- Campus police or security department of an institution
- Officials or offices designated to receive crime reports (security and parking staff)
- Individuals specifically designated by the campus
- The President's or Chancellor's office
- Student Services Staff
- Individuals responsible for security
- Individuals controlling entrance/access into institutional property
- Officials with significant responsibility for student and campus activities

Pullman listed 95 CSAs, Vancouver had 8 supervisors and 57 CSAs, yet, Tri-Cities noted one coordinator and Spokane and Everett provided no response as related to requests for list of CSAs and organizational charts delineating responsibilities. Further, the use of the term 'system partner' was confusing for some interviewed as they understood their role was as Clery coordinator and not system partner.

Recommendation

Processes for identifying and assigning system partners, distinct from CSAs, should be more consistently defined across the system, to include consistency in titles and formal identification in the system organization chart.

Management Response

This project will be on the agenda for the first meeting of the Clery Committee.

Timeline: The Clery Committee will have a process outline and timeline for implementation by December 31, 2023.

1.4 Clery Roles not Included in Position Descriptions – Moderate Risk

Responsibility for Clery Act compliance, and specific duties, are not always included in employee position descriptions. Defining roles in an individual's position description gives the employee ownership over that responsibility which also encourages accountability, provides a method of evaluation and allows for transition of that defined responsibility if the individual leaves the position.

Recommendation

To enable employee ownership of assigned responsibility, meaningful supervisory oversight and evaluation of employee performance, and provide for transition of duties,

expectations associated with an individual's Clery role should be clearly articulated in position or assignment documents.

Management Response

This project will be on the agenda for the first meeting of the Clery Committee.

Timeline: The Clery Committee will have recommended wording for position descriptions and the initial list of position descriptions to update by December 31, 2023.

1.5 No Alternate or Backup to System Partners – Moderate Risk

Some locations have no alternates to take on their designated responsibilities, or processes for the identification and training of an alternate individual to manage Clery Act responsibilities. Annual Security Report preparation is a year-long process and lengthy absences will impede the reporting process.

Recommendation

Management should review and update processes for identifying new and departing system partners to ensure continuity. In conjunction with charter or policy, guidelines and expectations for employee transition activity and continuity should be defined.

Management Response

The Clery Coordinator and the Director of Compliance and Civil Rights will work together to address this recommendation to build out continuity for Clery compliance.

Timeline: Substantive steps to address this recommendation shall be made by December 31, 2023, with a plan and timeline for completion, as needed, in 2024.

Issue 2: Improvements needed to Policies Governing Compliance with Clery Act

Policies and procedures related to ensuring compliance with Clery Act should be documented and organized, reviewed and approved, and readily available to individuals charged with carrying out responsibilities for the program.

Impact of Inadequate Controls

The ASR/AFSR includes statements, policies, procedures and programmatic information regarding important issues of student and campus safety. Also included are processes for issue of timely warning and emergency notifications, and crime and fire statistics. It is critical that the annual report is reviewed for accuracy, and holds current and relevant information, to ensure that those who may rely on the report for the statistics, or for the information on what to do in case of fire or other event, have the most current information.

2.1 Lack of Written Direction for Defining and Updating Clery Geography – High Risk

In the ASR, institutions are required to record crimes by location. Institutions must clearly define what their Clery geography is to ensure accuracy in crime reporting and also to inform the campus community of crimes and keep them aware and safe.

There is not a documented process for assessing and identifying Clery geography when there have been property changes (sale, purchase). It is not evident there has been an assessment of housing or property not contiguous to campuses but holding students, medical or clinical residents, international operations, and/or research partners, and which locations may require inclusion in Clery geography and the ASR/ASFR. Some of the Extension and Research sites have housing that has not been considered as Clery geography.

Recommendation

The CMMP, template, or other written policy and procedure documentation providing the direction for Clery compliance should incorporate a requirement for, and procedures to implement, periodic assessment of Clery geography.

Management may want to consider including representation from real estate and contracts office to its multidisciplinary committee to help with identifying changes to Clery geography due to sales, lease or acquisition.

Management Response

The Clery Coordinator will have this on the agenda for the first meeting of the Clery Committee as the top priority project for the committee. The Clery Committee will identify a specific work group for this project.

Timeline: The work group will have a draft policy and process by December 31, 2023, and implementation will be completed by June 30, 2024.

2.2 Policies Referenced in ASR/ASFR not Current – Moderate Risk

According to the University Policy on Policies (Executive Policy, EP 5), the department responsible for the policy must ensure that the policy/procedure document reflects the current practices and is consistent with current legal requirements. The responsible department must review the document at least once every three years and update it as necessary in conformance with the procedures provided in the policy. According to the Director of Procedures, Records and Forms, when a policy is reviewed but has no changes, a 'reviewed' date would be added to the posted policy. Several policies relied upon for development of the ASR/ASFR, if not directly referenced in the document, have not been reviewed in accordance with the three year timeline for published policies. Specifically:

- EP 25, Emergency Management and Safety Plans, and, referenced BPPM 50.39 Emergency Planning and Preparedness, last reviewed July 2015
- SPPM Chapter 8.00 Fire policies last reviewed 2011 (SPPM 8.25 Fire Alarms), 2005 (SPPM 8.27 Evacuation of Persons with Disability), and 2006 (SPPM 8.50 Space Heaters)

Also, not a posted policy but a resource for preparation of the ASR/ASFR, the WSU Crisis Communications Plan has a notated update of November 9, 2010, and, the Emergency Notification and Timely Warning Policy and Operational Procedures is noted to have been last reviewed January 27, 2011.

Recommendation

The CMPP, currently the informal policy on preparation of the ASR/ASFR and Clery compliance, should ensure written procedures include verification with partners that policies and terms referenced in policies are current or currently reviewed. Procedures should further define actions to be taken should policy references not be current.

Management Response

The Clery Coordinator and the Chief Compliance Officer will work with the directors/supervisors of each of the departments responsible for the above referenced policies and other related policies to initiate a review of the relevant policies.

Timeline: Meetings with directors and supervisors will be completed by June 30, 2023, and the responsible departments will complete policy reviews by June 30, 2024.

Issue 3: Improvements needed to Policies Governing Training

Designated CSAs/Coordinators and Committee members are responsible for accurate crime reporting, fire statistics and issuing timely warnings for emergencies. Appropriate training and education must be developed and assigned to enable them to carry out their role.

Impact of Inadequate Controls

Inadequate training and awareness of responsibilities in the role of CSA or coordinator contributing to the ASR/AFSR or other Clery-related duties raises the risk of inaccurate or untimely response and reporting.

3.1 Training on Clery Act is not Required for CSAs – Moderate Risk

CCR in Pullman has developed and facilitates training on Clery Act. The training is available for all CSAs, or anyone that signs up for it through Percipio. Further, additional information on requirements is provided by the CCR Director at onboarding of new system partners. Annual and mid-year reminder communications along with the Clery Handout are sent by CCR informing CSAs of their role and responsibilities and providing them links to resources on CCR's website that will help CSAs in implementing their Clery responsibilities.

While the training content is current and appears relevant, there is currently no requirement for new CSAs, campus coordinators, committee member or other contributors to attend or participate in Clery-related training. And, there is not a documented process for tracking Clery Act training system wide. There are no formal written processes for onboarding of new partners. There isn't a formal process for identifying when a system partner leaves their position, so the CCR Director does not always know who to reach out for onboarding (see Issue 1.3).

We reviewed training records for supervisors responsible for CSAs at each campus and for the Pullman campus, reviewed the Pullman Clery Committee Contributors list to review if they had completed Clery Act Training once since appointment. Out of 61 supervisors/contributors, only 25 had completed Clery Act Training. Further, only four of the six system partners had completed the Clery Act Training.

Recommendation

Management should evaluate training requirements for Clery and determine what level of Clery act contribution (system partner, CSA, supervisors, etc) should be required to engage in training, and level of frequency. If deemed to be required, processes for timeline of completion and verification of attendance should be implemented.

Ability to monitor for required training attendance will rely upon: 1) ability of Clery administrators/coordinator to identify all CSAs and other partners, 2) policy requiring training, and 3) training system (Percipio) enabling assign and track of required training.

Management Response

The Clery Coordinator will work through the Clery Committee to achieve items 1 and 2 above. The Clery Coordinator will collaborate with the Directors of CCR and HRS to further develop training as needed and implement through Percipio.

Timeline: All steps to be completed by December 31, 2023.

Issue 4: Monitoring Processes Need Improved

Periodic monitoring and evaluation of program activities are essential controls to evaluate for continued compliance and effectiveness of processes. The Clery Act requires institutions to meet a host of compliance requirements including providing accurate crime and fire statistics in the ASR/ASFR. Meeting these requirements, and staying on top of new and changing requirements, requires internal monitoring on a continuous basis. Monitoring activities include review of existing policies, processes, procedures, reports and programs and reviewing them for currentness, accuracy, and ensure the adopted processes are working, effective and efficient. Review activities can be via self-audits, periodic quality checks, follow-up on recommendations and re-review of implemented improvements.

CCR performs regular reviews of its processes, policies, website and other resources, and, specific to Clery Act, the CMPP and related template. Overall, the review processes in place are adequate – minor recommendations for improvement.

Impact of Inadequate Controls

Not evaluating programs and procedures for quality, or effectiveness, present missed opportunities in correction.

4.1 No Independent Review of Reports and Statistics for Accuracy – Low Risk

There was no independent review of crime and fire statistics for accuracy. Some system locations did not know who to reach out to for verification - and on cases that may be sensitive and cannot be shared easily.

In addition, during review of 2021 ASR/ASFR, at system locations, we noted inconsistencies in explanations regarding fire drills (Section 13.4) and the referenced Table (under 18 - WSU Pullman Fire Statistics). Specifically the WSU Pullman – Description of On Campus Student Housing Facility Fire Safety Systems for year 2021, which states that WSU Pullman conducts four (4) fire drills a year in each residence hall but did not elaborate on why only two fire drills were

conducted during 2021 (as indicated in the table). The footnote to table states no fire drills were conducted in Spring and Summer of 2021 due to COVID-19. We also noted minor errors in title years and reported fire statistics years at two system locations.

Recommendation

Management should incorporate in the charter or policy processes for monitoring crime statistics via quality checks/spot checks or other methods as needed to ensure crime statistics are accurate. In addition, quality efforts should incorporate reviews of the full reports to supporting records and consistency of language and presentation.

Management Response

The Clery Coordinator will work with the Clery Committee to establish processes that address accuracy of crime statistics and consistency across annual security reports.

Timeline: The Committee will have responsive proposals by December 31, 2023 for implementation in 2024.

4.2 No Timeline on Corrective Actions Presented by Quality Review – Low Risk

A quality review was performed by the Compliance Committee's Prevention Subcommittee. The subcommittee was tasked with regulatory requirements related to prevention and safety of students and employees including the Clery Act, the Drug Free Schools and Campuses Act (DFSCA) and the Violence Against Women Act (VAWA), Title IX. The subcommittee reviewed current prevention offerings system wide, best practices for meeting compliance obligations and providing system wide recommendations to the Compliance Committee for effective prevention activities, programs and resources.

The subcommittee's report dated August 2, 2022, held recommendations related to areas within the sphere of compliance with Clery Act. There was no due date provided for when recommendations needed to be completed or identification of who would be responsible for completing. Specific to Clery, the report included several specific, on-point recommendations associated with responsible notifications, authorities and process protocols. The review and report evidence presence of self-audit processes.

Recommendation

Relevant and quality enhancing recommendations were provided by a subcommittee tasked with evaluating regulatory requirements. While no date was provided for implementing the recommendations, we recommend management firmly establish a plan of action (milestones/processes) to address the issues, including implementation dates, to ensure the efforts by the subcommittee provide value.

Management Response

The Chief Compliance Officer and the Director of CCR will review the August 2, 2022 report and develop a plan of action specific to the report.

Timeline: Plan of Action will be completed by June 2023.

BASIS OF REVIEW

CRITERIA

- The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act) in §485(f) of the Higher Education Act of 1965, as amended, (HEA), 20 U.S.C §1092(f)
- 34 C.F.R. Part 668 Student Assistance General Provisions

AUDIT STANDARDS

Our office follows the guidelines as promulgated by the Institute of Internal Auditors' "International Standards for the Professional Practice of Internal Auditing" (IIA Standards), in carrying out the planning and engagement of audit activity. The IIA Standards require we plan and perform the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. Accordingly, we included such tests of the records and other procedures as we considered necessary in the circumstances.

The WSU Office of Internal Audit is not in full conformance with the IIA Standards in that a quality peer review has not yet been performed.

AUDIT TEAM INFORMATION

Internal auditors assigned to the audit include:

Lead Auditor Jaya Sivakumar

Audit supervised by Heather Lopez.

For questions regarding this project, contact Heather Lopez, Chief Audit Executive:

Email: hlopez@wsu.edu
Phone: (509) 335-2001
Website: <http://www.internalaudit.wsu.edu>

Rating	AUDIT RISK RATING CRITERIA
High	<p style="text-align: center;"><i>Risk has a high impact and is highly likely to occur</i></p> <p><i>This is a high priority issue – immediate management attention is required. This is a serious internal control or risk management issue that if not mitigated, may, with a high degree of certainty, lead to:</i></p> <ul style="list-style-type: none"> • <i>Substantial losses, possibly in conjunction with other weaknesses in the control framework or the organizational entity or process being audited</i> • <i>Serious violation of University strategies, policies, or values</i> • <i>Serious reputation damage, such as negative media publicity</i> • <i>Significant adverse regulatory impact, such as loss of operating licenses or material fines</i>
Moderate	<p style="text-align: center;"><i>Risk has a high impact and low likelihood, or low impact and high likelihood</i></p> <p><i>This is a medium-priority issue – timely management attention is warranted. This is an internal control or risk management issue that could lead to:</i></p> <ul style="list-style-type: none"> • <i>Financial losses</i> • <i>Loss of controls within the organizational entity or process being audited</i> • <i>Reputation damage, such as negative publicity in local or regional media</i> • <i>Adverse regulatory impact, such as public sanctions or immaterial fines</i>
Low	<p style="text-align: center;"><i>Risk has a low impact and low likelihood</i></p> <p><i>This is a low priority issue – routine management attention is warranted. This is an internal control or risk management issue, the solution to which may lead to improvement in the quality and/or efficiency of the unit or process being audited. Risks are limited.</i></p>
Areas of Proficiency	<p style="text-align: center;">Areas of Proficiency</p> <p>Positive statements where internal controls, governance or risk management processes were adequately established and functioning well for each of the audited area/systems.</p>

Table of Opinion Methodology

Satisfactory	<ul style="list-style-type: none"> • Control environment is adequate • No findings noted • Management’s control environment appears sound • All high level risks adequately controlled
Some Improvement Needed	<ul style="list-style-type: none"> • Control environment is adequate but some exceptions exist • Some control weaknesses and/or opportunities for improvement observed • Management’s control environment appears otherwise sound • High level risks are adequately controlled
Major Improvement Needed	<ul style="list-style-type: none"> • Control environment is not adequate and significant exceptions exist • Some high level risks are not adequately controlled • At least one finding is rated “high” • Immediate safety and soundness are not threatened, but management’s control environment requires improvement • Significant exposure to fraud or security vulnerabilities



WASHINGTON STATE UNIVERSITY
Finance and Administration

MEMORANDUM

TO: Heather Lopez, Chief Audit Executive, Internal Audit

FROM: *Stacy Pearson*
Stacy Pearson, Vice President for Finance and Administration and Chief Financial Officer

DATE: January 31, 2023

SUBJECT: Clery Act Audit Report

Thank you for your recent audit related to the Clery Act. My team and I have carefully reviewed the issues detailed in the audit and provide our management responses in the attached report.

Sharyl Kammerzell or Vicky Murray can answer any questions you may have in regard to our response.

Thank you.

cc: Kirk Schulz, President
Ellen Taylor, Vice Chancellor, Student Affairs
Victoria Murray, Associate Vice President, Safety, Business Affairs, & Campus Operations
Sharyl Kammerzell, Associate Vice President/Chief Compliance Officer
Holly Ashkannejhad, Director, Compliance and Civil Rights
Gary Jenkins, WSU Pullman Chief of Police

EXECUTIVE SUMMARY

The audit of Clery Act was included in the Fiscal Year 2023 Audit Plan as a result of risk assessment. The purpose of this audit was to determine whether the university’s controls provide reasonable assurance that Clery Act compliance requirements will be met.

Our review focused on the university’s policies, procedures and activities in place to provide for effective program oversight, including report development and communication, notifications processes, and other administrative activities necessary to support compliance with Clery Act. The audit scope did not include substantive testing of crime statistics, specifically, the accuracy of crime classification and count.

During the course of our work, we identified internal control weaknesses, defined as issues, to which we have assigned a risk rating ranging from high to low priority. A detailed description of the issues, our recommendations, and management’s responses are provided in this report.

Overall, we concluded internal controls were adequate to meet Clery Act requirements with noted exceptions related to: roles and responsibilities; standards and procedures; governance and oversight; education and training; and, monitoring. Specifically:

- 1.1 No Designated Clery Act Coordinator – High Risk
- 1.2 Oversight Committee not Formally Recognized – High Risk
- 1.3 Designation and Management of Clery Partners not Consistently Defined - Moderate Risk
- 1.4 Clery Roles not Included in Position Descriptions – Moderate Risk
- 1.5 No Alternate or Backup to System Partners – Moderate Risk
- 2.1 Lack of Written Direction for Defining and Updating Clery Geography – High Risk
- 2.2 Policies Referenced in ASR/ASFR not Current – Moderate Risk
- 3.1 Training on Clery Act is not Required for CSAs – Moderate Risk
- 4.1 No Independent Review of Reports and Statistics for Accuracy – Low Risk
- 4.2 No Timeline on Corrective Actions Presented by Quality Review – Low Risk

Summary of Issues by Risk Rating

Number of Issues – Total 10	Risk Rating
3	High
5	Moderate
2	Low

Areas of excellence

While we have a few recommendations related to elements of the Clery Model Project Plan (CMPP) and its implementation, these are not intended to minimize the efforts required to establish both the Multidisciplinary Committee and CMPP. We commend the tremendous efforts of the CCR Director and her work with system partners to initiate the development of a plan for compliance system-wide.

BACKGROUND

Campus safety and security is a major consideration for students and their families when deciding which school to attend. The Clery Act is founded on the premise that students and employees are entitled to accurate and honest information about the realities of crime and other threats to their personal safety and the security of their property. There are many requirements under the Act that institutions are required to comply with, and many partners that collaborate to help the university adhere to the requirements.

The Clery Act requires institutions:

- produce and distribute an Annual Security Report (ASR) containing its campus crime statistics, and several statements of policy, procedures, and programmatic information regarding issues of student safety and crime prevention.
- maintain a daily crime/fire log that is available for public inspection and to issue timely warnings and emergency notifications to provide up-to-date information about ongoing threats to the health and safety to the campus community.
- develop emergency response and evacuation plans.
- comply with the provisions of Violence Against Women Reauthorization Act (VAWA) aimed at preventing campus sexual assaults and improving the response to these crimes when they do occur.
- comply with the provision of the Drug-Free Schools and Communities Act (DFSCA) by developing and implementing a comprehensive drug and alcohol abuse prevention program (DAAPP) and certify to the Secretary that the program is in place, provide, on an annual basis, a DAAPP disclosure to all current students and all current employees, and conduct a biennial review to determine effectiveness of its DAAPP programs.

And, for those campuses that maintain student residential facilities, institutions must develop missing student notification procedures and produce and distribute an annual fire report containing fire statistics and important policy information about safety procedures, fire safety and suppression equipment, and what to do in the case of a fire.

Institutions must comply with the Clery Act requirements for each separate campus. For WSU, the requirements extend to the following campuses: Pullman (planning and reporting currently incorporates Extension & Bremerton), Vancouver, Spokane (incorporates Yakima), Everett and Tri-Cities.

Compliance with Clery Act has not been previously audited by Internal Audit. An audit of this area was included in the FY 2020 schedule of audits and some planning was initiated but the audit project was tabled as it coincided with a few events: the onset of the COVID-19 pandemic and related shifting of priorities; a newly created Compliance and Risk Management unit under Finance and Administration (and appointment of the first Chief Compliance Officer – March 2020); and, the existing unit Compliance and Civil Rights (CCR) was actively working with partners across the system to develop a plan for managing compliance with Clery. Pushing the audit forward to a subsequent period provided an opportunity for management to further develop and implement activities surrounding compliance, especially under new Compliance leadership oversight.

The university had been the subject of an external program review of Clery Act in 2010 (scope period calendar years 2007 and 2008). The scope of procedures were limited to WSU Pullman campus. The review, performed by the U.S. Department of Education (Department), coincided with a quality assurance review conducted by the Federal Bureau of Investigation's (FBI's) Criminal Justice Information Service (CJIS) Audit Unit. The Department was partnering with the CJIS Audit Unit to ensure accurate crime reporting on America's college campuses. The CJIS Audit Unit focused on law enforcement agencies' reporting practices and crime statistics. The Department focused on compliance with other elements of Clery Act, specifically, the Annual Security Report (ASR) and in consideration of and incorporating the CJIS review scope. The results of the external program review, including recommendations for correction, were communicated to senior leadership, whose response to the findings were included in the Final Program Review Determination Letter. In addition to correcting issues (cited as Findings) related to offense classification and reporting, programmatic and administrative recommendations included: 1) designate a single administrator with the appropriate authority, knowledge and resources as the Clery Compliance Coordinator (the university reported designation of a police department lieutenant in this role); 2) provide Clery Act training and establish uniform standards for report writing (the chief of police implemented training for improved report writing, with the intent to extend that training to others responsible for Clery Act compliance); and, 3) improve timely warning and ongoing reporting processes (department policy was revised with respect to preparation of the daily crime log and warning distribution requirements).

The Office of Compliance and Civil Rights (CCR) is a central resource for technical guidance regarding many compliance areas, including Clery Act. To effect compliance with Clery Act, CCR led in the formation of a Multidisciplinary Committee in calendar year 2020, with members comprised of key personnel across campuses and representing the areas of Compliance, Public Safety/Police, Student Affairs, Communications, Emergency Management, Human Resources, Fire Safety (for campuses with on-campus housing), and International Programs. This Committee developed a Clery Model Project Plan (CMPP) in calendar year 2021, and accompanying spreadsheet and templates, to provide a roadmap for Clery compliance at WSU system-wide. The plan is not a procedure or policy document but is used as a checklist of required items and milestones.

Since its creation, the CMPP provided that each campus should be following the plan in identifying and managing their localized Clery Committee. CCR has continued to lead the efforts for compliance with a Clery Committee for WSU Pullman (to include Pullman, Extension, and Bremerton). At WSU Vancouver, a Clery Committee was formed in 2021. While a Clery Committee has not been formalized for each of the Spokane, Everett and Tri-Cities campuses, designated personnel from each location continue to be engaged with the larger Multidisciplinary Committee and look to the guidance and templates provided through the CMPP to publish their own ASR/ASFR (Annual Security Fire Report). Copies of the required reports are also made available on each campus's website.

The members of the Multidisciplinary Committee, also act as Campus Security Authorities (CSAs) who serve as point of contact for intake of cases for further analysis and investigation, as needed.

SCOPE and AUDIT METHODOLOGY

The audit scope focused on procedures in place, system-wide, to ensure Washington State University's compliance with Clery Act during Fiscal Year 2022 and through September 2022. Audit planning began July 8, 2022 with fieldwork engaged October 3 through December 12, 2022. For tests of required elements of the ASR/ASFR, we reviewed the 2021 calendar year reports, published October 1, 2022, and as posted on the website for each of the WSU Campuses: Pullman (includes Extension and Bremerton), Vancouver, Spokane (includes Yakima), Everett and Tri-Cities.

The audit program for this audit was developed using the U.S. Federal Sentencing Guidelines for Organizations (FSG) as a guideline. Compliance programs established and maintained within the framework of the FSG not only meet legal and contractual requirements but also help ensure efficient operations and financial security. The guidelines list seven fundamental elements upon which organizations should structure their internal controls. Accordingly, audit objectives included performing procedures to evaluate internal controls within each of the following five elements:

1. Standards and Procedures
2. Governance and Oversight
3. Education and Training
4. Monitoring and Auditing
5. Reporting

FSG elements not included in audit scope (auditor judgment) included:

6. Internal Enforcement and Discipline
7. Response and Prevention

To accomplish audit objectives, we reviewed policies and procedures, conducted interviews and walk-throughs with key process owners, and reviewed relevant documentation.

ISSUES, RECOMMENDATIONS and MANAGEMENT RESPONSES

The following lists the issues presented to management. Each issue represents a condition, error or internal control weakness identified during the audit that may have a negative impact on the university's or unit's ability to comply with laws and regulations or University policies and procedures.

For each issue, we prepared recommendations to address the situation and requested management's plan for corrective action and a timeline for implementation. We will follow up with management to determine whether corrective action has been implemented in the timeline established for each issue.

Issue 1: Clery Act Roles and Responsibilities are not Clearly Assigned

An institution must demonstrate that it is capable of adequately administering the program in accordance with Clery Act requirements. To do this it is essential to assign or designate adequate resources to ensure that program activities are performed properly and appropriately supervised.

Impact of Inadequate Controls

Inadequate role designation, and empowered authority behind that assignment, may result in an inability to hold individuals accountable for Clery activities, or provide for effective and efficient changes to program requirements, impacting the institution's ability to provide assurance of compliance.

1.1 No Designated Clery Act Coordinator – High Risk

There is no formal system-level Clery Coordinator designation. As a result of the 2010 Department of Education program review, the WSU PD police lieutenant had been designated by the then-Chief of Police as WSU's designated Clery Coordinator. With significant leadership changes in Pullman PD in 2022, new leadership was not made aware of the coordinator designation (declared in 2010) or the respective inherited responsibility. Then, there have been significant changes in organization outside of the police department. For instance, between 2010 and current date, the CCR unit has grown in number of resources (from one part time individual to its current size of twelve) and responsibilities (changes in Title IX and other compliance requirements), and, at a higher level, the creation (in April 2020) of the Chief Compliance Officer position to manage the new Office of Compliance and Risk Management.

Further, and most importantly, the University itself has changed in size, geographical reach and composition in its move towards a System model. Clery Act compliance requirements are not isolated to one campus, nor are they isolated to campus public safety. Effective compliance requires engagement and collaboration among multiple disciplines across campuses and geographical areas, and across the system.

Recommendation

Formally identify and designate individual(s) responsible for leading and managing Clery Act requirements for the University system. This designation should be approved or acknowledged at the highest level of system leadership to provide for actual and

empowered authority needed to carry out the appropriate oversight and enforcement across campuses and locations and with personnel of varying levels of leadership.

Management Response

A draft Clery Coordinator appointment letter is under review. This letter designates the position within public safety, which is consistent with the majority of higher education institutions having public safety units. All other responses to these recommendations will flow from this designation.

Timeline: Draft under review, request to issue by the President by February 28, 2023.

1.2 Oversight Committee not Formally Recognized – High Risk

The Multidisciplinary Committee's CMPP provides information and direction on how to carry out Clery compliance, however, the committee itself lacks formal recognition by system leadership as to its purpose, composition and authority beyond WSU Pullman.

Recommendation

If the Multidisciplinary Committee (aka Clery Committee – system level) is determined to stand as the University system's governing body providing direction and oversight for Clery Act compliance across the system, the committee itself should be acknowledged and its authority recognized by system leadership, with its charge formalized in a charter or policy. As part of the charter or policy, the structure and organizational lines should be established delineating lines of reporting and responsibilities between individuals performing activities at program level, campus vs system level, and on a daily basis.

Management Response

The above referenced draft Clery Coordinator designation includes a requirement to establish a System-wide Clery Committee as a sub-committee of the University Compliance Committee, which is a presidential committee. This structure keeps the Clery compliance functions consistent with other system compliance functions including reporting to the Board of Regents through the Chief Compliance Officer, who chairs the University Compliance Committee.

Timeline: The Committee will be established after the formal appointment of the Clery Coordinator. The Committee membership will be identified and the initial meeting will be held by June 1, 2023.

Risk

1.3 Designation and Management of Clery Partners not Consistently Defined - Moderate

Each campus location has partners to assure Clery compliance, sometimes referred to as 'system partner' or 'Clery coordinator'. At the campus level, these individuals are responsible for updating the CSA list for their respective location, sending out CSA and Clery related communications, attend Clery training and provide guidance on requirements. These individuals

are also instrumental at their campus level in coordinating with CSAs to complete the ASR/ASFR for their campus.

With regard to the system partner's responsibility to maintain the CSA listing, not all campuses are meeting expectations. One system partner was unaware of how to identify CSAs on his campus. On another campus, a list of CSAs who were significant contributors to the campus committee included several individuals who had been separated from the university before the audit scope period.

Although the CMPP defines who may be a CSA, the titles for these individuals are not consistent. A CSA is any person who has the authority and the duty to take action or respond to particular issues on behalf of the institution and includes:

- Campus police or security department of an institution
- Officials or offices designated to receive crime reports (security and parking staff)
- Individuals specifically designated by the campus
- The President's or Chancellor's office
- Student Services Staff
- Individuals responsible for security
- Individuals controlling entrance/access into institutional property
- Officials with significant responsibility for student and campus activities

Pullman listed 95 CSAs, Vancouver had 8 supervisors and 57 CSAs, yet, Tri-Cities noted one coordinator and Spokane and Everett provided no response as related to requests for list of CSAs and organizational charts delineating responsibilities. Further, the use of the term 'system partner' was confusing for some interviewed as they understood their role was as Clery coordinator and not system partner.

Recommendation

Processes for identifying and assigning system partners, distinct from CSAs, should be more consistently defined across the system, to include consistency in titles and formal identification in the system organization chart.

Management Response

This project will be on the agenda for the first meeting of the Clery Committee.

Timeline: The Clery Committee will have a process outline and timeline for implementation by December 31, 2023.

1.4 Clery Roles not Included in Position Descriptions – Moderate Risk

Responsibility for Clery Act compliance, and specific duties, are not always included in employee position descriptions. Defining roles in an individual's position description gives the employee ownership over that responsibility which also encourages accountability, provides a method of evaluation and allows for transition of that defined responsibility if the individual leaves the position.

Recommendation

To enable employee ownership of assigned responsibility, meaningful supervisory oversight and evaluation of employee performance, and provide for transition of duties, expectations associated with an individual's Clery role should be clearly articulated in position or assignment documents.

Management Response

This project will be on the agenda for the first meeting of the Clery Committee.

Timeline: The Clery Committee will have recommended wording for position descriptions and the initial list of position descriptions to update by December 31, 2023.

1.5 No Alternate or Backup to System Partners – Moderate Risk

Some locations have no alternates to take on their designated responsibilities, or processes for the identification and training of an alternate individual to manage Clery Act responsibilities. Annual Security Report preparation is a year-long process and lengthy absences will impede the reporting process.

Recommendation

Management should review and update processes for identifying new and departing system partners to ensure continuity. In conjunction with charter or policy, guidelines and expectations for employee transition activity and continuity should be defined.

Management Response

The Clery Coordinator and the Director of Compliance and Civil Rights will work together to address this recommendation to build out continuity for Clery compliance.

Timeline: Substantive steps to address this recommendation shall be made by December 31, 2023, with a plan and timeline for completion, as needed, in 2024.

Issue 2: Improvements needed to Policies Governing Compliance with Clery Act

Policies and procedures related to ensuring compliance with Clery Act should be documented and organized, reviewed and approved, and readily available to individuals charged with carrying out responsibilities for the program.

Impact of Inadequate Controls

The ASR/AFSR includes statements, policies, procedures and programmatic information regarding important issues of student and campus safety. Also included are processes for issue of timely warning and emergency notifications, and crime and fire statistics. It is critical that the annual report is reviewed for accuracy, and holds current and relevant information, to ensure that those who may rely on the report for the statistics, or for the information on what to do in case of fire or other event, have the most current information.

2.1 Lack of Written Direction for Defining and Updating Clery Geography – High Risk

In the ASR, institutions are required to record crimes by location. Institutions must clearly define what their Clery geography is to ensure accuracy in crime reporting and also to inform the campus community of crimes and keep them aware and safe.

There is not a documented process for assessing and identifying Clery geography when there have been property changes (sale, purchase). It is not evident there has been an assessment of housing or property not contiguous to campuses but holding students, medical or clinical residents, international operations, and/or research partners, and which locations may require inclusion in Clery geography and the ASR/ASFR. Some of the Extension and Research sites have housing that has not been considered as Clery geography.

Recommendation

The CMMP, template, or other written policy and procedure documentation providing the direction for Clery compliance should incorporate a requirement for, and procedures to implement, periodic assessment of Clery geography.

Management may want to consider including representation from real estate and contracts office to its multidisciplinary committee to help with identifying changes to Clery geography due to sales, lease or acquisition.

Management Response

The Clery Coordinator will have this on the agenda for the first meeting of the Clery Committee as the top priority project for the committee. The Clery Committee will identify a specific work group for this project.

Timeline: The work group will have a draft policy and process by December 31, 2023, and implementation will be completed by June 30, 2024.

2.2 Policies Referenced in ASR/ASFR not Current – Moderate Risk

According to the University Policy on Policies (Executive Policy, EP 5), the department responsible for the policy must ensure that the policy/procedure document reflects the current practices and is consistent with current legal requirements. The responsible department must review the document at least once every three years and update it as necessary in conformance with the procedures provided in the policy. According to the Director of Procedures, Records and Forms, when a policy is reviewed but has no changes, a 'reviewed' date would be added to the posted policy. Several policies relied upon for development of the ASR/ASFR, if not directly referenced in the document, have not been reviewed in accordance with the three year timeline for published policies. Specifically:

- EP 25, Emergency Management and Safety Plans, and, referenced BPPM 50.39 Emergency Planning and Preparedness, last reviewed July 2015
- SPPM Chapter 8.00 Fire policies last reviewed 2011 (SPPM 8.25 Fire Alarms), 2005 (SPPM 8.27 Evacuation of Persons with Disability), and 2006 (SPPM 8.50 Space Heaters)

Also, not a posted policy but a resource for preparation of the ASR/ASFR, the WSU Crisis Communications Plan has a notated update of November 9, 2010, and, the Emergency Notification and Timely Warning Policy and Operational Procedures is noted to have been last reviewed January 27, 2011.

Recommendation

The CMPP, currently the informal policy on preparation of the ASR/ASFR and Clery compliance, should ensure written procedures include verification with partners that policies and terms referenced in policies are current or currently reviewed. Procedures should further define actions to be taken should policy references not be current.

Management Response

The Clery Coordinator and the Chief Compliance Officer will work with the directors/supervisors of each of the departments responsible for the above referenced policies and other related policies to initiate a review of the relevant policies.

Timeline: Meetings with directors and supervisors will be completed by June 30, 2023, and the responsible departments will complete policy reviews by June 30, 2024.

Issue 3: Improvements needed to Policies Governing Training

Designated CSAs/Coordinators and Committee members are responsible for accurate crime reporting, fire statistics and issuing timely warnings for emergencies. Appropriate training and education must be developed and assigned to enable them to carry out their role.

Impact of Inadequate Controls

Inadequate training and awareness of responsibilities in the role of CSA or coordinator contributing to the ASR/AFSR or other Clery-related duties raises the risk of inaccurate or untimely response and reporting.

3.1 Training on Clery Act is not Required for CSAs – Moderate Risk

CCR in Pullman has developed and facilitates training on Clery Act. The training is available for all CSAs, or anyone that signs up for it through Precipio. Further, additional information on requirements is provided by the CCR Director at onboarding of new system partners. Annual and mid-year reminder communications along with the Clery Handout are sent by CCR informing CSAs of their role and responsibilities and providing them links to resources on CCR's website that will help CSAs in implementing their Clery responsibilities.

While the training content is current and appears relevant, there is currently no requirement for new CSAs, campus coordinators, committee member or other contributors to attend or participate in Clery-related training. And, there is not a documented process for tracking Clery Act training system wide. There are no formal written processes for onboarding of new partners. There isn't a formal process for identifying when a system partner leaves their position, so the CCR Director does not always know who to reach out for onboarding (see Issue 1.3).

We reviewed training records for supervisors responsible for CSAs at each campus and for the Pullman campus, reviewed the Pullman Clery Committee Contributors list to review if they had completed Clery Act Training once since appointment. Out of 61 supervisors/contributors, only 25 had completed Clery Act Training. Further, only four of the six system partners had completed the Clery Act Training.

Recommendation

Management should evaluate training requirements for Clery and determine what level of Clery act contribution (system partner, CSA, supervisors, etc) should be required to engage in training, and level of frequency. If deemed to be required, processes for timeline of completion and verification of attendance should be implemented.

Ability to monitor for required training attendance will rely on: 1) ability of Clery administrators/coordinator to identify all CSAs and other partners, 2) policy requiring training, and 3) training system (Precipio) enabling assign and track of required training.

Management Response

The Clery Coordinator will work through the Clery Committee to achieve items 1 and 2 above. The Clery Coordinator will collaborate with the Directors of CCR and HRS to further develop training as needed and implement through Percipio.

Timeline: All steps to be completed by December 31, 2023.

Issue 4: Monitoring Processes Need Improved

Periodic monitoring and evaluation of program activities are essential controls to evaluate for continued compliance and effectiveness of processes. The Clery Act requires institutions to meet a host of compliance requirements including providing accurate crime and fire statistics in the ASR/ASFR. Meeting these requirements, and staying on top of new and changing requirements, requires internal monitoring on a continuous basis. Monitoring activities include review of existing policies, processes, procedures, reports and programs and reviewing them for currentness, accuracy, and ensure the adopted processes are working, effective and efficient. Review activities can be via self-audits, periodic quality checks, follow-up on recommendations and re-review of implemented improvements.

CCR performs regular reviews of its processes, policies, website and other resources, and, specific to Clery Act, the CMPP and related template. Overall, the review processes in place are adequate – minor recommendations for improvement.

Impact of Inadequate Controls

Not evaluating programs and procedures for quality, or effectiveness, present missed opportunities in correction.

4.1 No Independent Review of Reports and Statistics for Accuracy – Low Risk

There was no independent review of crime and fire statistics for accuracy. Some system locations did not know who to reach out to for verification - and on cases that may be sensitive and cannot be shared easily.

In addition, during review of 2021 ASR/ASFR, at system locations, we noted inconsistencies in explanations regarding fire drills (Section 13.4) and the referenced Table (under 18 - WSU Pullman Fire Statistics). Specifically the WSU Pullman – Description of On Campus Student Housing Facility Fire Safety Systems for year 2021, which states that WSU Pullman conducts four (4) fire drills a year in each residence hall but did not elaborate on why only two fire drills were conducted during 2021 (as indicated in the table). The footnote to table states no fire drills were conducted in Spring and Summer of 2021 due to COVID-19. We also noted minor errors in title years and reported fire statistics years at two system locations.

Recommendation

Management should incorporate in the charter or policy processes for monitoring crime statistics via quality checks/spot checks or other methods as needed to ensure crime statistics are accurate. In addition, quality efforts should incorporate reviews of the full reports to supporting records and consistency of language and presentation.

Management Response

The Clery Coordinator will work with the Clery Committee to establish processes that address accuracy of crime statistics and consistency across annual security reports.

Timeline: The Committee will have responsive proposals by December 31, 2023 for implementation in 2024.

4.2 No Timeline on Corrective Actions Presented by Quality Review – Low Risk

A quality review was performed by the Compliance Committee's Prevention Subcommittee. The subcommittee was tasked with regulatory requirements related to prevention and safety of students and employees including the Clery Act, the Drug Free Schools and Campuses Act (DFSCA) and the Violence Against Women Act (VAWA), Title IX. The subcommittee reviewed current prevention offerings system wide, best practices for meeting compliance obligations and providing system wide recommendations to the Compliance Committee for effective prevention activities, programs and resources.

The subcommittee's report dated August 2, 2022, held recommendations related to areas within the sphere of compliance with Clery Act. There was no due date provided for when recommendations needed to be completed or identification of who would be responsible for completing. Specific to Clery, the report included several specific, on-point recommendations associated with responsible notifications, authorities and process protocols. The review and report evidence presence of self-audit processes.

Recommendation

Relevant and quality enhancing recommendations were provided by a subcommittee tasked with evaluating regulatory requirements. While no date was provided for implementing the recommendations, we recommend management firmly establish a plan of action (milestones/processes) to address the issues, including implementation dates, to ensure the efforts by the subcommittee provide value.

Management Response

The Chief Compliance Officer and the Director of CCR will review the August 2, 2022 report and develop a plan of action specific to the report.

Timeline: Plan of Action will be completed by June 2023.

BASIS OF REVIEW

CRITERIA

- The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act) in §485(f) of the Higher Education Act of 1965, as amended, (HEA), 20 U.S.C §1092(f)
- 34 C.F.R. Part 668 Student Assistance General Provisions

AUDIT STANDARDS

Our office follows the guidelines as promulgated by the Institute of Internal Auditors' "International Standards for the Professional Practice of internal Auditing" (IIA Standards), in carrying out the planning and engagement of audit activity. The IIA Standards require we plan and perform the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. Accordingly, we included such tests of the records and other procedures as we considered necessary in the circumstances.

The WSU Office of Internal Audit is not in full conformance with the IIA Standards in that a quality peer review has not yet been performed.

AUDIT TEAM INFORMATION

Internal auditors assigned to the audit include:

Lead Auditor Jaya Sivakumar

Audit supervised by Heather Lopez.

For questions regarding this project, contact Heather Lopez, Chief Audit Executive:

Email: hlopez@wsu.edu
Phone: (509) 335-2001
Website: <http://www.internalaudit.wsu.edu>

FUTURE ACTION ITEM #1
Academic Year 2023-2024 Tuition Rates
(Matt Skinner/Kelley Westhoff)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Academic Year 2023-2024 Tuition Rates

PROPOSED: That the WSU Board of Regents set tuition rates for academic year 2023-2024

SUBMITTED BY: Matt Skinner, Interim Vice President for Finance & Administration/CFO

SUPPORTING INFORMATION: 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 (see RCW 28B.15.067). This index has been between 2.2% -2.8% over the last five years. The maximum increase for AY2023-2024 will be released by OFM later this spring and is expected to be 2.5% or greater.

The WSU Board of Regents has authority to establish tuition rates for all student categories except resident undergraduates without limit.

All tuition rates will be finalized for action at the May 2023 Board of Regents meeting after official notification from OFM of the undergraduate resident rate increase cap for AY 2023-2024 and gathering student feedback on proposed rates.

The current full-time annual tuition rates for 2022-2023 are shown in the following table along with proposed changes for academic year 2023-2024.

Tuition Rates	Current	Proposed	Change	%Change
Undergraduate Resident	\$10,708	\$10,976	\$268	2.5%
Undergraduate Non-Resident	\$26,392	\$27,052	\$660	2.5%
Undergraduate Resident Global Campus	\$10,708	\$10,976	\$268	2.5%
Undergraduate Non-Resident Global Campus	\$11,980	\$12,280	\$300	2.5%
Graduate Resident	\$12,366	\$12,675	\$309	2.5%
Graduate Non-Resident	\$27,163	\$27,842	\$679	2.5%
Graduate Resident Global Campus	\$12,366	\$12,675	\$309	2.5%
Graduate Non-Resident Global Campus	\$12,366	\$12,675	\$309	2.5%
Master of Nursing Resident	\$17,234	\$17,752	\$518	3.0%
Master of Nursing Non-Resident	\$32,256	\$33,224	\$968	3.0%
PharmD Resident	\$24,878	\$24,878	\$0	0.0%
PharmD Non-Resident	\$42,148	\$30,104	(\$12,044)	-28.5%
DVM Resident	\$26,774	\$26,774	\$0	0.0%
DVM Non-Resident	\$62,378	\$62,378	\$0	0.0%
DVM 4th Year Resident	\$38,376	\$38,376	\$0	0.0%
DVM 4th Year Non-Resident	\$73,980	\$73,980	\$0	0.0%
ESF College of Medicine Resident	\$39,508	\$40,891	\$1,383	3.5%
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 MBA program is a self-sustaining program and as such charges a per credit hour tuition rate. The current per credit rates for 2022-2023 are shown below, along with the proposed rates for academic year 2023-2024.

Tuition Rates	Current	Proposed	Change	%Change
OMBA	\$876	\$898	\$22	2.5%
OMBA Military Rate	\$769	\$788	\$19	2.5%
EMBA	\$1,328	\$1,361	\$33	2.5%
EMBA Military Rate	\$1,169	\$1,198	\$29	2.5%

In January, the Board of Regents heard a future action item to re-designate the Doctor of Nursing Practice (DNP) from a graduate degree to a professional degree. To align with the re-designation and standard practice in schools of Nursing, a unique tuition rate will be established for the

professional DNP program. Current students in the graduate DNP program will be grandfathered in at the current graduate nursing rates through the completion of their programs. It is important to authorize a new professional DNP tuition rate now so it can be clearly communicated to students when the admission cycle for Fall 2024 begins later this summer. The following rates will apply to students admitted to the professional DNP program Fall 2024 and after.

Tuition Rates	Current	Proposed	Change	%Change
Professional Doctor of Nurse Practice Resident	N/A	\$23,760	N/A	N/A
Professional Doctor of Nurse Practice Non-Resident	N/A	\$39,232	N/A	N/A



WASHINGTON STATE
UNIVERSITY

Academic 2023-24 Tuition Rates

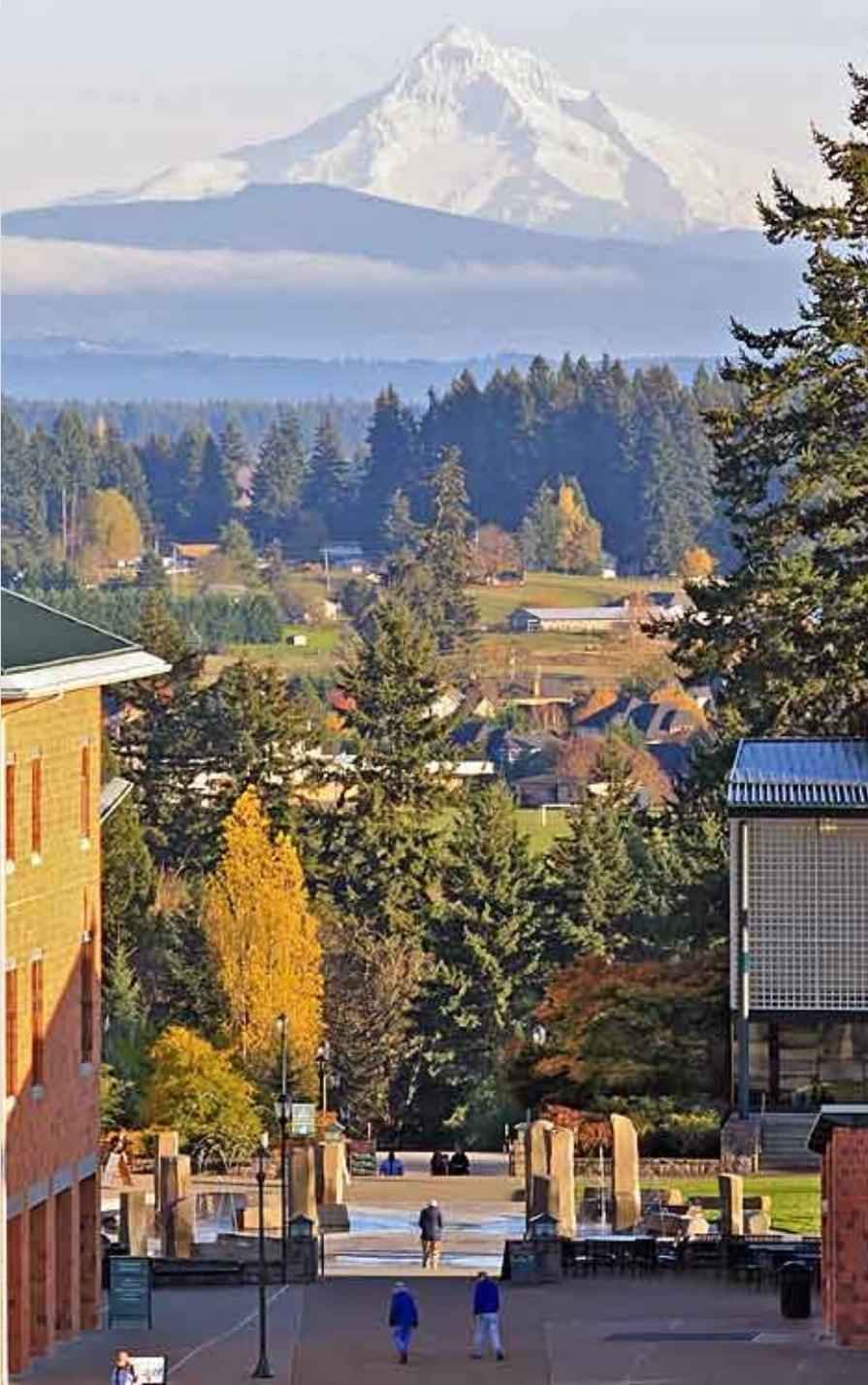


March 9, 2023



AY 2023-24 Tuition Rates

- Considerations
- Undergraduate and Graduate Proposed Rates
- Benchmarking
- Professional Rates
- Self-sustaining Program Rates
- Tuition Setting Authority
- Next Steps



Considerations



- Student Experience
- Affordability
- Predictability
- Financial Sustainability



WASHINGTON STATE UNIVERSITY

Affordability

Outcomes of Affordability Efforts

- Tuition rates are lower today than 10 years ago.
- Resident undergraduates who pay no tuition has improved from 31% in 2014 to 37% in 2022.
- Resident undergraduates who pay full tuition has fallen from 42% in 2014 to 33% in 2022.
- Resident undergraduates graduating with no loan debt jumped from 39.6% in 2014 to 50% in 2022.



Outcomes of Affordability Efforts

- Full impact of the Washington College Grant has not been experienced:
 - Eligible student from a family of four with income of \$64,500 or less per year would get a full award.
 - For example, public college tuition would likely be free for a family with three children and a single parent making \$28 per hour.
 - For middle-income families, grant amounts are lower. Yet even someone from a family of four making up to \$107,000 per year can get some money to help pay for college.



WSU Outreach for FAFSA/WAFSA

- Campaigns for *both* prospective/new Cougs and current Cougs
- Communications – written, electronic throughout the cycle
- Virtual events and in person events to help students and families complete the FAFSA/WAFSA (<https://financialaid.wsu.edu/event-registration-and-requests/>)
- SFS (Student Financial Services) has a dedicated Communication Center to assist students and parents with a variety of questions about financial aid.



WSU Outreach for FAFSA/WAFSA

- Workshops/events at high schools and on WSU campuses to help students complete the FAFSA/WAFSA
- SFS participates in Visitation and Recruitment Events, assisting students and parents with financial aid & scholarship questions.
- SFS has an appointment scheduler for students to meet in person or virtually to assist with any financial aid and scholarship questions.



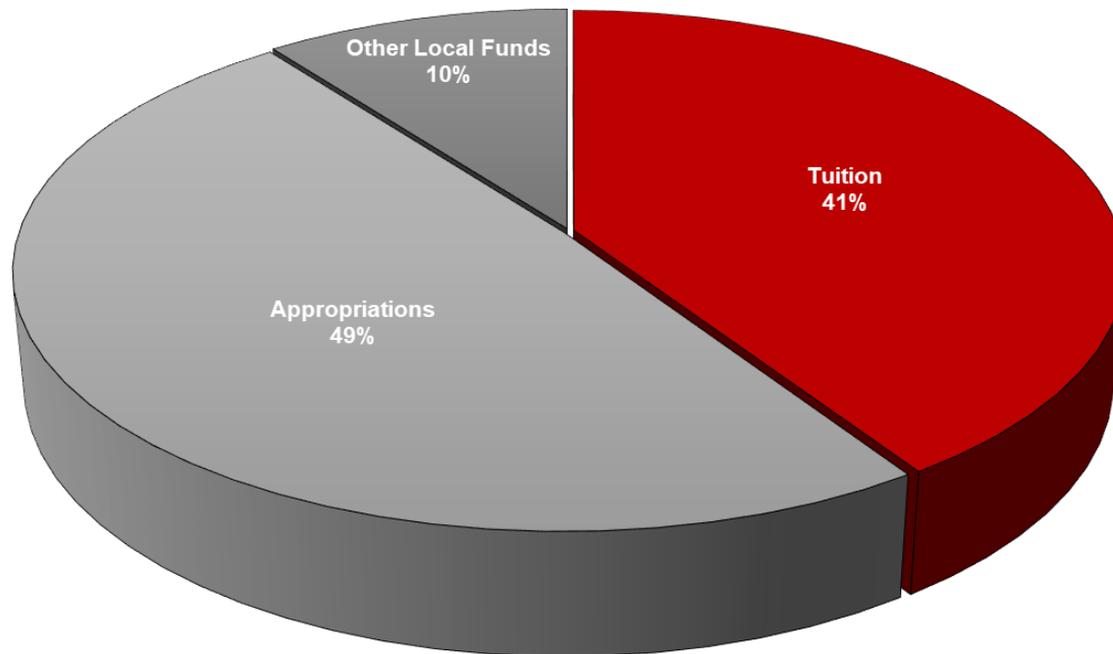
Financial Sustainability

Tuition is an essential funding source for WSU



Tuition and Financial Sustainability

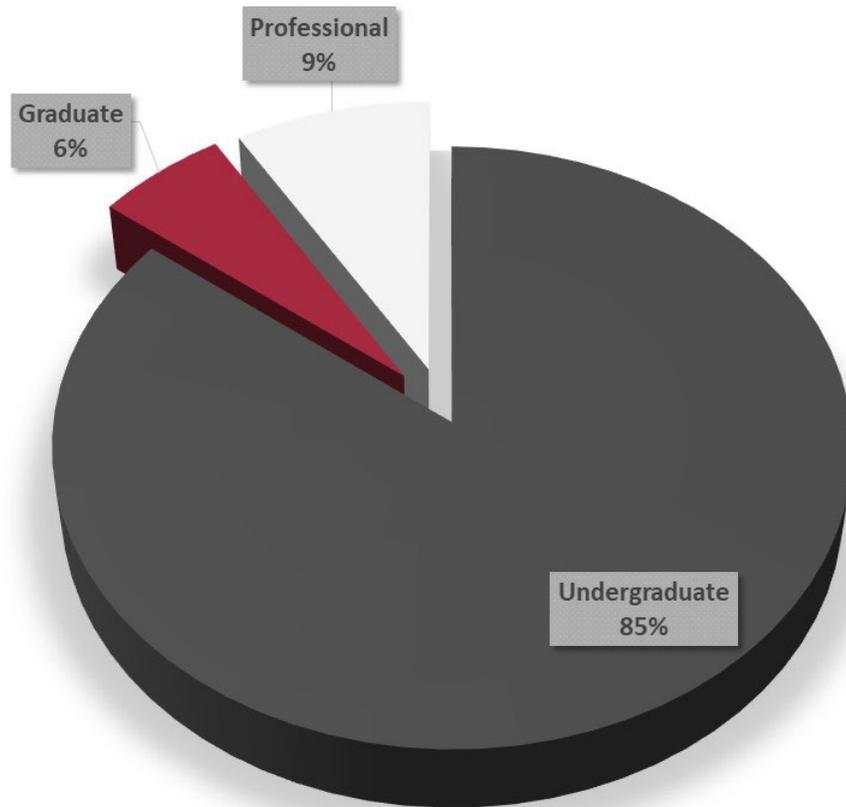
**Core Operating Budget
\$614 million**



- Tuition and state appropriations make up 90% of WSU's core budget
- The Legislature plans tuition increases into the state budget to help cover operations, salary adjustments, etc.



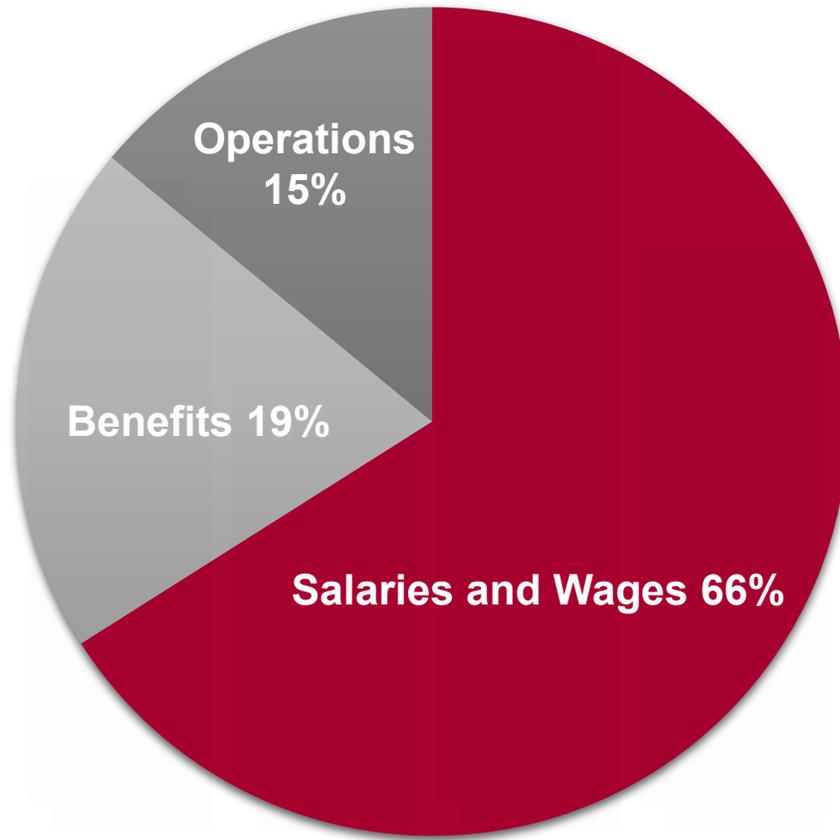
Tuition and Financial Sustainability



- 85% of tuition funds come from undergraduate enrollments.



Tuition and Financial Sustainability



- 85% of tuition funds are used to support salary and benefit costs for faculty, staff, and student hourly employees.





Proposed Tuition Rates

Undergraduate and Graduate

Undergraduate and Graduate Proposed Tuition Rates for AY 23-24

Annual Tuition Rates	Current	Proposed	\$ Change	% Change
Undergraduate Resident	\$10,708	\$10,976	\$268	2.5%
Undergraduate Non-Resident	\$26,392	\$27,052	\$660	2.5%
Undergraduate Resident Global Campus	\$10,708	\$10,976	\$268	2.5%
Undergraduate Non-Resident Global Campus	\$11,980	\$12,280	\$300	2.5%
Graduate Resident	\$12,366	\$12,675	\$309	2.5%
Graduate Non-Resident	\$27,163	\$27,842	\$679	2.5%
Graduate Resident Global Campus	\$12,366	\$12,675	\$309	2.5%
Graduate Non-Resident Global Campus	\$12,366	\$12,675	\$309	2.5%

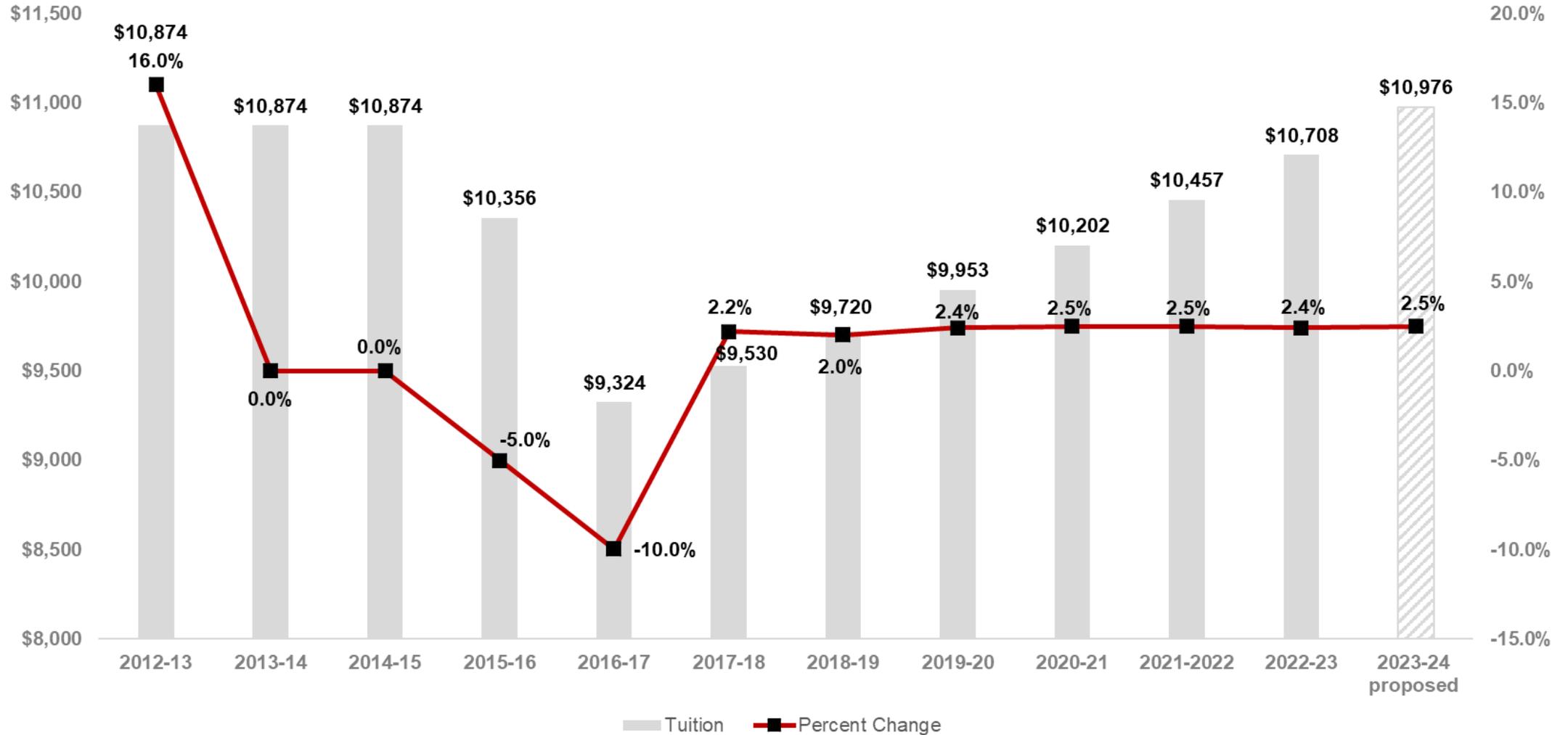




Historical Trends and Benchmarking



Resident Undergraduate Rates Academic Years 2012-13 – 2023-24 (Proposed)



Peer Comparisons

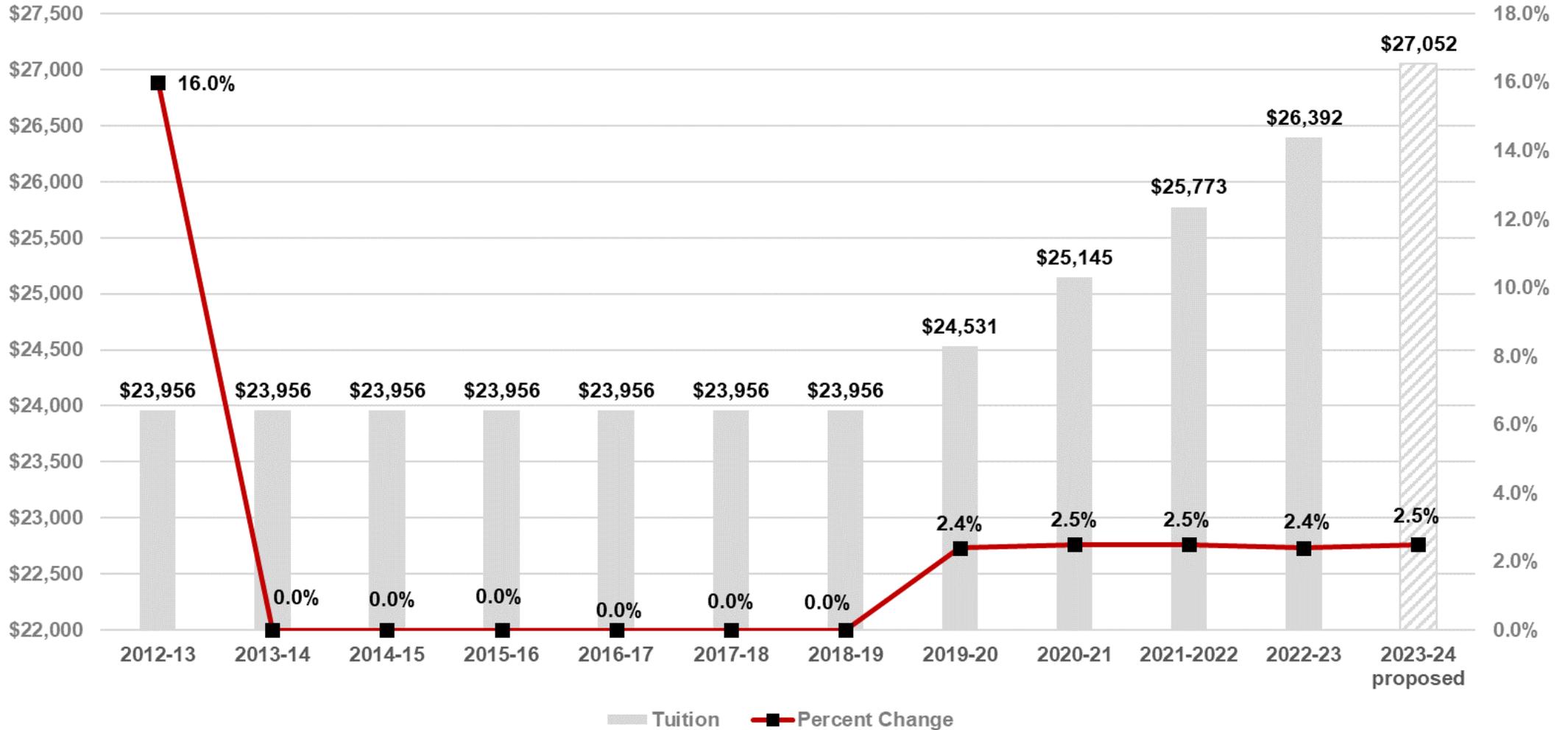
Resident Undergraduate Tuition & Fees (shown lowest to highest)

Strategic Plan Peers	
Name	AY 2022-2023
	Resident Undergrad
North Carolina State U	9,128
Mississippi State U	9,398
U of Nebraska-Lincoln	9,854
Purdue U	9,992
Iowa State U	10,133
U of Georgia	11,180
U of Maryland-College Park	11,232
Louisiana State U	11,954
U of Missouri-Columbia	12,396
Washington State U	12,701
Colorado State U	12,874
Oregon State U	13,191
U of Tennessee-Knoxville	13,244
Virginia Tech	14,666

PAC-12 Peers	
Name	AY 2022-2023
	Resident Undergrad
Utah	9,002
ASU	11,618
UW	12,242
Colorado	12,608
WSU	12,701
OSU	13,191
Arizona	13,255
UCLA	13,804
CAL-Berkley	14,796
Oregon	15,054
Stanford	59,838
USC	64,726



Non-Resident Undergraduate Rates Academic Years 2012-13 – 2023-24 (Proposed)



NR UGRD tuition is about 20% of total tuition revenue



Peer Comparisons

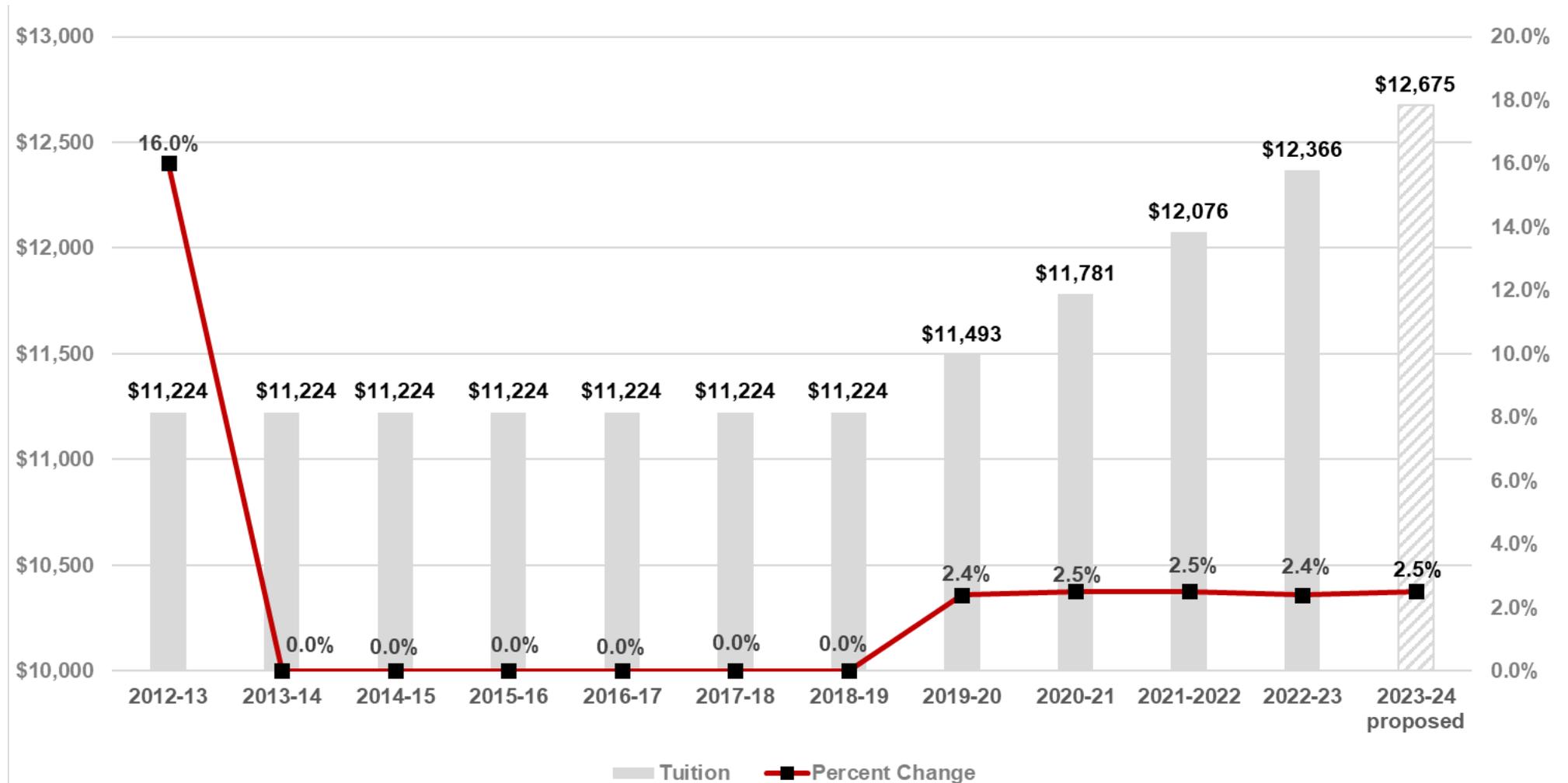
Non-Resident Undergraduate Tuition and Fees (shown lowest to highest)

Strategic Plan Peers	
Name	AY 2022-2023
	Non-Resident Undergrad
Mississippi State U	25,444
Iowa State U	26,617
U of Nebraska-Lincoln	26,984
Washington State U	28,385
Louisiana State U	28,631
Purdue U	28,794
U of Georgia	30,220
U of Missouri-Columbia	30,734
North Carolina State U	30,869
U of Tennessee-Knoxville	31,664
Colorado State U	32,734
Virginia Tech	34,920
Oregon State U	34,983
U of Maryland-College Park	39,468

PAC-12 Peers	
Name	AY 2022-2023
	Non-Resident Undergrad
WSU	28,385
Utah	30,488
ASU	30,592
OSU	34,983
Colorado	39,210
Arizona	39,557
UW	40,740
Oregon	41,700
UCLA	44,830
CAL-Berkley	45,822
Stanford	59,838
USC	64,726



Resident Graduate Rates Academic Years 2012-13 – 2023-24 (Proposed)



GRAD tuition (RES and NR) is about 6% of total tuition revenue



Peer Comparisons

Resident Graduate Tuition and Fees (shown lowest to highest)

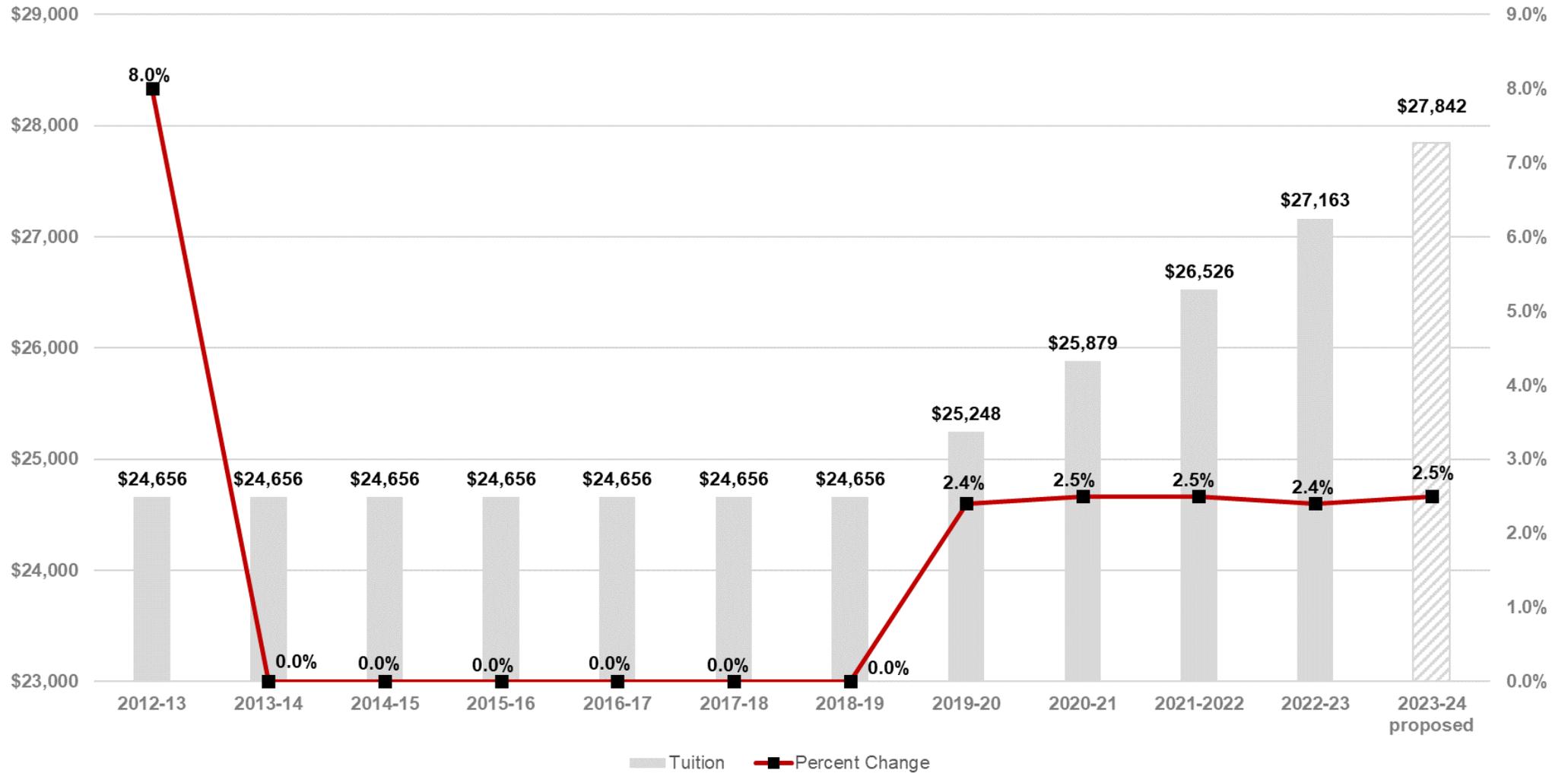
Strategic Plan Peers	
Name	AY 2022-2023
	Resident Graduate
U of Nebraska-Lincoln	7,978
Mississippi State U	9,398
U of Georgia	9,600
Purdue U	9,992
North Carolina State U	11,700
Iowa State U	11,981
U of Maryland-College Park	11,994
U of Missouri-Columbia	12,809
U of Tennessee-Knoxville	13,380
Louisiana State U	13,410
Washington State U	14,063
Colorado State U	15,568
Oregon State U	16,191
Virginia Tech	17,084

PAC-12 Peers	
Name	AY 2022-2023
	Resident Graduate
Utah	12,143
ASU	12,914
Arizona	14,000
WSU	14,063
CAL-Berkley	14,476
Colorado	15,282
OSU	16,191
UCLA	18,136
Oregon	18,495
UW	18,057 - 38,445
Stanford	56,487
USC	64,673 - 73,421

Note: Several institutions have differential tuition. A standard tuition (e.g. Arts and Sciences) or a range provided.



Non-Resident Graduate Rates Academic Years 2012-13 – 2023-24 (Proposed)



GRAD tuition (resident and non-resident) is about 6% of total tuition revenue

Peer Comparisons

Non-Resident Graduate Tuition and Fees (shown lowest to highest)

Strategic Plan Peers	
Name	AY 2022-2023
	Non-Resident Graduate
U of Nebraska-Lincoln	19,768
U of Missouri-Columbia	23,140
U of Maryland-College Park	25,398
Mississippi State U	25,444
U of Georgia	25,578
Iowa State U	28,185
Purdue U	28,796
Washington State U	28,860
Oregon State U	30,357
Louisiana State U	30,361
North Carolina State U	30,906
Colorado State U	31,766
U of Tennessee-Knoxville	31,798
Virginia Tech	32,433

PAC-12 Peers	
Name	AY 2022-2023
	Non-Resident Graduate
CAL-Berkley	25,578
WSU	28,860
OSU	30,357
Oregon	31,455
UCLA	33,238
ASU	33,556
Arizona	34,000
Colorado	35,928
Utah	39,838
UW	31,530 - 56,127
Stanford	56,487
USC	64,673 - 73,421

Note: Several institutions have differential tuition. A standard tuition (e.g. Arts and Sciences) or a range is provided.



Professional Tuition Rate Proposals for AY23-24

Tuition Rates	Current	Proposed	Change	% Change
Master of Nursing Resident	\$17,234	\$17,752	\$518	3.0%
Master of Nursing Non-Resident	\$32,256	\$33,224	\$968	3.0%
PharmD Resident	\$24,878	\$24,878	\$0	0.0%
PharmD Non-Resident	\$42,148	\$30,104	(\$12,044)	-28.5%
ESF College of Medicine Resident	\$39,508	\$40,891	\$1,383	3.5%



Self-Sustaining Program Per Credit Hour Tuition Rates for AY22-23 with Proposed Changes for AY23-24

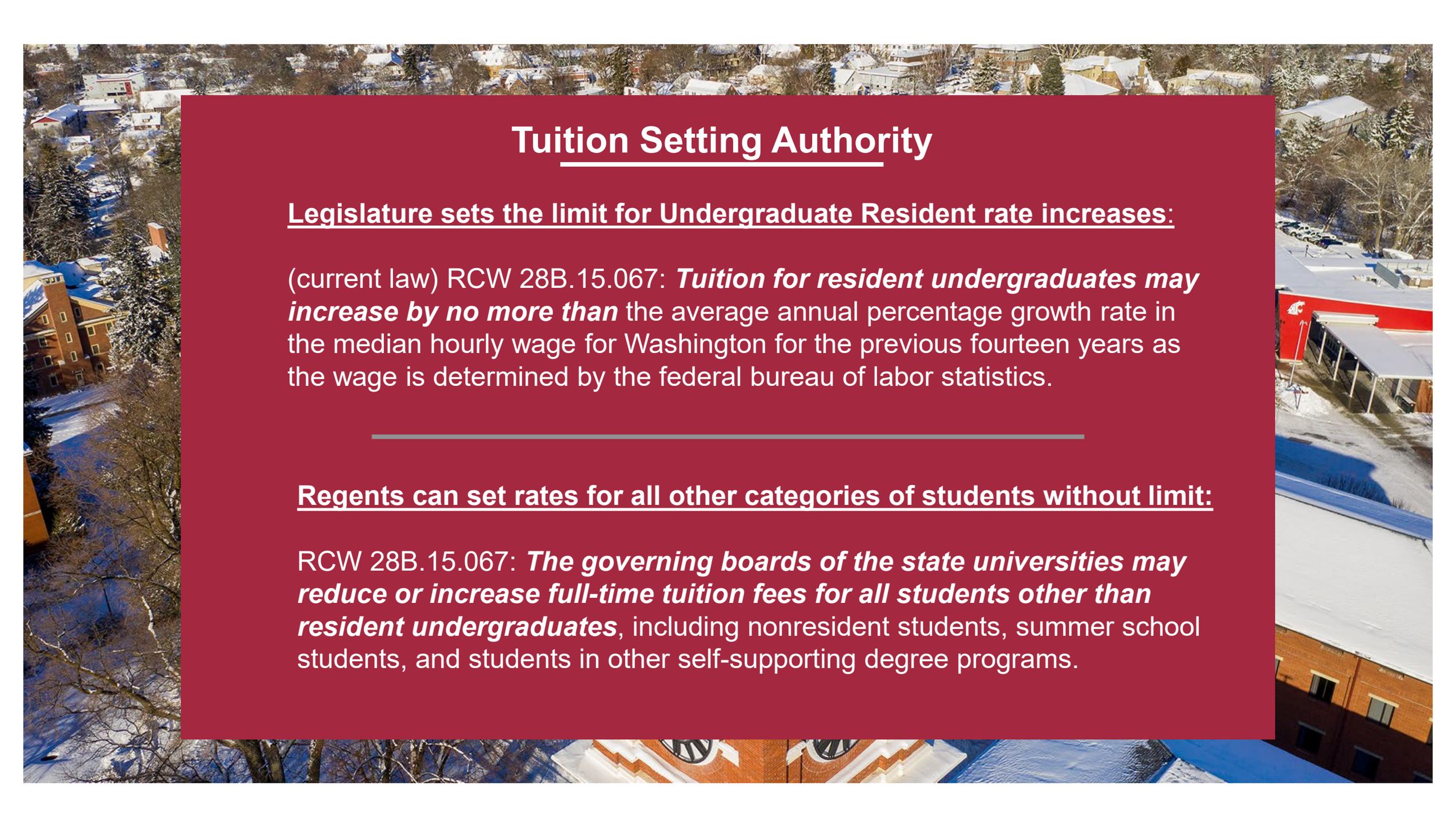
Tuition Rates	Current	Proposed	Change	% Change
OMBA	\$876	\$898	\$22	2.5%
OMBA Military Rate	\$769	\$788	\$19	2.5%
EMBA	\$1,328	\$1,361	\$33	2.5%
EMBA Military Rate	\$1,169	\$1,198	\$29	2.5%



Proposed New Professional DNP Rate Effective Fall 2024 (AY24-25)

Tuition Rates	Current	Proposed	Change	% Change
Professional Doctor of Nurse Practice Resident	N/A	\$23,760	N/A	N/A
Professional Doctor of Nurse Practice Non-Resident	N/A	\$39,232	N/A	N/A





Tuition Setting Authority

Legislature sets the limit for Undergraduate Resident rate increases:

(current law) RCW 28B.15.067: *Tuition for resident undergraduates may increase by no more than* the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years as the wage is determined by the federal bureau of labor statistics.

Regents can set rates for all other categories of students without limit:

RCW 28B.15.067: *The governing boards of the state universities may reduce or increase full-time tuition fees for all students other than resident undergraduates*, including nonresident students, summer school students, and students in other self-supporting degree programs.



Next Steps

- March-April: Rate increase proposals vetted with students and feedback gathered and provided to Regents in May.
- May: Action Item on tuition rates considered by the Board.

FUTURE ACTION ITEM #2

Academic Year 2023-24 Services and Activities Fee Rate Changes (Matt Skinner/Kelley Westhoff)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Academic Year 2023-2024 Services and Activities (S&A) Fee Rate Changes

PROPOSED: That the Board of Regents authorize rate changes in campus S&A fees for the academic year 2023-2024.

SUBMITTED BY: Matt Skinner, Interim Vice President for Finance and Administration/CFO

SUPPORTING INFORMATION: S&A fees are paid by students for the express purpose of funding student services and programs, including indebtedness for facilities.

Under RCW 28B.15.045, campus S&A fee committees are responsible for evaluating existing and proposed programs and submitting budget recommendations and rate changes to the University administration and the Board. RCW 28B.15.069(2) allows the Board to increase S&A fees annually by amounts not to exceed four percent. S&A fees may decrease by any amount. S&A fee rates vary for each campus.

Process:

All WSU campuses have student-led S&A fee committees that are beginning their deliberations for AY 2023-24. Each committee will independently recommend an increase or decrease in the S&A fee rate for their campus. Committee recommendations for rate changes are reviewed by each campus chancellor and President Schulz before being brought to the Board of Regents for final approval. Rate recommendations will be finalized prior to the May 2023 Board of Regents meeting and will be an action item at that meeting.

History of S&A Fee Rates and Increases

10 Year History of S&A Fees Amounts						
	Pullman	Spokane	Vancouver	Tri-Cities	Global	Everett
2013-2014	\$ 522	\$ 522	\$ 522	\$ 522	\$ 512	n/a
2014-2015	\$ 544	\$ 522	\$ 512	\$ 512	\$ 512	n/a
2015-2016	\$ 560	\$ 559	\$ 527	\$ 512	\$ 512	\$ 512
2016-2017	\$ 560	\$ 559	\$ 559	\$ 512	\$ 512	\$ 512
2017-2018	\$ 548	\$ 571	\$ 559	\$ 512	\$ 461	\$ 512
2018-2019	\$ 537	\$ 582	\$ 559	\$ 512	\$ 415	\$ 512
2019-2020	\$ 558	\$ 582	\$ 559	\$ 512	\$ 415	\$ 527
2020-2021	\$ 558	\$ 582	\$ 559	\$ 512	\$ 415	\$ 527
2021-2022	\$ 540	\$ 582	\$ 559	\$ 512	\$ 373	\$ 527
2022-2023	\$ 559	\$ 582	\$ 559	\$ 526	\$ 373	\$ 527
2023-2024	TBD	TBD	TBD	TBD	TBD	TBD

10 Year History of S&A Fee Rate Changes						
	Pullman	Spokane	Vancouver	Tri-Cities	Global	Everett
2013-2014	2.0%	2.0%	2.0%	2.0%	0.0%	n/a
2014-2015	4.2%	0.0%	-1.9%	-1.9%	0.0%	n/a
2015-2016	2.9%	7.1%	2.9%	0.0%	0.0%	n/a
2016-2017	0.0%	0.0%	6.1%	0.0%	0.0%	0.0%
2017-2018	-2.1%	2.1%	0.0%	0.0%	-10.0%	0.0%
2018-2019	-2.0%	1.9%	0.0%	0.0%	-10.0%	0.0%
2019-2020	3.9%	0.0%	0.0%	0.0%	0.0%	2.9%
2020-2021	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2021-2022	-3.2%	0.0%	0.0%	0.0%	-10.0%	0.0%
2022-2023	3.5%	0.0%	0.0%	2.7%	0.0%	0.0%
2023-24	TBD	TBD	TBD	TBD	TBD	TBD

FUTURE ACTION ITEM #3
Academic Year 2023-24 and Summer 2023
Services and Activities Fee Committee Allocations
(Matt Skinner/Kelley Westhoff)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Services and Activities (S&A) Fee Committee Allocations for Academic Year 2023-2024 and Summer 2023

PROPOSED: That the Board of Regents approve the allocation of S&A fees for academic year 2023-2024 and summer 2023, as recommended by the student led S&A fee committees representing each of the WSU campuses.

SUBMITTED BY: Matt Skinner, Interim Vice President for Finance and Administration/CFO

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

Process:

The S&A fee committee on each campus is student led, with a majority of votes assigned to students. Each campus committee conducts a hearing and deliberation process resulting in recommendations for the allocation of S&A fees. The recommendations are developed following guidelines governing the establishment and funding of student programs set forth in RCW 28B.15.045.

The committees listed below will submit their allocation recommendations to each campus chancellor and President Schulz for review prior to bringing them to the Board of Regents for final approval. Allocation recommendations will be finalized prior to the May 2023 Board of Regents meeting and will be an action item at that meeting.

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

History of S&A Fee Allocations

S&A Fee Committees 5-Year History of Allocations						
	Pullman	Spokane	Vancouver	Tri-Cities	Global	Everett
2015-2016	7,570,475	864,875	1,500,665	504,105	902,128	
2016-2017	\$ 7,829,480	\$ 1,011,666	\$ 1,179,978	\$ 556,095	\$ 1,179,978	\$ 53,994
2017-2018	\$ 8,201,072	\$ 1,030,037	\$ 2,000,000	\$ 606,595	\$ 1,149,606	\$ 66,985
2018-2019	\$ 8,005,613	\$ 1,041,535	\$ 2,400,000	\$ 723,666	\$ 1,343,620	\$ 94,210
2019-2020	\$ 8,248,271	\$ 1,093,614	\$ 2,095,736	\$ 728,655	\$ 1,362,570	\$ 109,003
2020-2021 Initial	\$ 9,469,993	\$ 1,298,305	\$ 2,280,031	\$ 807,610	\$ 1,485,306	\$ 138,454
2020-2021 Revised *	\$ 8,991,826	\$ 1,150,315	n/a	\$ 687,325	n/a	n/a
2021-2022	\$ 9,276,522	\$ 1,084,509	\$ 2,198,821	\$ 792,496	\$ 2,212,436	\$ 58,025
2022-2023	\$ 9,844,955	\$ 1,108,538	\$ 2,100,000	\$ 736,584	\$ 1,648,940	\$ 174,611
2023-2024	TBD	TBD	TBD	TBD	TBD	TBD

**allocation adjustments due to the pandemic*

FUTURE ACTION ITEM #4

WSU Pullman, Academic Year 2023-2024
Housing and Dining Rates
(Ellen Taylor/Linda McDermott)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Academic Year 2023-2024 Housing and Dining Rates

PROPOSED: That the Board of Regents authorize housing and dining rates for academic year 2023-2024.

SUBMITTED BY: Matt Skinner, Interim Vice President for Finance and Administration/CFO

BACKGROUND INFORMATION:

The Pullman Housing and Dining System (H&D System) is a self-sustaining auxiliary unit that is required to establish room and board rates sufficient to cover all operational costs, bond covenants, and to support University strategic goals and objectives. Rates are recommended annually to the Board of Regents based on forecasted operational costs and reviewed by the Pullman Campus Housing and Dining Advisory Board (Advisory Board). The Advisory Board, comprised of student representatives from the Residence Hall Association, Associated Students of Washington State University, Graduate and Professional Students Association, at-large students, and Student Affairs staff representatives, began meeting in fall of 2022 to review and discuss operational changes anticipated for the ensuing year and to address the future stability of the H&D System.

Last year, the H&D System retained a consultant to review and provide recommendations for the future stability of the H&D System. The consultant's analysis addressed existing conditions, peer benchmarking, and key on-and-off campus trends. The study recommendations are addressed in the proposed residence hall pricing structure. The new structure assigns each residence hall to a pricing tier (1–4), and each room by type, available amenities, and perceived demand. A similar model is proposed for university owned apartments. Under the new structure, housing revenue for FY2024 is projected to increase by approximately \$3.6 million, and dining revenue is projected to increase by approximately \$.5 million. Total H&D System revenue is projected to be approximately \$69 million.

The occupancy of the H&D System for academic year 2023-2024 is estimated at 4,400 in the residence halls and 1,500 in University owned apartments. The new housing model and adjustments to existing dining rates address estimated increases in operational costs (e.g., personnel, food, utilities, and general inflation). The proposed changes were approved by majority vote of the student representatives on the Housing and Dining Advisory Board in their meeting on February 1, 2023. The rate adjustments for residence halls, dining plans, and University owned apartments are recommended for academic year 2023-2024.

ATTACHMENT: Attachment A – Housing & Dining System Rates

Attachment A – Housing & Dining System Rates

Housing & Dining System Residence Hall Pricing Structure Academic Year 2023-2024				
Pricing Tier	Tier 1	Tier 2	Tier 3	Tier 4
Base Cost	\$10,078	\$8,667	\$7,660	\$7,054
Base Cost %	100%	86%	76%	70%
Hall Characteristics	Location, demand, amenities, age of construction or refurbishment	Room size/room type, location, demand, age of refurbishment	Semi-private bath, single, minifridge and external entrance	Room size, age of facility, lack of amenities, size, minimal refurbishment
Tier Assignments	Community Duncan Dunn, Global Scholars Hall, Northside, Olympia	Honors, McCroskey, Stimson	McEachern	Coman, Gannon Goldsworthy, Orton, Regents, Rogers, Scott, Stephenson, Stevens, Streit/Perham, Waller, Wilmer Davis
Price Adjustments by Room Type and Amenities				
Room Type	Room	Private Bath	Shared Bath	Community Bath
Single	\$600	\$600	\$500	\$ -
Double	\$-	\$475	\$425	\$ -
Suite Double	\$50	\$475	\$425	\$ -
Suite Single	\$650	\$600	\$500	\$ -

Housing & Dining System Rates Academic Year 2023-2024

Academic Year 2023-2024 Residence Hall Rates				
	Room Type	Private Bath	Shared Bath	Community Bath
Pricing Tier 1	Single	\$ 11,278	\$ 11,178	\$ 10,678
	Double	10,553	10,503	10,078
	Suite Double	10,603	10,553	10,128
	Suite Single	11,328	11,228	10,728
Pricing Tier 2	Single	9,867	9,767	9,267
	Double	9,142	9,092	8,667
	Suite Double	9,192	9,142	8,717
	Suite Single	9,917	9,817	9,317
Pricing Tier 3 *	Single	8,859	8,760	8,259
	Double	8,134	8,084	7,659
	Suite Double	8,184	8,134	7,709
	Suite Single	8,909	8,809	8,309
Pricing Tier 4	Single	8,254	8,154	7,654
	Double	7,529	7,479	7,054
	Suite Double	7,579	7,529	7,104
	Suite Single	8,304	8,204	7,704

* Single room, shared bath available

Sample Residence Hall Rate Comparisons				
	2022-2023	2023-2024	Dollar Increase	Percent Increase
Tier 1 Double, CB	\$ 9,778	\$ 10,078	\$ 300	3.1%
Tier 2 Suite D, SB	8,512	9,142	630	7.4%
Tier 3 Single, SB	8,306	8,760	454	5.5%
Tier 4 Double, CB	6,912	7,054	142	2.1%
Tier 4 **	7,592	7,054	-538	-7.1%

** Coman, Regents, Scott, Stevens, Wilmer-Davis: Double, CB

Dining Plan Rates Academic Years 2023-24 and 2022-2023			
	Level 1	Level 2	Level 3
Base Cost	\$ 935	\$ 935	\$ 935
Residential Dining Account (RDA)	1,080	1,390	1,645
Total, Semester	2,015	2,325	2,580
Total, Academic Year, 2023-2024	4,030	4,650	5,160
Total Academic Year, 2022-2023	3,860	4,450	\$4,940
Dollar Increase	\$ 170	\$ 200	\$ 220
Percent Increase	4.4%	4.5%	4.5%

Housing & Dining System			
Single Student Apartment Pricing Structure			
Academic Year 2023-2024			
	Tier 1	Tier 2	Tier 3
Single Student Apartments (SSA) – Price per Occupant	Chief Joe	Nez Perce Chinook - Remodeled	Chinook Columbia
Base Cost	\$ 685	\$ 582	\$ 514
Base Cost Percent	100%	85%	75%
Furniture	50	45	40
Furnished	40	40	40
Three Bedrooms	-70	-70	-70
Four Bedrooms	-140	-140	-140
Size Adjustment (Sq feet)	20	20	20

Single Student Apartment Rates			
Pricing Tier 1	Furnished	Unfurnished	Size Adjustment
2 Bedroom	735	685	
3 Bedroom	665	615	
4 Bedroom	595	545	
Pricing Tier 2			
2 Bedroom	627	582	
3 Bedroom	557	512	
4 Bedroom	487	442	
Pricing Tier 3			
2 Bedroom	554	514	
3 Bedroom	484	444	
4 Bedroom	414	374	

Apartment Pricing Structure and Rates				
Family / Graduate Apartments				
	Tier 1	Tier 2	Tier 3	Tier 4
Family / Graduate Apartments (Fam/Grad) – Price Per Unit	Yakama	Valley Crest	Steptoe	Kamiak Terrace
Base Cost, per unit	\$ 1,040	\$ 1,030	\$ 957	\$ 811
Base Cost Percent	100%	99%	92%	78%
Studio	730	N/A	712	566
1 Bedroom, Flat & Townhouse	835	825	752	631
2 Bedroom, Flat & Townhouse	940	930	857	711
3 Bedroom, Flat & Townhouse	1,040	1,030	957	811

Sample Apartment Rate Comparisons				
	2022-2023	2023-2024	Dollar Increase	Percent Increase
SSA, Tier 1, 2 Bedroom, Furnished	\$ 685	\$ 735	\$ 50	7.3%
SSA, Tier 3, 2 Bedroom, Unfurnished	430	444	14	3.3%
Fam/Grad, Tier 1, 2 Bedroom	895	940	45	5.0%
Fam/Grad, Tier 4, 3 Bedroom	775	811	36	4.6%

FUTURE ACTION ITEM #5

**WSU Pullman, Proposed Student Recreation Center Fee Increase
(Matt Skinner/Ellen Taylor/Linda McDermott)**

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Proposed Student Recreation Center Fee Increase

PROPOSED: That the Board of Regents authorize an increase in the WSU Pullman, Student Recreation Center fee beginning academic year 2023-24.

SUBMITTED BY: Matt Skinner, Interim Vice President for Finance and Administration/CFO

**SUPPORTING
INFORMATION:**

In accordance with RCW 28.B.15.100, the Board of Regents may determine and establish fees to meet institutional needs. The WSU Pullman student body passed a 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 referendum also established an advisory board to ensure the facility meets established priorities and continues to be dedicated to student recreation, and that all funds remain within the center.

The Student Recreation Center (SRC) is a hub of student activity. More than 550,000 students and other patrons access the facility annually. The facility is a vital asset that fosters active and healthy lifestyles and promotes personal growth and development. The SRC aims to remain an inspiring, inviting, contemporary, and well-maintained facility that offers a wide range of programs to meet the needs of the entire campus community.

The University Recreation Advisory Board, consisting of 16 voting seats, 11 of which are students, including representatives from both ASWSU and GPSA, oversees operational decisions, including budgets, programming priorities and master planning for both the SRC and the Chinook Student Center. After careful review of operations, including significant minimum wage increases, rising utility costs, maintenance, and inflation, the Board plans to recommend a 2.4% fee increase for academic year 2023-24. With the recommended increase, the fee will be \$168 per semester, up from \$164 per semester in 2022-2023. The summer fee will increase from \$97

to \$99 beginning summer 2024. The summer fee is prorated for students taking less than three credits. The recommendation will be finalized prior to the May 2023 Board of Regents meeting and submitted to the Regents as an action item at that meeting.

ATTACHMENT: Attachment A – Summary Information Regarding SRC Fee Increase

WSU Pullman, Student Recreation Center Fee Increase
Attachment A: Summary Information

Fee name:	WSU Pullman, Student Recreation Center Mandatory Student Fee
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	Resident	Non-Resident
Current Rate (Annual)	\$328	\$328
Proposed Rate (Annual)	336	336
\$ Increase	\$8.00	\$8.00
% Increase	2.4%	2.4%

Description of who pays the fee: <i>(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):</i>
The fee is assessed to undergraduate and graduate students at the Pullman campus who are enrolled in seven (7) or more credits during fall and spring semesters. The current summer fee is \$97. The proposed fee beginning summer 2024 is \$99. The summer fee is prorated for students taking less than 3 credits.

Justification for the increase/consequence for not increasing:
In fiscal year 2022-2023, the Student Recreation Center experienced increased costs associated with wages (7.2%), salaries and benefits (2.50-3.25%) and general inflation (6-7%). While the SRC fee was increased 4.46% this fiscal year to address rising operating costs, the fee was not increased for five (5) years prior. In addition to the increases in operating expenses, declining enrollment over the past four (4) years has resulted in \$842,000 less fee revenue. The consequences of not increasing the fee would be reduced services for students, including significant reduction of SRC building hours, deferral of vital maintenance projects, and deferred equipment replacement that could reduce offerings and potentially compromise safety standards.

What will the increased tuition/fee revenue support? (What will you do with the money)
The increase in the SRC mandatory student fee will assist in covering the \$2.48 million annual bond payment (expiring in 2032) and allow the facility to continue at current operating levels and standards. Even with a fee increase, the SRC is still facing significant budgetary challenges associated with the inflationary impacts on operational costs, as well as deferred maintenance projects including replacement of the SRC roof, chiller, pool disinfection system and flooring.

Tuition and Fee Rate Increase Request

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

SRC Fee Year	Academic Fee	Summer Fee	Percentage Increase	Dollar Increase
2018-2019	\$157.00	\$93.00	0.00%	\$0.00
2019-2020	\$157.00	\$93.00	0.00%	\$0.00
2020-2021	\$157.00	\$93.00	0.00%	\$0.00
2021-2022	\$157.00	\$93.00	0.00%	\$0.00
2022-2023	\$164.00	\$97.00	4.46%	\$7.00

Until 2022-2023, the SRC Mandatory Student Fee had not been increased since 2017. The SRC and Stephenson Fitness Centers are an important part of student life on the WSU Pullman campus, serving more than 77% of WSU students in 2022. WSU Students have expressed that the SRC and Stephenson fitness centers are important for helping them improve both physical and mental health and research shows that recreation centers positively impact recruitment, retention, and academic success. Additionally, University Recreation provides employment opportunities for approximately 350 students each year that allow them to improve financial wellbeing as well as develop professional skills such as inclusion, professionalism, customer service, problem solving, working with others, leadership, and wellbeing.

Alternatives Considered:

Reductions in services to reduce expenses (elimination of hours of operation) along with deferred maintenance and equipment replacement have been ongoing for the past several years. Continued cuts will have impacts on availability of services to students in the facility in addition to the role that the facility plays in the overall success of the Pullman campus. UREC currently employs an average of 350 students annually and reductions in services would decrease the number of learning outcome driven opportunities.

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

The UREC Advisory Board includes majority representation from students. The board includes representatives from both ASWSU and GPSA and serves as the voice of students regarding University Recreation. There is support for the increase that is based on the documented needs to maintain the quality services and condition of the student recreation facility, as well as recent decline in enrollment. An official vote regarding a fee increase will take place on February 27.

FUTURE ACTION ITEM #6

WSU Pullman, Fiscal Year 2024 Undergraduate Student Technology Fee Committee Allocations (Matt Skinner/Kelley Westhoff)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Fiscal Year 2024 Undergraduate Student Technology Fee Committee Allocations

PROPOSED: That the Board of Regents approve the allocations as recommended by the Pullman Undergraduate Student Technology Fee Committee for the 2024 fiscal year.

SUBMITTED BY: Matt Skinner, Interim Vice President for Finance & Administration/CFO

SUPPORTING INFORMATION: In FY2015 the ASWSU-Pullman Senate approved a student technology fee for undergraduate students, effective fall semester 2015. The \$20 fee is charged to undergraduate students in the fall and spring semesters, as well as summer session. 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 Process:

The Pullman Undergraduate Student Technology Fee Committee is student led with a majority of votes assigned to students. The committee will conduct hearings to review funding requests from a variety of university groups for technology projects that will benefit WSU Pullman students. Allocation recommendations from the committee are forwarded to ASWSU for consideration. ASWSU has the authority to approve the allocation recommendations or abolish the fee. If approved, the allocation recommendations will be submitted to Chancellor Chilton and President Schulz for review prior to bringing them to the Board of Regents for final approval. Allocation recommendations will be finalized prior to the May 2023 Board of Regents meeting and will be an action item at that meeting.

Allocation History:

Pullman Technology Fee Committees History of Allocations	
2016-2017	\$ 898,765
2017-2018	\$ 885,626
2018-2019	\$ 627,457
2019-2020	\$ 856,189
2020-2021	\$ 729,851
2021-2022	\$ 562,262
2022-2023	\$ 657,696
2023-2024	TBD

FUTURE ACTION ITEM #7

WSU Vancouver, Fiscal Year 2024 Student Technology Fee Committee Allocations (Matt Skinner/Kelley Westhoff)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Vancouver, Fiscal Year 2024 Student Technology Fee Committee Allocations

PROPOSED: That the Board of Regents approve the allocations as recommended by the WSU Vancouver Student Technology Fee Committee for the 2024 fiscal year.

SUBMITTED BY: Matt Skinner, Interim Vice President for Finance and Administration/CFO

SUPPORTING INFORMATION: In FY2017 the ASWSU-Vancouver Senate approved a student technology fee for undergraduate students effective fall semester 2017 and for graduate students effective spring semester 2018. The \$20 fee is charged in the fall and spring semesters, as well as summer session. 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 Process:

The Vancouver Student Technology Fee Committee is student led with a majority of votes assigned to students. The committee will conduct hearings to review funding requests from a variety of university groups for technology projects that will benefit WSU Vancouver students. Allocation recommendations from the committee are forwarded to ASWSUV for consideration. ASWSUV has the authority to approve the allocation recommendations or abolish the fee. If approved, the allocation recommendations will be submitted to Chancellor Netzhammer and President Schulz for review prior to bringing them to the Board of Regents for final approval. Allocation recommendations will be finalized prior to the May 2023 Board of Regents meeting and will be an action item at that meeting.

Allocation History:

Vancouver Technology Fee Committees History of Allocations	
2017-2018	\$ 92,705
2018-2019	\$ 123,084
2019-2020	\$ 125,969
2020-2021	\$ 84,263
2021-2022	\$ 102,727
2022-2023	\$ 122,037
2023-2024	TBD



AGENDA

BOARD OF REGENTS MEETING
Washington State University Tri-Cities
Collaboration Hall, Room 102
Richland, Washington
Friday, March 10, 2023 – 9:00 am

- | | <u>Section</u> |
|--|----------------|
| 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 | |
| III. REPORTS FROM SHARED GOVERNANCE GROUPS | Reports |
| IV. EXECUTIVE AND GOVERNANCE COMMITTEE REPORT | |
| A. Action Item: | |
| 1. Proposed Revisions to Board of Regents Bylaws | E-2 |
| V. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT | |
| VI. ACADEMIC AND STUDENT AFFAIRS COMMITTEE REPORT | |
| A. Action Item: | |
| 1. Proposed Revision to WAC 504-24-030 – Undergraduate Housing Requirement | A-3 |
| VII. FINANCE AND ADMINISTRATION COMMITTEE REPORT | |
| VIII. OTHER BUSINESS | |
| IX. PUBLIC COMMENT PERIOD | |
| X. ADJOURN | |

MINUTES
Board of Regents
January 27, 2023

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 27, 2023, at WSU Pullman Lighty Student Services Building, Room 401, Pullman, Washington.

Present: Marty Dickinson, Chair; Present via teleconference Regents Brett Blankenship, Enrique Cerna, Reanne Chilton, Judi McDonald, Jenette Ramos, Heather Redman, Lisa Schauer, John Schoettler, 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. Chair Dickinson announced that the Regents and the presenters would participate in the meeting over Zoom. Chair Dickinson further announced members of the public were invited to view the Board of Regents meeting via YouTube live stream, and a link to the live stream was available on the Board of Regents website.

Chair Dickinson recognized Regent Jenette Ramos for having recently been selected to receive the Most Influential Filipina Women in the World Award from the Filipina Women's Network at the 18th annual Filipina Leadership Global Summit in Lisbon, Portugal. The award honors Filipina women for outstanding work in their respective fields, who are recognized for their leadership and achievements in the global workplace, and who are changing the face of leadership in the local communities.

Chair Dickinson 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 that 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 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:

University Leadership Updates – President Schulz announced WSU had hired Leslie Brunelli from the University of Denver as its new Executive Vice President for Finance and Administration. Ms. Brunelli has over 25 years of experience and is a well-respected voice in higher education and finance. Prior to her position at the University of Denver, she previously served the University of South Carolina as the Vice President for Finance. Ms. Brunelli's official start date is May 1, 2023.

President Schulz reported WSU Spokane Chancellor Daryll DeWald has extended his contract through June of 2027 and has been promoted to Executive Vice President of Health Sciences. President Schulz said over Dr. DeWald's last five years as chancellor and three years as vice president of health sciences, he has done an incredible job supporting the WSU Spokane

community and expanding the health sciences to ensure that we are able to provide much-needed health care throughout the state of Washington.

WSU Everett & Everett Community College Degree Partnership Program – President Schulz reported in an effort to improve accessibility across post-secondary education, WSU Everett and Everett Community College are partnering to establish a Degree Partnership program, the first of its kind in the State of Washington. The program will allow students to take classes at both WSU Everett and Everett Community College, use facilities and services at both locations, seamlessly transfer credits, and combine credits to receive financial aid. Modeled after a similar program launched by Oregon State and Linn-Benton Community College – a recent study showed those students take fewer credits, save money, have higher GPAs and graduation rates, and avoid unnecessary student debt.

NASH Membership – President Schulz reported WSU is taking part in a nationwide effort to increase degree completion, improve social mobility, and decrease student debt. The National Association of System Heads (NASH) will lead the effort to assure those questioning the value of a college education, particularly as the cost of living continues to rise, that it is worth it. President Schulz said this is a fantastic opportunity to work collaboratively in a space that we all care about to improve student outcomes.

Recognizing Martin Luther King Day and National Day of Racial Healing – President Schulz reported WSU honored the life and legacy of Martin Luther King Jr. by kicking off a systemwide book drive to give the gift of reading to commonly overlooked individuals and settings. A small but significant way for our students, faculty, and staff to give back and get involved in their communities. President Schulz reported the Center for Civic Engagement also held a food drive at a local Safeway in Pullman and was able to donate nearly 800 pounds of food to the Cougar Food Pantry and Community Action Center. He said he was also very proud that WSU hosted our first National Day of Racial Healing on January 17. The National Day of Racial Healing on January 17th was intended to inspire culturally and racially sensitive practices and conversations. There were several systemwide, virtual, and in-person opportunities for our campus communities to engage, including yoga, mindfulness workshops, drum circles, and drop-in counseling. President Schulz said he was proud of our diversity, equity, and inclusion leaders who helped coordinate these events and that this work goes a long way in creating a community of belonging.

Institute for Northwest Energy Futures – President Schulz reported that in December, Governor Jay Inslee visited the WSU Tri-Cities campus to express his support for the Institute for Northwest Energy Futures and to preview his budget priorities for the 2023-2025 biennium. The Governor has included \$7.7M in his budget to fund the institute and support office and lab space acquisition, and eight scientists with graduate students and support staff. The mission of the Institute for Northwest Energy Futures is to address the growing demand for clean energy by providing research and analysis that will take a systems approach and integrate new technologies with pre-existing ones. President Schulz said this work would also consider the social implications of these technologies and expand the great relationship WSU has with Pacific Northwest National Laboratory (PNNL).

C. Report from the WSU Global Chancellor. Chancellor Dave Cillay provided the Regents with a brief history of the development and evolution of the WSU Global campus. WSU began offering distance degree programs in 1992 and its first online courses in 1997. The Distance Degree Program moved to fully online in 2006, and WSU accepted its first online freshmen in 2010. In 2012 WSU's Global campus became WSU's fifth campus and hosted the first Global Campus virtual commencement in 2021. Chancellor Cillay further provided enrollment and programming updates.

D. Commendation for Vice President for Information Services and CIO Sasi Pillay

Chair Dickinson read Board of Regents resolution #231027-678 commending Vice President for Information Services and CIO Sasi Pillay for his service to the Board of Regents and WSU.

It was moved and seconded that the Board of Regents adopts resolution #231027-678. Carried. *(A copy may be requested from the President's Office.)*

II. CONSENT AGENDA.

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

- A) Approval of Minutes – November 18, 2022, Board of Regents Meeting
- B) Proposed Re-Designation of the Doctor of Nursing Practice (DNP) Degree from a Graduate to a Professional Degree

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, Alumni Association, Faculty Senate, WSU Associated Students of Washington State University Global, Graduate and Professional Student Association, and the Administrative and Professional Advisory Council—reviewed their reports as submitted. *(Exhibit A)*

V. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT. Regent Schoettler reported that the Strategic and Operational Excellence Committee reviewed and discussed a presentation on Emergency Management and Preparedness presented by WSU Police Chief Gary Jenkins and Directors Shawn Ringo and Jason Sampson. He further reported the Committee was provided with a Legislative Review Update presented by Vice President and Chief Legislative Officer of External Affairs and Government Relations Colleen Kerr, Assistant Vice President for Federal Engagement and Advocacy and Executive Director of WSU DC Glynda Becker-Fenter and a System Strategic Plan Progress Report presented by Vice President for Strategy, Planning, and Analysis Christine Hoyt.

VI. ACADEMIC AND STUDENT AFFAIRS COMMITTEE REPORT. Regent Cerna reported that the Academic and Student Affairs Committee reviewed two Future Action Items: Proposed Re-Designation of the Doctor of Nursing Practice (DNP) Degree from a Graduate to a Professional Degree presented by Provost and WSU Pullman Chancellor Elizabeth Chilton and Proposed Amendments to WAC 504-24 –

Policies and Regulations for Student Living Groups presented by Provost and WSU Pullman Chancellor Elizabeth Chilton and Vice Chancellor. Following Board discussion, the Committee recommended Future Action Item - Proposed Re-Designation of the Doctor of Nursing Practice (DNP) Degree from a Graduate to a Professional Degree be moved to the January 27, 2023, Consent Agenda for the Board's consideration.

VII. FINANCE AND COMPLIANCE COMMITTEE REPORT. Regent Schauer reported that the Finance and Compliance Committee reviewed and discussed three Information Items: Athletic Budget Update presented by Senior Associate Athletic Director and CFO Brent Meyer and Deputy Director of Athletics Anne McCoy, Academic Year 2023-2024 Tuition Rates presented by Associate Vice President for Finance and Administration Matt Skinner and Executive Director Kelley Westhoff, and WSU Pullman, Revision of Housing Pricing Structure Presented by Vice Chancellor for Student Affairs Ellen Taylor, Assistant Vice Chancellor for Student Affairs Linda McDermott, and Residence Life and Housing Director Meg Autrey. Regent Schauer further reported that the Committee reviewed two Action Items and forwarded the following for the Board's consideration:

WSU Pullman, Champions Center - Design Phase Approval

It was moved and seconded that the Board of Regents adopt resolution #230127-676 and authorize the WSU Pullman, Champions Center project to proceed to the design phase using the Design-Build (DB) process pursuant to RCW 39.10 and further delegate authority to the President or designee to enter into any and all contracts necessary to complete the design phase with a total cost not to exceed \$2,000,000 as proposed. Carried (*Exhibit B*)

WSU Spokane, Medicine Building Renovation – Project Budget Increase

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

It was moved and seconded that the Board of Regents adopt resolution #230127-677 and approve an increase of \$1,000,000 in the project budget for the WSU Spokane, Medicine Building Renovation and further delegate authority to the President or designee to enter into any and all contracts necessary to complete the project within the new budgeted amount of \$16,000,000 as proposed. Carried (*Exhibit C*)

VIII. OTHER BUSINESS. No other business.

IX. PUBLIC COMMENT PERIOD. WSU student Gil Rezin commented to the Board requesting WSU divest from fossil fuels.

X. ADJOURNMENT. The meeting adjourned at 10:28 a.m.

Approved by the Board of Regents at its meeting held on March 10, 2023.

Chair, Board of Regents

Secretary, Board of Regents

January 27, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Foundation Board of Regents Report

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

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

- As of December 31, 2022, generous alumni and friends have contributed \$52,962,132 in total philanthropic activity to benefit Washington State University faculty, students, research, and outreach system-wide during Fiscal Year 2023 (July 1, 2022 – June 30, 2023). Proposal activity and collaborations with internal and external stakeholders continue at a high level. We anticipate making multiple major gift announcements in quarters three and four of FY2023. In addition, the endowment market value was \$643,936,782 as of November 30, 2022.
- The customer relationship management (CRM) database currently in use at the WSU Foundation has long been obsolete. As planning for WSU's third comprehensive fundraising campaign began, the WSU Foundation prioritized the conversion of its CRM database to ensure it can support WSU's increasingly sophisticated fundraising and alumni engagement operation. This represents a significant but critical infrastructure investment for the WSU Foundation. Since October 2019, the WSU Foundation has hired 11 fulltime information technology and data records positions and more than \$650,000 to convert its current CRM system with the latest version of Ellucion CRM Advance. WSU Advancement will start the transition to the new CRM system as early as March 2023, with user trainings and orientation of our teams to the new system to occur through Spring 2023.
- Recognizing that a considerable number of WSU alumni and donors either reside fulltime or visit a second home in Arizona and Southern California during the winter months, WSU and WSU Advancement are growing our philanthropic engagement strategy and presence in the Desert Southwest. In alignment with this strategy and in conjunction with more than a week's worth of alumni and donor engagements and activities in the region, the WSU Foundation will host its annual Board of Director's Retreat in Scottsdale, Arizona, February 15-16, 2023.
- Washington State University is the host institution for the 2023 Council for the Advancement and Support of Education (CASE) District VIII Conference in Bellevue, WA, February 8-10. CASE is the leading professional association for education advancement internationally, with District VIII comprised of member institutions throughout the Northwest, Alaska and the seven western-most Canadian providences. WSU Advancement is committed to investing in the recruitment, professional development, and networking opportunities that will help ensure our teams are positioned to optimize philanthropic success to advance WSU's mission, vision, and goals.

January 27, 2023

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Report

SUBMITTED BY: Mark Schuster, WSUAA President 2022-2023
Mariah Maki, WSUAA Executive Director

Leveraging Alumni Expertise Across All Campuses

The Women's Leadership Summit- one of our annual virtual signature events- will be held on February 24, 2023 and will feature graduates from each WSU campus. While we are still confirming the full slate of panelists, as of Jan 13, we are pleased to announce Elizabeth Schenk (WSU Spokane), executive director of Environmental Stewardship at Providence, Savanna Navarro Kresse (WSU Tri-Cities), acting manager of the Racial Equity Unit at the Washington State Office of the Attorney General, and Shavenor Winters (WSU Vancouver), northwest regional manager of the U.S. Chamber of Commerce. We encourage watch parties and live Q&A sessions to create online and in-person connections across the One WSU system. Those interested in attending may register at alumni.wsu.edu/WLS2023.

Cougs Collaborating Systemwide

The Jimmy Kimmel LA Bowl **PreGame** was a fantastic example of expanding the WSU brand of excellence to a wider audience of Cougars. We were able to cross promote and support Alumni Association, Foundation and Athletic events for the week in LA, as well as holding watch parties across the country and on several campuses. We appreciate the support from each of the WSU Chancellors, as well as several of you, who made it a point to attend and connect with WSU alumni throughout the weekend.

WSU is headed south to the desert this spring! Held in conjunction with the WSU Foundation Board of Directors' retreat, **WSU Evening with Leadership** will be held in Scottsdale on February 16. The program will feature President Schulz and WSU leadership. On March 5, **Cougars of the Desert** will be held in the Palm Desert, including golf, a social with special guest speaker, WSU Head Volleyball Coach Greeny, and a live auction with proceeds going directly to WSU student scholarships. We thank Student Affairs for their expanded support of this event and expect participation from several campus leaders and academic units at both sites.

Reunions are set for June 2-3, 2023. We are excited to welcome Cougs from 16 classes across all colleges. This program is a fantastic example of units across campus working together to create a memorable experience for our graduates. We will also pilot alumni engagement activity on the WSU Spokane campus this spring, and plan to expand the engagement to all campuses in 2024.

Cougar X Coming this Fall

The ninth in the limited-edition Cougar Collectors' Series by Wine-By-Cougars, Cougar IX, produced by Basalt Cellars, is almost sold out! WBC is pleased to announce that Five Star Cellars will create Cougar X, hitting the market in early fall.

Date *January 27, 2023*

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Faculty Senate Update

SUBMITTED BY: Christine Horne, Faculty Senate Chair

The Faculty Senate is pleased to report the following:

The Faculty Senate Executive met with the president and provost on November 28th and January 11, and with the provost's office on December 15th.

Chris Hoyt, Vice President, Strategy, Planning, and Analysis, spoke to Senate (12/8/2022) about the evolution of the WSU strategic plan. Because faculty have expressed concerns about faculty mental health, we also invited Darrow Brown, Washington State Employee Assistance Program & Department of Enterprise Services, who shared information about resources available to faculty (1/19/2023).

We had several meetings with HRS regarding the rising WA state overtime thresholds and unionization of graduate students. We facilitated communication to faculty in order to support effective and appropriate faculty interactions with students.

We suggested to university leadership that, given the upheaval and uncertainties associated with Covid-19 and declines in enrollment, it would be helpful (and reassuring) to faculty to receive regular updates on WSU's fiscal health. We are pleased that President Schulz is open to this suggestion and look forward to working with leadership on these communications.

We are examining processes for reviewing new degree proposals to ensure clarity on expected outcomes, costs, implications for enrollment and the contribution of the proposed degrees to campus and system priorities, as well as to allow for more systematic assessment of proposals.

January 27, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: The Associated Students of Washington State Global (ASWSUG) Report

SUBMITTED BY: Remy Plate, ASWSUG President & Christine Benjamin, ASWSUG Vice President

The Associated Students of Washington State University Global is pleased to report the following:

- **ASWSUG has maintained a fully staffed Executive Board;** The following individuals comprise the 2022-2023 Executive Board.
 - o Remy Plate, President (Located in Pullman, WA)
 - o Christine Benjamin, Vice President (Located in Chico, CA)
 - o Alyssa Novelli, Director of Legislative Affairs (Located in Sequim, WA)
 - o Joseph Braley, Director of Promotions (Located in Toronto, Canada)
 - o Tanya Black, Director of Finance (Located in Kirkland, WA)
 - o Amaris Cupples, Director of Events (Located in Enumclaw, WA)
 - o Noemi Yale, Director of Communication and Compliance (Located in Katy, TX)
 - o Courtney Wilkerson, Director of Academic Affairs (Located in Pasco, WA)
 - o Vitor Moreria, Director of Diversity and Equity (Located in São Paulo, Brazil)
- **ASWSUG WSU Sporting Ticket Reimbursement:** Our students, particularly our PNW based students, often are looking for connections to WSU. Students in the past have expressed desire to attend WSU Football games. We have expanded our reimbursement selection to include reimbursement for one ticket each semester per global student to any WSU sporting event anywhere the Cougs play.
- **ASWSUG Student Book Club:** This is our second year hosting this program, run by our Director of Communication, to offer students an opportunity to get together and discuss a book of the month. The selection of books this year places emphasis on diversity featuring books written by authors of diverse backgrounds. We have seen the most consistent engagement in these book club meetings.
- **Return to Annual Student Summit:** ASWSUG is hosting its Annual Student Summit event in the Seattle area for the second time since the COVID pandemic. It is one of two in person events we will offer this year. Our focus is on leadership skills and career readiness. Presentations and activities include resume building, mental health awareness, headshots, and DEI (diversity, equity, and inclusion) in the workplace. Students can network with students they would otherwise not have met and learn invaluable career skills. Additionally, students will have the opportunity to learn more about Global Campus resources.
- **Second Ever Hybrid Global Commencement & Reception:** To celebrate our unique campus and provide them with an accessible commencement, Global will be hosting their second ever *hybrid* (in-person and Zoom accessible) commencement in the Everett, WA area. In addition to this commencement, ASWSUG will be hosting a dinner reception the night before for graduates and their families to celebrate our students' achievements and to give students an opportunity to meet their fellow online Cougs. We hope to make this commencement a longstanding Global tradition and, in the future, expand it to operate like other campuses and host graduates from the other campuses like they host Global graduates now.

In recognition of our distinctive model and student population these are the areas that ASWSUG will continue to place focus and advocate for further development:

- **Academic Success & Engagement:** Our students main focus and reason for selecting this campus is because the flexibility of online classes allows them to complete their work on their schedule. Students have expressed that they would like to see further development in their academic experience. This includes but is not limited to ensuring professors have proper literacy in the online platform, Open Educational Resources, and engaging forms of teaching. ASWSUG will continue to advocate for an improved academic experience for all Global students. Currently we focus on promoting all academic resources that students can access. Additionally, we offer a technology reimbursement to help offset the cost of specific technological items that students may need to complete their degree.
- **Basic Needs:** Just as other campuses our students have been impacted by the raise in tuition and inflation. Basic needs like childcare and cost of living will continue to be a major focus for ASWSUG initiatives. We currently utilize a reimbursement system to help offset the cost of basic needs for our S&A fee paying students. Our reimbursement program is one of our most utilized resources that we provide to students. We offer reimbursements in the following areas: Childcare, Grocery Vouchers, Mental Health and Wellness, Technology, Travel Grants, Honor Society Dues, Cap & Gown, and WSU Sporting Events.
- **Connection to WSU:** While fully in an online format Global students still want to have a deeper connection to WSU. ASWSUG will continue to advocate for greater connection through partnership with other campuses to provide resources, events, and experiences that are not currently offered via solely the Global campus. Additionally, ASWSUG will continue to offer and develop events and opportunities for our students to become further immersed in the Cougar Spirit like Reception and WSU Sporting Ticket Reimbursement.

January 27, 2023

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Washington State University Graduate and Professional Student Association Report

SUBMITTED BY: Samantha Jaurequi Edgerton, President and Executive Board Chair, Washington State University Graduate and Professional Student Association

The Washington State University Graduate and Professional Student Association (GPSA) is pleased to report the following:

- GPSA filled all Senator seats during the fall semester. Senate meetings were a combination of in-person and virtual events, as graduate students tend to find Zoom easy to participate in extra-curricular activities such as GPSA. Attendance was overall excellent, and this Senate is passionate in their advocacy for their constituents.
- GPSA's Programming Committee hosted numerous events this fall on campus and in the community. In addition to our traditional events, such as the Back-to-School Ice Cream Social at Ferdinand's and Bowling Night at Zeppoz, our programming chair, Magda Kondaridze, and her committee showed initiative in reinvention and reimagining. They changed Restaurant Week in Pullman to different specials throughout the semester. They also hosted World Cup with the GPSA, providing refreshments to the first 50 attendees. There was a Halloween Contest at Rico's Public House and a successful GPSA Friendsgiving in Pullman and the Prosser Research and Extension Center. The Programming team also hosted a Mindfulness Week, offering a stress workshop and coloring session, to name just two activities. Trivia at Rico's on Thursday nights became a favorite of many graduate students, and GPSA provided discounted tickets to several home football games.
- Cougar Day at the Capitol will happen on Monday, January 23. Eleven graduate students will attend this year, and even more, volunteered to participate. Our agenda includes support for tuition waivers for indigenous students at Washington public universities; affordable childcare; affordable housing; and compensation for undocumented student workers.
- Challenges:
 - Two of our College Representatives resigned, one of whom is the Internal Affairs Committee Chair. We have the 2023-2024 GPSA elections coming up, so I will oversee the preparations for this along with the Internal Affairs Committee.
 - Graduate student concerns about safety after recent events. Safety is a big concern brought to our attention, particularly among international students. I want to thank the WSU Police for their quick response to our suggestions, such as reviewing the possibility of installing CCTV cameras at all university graduate housing facilities.
 - The GPSA Exec Board is looking for ways we, as leaders, can help re-establish a sense of trust among the graduate student community.



January 27, 2023

TO: All Members of the Board of Regents
SUBJECT: APAC Report
SUBMITTED BY: Angela Senter, APAC Chair
PRESENTED BY: Angela Senter, APAC Chair

APAC is pleased to report the following:

1. Monthly APAC meetings have been strongly focused on inclusivity and equity for all constituencies. We have been operating in a hybrid model with groups gathering in person and streaming locations and individuals together for real-time communications across the entire system.
 - We are actively auditing our non-Pullman communication plans to increase APAC awareness across the WSU system.
2. APAC continues to receive an average of approximately 75 live attendees to the monthly meetings. The topic focus for November was the upcoming new website launch and the updated brand standards. The speakers included members from the central marketing and communications team; Phil Weiler and Danial Bleile. We appreciate WSU Police Chief, Gary Jenkins for joining us as the APAC presenter for the December APAC meeting.
3. In November we hosted a community building activity for all locations in the form of a photo contest. We had 30+ entries from 4 campus locations (P, V, T, S). Award winners were announced at our December meeting and their photos can be viewed on our website. Winners received a Cougar Gold cheese round flavor of their choice to ring some holiday cheer.
4. The January meeting will focus on updates from Christine Hoyt, Vice President for Strategy, Planning and Analysis.
5. APAC is pending the finalization of special election candidates as outlined within the January 12th executive voting session to work toward filling any vacancies on the committee.
6. Congratulations to the 88 new AP employees added to the system in November and December!
7. Current constituent concerns that APAC is investigating resources for include:
 - broader accessibility for the Employee Tuition Waiver Program
 - access to end-of-life planning resources
 - campus safety concerns
 - overtime exempt classification changes.
8. APAC Staff Appreciation Week is set for April 10th-14th, 2023. A week of events, professional development, and AP Appreciation Awards for all locations are pending.

ACTION ITEM #1

WSU Pullman, Champions Center - Design Phase Approval (Matt Skinner/Olivia Yang/Anne McCoy)

January 27, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Champions Center Design Phase Approval

PROPOSED: That the Board of Regents authorize the WSU Pullman, Champions Center project to proceed to the design phase using the Design-Build (DB) process pursuant to RCW 39.10 and further delegate authority to the President or designee to enter into any and all contracts necessary to complete the design phase with a total cost not to exceed \$2,000,000.

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

SUPPORTING INFORMATION: WSU Athletics is committed to providing students the tools needed to unlock untapped strengths. The department's mission is to unleash WSU student-athletes' passion on the field and in the classroom, and the Champions Center will have a profound impact on achieving this mission.

The challenges students face now and in the future are daunting. Providing services that meet student-athletes' holistic needs serves as a point of trust for them to help embrace these challenges. The four areas of focus include academics, mental health, nutrition, and professional development. Facilities dedicated solely to student-athlete academic growth and personal well-being are becoming commonplace and expected for NCAA institutions throughout the nation.

The Champions Center will centralize staff and resources into one building as well as provide more space, which is critical to student-athletes' growing needs for community service and professional development event initiatives. In addition, the Champions Center will enable WSU student-athletes to maximize their time and provide a home to receive a world-class educational experience, as well as deliver tools to develop the holistic growth of both current and future

student-athletes at WSU.

Over the last several years, WSU Athletics has successfully secured pledges and cash donations for this project. As of November 2022, there are \$5.8M in gross cash contributions received, with an additional \$6.9M in gross pledges outstanding over the next six years (both shown before fees, expenses, and allowances). To date, Athletics has received 45% of the total fundraising effort in cash. Gross cash contributions are projected to reach \$8.9M by December 2023 and \$12.7M by the end of December 2027. See attachment B. The projected total project cost will range between \$8M-\$12.7M depending on timeline and financing cost.

As noted above, Athletics is projected to reach \$8.9M in gross cash contributions (\$8.5M net contributions) by December 2023. WSU’s Office of Finance and Administration has established a financial checkpoint for December 2023. When Athletics’ cash collections has met the financial checkpoint, WSU will proceed with the Champions Center project in accordance with the schedule below. Finance and Administration and Athletics will work together to ensure the cash collections remain on schedule, continuing the project on a successful timeline.

This item was brought to the Regents as a future action item at the November 2022 meeting.

Date	Step
November 2022	Regents Future Action for Design Phase
January 2023	Request for Regents Approval of Design Phase
March 2023 – May 2023	Design Builder Procurement
Spring 2023	Design Begins
November 2023	Regents Future Action for Project Budget Approval
December 2023	Financial checkpoint: confirm that cash on hand target met
January 2024	Request for Regents Action for Project Budget Approval
Winter 2024	Construction Begins

DESIGN PHASE BUDGET

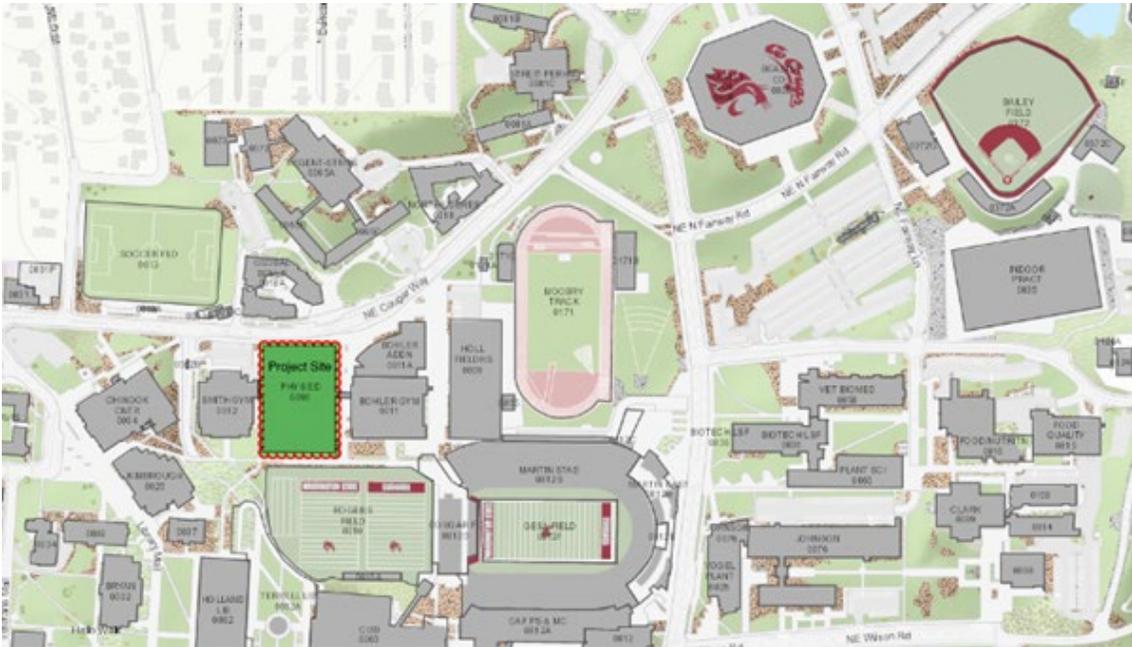
Design and Preconstruction Services	1,800,000
Project Administration	100,000
Other	100,000
Total Design Phase Budget	\$2,000,000

SOURCE OF FUNDS

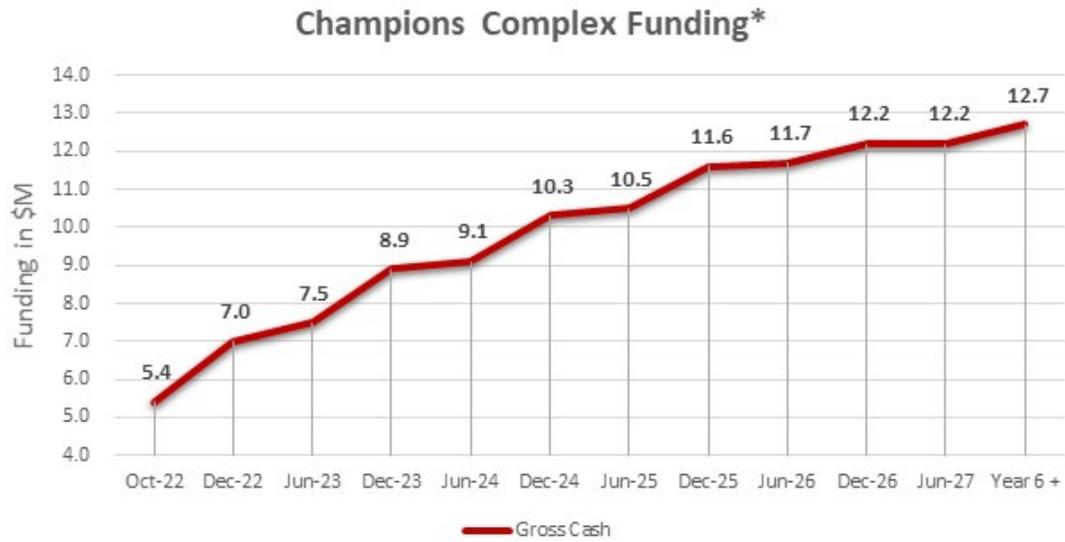
Donations	\$2,000,000
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ATTACHMENTS: Attachment A – Aerial Site
Attachment B - Champions Complex Pledge Schedule

Attachment A



Attachment B



*Gross cash contributions and pledges, before expenses, fees, and allowances

BOARD OF REGENTS
WSU Pullman, Champions Center - Design Phase Approval

Resolution #230127-676

WHEREAS, RCW 28B.30.095, RCW 28B.30.100, and RCW 28B.30.150 vest the governance and management of Washington State University (WSU) in the Board of Regents of WSU (Board); and

WHEREAS, the Board, by virtue of RCW 28B.10.528, has the authority to delegate by resolution to the President of WSU, or their designee, any of the powers and duties vested in or imposed upon the Board by law; and

WHEREAS, the Board has delegated broad authority to the President or designee to act in matters relating to the general business and financial affairs of WSU;

NOW, THEREFORE, IT IS RESOLVED that the Board approves the design phase for the WSU Pullman, Champions Center, and delegates authority to the President or designee to enter into any and all contracts necessary to complete the design phase of the project within the budgeted amount of \$2,000,000.

Signed the 27th day of January, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #2

WSU Spokane, Medicine Building Renovation - Project Budget Increase (Matt Skinner/Olivia Yang/Daryll DeWald)

January 27, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Spokane, Medicine Building (formerly Phase One Building)
Renovation, Project Budget Increase

PROPOSED: That the WSU Board of Regents approve an increase of \$1,050,000 in the project budget for the WSU Spokane, Medicine Building Renovation and further delegate authority to the President or designee to enter into any and all contracts necessary to complete the project within the new budgeted amount of \$16,050,000.

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

SUPPORTING INFORMATION: The renovation of the Medicine Building will relieve building pressure amassing on the Spokane campus as academic programs and research activity grow and will support additional academic programming in the health sciences.

The goals of the project are to:

- Provide a home for the Elson S. Floyd College of Medicine (ESFCOM) by co-locating offices, student spaces, and classrooms;
- Provide appropriate classroom space, as well as testing, active learning, and breakout rooms to support ESFCOM teaching pedagogy and to meet accreditation requirements;
- Provide sufficient office space to allow for the full co-location of ESFCOM faculty, staff, and administration (or to the greatest extent feasible given existing conditions);
- Expand general classroom space for WSU campus use and modernize existing classroom spaces;
- Improve the entrance into the Medicine Building to create a focal point;
- Improve lighting at the two entrances and throughout the structure; and

- Provide a new home for WSU campus security.

The University received \$500,000 for pre-design in the 2019-21 state capital budget and \$15,000,000 for design and construction in the 2021-23 state capital budget. The Spokane campus has received \$550,000 in philanthropic funds to finish out some of the areas within the project that are currently not being renovated.

In September 2021, the Board of Regents approved a total project budget for the renovation of \$15,000,000. Due to an oversight, the pre-design state-allocated funds were not included at that time. **The proposed new budgeted amount includes the state allocation for pre-design as well as the new philanthropic funds.**

Source of Funds	Amount
State (\$0.5M Predesign + \$15.0M Design/Build)	\$15,500,000
Philanthropic Funds (Complete some unfinished spaces due to extreme escalation)	\$550,000
Total Funds	\$16,050,000

The project is currently scheduled for completion in June 2023.

BOARD OF REGENTS

WSU Spokane, Medicine Building Renovation - Project Budget Increase

Resolution #230127-677

WHEREAS, RCW 28B.30.095, RCW 28B.30.100, and RCW 28B.30.150 vest the governance and management of Washington State University (WSU) in the Board of Regents of WSU (Board); and

WHEREAS, the Board, by virtue of RCW 28B.10.528, has the authority to delegate by resolution to the President of WSU, or their designee, any of the powers and duties vested in or imposed upon the Board by law; and

WHEREAS, the Board has delegated broad authority to the President or designee to act in matters relating to the general business and financial affairs of WSU;

NOW, THEREFORE, IT IS RESOLVED that the Board approves an increase of \$1,050,000 in the project budget for the WSU Spokane, Medicine Building renovation, and delegates authority to the President or designee to enter into any and all contracts necessary to complete the project within the new budgeted amount of \$16,050,000.

Signed the 27th day of January, 2023.

Chair, Board of Regents

Secretary, Board of Regents

March 10, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Foundation Board of Regents Report

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

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

- As of February 24, 2023, generous alumni and friends have contributed \$61,732,894 in total philanthropic activity to benefit Washington State University faculty, students, research, and outreach system-wide during Fiscal Year 2023 (July 1, 2022 – June 30, 2023). In addition, the endowment market value was \$631,169,933 as of December 31, 2022.
- WSU's College of Arts and Sciences recently received a \$1.575 million philanthropic commitment from David Pollart ('67 Liberal Arts) to name the David G. Pollart Center for Arts and Humanities. The gift will provide perpetual annual funding for arts, music, and humanities programming, such as student engagement opportunities like internships or study abroad. In addition, it will support artist-in-residency collaborations with the Department of Fine Arts, School of Music, the Jordan Schnitzer Museum of Art, and other humanities departments. It will also fund guest lecture and event series, as well as faculty fellowships to develop new exhibitions, performances, and other activities.
- The WSU Foundation hosted its annual Board of Director's Retreat in Scottsdale, Arizona, February 15-16, 2023. This was the first meeting for seven new Board Members:
 - Kathy Brindley
 - Melanie Lange
 - Hube Langenhorst
 - Richard McKinney
 - Gina Meyers
 - Elizabeth Schneider
 - Gary Teague
- Key discussions with the Board revolved around the campaign, including the first of several in-depth conversations with volunteer and donor stakeholders to collect their feedback about WSU's vision and direction, and the role the campaign can play in achieving the system's OneWSU aspirations. The information gathered will directly inform the development of core messages, themes, and character of the campaign. In addition to the campaign, the Board also reviewed WSU Advancement's first comprehensive Strategic Plan, which will be finalized this spring.
- The next meeting of the WSU Foundation Board of Directors will be held in conjunction with the WSU Foundation's Spring Meeting, May 18-19, 2023, on the WSU Vancouver Campus.

March 10, 2023

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Report

SUBMITTED BY: Mark Schuster, WSUAA President 2022-2023
Mariah Maki, WSUAA Executive Director

Supporting WSUAA's Bright Future

The WSUAA is fortunate to introduce a new endowment during #CougsGive '23. Past WSUAA President Doug Willcox and his wife Judy generously founded the **WSUAA Presidents Excellence Endowment**. Doug and Judy's endowment and future donations to it will provide much-needed funds to help support and expand the programming and services of the Alumni Association. We are incredibly thankful to Doug and Judy for their generosity and continued support of WSUAA.

Embracing OneWSU

Last month's third annual **Women's Leadership Summit** was a fantastic example of the OneWSU initiative. Six WSU alumnae representing each WSU campus spoke to 520 registrants about how WSU played an integral role in their professional journeys and participated in a live Q&A session with attendees. This year's panelists included Lynn Aylesworth ('20), Monika Murugesan ('15), Savanna Navarro Kresse ('20), Elizabeth Schenk ('13), Shavenor Winters ('14), and Whitney Ward ('01). The WSU Spokane campus held an in-person watch party and networking event, allowing guests to connect with one another and share what they learned. A recording of the event, along with past summits, is available online at alumni.wsu.edu/womensummit.

Cougs also headed south to the desert for several events recently. Held in conjunction with the WSU Foundation Board of Directors retreat, **WSU Evening with Leadership** was held in Scottsdale last month, featuring President Schulz. On March 5, WSUAA hosted **Cougars of the Desert**, which included golf, a social with special guest, WSU Head Volleyball Coach Jen Greeny, and a live auction with proceeds going directly to WSU student scholarships. We thank Student Affairs and WSU Foundation for their expanded support of these events and appreciate the participation from several campus leaders and academic units at both sites.

Traveling the Globe with WSUAA

Coug alums are ready to explore the world this summer! **The Exclusive Wine & Food Journeys with The WSU Alumni Association** trip to the Rioja and Basque regions, where WSU alums and friends can experience the world's top food and wine destinations, is completely sold out this year. The annual **Wine & Food with Cougs on the Lower Salmon River** trip, where fellow Cougs can enjoy an all-inclusive, whitewater-wine-food-fun guided rafting tour this August, is nearly sold out less than a month since opening registration. We look forward to continuing these exciting travel programs for WSU alums and friends.

WSUAA Member Benefits

As part of WSUAA's **Member Appreciation Month** every May, the Summer edition of *Washington State Magazine* is sent out exclusively to WSUAA members. The issue features content and discounts exclusively for WSUAA members to enjoy, one of the many perks WSU alums can receive as WSUAA members. For more information on Membership Appreciation Month, visit alumni.wsu.edu/MemberMonth.

Date *March 10, 2023*

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Faculty Senate Update

SUBMITTED BY: Christine Horne, Faculty Senate Chair

The Faculty Senate is pleased to report the following:

The Faculty Senate Executive met with the provost's office on February 21.

Laura Griner Hill, Senior Vice Provost spoke to Senate (2/2/2023) about the results of the COACHE survey. Chris Keane and colleagues provided updates regarding the Office of Research (2/16/2023). Steve Bollens, WSU Faculty Representative to the State Legislature, gave us a legislative update (3/2/2023).

We continue to examine processes for reviewing new degree proposals and are working to clarify relevant sections of the Education Policies and Procedures Manual.

This spring we approved new undergraduate degrees in cybersecurity (for the Pullman, Everett, and TriCities campuses) and pharmacy (for the Spokane campus).



ASWSUTC
Associated Students of Washington State University Tri-Cities

Date: March 10, 2023

To: The Washington State University Board of Regents

Subject: ASWSUTC Report

Submitted By: Isaac Marroquin, ASWSUTC President

Elected to serve in March of 2022, Isaac Marroquin and Anmol Hothi have led the Associated Students of WSU Tri-Cities with a vision that promotes inclusion, engagement, and development. ASWSUTC has led countless student-centered advocacy initiatives, been included in countless One WSU efforts, and set a standard for excellence within the campus. The contributions made by this year's executive team built a positive impact on the campus culture and have also redefined what it means to be a Tri-Cities COUG.

Advocacy

ASWSUTC has made a great effort to make the work that we do be known, this is accompanied by a great Marketing Director, Randy Reed, and we have been able to connect with the student body in forms not possible in the past. Our advocacy is our priority, and this year has been no exception. Creating campus culture in a post-COVID world was an initiative of high interest, and through our many campus partnerships we have created a positive relationship with not only our student body but also established strong connections with our campus partners. With our collective "Study week" and Midterm programming, alongside our popular Cougar Pride Fridays and Lattes with leadership, the senate has prioritized students and the culture that is needed for a successful campus environment. This year we are also working towards getting two murals on campus, one of which will be a diversity-themed mural and the other Cougar pride themed. We believed in building engagement through our leadership, and we believe that the work that we did with our team this year has truly shown that.

Overall, through our advocacy efforts and engagement efforts we have developed better relationships with our student body, received great student input, and increased our student engagement.

Connecting to One WSU

This year ASWSUTC has had the opportunity to experiment and build strong relationships through collaborative efforts with the WSU system. In Partnership with the Student Government Council (SGC), the current president of ASWSUTC led the council as the chair which opened the door to several new opportunities for expansion, and development. Not only was this campus a host for one of the three meetings, but also was a key support system for our fellow campuses. Serving on many sub-committees, ASWSUTC made great strides in voicing student concerns and needs throughout the WSU system.

ASWSUTC is also recognized as a strong strategic partner in the completion of the annual Cougar Day at the Capitol event with great leadership from our Director of Legislative Affairs

Sophia Gourley. For context, this is an event that has not happened in person in almost three years. Sophia was the head planner for this work in partnership with our fellow campus partners through SGC as a collaborative effort. Students were given a unique experience and opportunity that had not been possible three years prior due to COVID-19 restrictions. This year the SGC legislative committee focused on three major points that formed our legislative priorities: tuition waiver for indigenous students (HB 1332); expanding mental health, allowing physicians from Oregon and Idaho to practice remotely in Washington (HB1069); expanding the Washington college grant (HB1156) and a basic needs bill, expanding on (HB 1893). This event was a great success and brought forth a shining example of collaboration within our WSU system.

ASWSUTC Elections

ASWSUTC is currently in the process of transitioning the team for next year with the arrival of our Spring 2022 Executive and General Election. With student involvement and engagement at the epicenter of what we do, we have pushed the limits and set a standard for inclusion and see a reflection from the student body that favors student government and the work that is integral to representing this campus. The students at Washington State University Tri-Cities will elect a new ASWSUTC President, Vice-President, and 11 Senators. My team and I have made the proper arrangement to not only establish a foundation for success but of encouragement as we welcome the next group of student leaders as they prepare to carry on the legacy of ASWSUTC.

Please contact me at Isaac.marroquin@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!

Isaac Marroquin

Isaac Marroquin ASWSUTC PRESIDENT



Date: *March 10, 2023*

TO: All Members of the Board of Regents
SUBJECT: APAC Report
SUBMITTED BY: Angela Senter, APAC Chair

APAC is pleased to report the following:

1. The January APAC meeting included strategic plan updates from Christine Hoyt, Vice President for Strategy, Planning and Analysis.
2. The February APAC meeting included three members of HRS that discussed the Fair Labor Standards Act, the Equal Pay & Opportunities Act and changes to the temporary hourly & non-permanent appointments.
3. The March meeting will focus on the Employee Tuition Waiver Program.
4. Congratulations to the 41 new AP employees added to the system in January!
5. APAC Staff Appreciation Week is set for April 10th-14th, 2023. Week of events, professional development, and AP Appreciation Awards for all locations