

September 8, 2023

BOARD OF REGENTS MEETING NOTICE

September 14-15, 2023

The Washington State University Board of Regents will hold its next official meetings on Thursday and Friday, September 14-15, 2023, on the WSU Pullman Campus in Pullman, Washington, pursuant to the schedule below.

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

Thursday, September 14, 2023 – Board of Regents Committee Meetings

Strategic and Operational Excellence, Executive and Governance Committees:

<https://youtube.com/live/HwKrbY1ubNo>

Telephone access: dial 1-253-215-8782, enter code 972364

Meeting ID: 983 4259 6156

Academic and Student Affairs, Finance and Administration Committees:

<https://youtube.com/live/i-Ldh2SWxDE>

Telephone access: dial 1-253-215-8782, enter code 972364

Meeting ID: 983 4259 6156

Friday, September 15, 2023 – Board of Regents Meeting

<https://youtube.com/live/To2zWHV6ilY>

Telephone access: dial 1-253-215-8782, enter code 972364

Meeting ID: 983 4259 6156

Committee meetings will run as outlined below; starting times following the 9:00 a.m. committee meetings are estimates only. If a session ends earlier than expected, the next scheduled session may convene immediately. Committee meetings may be attended by all members of the Board of Regents, and all members may participate.

Thursday, September 14, 2023		Location
8:00 am	Board of Regents Breakfast	Compton Union Building (CUB) 210
9:00 am	Strategic and Operational Excellence Committee	CUB 204
10:00 am*	Executive and Governance Committee	CUB 204
12:00 pm*	Board of Regents Lunch	CUB 210
12:45 pm*	Academic and Student Affairs Committee	CUB 204
1:30 pm*	Finance and Administration Committee	CUB 204
4:30 pm*	Executive Session	CUB 204
6:30 pm	Board of Regents Dinner	755 NE Campus St., Pullman

Friday, September 15, 2023		Location
8:00 am	Board of Regents Breakfast	CUB 210
9:00 am	Board of Regents Meeting	CUB 204

In addition, the Regents will meet socially for dinner at the Foundry Kitchen and Cocktails, 125 SE Spring St, Pullman, WA 99163, on Wednesday, September 13, at approximately 6:30 p.m. On Friday, September 15, and Saturday, September 16, the Regents may participate in various campus activities on the WSU Pullman campus.

This notice is being sent by the direction of the Chair of the Board of Regents pursuant to the requirements of the Open Public Meetings Act, chapter 42.30 RCW.

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

**or upon conclusion of the previous session*

AGENDA

Washington State University Board of Regents
Strategic and Operational Excellence Committee
Thursday, September 14, 2023
9:00 – 10:00 a.m.

Location: WSU Pullman, CUB 204

Committee: John Schoettler (Chair), Marty Dickinson, Doug Picha, Heather Redman

Information Items

1. System Equity, Diversity, and Inclusive Excellence Update (Guerrero)
2. WSU Strategic Plan Implementation (Hoyt)

Section

S-1
S-2

Action Items

1. President's 2023-24 Annual System Objectives (Schulz)
2. WSU Pullman Strategic Plan Approval (Chilton)

S-3
S-4



WASHINGTON STATE
UNIVERSITY

EQUITY, DIVERSITY, AND INCLUSION



Lisa Guerrero

Vice Chancellor of Equity and Inclusive Excellence

WSU Pullman

EDI Officers Group

- **Celestina Barbosa-Leiker**

- Executive Vice Chancellor
- WSU Spokane

- **Obie Ford III**

- Vice Chancellor for Equity, Diversity and Inclusion
- WSU Vancouver

- **Lisa Guerrero**

- Vice Chancellor for Equity and Inclusive Excellence
- WSU Pullman

- **Zoe Higheagle Strong**

- Vice Provost for Native American Relations and Programs & Tribal Liaison to the President
- Provost's Office

- **Kelly Newell**

- Assistant Vice Chancellor for Strategic Partnerships
- WSU Global

- **Anna Plemons**

- Associate Vice Chancellor for Academic and Student Affairs
- WSU Tri-Cities



Equity Matters for AY 2022-2023

- Equity Impact Assessment (EIA) Tool
- SB 5227
- Strategic Plan
- Affirmative Action



INFORMATION ITEM #2

WSU System Strategic Plan Implementation (Christine Hoyt)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU System Strategic Plan Implementation:
- 2022-2023 System Strategic Plan Progress Report (Final)
- 2023-2024 Annual System Objectives Implementation Report

SUBMITTED BY: Christine Hoyt, Vice President for Strategy, Planning, and Analysis (OSPA)

SUPPORTING INFORMATION: Attached are two reports for your review: The first is a final progress report on the strategies that were worked on during the 2022-2023 academic year; the second is an initial progress report for 2023-2024 (the implementation report) that sets a baseline for monitoring this year's progress.

2022-2023 Final Progress Report

We began the 2022-2023 academic year with 19 strategies that were developed to achieve each of the four goal-area objectives for the WSU System Strategic Plan. We concluded the year with 11 strategies on track, 7 complete, and 1 that will not be met. Among the strategies that remain on track (as opposed to complete), some will be completed in the near future. Others were intentionally designed to be completed over two years and have been carried forward into the 2023-2024 academic year.

Final comments to wrap up last year's progress report appear in the comments section for each goal area and also help provide context for some of the strategies that were carried forward into this academic year.

2023-2024 Implementation Report

This summer, we acquired strategic planning software called Achievelt to help us more effectively manage and execute the WSU System Strategic Plan. The attached implementation report for 2023-2024 was created using this new software. While many of the elements are the same as what appeared on the Excel spreadsheet report used last year, the format is slightly different. Following are some highlights of the new reporting format:

- Page one provides an overall summary and includes a list all of this year's system objectives. The system objectives are organized as Presidential Priorities and System Priorities, consistent with the 2023-2024 Annual System Objectives submitted by President Schulz.

- Starting on page two, the objectives are listed individually with a set of strategies for that objective.
- Like last year, the progress of each strategy is marked with a specified color to indicate progress, as well as percent complete, and comments to provide additional context.
- Progress on each set of strategies is shown as a graphic with a “Percent Strategy Completion.”

2023-2024 Progress to Date

On page one (the summary page), progress for all strategies is indicated by “Strategy Health.” There are a total of 55 strategies among the 14 objectives for 2023-2024. Cummulatively, their status is:

- Gray = Not Strated (12)
- Green = On Track (38)
- Yellow = Off Track(2)
- Red = At Risk (2)
- Dark Green = Achieved (1)

Metrics

In addition to the implementation report that tracks strategy completion, metrics for objectives that can be quantitatively measured have been identified with targets. Dashboard visualizations will be included with your November meeting materials.

Attachments: 2022-2023 System Strategic Plan Progress Report (Final)
 2023-2024 Annual System Objectives Implementation Report

WSU System Strategic Plan Scorecard 2022-2023 (Final)

Goal 1: Research, Innovation, and Creativity								
Objective/Measure	Goal Lead	Strategies	Strategy Lead(s)	Completion Date	% Completed	Status	Last Updated	Comments
Increase Total Research and Development Expenditures by 5% per year	Chris Keane, Vice President for Research and Vice Chancellor for Research Kim Christen, Associate Vice President for Research and Associate Vice Chancellor for Research	1. Increase the number, quality, and success rate of large multidisciplinary proposals for research and scholarly activity	Kim Christen	12/31/23	50%	On track	8/25/23	<p>End of Year Comments We increased the submission of large, multi-disciplinary proposals from 7 to 10 this past year. It is too early to determine success in award dollars, because of the lag between the time these are proposed and when funding occurs. The 2023-2024 strategy will focus on building the research and development support needed to increase submission of these large proposals.</p> <p>March 2023 Comments 1. Second cohort of Research Leadership Program almost complete. This ends in May, and mentors will be assigned to continue to the program. 2. 4 large proposals > \$1 submitted, and another 4 are underway.</p> <p>February 2023 Comments 1. Second cohort of Research Leadership Program underway; emphasis is training in obtaining large, multidisciplinary grants with mid-career faculty; 2. permanent leader for ORAP, AVP/AVC started position; 3. 2 large proposals > 1M in process</p> <p>January 2023 Comments CY 2023 Metric: Number of OR supported proposals with value greater than \$1M ≥ 8.</p>
		2. Expand PNNL collaboration to develop a new Institute or similar level focused activity in the environmental sciences, life/health sciences, or related areas.	Jonathan Male, AVP/AVC for National Laboratory Programs	12/31/23	35%	On track	8/25/23	<p>End of Year Comments Work on this strategy is on-going and has been carried forward to the 2023-2024 objectives. We held several planning meetings and determined the most fruitful areas for a new collaboration between WSU and PNNL would be in 1) soil science, 2) bioproducts and the bioeconomy, and 3) gut microbiome health studies. Next year's activities will focus on bringing in more collaborators, determining specifics of the collaboration on both sides, and determining the best format to carry out the work (institute etc.).</p> <p>March 2023 Comments 1. Planning meetings are in progress; have started socializing the idea with relevant Associate Deans of Research and Vice Chancellors of Research. 2. Have scheduled meetings with the relevant Associate Lab Directors at PNNL to take place in April. Note: New leadership within the Office of Research has taken responsibility for this strategy.</p> <p>February 2023 Comments 1. Replacement for current director of national lab partnerships hired starts 2/27; 2. Planning meetings in progress.</p> <p>January 2023 Comments CY2023 Metric: Develop a proposal for this activity that includes a funding goal.</p>

WSU System Strategic Plan Scorecard 2022-2023 (Final)

Goal 1: Research, Innovation, and Creativity								
		3. Develop a systemwide plan for enhancing WSU research, scholarship, and creative activity in the full range of scholarly disciplines, including the arts and humanities. The plan should include prioritized areas for internal investment.	Kim Christen	12/31/23	35%	On track	8/25/23	<p>End of Year Comments Work on this strategy is on-going and has been carried forward to the 2023-2024 objectives. We are approximately half way through meetings with deans to develop specific strategies. We have also created a working group with faculty chairs and directors from arts and humanities to work with the Office of Research to create activities and plans in these areas. Because of the broad range of research and creative activities that take place throughout the WSU system, many approaches to supporting research must be developed.</p> <p>March 2023 Comments 1. Have presented to the Dean's Council, and discussions with the Associate Deans for Research (ADRs) are complete. Have scheduled discussions with Deans to define emerging interests and funding targets. 2. Refining analysis on awards data to better understand the trends, needs, gaps and silences in the data. 3. Plans are underway for a working group with a subset of the ADRs.</p> <p>February 2023 Comments 1. Scheduled discussions with ADRs and Deans to document areas of interest, emerging interests and funding targets; 2. Follow up guidance memo in process.</p> <p>January 2023 Comments CY 2023 Metric: Deliver plan at the end of the year, including a path to enhance sponsored research activity.</p>
		4. Develop a systemwide plan for climate-related research, including a symposium to identify new research opportunities.	Kim Christen	12/31/23	25%	On track	8/25/23	<p>End of Year Comments A climate plan is on track to be completed this Fall. The working group established to advance this strategy determined it would be more effective to hold three smaller climate-related workshops, rather than one large symposium. This will allow for a more hands-on approach, which will lead to more tangible results around identifying potential funders and collaborations. The three workshops will be focused on 1) renewable energy, 2) sustainable design infrastructure, and 3) regenerative resource management. The climate plan will be an outcome of these workshops, and climate research will continue to be a focus. For 2023-2024, the working group will shift its efforts to develop a multi-year plan with broader topics and areas that need to be covered.</p> <p>March 2023 Comments 1. Have formed a planning committee for the symposium on climate-related research (15 members across colleges and campuses; target date for symposium is August). 2. The climate-related research working group presented to the Research Council; next step is to integrate the feedback and solicit more. Planning committee is now created with system-wide representation, with formal planning to begin in April.</p> <p>February 2023 Comments 1. Scheduled planning meeting with Public Health Collaborative for joint symposium w/WSU Spokane.</p> <p>January 2023 Comments CY2023 Metric: Complete a plan for climate-related research that includes a path to</p>

WSU System Strategic Plan Scorecard 2022-2023 (Final)

Goal 2: Student Experience								
Objective/Measure	Goal Lead	Strategies	Strategy Lead(s)	Completion Date	% Completed	Status	Last Updated	Comments
First to second year retention: Reduce the retention gap between our overall group and our first-generation, Pell-eligible, and people of color by 1% per year	Saichi Oba, Vice Provost for Enrollment Management, and Bill Davis, Interim Vice Provost for Academic Engagement and Student Achievement	1. Establish a WSU Retention Work Group to support strategies 2A, 2B, 3, and 4 below. Initial composition will come from campuses that have first year students, including Global, Pullman, Tri-Cities, and Vancouver.	Initial composition will come from campuses that have first year students, including Global, Pullman, Tri-Cities, and Vancouver.	3/27/23	100%	Complete	8/25/23	<p>End of Year Comments This strategy is complete. The Retention Council met multiple times over the last eight months and is fully operational, functioning, and set to advance its agenda in the coming year. The Council is also working to develop norms and a shared vision for the work that needs to take place to move WSU's retention efforts forward into the future.</p> <p>March 2023 Comments Group has now met twice as of March 27. (Composition may evolve based on the area of focus.)</p> <p>February 2023 Comments Retention Council members from all four WSU Campuses with 1st Year Students have been identified. Initial Council meeting is being scheduled for late February/Early March.</p> <p>January 2023 Comments Will be organized after the winter break by Bill and Saichi.</p>
		2A. Use IR data to understand where retention gaps currently exist and investigate the intersectionality of different student attributes with retention. Use this analysis to identify priorities for each campus. 2B. In partnership with IR and other units, identify campus peers who have closed retention gaps.	Vice Chancellors for Academic Affairs (VCAAs) in consultation with WSU Retention Workgroup	2A: 9/1/2023 2B: 5/30/2023	50%	On track	8/25/23	<p>End of Year Comments 2A) This strategy is complete. Over 10 years of retention data has been analyzed. Priorities are emerging for campuses. 2B) This strategy has been carried forward to 2023-2024 and represents the next phase of the Retention Council's work, which has begun to look at high-level strategies. Campus peers will be identified in partnership with Institutional Research (OSPA).</p> <p>March 2023 Comments We have made progress on 2A and have initial data for the committee members. We will continue to identify and analyze additional data. Work on 2B will begin after our March 27 meeting to identify campus peers who have approached our specific challenges.</p> <p>February 2023 Comments Initial Data has been delivered by IR. Currently the data is being collated and prepared for delivery to campus teams</p> <p>January 2023 Comments Leads have data from IR for all campuses with first year students. Once Retention Work group in Strategy 1 is assembled, then data analysis can commence. Identification of campus partners can begin in early 2023.</p>

WSU System Strategic Plan Scorecard 2022-2023 (Final)

Goal 2: Student Experience								
		3A. Each campus interviews peer institution leadership and 3B identifies strategies that have evidence from assessment of sustained decreases in retention gaps . Strategy Leads: VCAAs in consultation with WSU Retention Workgroup.	VCAAs in consultation with WSU Retention Workgroup	3A: 12/31/2023 3B: 3/31/2024	0%	On track	8/25/23	<p>End of Year Comments These strategies have been carried forward and appears in the strategies outlined for 2023-2024.</p> <p>March 2023 Comments No additional comments.</p> <p>February 2023 Comments Strategy 3 relies on progress on Strategy 2B and will be initiated concurrently</p> <p>January 2023 Comments Strategy 3 relies on progress on Strategy 2B and will be initiated concurrently</p>
		4. Match identified strategies from peers with our retention gaps and Fail Early/Fail Often to identify viable retention gap strategies at each WSU campus.	VCAAs in consultation with WSU Retention Workgroup	7/1/2024 (anticipated)	0%	On track	8/25/23	<p>End of Year Comments This strategy carries over and appears in the strategies outlined for 2023-2024. It has been combined which the strategy outlined in 3A.</p> <p>March 2023 Comments Moved strategy to "on track" at this time.</p> <p>February 2023 Comments Strategy 4 relies on completion of Strategy 3</p> <p>January 2023 Comments This strategy has a caution associated with it because while the identification of strategies may have a lower barrier, until implementation and assessment at the different WSU campuses is commenced we won't know the outcomes from any particular intervention. There are considerable lag times between strategy implementation and impacts on retention gaps.</p>

WSU System Strategic Plan Scorecard 2022-2023 (Final)

Goal 3: Outreach, Extension, Service, & Engagement								
Objective/Measure	Goal Lead	Strategies	Strategy Lead(s)	Completion Date	% Completed	Status	Last Updated	Comments
Community Engagement: Consensus on a shared definition of community engagement, metrics to be used, and a system-wide tool for data collection.	Laura Hill, Senior Vice Provost, and Ben Calabretta, Associate Director, Center for Civic Engagement	Identify and engage stakeholders throughout system to provide input on potential definition of community engagement.	Laura Hill and Ben Calabretta	2/15/23	100%	Complete	8/25/23	<p>End of Year Comments This strategy is complete. Stakeholders provided input on a definition for community engagement, which was created. Following is the outcome of that work: "We define community engagement as a relationship-based collaboration between Washington State University faculty, staff, and students and local, tribal, state, national, and global partners for the mutually beneficial, sustained exchange of knowledge and resources. Community engagement builds deep, trusted relationships with partners to collaboratively enrich scholarship and research, enhance curriculum and teaching, disseminate programs and practices, prepare engaged and educated citizens, and address critical societal issues to contribute to the public good."</p> <p>March 2023 Comments No additional comments.</p> <p>February 2023 Comments We have identified a group of people representing colleges and campuses as well as student affairs.</p> <p>January 2023 Comments WSU's efforts to measure community engagement have been decentralized, resulting in siloed data and differing definitions and interpretations. If we are to seek the Carnegie Foundation's endorsement for engagement, we need broad input from throughout the system on how engagement is (or has been) defined and how we might come to a unified definition in the future.</p>
		Create task force from stakeholders to determine approach and timeline for responding to Carnegie requirements for reclassification of our status as a Community Engaged University	Laura Hill and Ben Calabretta	5/15/23	100%	Complete	8/25/23	<p>End of Year Comments This strategy is complete.</p> <p>March 2023 Comments The task force has yet to meet, but will do so before the anticipated May 15 completion date.</p> <p>February 2023 Comments We are contacting people from our list and have had good success so far with people willing to serve on the task force.</p> <p>January 2023 Comments Carnegie has a clear set of guidelines for reclassification that we will use to guide any necessary actions, data, and metrics to prepare for the reclassification submission in spring of 2024. One of the criteria for the Carnegie community engagement classification is whether an official institution-wide definition exists, and enlisting this strategy would help establish a WSU-official definition.</p>

WSU System Strategic Plan Scorecard 2022-2023 (Final)

Goal 3: Outreach, Extension, Service, & Engagement								
		Perform assessment to determine consistent and measurable metrics that stakeholders use to track community engagement.	Task Force	6/30/23	100%	Complete	8/25/23	<p>End of Year Comments This strategy is complete.</p> <p>March 2023 Comments While the task force hasn't met, they are aware of their role in reviewing Carnegie metrics and collecting the data. The goals leads have been assigning task force members to specific parts (metrics) of the Carnegie application and will finalize these by 6/30/23.</p> <p>February 2023 Comments The two leads have identified the major metrics needed and are identifying people/data needed to provide the information needed</p> <p>January 2023 Comments Data assessment to determine what data we have now, what we don't have, what we can get, corresponding to data requirements in the Carnegie Foundation's framework for becoming an engaged institution. Using the Carnegie Foundation framework and the institutional data assessment as guides, determine consistent and measurable metrics that stakeholders can use to track community engagement.</p>
		Promote existing platform that is available to all campuses & Extension (GivePulse) as system-wide online management system for data collection.	Task Force	7/1/2024 (anticipated)	0%	On track	8/25/23	<p>End of Year Comments This strategy is on track to begin and has been carried forward to the 2023-2024 objectives. While permanent funding has not been identified for the GivePulse platform, the Office of Strategy, Planning, and Analysis provided temporary dollars to close this year's funding gap. OSPA will continue to assist with identifying permanent funding.</p> <p>March 2023 Comments Promoting the platform will be most successful if the OSPA takes the lead. While there are many partners that use the platform, none of them have the weight to get people on board, especially for a system-wide plan. Funding continues to be a question, as the current piecemeal strategy is not sustainable. (Note from OSPA: Funding for this platform has been requested, and we are awaiting a response.)</p> <p>February 2023 Comments Working with Chris Hoyt to secure a funding commitment for GivePulse.</p> <p>January 2023 Comments There are a variety of potential obstacles for completing this task. Depending on the assessment to determine metrics, we'll need to decide if this is an appropriate platform for collecting that data. If it is, there will still be challenges in getting stakeholders to adopt the platform, as well as securing ongoing sustainable funds to pay for the platform.</p>

WSU System Strategic Plan Scorecard 2022-2023 (Final)

Goal 4: Institutional Effectiveness and Infrastructure								
Objective/Measure	Goal Lead	Strategies	Strategy Lead(s)	Completion Date	% Completed	Status	Last Updated	Comments
Faculty and staff demographics: Reduce reporting unknowns for race and ethnicity data: Faculty from 32.7% to 10%; Staff from 23.3% to 10%	Lisa Guerrero, Vice Chancellor for Equity and Inclusive Excellence, WSU Pullman	Increase the Workday demographic reporting options available to WSU faculty and staff.	EDI Officers Group, Provost's Office, HRS, IR, CCR, AG's Office, Modernization Team	9/30/23	100%	Complete	8/25/23	<p>End of Year Comments This strategy was marked in "caution" status last year, because the federal government was revising the standards for reporting of race/ethnicity data. This work is still in process by the federal government, with a goal to complete revisions by Summer of 2024. We will continue to report to the federal government within the current guidelines. At the same time, we have moved forward with revising options within Workday to allow us to collect race and ethnicity data that will better reflect our employee population (while remaining compliant with federal reporting standards). The Workday reporting mechanism is in test mode with representatives from the Center for Civil Rights, Institutional Research, the Provost's Office, and Chancellor's Offices with feedback due by the end of August 2023. This strategy is marked complete, as the Workday mechanism will be finalized shortly.</p> <p>March 2023 Comments The working group has met, and there is an obstacle is what we can be reported in Workday. Jennifer Klein and Sabrina will lead initial discussions with Workday to see what is possible and what limitations are in place. Added a category for gender, so it is probable we can do a similar thing with race/ethnicity data. But, we cannot change existing categories, so hoping to create an additional category that is more inclusive.</p> <p>Additional discussions will then form around a communication campaign if we are able to adjust categories. Next meeting will be the end of April.</p> <p>February 2023 Comments Bringing work group together with members from HR, CCR, Modernization, and AG's</p>
		Develop a comprehensive, multi-faceted faculty and staff communication campaign about the importance and need for demographic reporting.	EDI Officers Group, Provost's Office, HRS, CCR, AG's Office	12/31/23	0%	On track	8/25/23	<p>End of Year Comments This strategy has not been executed because of the work that first had to occur in Workday. It is now on track to begin and has been carried forward for implementation in 2023-2024.</p> <p>March 2023 Comments Waiting for information from Workday to inform what kind of communication will be needed.</p> <p>February 2023 Comments In partnership with Compliance and Civil Rights and Human Resources Services, develop a communications strategy that includes information about: 1. How the data is collected and 2. How the data is used.</p> <p>This strategy is dependent on outcomes of the first strategy.</p> <p>January 2023 Comments In partnership with Compliance and Civil Rights and Human Resources Services, develop a communications strategy that includes information about: 1. How the data is collected and 2. How the data is used.</p>

WSU System Strategic Plan Scorecard 2022-2023 (Final)

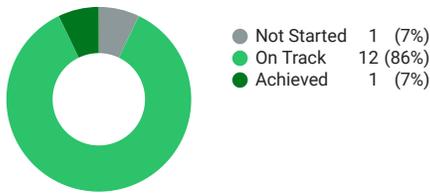
Goal 4: Institutional Effectiveness and Infrastructure								
		In alignment with the state requirements associated with SB5227: 1. Conduct a comprehensive review of the Collaborative on Academic Careers in Higher Education (COACHE) Survey and HRS Employee Engagement Survey results to determine consistent areas for improvement and where WSU is seeing success. 2. Review the information collected during the annual listening and feedback sessions on diversity, equity, and inclusion. (For both, a special focus should be placed on recruitment and retention data for faculty and staff of color.)	Provost's Office (L. Hill), HRS (T. Elliot-Cheslek), Student Affairs (E. Taylor)	#1: 6/30/23 #2: 9/30/23	75%	On track	8/25/23	<p>End of Year Comments The first of the two activities in this strategy is complete, and the second will be complete in September. On the first, the COACHE survey and the HRS Employee Engagement survey were administered and reports for both have been finalized and distributed. Based on the results of the COACHE survey, the Provost's Office put together sub-committees, including one that will focus on DEI matters. For the second activity, a Town Hall is scheduled for September 5 to discuss the results of the COACHE survey and to hear faculty feedback. We are in alignment with the state requirements for SB5227. The activities associated with this strategy will be complete following the Town Hall, although analysis to better understand and work to improve the quality of work life for all employees will continue.</p> <p>March 2023 Comments Sub-committees have been identified and charged with looking at data. They are in process now of identifying goals and steps toward them. First committee meetings have taken place with additional meetings late April.</p> <p>February 2023 Comments The EDI Officers Group should lead the analysis of these resources. The results of these should be reviewed for consistent themes of retention issues.</p> <p>January 2023 Comments The EDI Officers Group should lead the analysis of these resources. The results of these should be reviewed for consistent themes of retention issues.</p>
		Conduct a system-wide inventory of the WSU initiatives designed to reduce equity gaps, or those that will have an ancillary effect on reducing equity gaps.	EDI Officers Group	No date established (on hold)	0%	Will not meet	8/25/23	<p>End of Year Comments This strategy was not met during 2022-2023. This is a labor-intensive activity, and there currently is a lack of capacity to complete this inventory. There is a desire to do this work in the future, but this is "on hold" at this time.</p> <p>March 2023 Comments Not yet started this work; on hold with system diversity strategic plan until Pullman and system plans are finalized. Likely to begin Fall 2023.</p> <p>February 2023 Comments The EDI Officers Group should conduct a comprehensive inventory of initiatives that will, or have the potential to, reduce equity gaps across the system. The results of this inventory could be used for the communication campaign (strategy 2).</p> <p>January 2023 Comments The EDI Officers Group should conduct a comprehensive inventory of initiatives that will, or have the potential to, reduce equity gaps across the system. The results of this inventory could be used for the communication campaign (strategy 2).</p>

2023-2024 Annual System Objectives: Implementation Report

The following annual objectives and strategies are designed to advance WSU towards the realization of WSU's mission, vision, and strategic goals. Objectives have been organized in two primary categories: Presidential Priorities and System Priorities. Presidential Priorities will be stewarded by President Kirk Schulz, while System Priorities will be stewarded by assigned leads, as noted throughout this implementation report.

This report contains indicators of overall progress towards strategy completion, as well as contextual updates. Additionally, quantifiable metrics will be presented through dashboard visualizations that will be available on the strategic plan website at strategicplan.wsu.edu (available mid-November 2023).

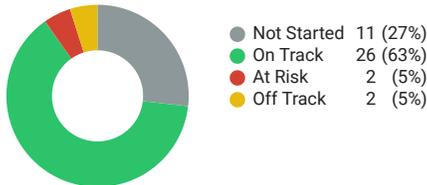
Strategy Health: Presidential



2023-2024 Presidential Objectives

#	Name	Status	Current Value
1.1	Leverage the OneWSU system by establishing flexible and cost-effective solutions for the benefit of our students that more effectively utilize all our campus resources	On Track	10%
1.2	Improve the recognition of WSU's brand and enhance its reputation on a national level by implementing a sustainable marketing program	On Track	63.75%
1.3	Raise \$150M in new philanthropic funds	On Track	15.5%
1.4	Expand WSU's presence in East Africa	On Track	37.5%

Strategy Health: System

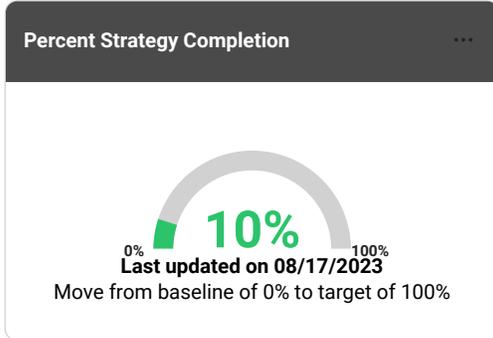


2023-2024 System Objectives

#	Name	Status	Current Value
2.1.1	Stabilize total undergraduate student enrollment and grow new student enrollment	On Track	3%
2.1.2	Decrease undergraduate retention gap between the overall university student population and special categories of students (first-generation, low-income, and people of color)	On Track	0%
2.2.1	Increase research competitiveness and national standing	On Track	16.25%
2.3.1	Build and strengthen WSU's systems and processes to support WSU's application and recognition as a Carnegie Classified Community-Engaged Institution for the 2026 Cycle	On Track	27%
2.4.1	Reduce faculty and staff race/ethnicity data reporting unknowns	On Track	12.9%
2.4.2	Advance equity, diversity, and inclusion through continuation of the Cluster Hire in Racism and Social Inequality in the Americas Program	On Track	0%
2.5.1	Improve financial planning and resource allocation process through implementation of a system-wide budget planning process	On Track	2%
2.5.2	Develop a long-term financial plan for Intercollegiate Athletics and achieve a balanced operating budget for the 2023-2024 fiscal year	On Track	17%
2.6.1	Increase access to actionable data that empowers WSU staff to gain valuable insights and make informed and timely decisions	On Track	7%
2.6.2	Create a strategic sustainability plan for the university system that will set measurable goals and targets for reducing the system's environmental impact, promote sustainable practices, and ensure a more resilient and equitable future for all stakeholders	On Track	0.25%

PRESIDENTIAL PRIORITIES

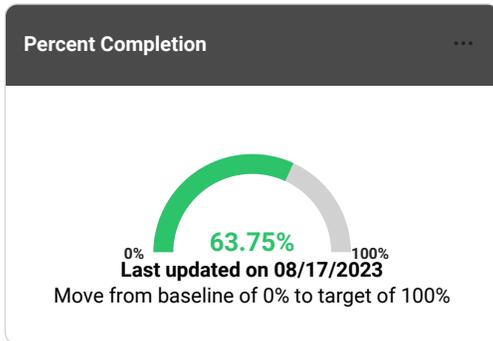
Objective 1: Leverage the OneWSU system by establishing flexible and cost-effective solutions for the benefit of our students that more effectively utilize all our campus resources *(Lead: Kirk Schulz)*



Strategies ...

Name	Status	Current Value	Last Comment
Review WSU policies and processes with the intent to facilitate the opportunity for current students to access programs and courses across multiple campus locations	On Track	10%	The Office of the Provost is meeting on August 30, 2023 to initiate the review process and develop a list of University partners critical to the effort.
Enable prospective students to complete a single undergraduate application that will allow admission to all WSU campuses by Fall 2025	On Track	10%	

Objective 2: Improve the recognition of WSU's brand and enhance its reputation on a national level by implementing a sustainable marketing program *(Leads: Kirk Schulz, Phil Weiler)*

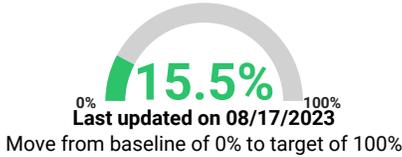


Strategies ...

Name	Status	Current Value	Last Comment
Conduct a quantitative market research study to establish a benchmark for brand awareness and reputation among internal and external audiences	Achieved	100%	WSU's market research partner delivered the results of its quantitative benchmark study in August 2023.
Using results from the research study, develop and execute a multi-year brand marketing strategy to reinforce areas of strength and address areas of concern	On Track	25%	With the market research study now complete, WSU is working with its marketing firm to develop a positioning strategy for Washington State University. This position strategy will underpin the university's long-term brand marketing plan.
Evaluate the staffing and service needs required to sustain an on-going system-wide marketing program	On Track	80%	The assessment of staffing and service requirements necessary to support a system-wide marketing program is on schedule to be completed in September 2023.
Establish a recurring budget to support an on-going WSU marketing program	On Track	50%	The initial assessment of WSU's funding needs to establish an on-going marketing program has been completed. The final report is being prepared for review by the President and Executive Vice President for Finance and Administration. This information will be incorporated into the university's budgeting process.

Objective 3: Raise \$150M in new philanthropic funds *(Leads: Kirk Schulz, Mike Connell)*

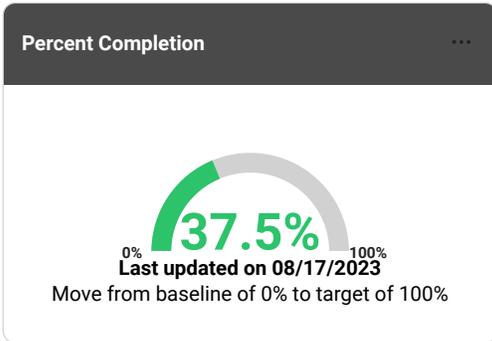
Percent Completion



Strategies

Name	Status	Current Value	Last Comment
Successfully recruit and engage volunteers in support of philanthropic initiatives at WSU	On Track	15%	<ul style="list-style-type: none"> - Met with eight (8) volunteers to serve on internal cabinet to advance philanthropy at WSU - Hosted four (4) leadership briefing meetings with high-profile donors, volunteers, and alumni to discuss the future of philanthropy at WSU
Engage with WSU Foundation volunteers	On Track	18%	<ul style="list-style-type: none"> - Conducted various recruitment sessions and will put forward four (4) potential new members to join the WSU Foundation Board of Directors (to be formally appointed in October 2023 with terms beginning January 1, 2024) - July to present, have participated in Governance Committee and Investment Committee meetings - Will be participating in the WSU Foundation Annual Fall Meeting and Recognition Gala in October
Cultivate and steward Principal Giving prospects and donors, in support of transformational gifts to WSU	On Track	15%	<ul style="list-style-type: none"> - In collaboration with Mike Connell and the Principal Giving team have conducted nine (9) visits with Principal Giving prospects and donors
Implement Advance CRM (customer relationship management) technology for improved efficiency and efficacy of prospect management, gift receipting, and donor stewardship	On Track	20%	<ul style="list-style-type: none"> - The updated Advance CRM went live July 31 - Internal training for Advancement staff and end-users continue as well as process refinement
Collaborate with Advancement leadership to provide substantive training focused on fundraising for WSU System leadership (Chancellors, Vice Presidents, Deans, and appropriate academic leaders), volunteers, and development professionals	On Track	10%	<ul style="list-style-type: none"> - Will continue to collaborate with Mike Connell and his team to develop a strong plan to provide fundraising training to appropriate system leadership, volunteers, and development professionals
Leverage the role of the system president to offer innovative and meaningful engagement to stakeholders, through in person engagement in important markets, and individualized phone, email, video conference and mail interactions	On Track	15%	<ul style="list-style-type: none"> - In collaboration with Mike Connell, develop a long-term strategy to bring WSU to key markets - Currently developing engagement opportunities around ASU and Cal football games that will overarch into WSU-focused events in February and March in population dense areas inclusive of WSU alumni, donors and friends in Phoenix/Scottsdale and Palm Springs/Palm Desert

Objective 4: Expand WSU's presence in East Africa (Lead: Kirk Schulz)



Strategies ...

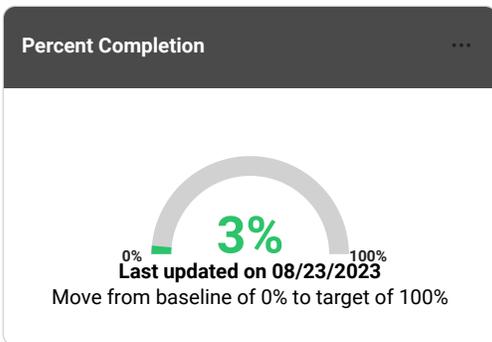
Name	Status	Current Value	Last Comment
Establish an additional educational location at the University of Nairobi	On Track	75%	The proposal to establish an additional educational location will be shared with the Board of Regents as a Future Action Item during the September 2023 meeting and then considered for approval as an Action Item during the November 2023 Meeting.
Offer WSU's Ph.D. in Biomedical Sciences degree at the University of Nairobi	Not Started	0%	The degree extension proposal will be initiated after the above proposal to establish an additional educational location is approved by NWCCU.

SYSTEM PRIORITIES

Strategic Direction 1: Student Access and Success

Objective 1: Stabilize total undergraduate student enrollment and grow new student enrollment

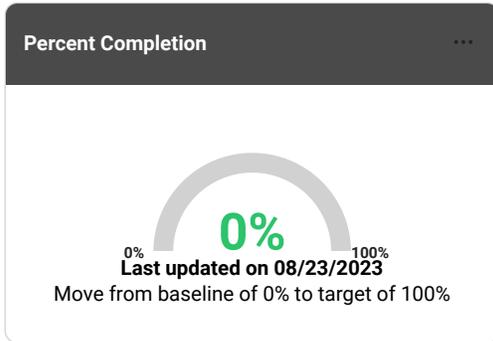
(Lead: Saichi Oba)



Strategies ...

Name	Status	Current Value	Last Comment
Increase funding for general and need-based scholarships that are administered centrally. Identify strategies to replace waivers with scholarships to increase net tuition revenue	On Track	2%	Gathering and analyzing data, meeting with VP Connell
Translate recruitment and financial aid materials into Spanish	On Track	5%	Initial documents under review for translation.
Promote and incentivize EDI training and education	On Track	5%	EM DEI task force created, discussions ongoing

Objective 2: Decrease undergraduate retention gap between the overall university student population and special categories of students (first-generation, low-income, and people of color) *(Lead: Bill Davis)*

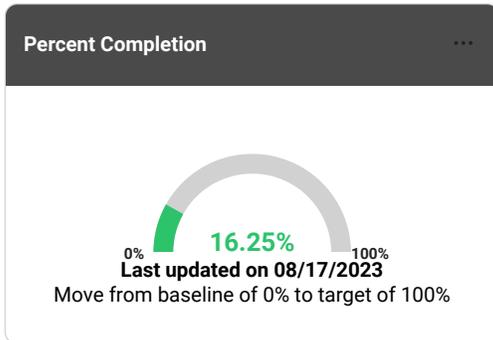


Strategies ...

Name	Status	Current Value	Last Comment
In partnership with Institutional Research and other units, identify campus peers who have closed retention gaps for students from our special categories of students	Not Started	0%	This represents the next phase of the Retention Council's work. This strategy carried over from last year's priorities.
Each campus interviews peer institution leadership and identifies retention strategies that have evidence from assessment of sustained decreases in retention gaps	Not Started	0%	This strategy carried over from last year's priorities.
Align strategies with the First Scholars Framework and implement high priority strategies at different campuses	Not Started	0%	This strategy carried over from last year's priorities.

Strategic Direction 2: Academic and Research Excellence

Objective 3: Increase research competitiveness and national standing *(Lead: Chris Keane)*

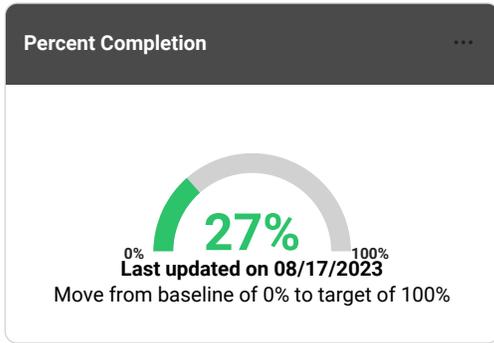


Strategies ...

Name	Status	Current Value	Last Comment
Grow the research and development support system to increase large multidisciplinary research proposals and creative activities	On Track	10%	Completed assessments of prior faculty support systems, reviewed needs for assistance, defined structures and positions (staff) necessary for success.
Expand PNNL and other National Laboratory collaborations to develop new initiatives that focus on environmental sciences, life/health sciences, and/or other emergent research areas that complement and extend WSU's research strengths nationally	On Track	35%	Completed first round of discussions and defined three areas for collaboration for the next AY to evaluate for a joint initiative.
Develop a systemwide plan for enhancing WSU research, scholarship, and creative activity in the full range of scholarly disciplines, including the arts and humanities. The plan should include prioritized areas for internal investment	On Track	15%	Have started discussions with Deans and ADRs defining research strengths and emerging areas. Have completed review of previous years research expenditure, submissions and awards data.
Develop a multi-year plan strengthen, grow, and diversify research-active faculty and faculty-led collaborations/proposals	On Track	5%	Have just begun conversations systemwide to explore key areas to target.

Strategic Direction 3: Impact; Community and Global Engagement

Objective 4: Build and strengthen WSU's systems and processes to support WSU's application and recognition as a Carnegie Classified Community-Engaged Institution for the 2026 Cycle *(Lead: Laura Hill)*

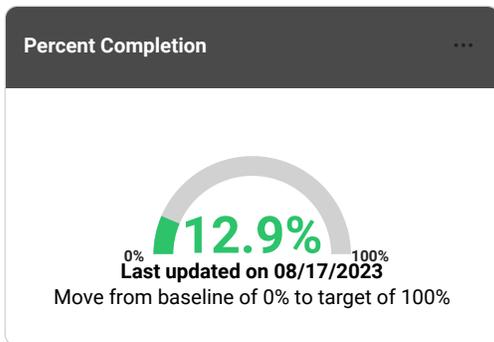


Strategies ...

Name	Status	Current Value	Last Comment
Develop and execute communication plan	On Track	6%	Communication plan is beginning development in partnership with Marketing and Communications and OSPa.
Convene and charge task force members	On Track	75%	Committee identified. Will issue letters in 1st week of December
Compile 50% of data required for Carnegie submission	Not Started	0%	

Strategic Direction 4: Diversity, Equity, Inclusion, and Belonging

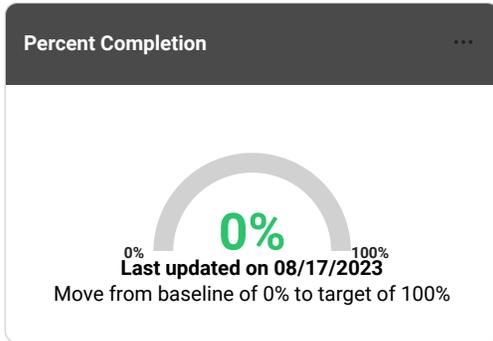
Objective 5: Reduce faculty and staff race/ethnicity data reporting unknowns *(Lead: Lisa Guerrero)*



Strategies ...

Name	Status	Current Value	Last Comment
Develop a comprehensive, multi-faceted faculty and staff communication campaign about the importance and need for demographic reporting	On Track	6%	Members of CCR, IR, Pullman Chancellor's office, and Provost's office are testing the drafted modifications in Workday and will offer recommendations for improvement. Once recommendations are integrated, CCR, IR, and the VCEIE of WSU Pullman will begin mapping a communication strategy.
Following the communication effort and rollout of the improved identity categories, directed communications to go out to supervisors at the college, departmental, and unit-level asking them to encourage employees to complete the race/ethnicity reporting	Not Started	0%	This step will begin once the modified identity categories are formally rolled out.

Objective 6. Advance equity, diversity, and inclusion through continuation of the Cluster Hire in Racism and Social Inequality in the Americas Program (Lead: Lisa Guerrero)

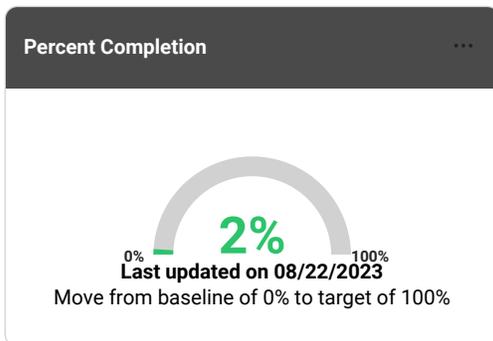


Strategies ...

Name	Status	Current Value	Last Comment
Conduct established proposal selection process each new academic year	On Track	0%	Process to begin during Fall 2023
Lead selected department search committee members through trainings on how to conduct recruitment and retention practices more equitably and impactfully	Not Started	0%	Process to begin during Fall 2023
Continue network cohort meetings with each new group of faculty hired through the cluster hire program	Not Started	0%	Process to begin during Fall 2023
Design and administer an assessment structure for the program beginning in the third year of the program	On Track	0%	During AY 2023-2024, we will design an assessment structure with the plan to administer at the end AY 2023-2024, when the first cluster hire faculty cohort will have completed their 3rd year as tenure-track faculty at WSU.

Operational Priority 1: Funding and Fiscal Stability

Objective 7: Improve financial planning and resource allocation process through implementation of a system-wide budget planning process (Lead: Leslie Brunelli)

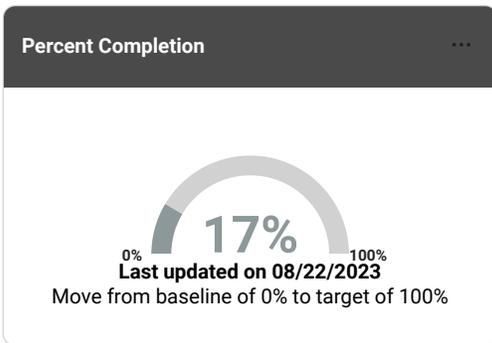


Strategies ...

Name	Status	Current Value	Last Comment
Complete external audit of financial statements for FY23, with prior year findings resolved, by 2023 calendar year end for presentation to the Board of Regents in January 2024	On Track	0%	Internal work to prepare FY23 year end is underway with reporting to the State of Washington first in line followed by the external audit work with Eide Bailey.
Revise both the Management Discussion and Analysis and financial health metrics for clarity and use in strategic planning	On Track	0%	MD&A to be fully revised prior to completion of FY23 financial statements.
Provide relevant comparator data using IPEDS and Moody's financial ratio analysis	Not Started	0%	Work not yet started.
Review current reporting capabilities to build new financial reporting tools for all funds, budget-to-actual variance, and quarterly financial statements	On Track	12%	Reporting group met with another University to review reporting capabilities. New reports for sources and uses and financial status are in development. A formal group to include modernization, controller's office and budget office will be charged with specific reporting requirements.
Examine University funds balances to align budget and cash management expectations	On Track	0%	Progress is predicated on the success of additional report development.
Develop quarterly financial report template for WSU leadership	Off Track	0%	Work for 9/30 quarter end likely to be delayed considering that reporting is not yet available.

Create budget development calendar to include evaluation of enrollment trends and net tuition revenue, budget hearings, assessment of strategic reallocation, and establishment of all-funds budget	On Track		Initial review of prior budget development calendars complete. Draft expected by 9/30.
Develop a comprehensive budget document for communication and execution of financial plan	At Risk	0%	Completion of this is predicated on successful implementation of budget calendar and successful search for new budget director.
Begin development of core funds budget model	At Risk	0%	Completion of this is predicated on successful implementation of budget calendar and successful search for new budget director.

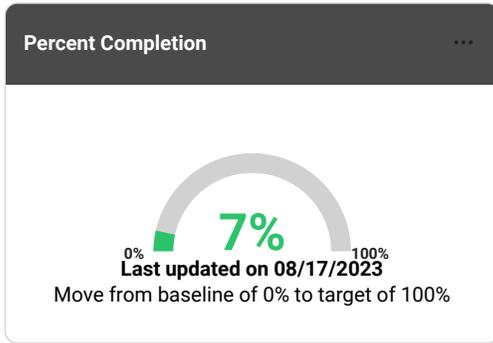
Objective 8: Develop a long-term financial plan for Intercollegiate Athletics and achieve a balanced operating budget for the 2023-2024 fiscal year (Leads: Leslie Brunelli, Pat Chun)



Strategies			
Name	Status	Current Value	Last Comment
Develop FY24 budget using current revenue expectations, including PAC-12 media shortfall, and FY23 budget-to-actual variance	On Track	50%	FY24 budget is complete and balanced with presentation to the Board of Regents in September. Budget to actual for FY23 yields a slightly better picture of budget shortfall. FY23 Agreed Upon Procedures audit will be this fall. Longer term planning is contingent on resolution of conference alignment.
Establish monthly meetings to monitor budget execution and reinforce expectations for sound budget management	On Track	25%	Monthly meetings are underway with July and August complete. Expectations for this group may need to report to the advisory committee for conference alignment.
Report current financial performance to Board of Regents at each Finance & Administration Committee	On Track	0%	First Board of Regents meeting is in September and will include financial update from Athletics.
Effective stewardship of donor-funded capital projects for the Taylor Indoor Practice Facility and the Champions Center	On Track	5%	Project planning culminates in Board of Regents project approval in September. Financial considerations for these projects have led to extensive discussions on cost, size, materials, and location. Both projects are expected to be underway with cash received to date at the time of contracting. Additional pledged gifts will be available for betterments as projects are nearing completion.
Assess conference alignment implications for future budget planning	Off Track	5%	With future conference alignment as an unknown, scenario planning for FY25 and beyond is stalled awaiting greater clarity. Preliminary review of institutions in the Mountain West and American Athletic Conference indicate a gap in resources that will require either new revenue streams or budget reductions, or likely a combination of these tactics to achieve a balanced budget.

Operational Priority 2: OneWSU System Development/System Planning

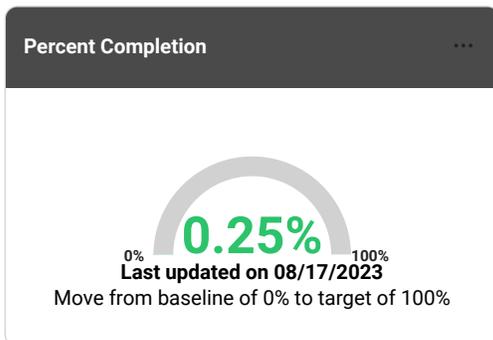
Objective 9. Increase access to actionable data that empowers WSU staff to gain valuable insights and make informed and timely decisions *(Lead: Chris Hoyt)*



Strategies ...

Name	Status	Current Value	Last Comment
Establish the institutional metrics that the WSU system will use in support of its mission and institutional priorities	On Track	5%	The Office of Strategy, Planning and Analysis (OSPA) is initiating an audit of institutional metrics as they exist today on WSU websites and print materials. Once inventoried, metrics will be evaluated for the availability of peer benchmark data. A prioritized list of metrics will be presented to WSU leadership for confirmation and made available as dashboard visualizations on the WSU Strategic Plan website.
Develop and disseminate an annual report of trends in higher education to inform institutional decision-making and planning. The report will include macro and micro trends and document WSU's strategic position within each trend	On Track	6%	The development of a project plan is currently underway and will include a framework to collect and analyze higher education trends for placement in a formal report that will be presented annually.
Execute Phase 2 of the Data Management Program (DMP) by expanding WSU's data governance communities of practice and evaluating enterprise data management solutions	On Track	10%	As a result of Phase 1, it was determined that WSU's Data Governance Practice will require solutions to effectively manage system data assets. We will be collaborating closely with Information Technology Services (ITS) and others, working together to determine data management solutions. Additionally, OSPA will be working with Data Stewards to better understand and execute their assigned roles over the next year.

Objective 10: Create a strategic sustainability plan for the university system *(Lead: Jeanne Weiler)*



Strategies ...

Name	Status	Current Value	Last Comment
Establish a Presidential Sustainability Task Force	On Track	0.5%	Task Force Executive committee members identified pending approval from President. System-wide Statement of Commitment to sustainability as well as Committee structure, approved by President and Senior Leadership.
Create an application process to form sub-committees focused on development of four core strategic goals	On Track	0.75%	Application for sub-committee involvement completed. Creation of sub-committees pending approval of executive committee members.
Sub-committees to develop measurable core initiatives and action plans (three per sub-committee) focused on the four core strategies	Not Started	0%	Development of core initiatives to begin fall semester, 2023.

Presentation of Sustainability Action Plan to President and Board of Regents	Not Started		Action plan outlining measurable initiatives aligned with core values to be presented to Senior Leadership and Board or Regents during Spring semester, 2024 with approval of initiatives by the BOR ahead of the academic year 24/25.
Adoption by Board of Regents of System-wide Sustainability Action Plan	Not Started	0% 	Action plan outlining measurable initiatives aligned with core values to be presented to Senior Leadership and Board or Regents during Spring semester, 2024 with approval of initiatives by the BOR ahead of the academic year 24/25.

ACTION ITEM #1

President's 2023-2024 Annual System Objectives
(Kirk Schulz)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed President's 2023-2024 Annual System Objectives

PROPOSED: That the Board of Regents accept the President's 2023-2024 Annual System Objectives

SUBMITTED BY: Kirk H. Schulz, President

SUPPORTING INFORMATION: Attached please find my proposed 2023-2024 Annual System Objectives. This document includes both Presidential Priorities and System Priorities. The Presidential Priorities include four objectives with strategies that I am personally moving forward this year, while the System Priorities will be executed by others under my leadership.

Progress will be demonstrated in two ways:

- 1) The "2023-2024 Annual System Objectives Implementation Report" will track completion of the Presidential and System Priorities and includes a contextual narrative. (See the Implementation Report under S-2)
- 2) Metrics for objectives that can be quantitatively measured have been identified with targets. Dashboard visualizations will be included with your November meeting materials.

ATTACHMENT: 2023-2024 Annual System Objectives

2023-2024 ANNUAL SYSTEM OBJECTIVES



The following annual objectives are designed to advance WSU towards the realization of our mission, vision, and strategic goals. Objectives have been organized in two primary categories: **Presidential Priorities** and **System Priorities**. Over the next year, **President Kirk Schulz** will personally oversee the progress of **Presidential Priorities** while **System Priorities** will be stewarded by assigned leads.

Progress will be demonstrated to the WSU system in two ways. First, an Implementation Report will be updated prior to each scheduled Board of Regents meeting. This report will contain an indicator of overall progress towards strategy completion, as well as contextual updates. Second, quantifiable metrics will be presented through dashboard visualizations that will be available on the strategic plan website at strategicplan.wsu.edu (available mid-November 2023).

PRESIDENTIAL PRIORITIES

Objective 1: Leverage the OneWSU system by establishing flexible and cost-effective solutions for the benefit of our students that more effectively utilize all our campus resources

▶ **Lead:** Kirk Schulz

▶ **Strategies:**

- ▶ Review WSU policies and processes with the intent to facilitate the opportunity for current students to access programs and courses across multiple campus locations
- ▶ Enable prospective students to complete a single undergraduate application that will allow admission to all WSU campuses by Fall 2025

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ Enrollment Management Plan
- ▶ WSU System Operating Principles: OneWSU and Operational Excellence

Objective 2: Improve the recognition of WSU's brand and enhance its reputation on a national level by implementing a sustainable marketing program

▶ **Leads:** Kirk Schulz, Phil Weiler

▶ **Strategies:**

- ▶ Conduct a quantitative market research study to establish a benchmark for brand awareness and reputation among internal and external audiences
- ▶ Using results from the research study, develop and execute a multi-year brand marketing strategy to reinforce areas of strength and address areas of concern
- ▶ Evaluate the staffing and service needs required to sustain an on-going system-wide marketing program
- ▶ Establish a recurring budget to support an on-going WSU marketing program

▶ **Metric:**

- ▶ Media Quality Index (MQI) target: 58.5
- ▶ Engagement rate targets: Facebook, 6.75%; X, 4%

▶ **Dashboard visualizations:**

- ▶ Media Quality Index score (earned media)
- ▶ Engagement rate (social media)

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure

PRESIDENTIAL PRIORITIES (CONTINUED)



Objective 3: Raise \$150M in new philanthropic funds

▶ **Lead:** Kirk Schulz, Mike Connell

▶ **Strategies:**

- ▶ Successfully recruit and engage volunteers in support of philanthropic initiatives at WSU
- ▶ Engage with WSU Foundation volunteers
- ▶ Cultivate and steward Principal Giving prospects and donors, in support of transformational gifts to WSU
- ▶ Implement Advance CRM (customer relationship management) technology for improved efficiency and efficacy of prospect management, gift receipting, and donor stewardship
- ▶ Collaborate with Advancement leadership to provide substantive training focused on fundraising for WSU System leadership (Chancellors, Vice Presidents, Deans, and appropriate academic leaders) and development professionals in the context of WSU's campaign

▶ Leverage the role of the system president to offer innovative and meaningful engagement to stakeholders, through in-person engagement in important markets, and individualized phone, email, video conference, and mail interactions

▶ **Metric:** Total dollars raised in FY2024

▶ **Dashboard visualization:** Dollars raised each month, starting in July

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principle: Fiscal Stewardship
- ▶ WSU Campus Strategic Plans

Objective 4: Expand WSU's presence in East Africa

▶ **Lead:** Kirk Schulz

▶ **Strategies:**

- ▶ Establish an additional educational location at the University of Nairobi
- ▶ Offer WSU's Ph.D. in Biomedical Sciences degree at the University of Nairobi

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, & Engagement
- ▶ WSU Campus Strategic Plans
- ▶ Enterprise Risk Management Plan, Top 20, International engagement and delivery of education and research risk



STRATEGIC DIRECTION 1: STUDENT ACCESS AND SUCCESS

Objective 1: Stabilize total undergraduate student enrollment and grow new student enrollment

- ▶ **Lead:** Saichi Oba
- ▶ **Strategies:**
 - ▶ Increase funding for general and need-based scholarships that are administered centrally. Identify strategies to replace waivers with scholarships to increase net tuition revenue
 - ▶ Translate recruitment and financial aid materials into Spanish
 - ▶ Promote and incentivize EDI training and education

- ▶ **Metrics:**
 - ▶ Stabilization in total undergraduate enrollment levels from Fall 2023 to Fall 2024
 - ▶ Increase new undergraduate enrollment by 4% from Fall 2023 to Fall 2024
- ▶ **Dashboard visualization:** Total and new undergraduate enrollment
- ▶ **Aligns to:**
 - ▶ System Strategic Plan Goal 2, Student Experience
 - ▶ WSU Campus Strategic Plans
 - ▶ Enrollment Management Plan
 - ▶ Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

Objective 2: Decrease undergraduate retention gap between the overall university student population and special categories of students (first-generation, low-income, and people of color).

- ▶ **Lead:** Bill Davis
- ▶ **Strategies:**
 - ▶ In partnership with Institutional Research and other units, identify campus peers who have closed retention gaps for students from our special categories of students
 - ▶ Each campus interviews peer institution leadership and identifies retention strategies that have evidence from assessment of sustained decreases in retention gaps

- ▶ Align strategies with the First Scholars Framework and implement high priority strategies at different campuses
- ▶ **Metric:** A decrease in the retention gap by 1%
- ▶ **Dashboard visualization:** First to second year retention (overall, and by special categories of students)
- ▶ **Aligns to:**
 - ▶ System Strategic Plan Goal 2, Student Experience
 - ▶ WSU Campus Strategic Plans
 - ▶ Enrollment Management Plan
 - ▶ Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

STRATEGIC DIRECTION 2: ACADEMIC AND RESEARCH EXCELLENCE

Objective 3: Increase research competitiveness and national standing

- ▶ **Lead:** Chris Keane/Kim Christen
- ▶ **Strategies:**
 - ▶ Grow the research and development support system to increase large multidisciplinary research proposals and creative activities
 - ▶ Expand PNNL and other National Laboratory collaborations to develop new initiatives that focus on environmental sciences, life/health sciences, and/or other emergent research areas that complement and extend WSU's research strengths nationally
 - ▶ Develop a systemwide plan for enhancing WSU research, scholarship, and creative activity in the full range of scholarly disciplines, including the arts and humanities. The plan should include prioritized areas for internal investment

- ▶ Develop a multi-year plan to strengthen, grow, and diversify research-active faculty and faculty-led collaborations/proposals.
- ▶ **Metric:**
 - ▶ Advance three positions from 78th in FY21 to 75th in FY24 as measured by the NSF's higher education research and development survey
- ▶ **Dashboard visualization:** Total R&D expenditures (5-year historical)
- ▶ **Aligns to:**
 - ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
 - ▶ WSU System Operating Principles: Fiscal Stewardship
 - ▶ WSU Campus Strategic Plans



STRATEGIC DIRECTION 3: IMPACT, COMMUNITY, AND GLOBAL ENGAGEMENT

Objective 4: Build and strengthen WSU's systems and processes to support WSU's application and recognition as a Carnegie Classified Community-Engaged Institution for the 2026 Cycle

▶ **Lead:** Laura Hill/Ben Calabretta

▶ **Strategies:**

- ▶ Develop and execute communication plan
- ▶ Convene and charge task force members
- ▶ Compile 50% of data required for Carnegie submission

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- ▶ WSU System Operating Principle: Community Partnerships
- ▶ WSU Campus Strategic Plans

STRATEGIC DIRECTION 4: DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Objective 5: Reduce faculty and staff race/ethnicity data reporting unknowns

▶ **Lead:** Lisa Guerrero

▶ **Strategies:**

- ▶ Develop a comprehensive, multi-faceted faculty and staff communication campaign about the importance and need for demographic reporting
- ▶ Following the communication effort and rollout of the improved identity categories, directed communications to go out to supervisors at the college, departmental, and unit-level asking them to encourage employees to complete the race/ethnicity reporting

▶ **Metrics:**

- ▶ Reduction of reporting unknowns for faculty from 32.7% to 10%
- ▶ Reduction of reporting unknowns for staff from 23.3% to 10%

▶ **Dashboard visualization:** Faculty and staff demographic breakdown by race/ethnicity and gender

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and infrastructure
- ▶ WSU Core Value: Equity, Diversity, Inclusion, and Belonging
- ▶ WSU Campus Strategic Plans
- ▶ Enterprise Risk Management Plan, Top 20, Diversity, Equity, and Inclusion and Compensation risks

Objective 6: Advance equity, diversity, and inclusion through continuation of the Cluster Hire in Racism and Social Inequality in the Americas Program

▶ **Lead:** Elizabeth Chilton, Lisa Guerrero

▶ **Strategies:**

- ▶ Conduct established proposal selection process each new academic year
- ▶ Lead selected department search committee members through trainings on how to conduct recruitment and retention practices more equitably and impactfully
- ▶ Continue network cohort meetings with each new group of faculty hired through the cluster hire program.
- ▶ Design and administer an assessment structure for the program beginning in the third year of the program

▶ **Metric:** Number of new faculty hired for the Fall 2024 Cluster Hire Program

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU Core Value: Equity, Diversity, Inclusion, and Belonging
- ▶ WSU Campus Strategic Plans
- ▶ Enterprise Risk Management Plan, Top 20, Diversity, Equity, and Inclusion risk



OPERATIONAL PRIORITY 1: FUNDING AND FISCAL STABILITY

Objective 7: Improve financial planning and resource allocation process through implementation of a system-wide budget planning process

▶ **Lead:** Leslie Brunelli

▶ **Strategies:**

- ▶ Complete external audit of financial statements for FY23, with prior year findings resolved, by 2023 calendar year end for presentation to the Board of Regents in January 2024
- ▶ Revise both the Management Discussion and Analysis and financial health metrics for clarity and use in strategic planning
- ▶ Provide relevant comparator data using IPEDS and Moody's financial ratio analysis
- ▶ Review current reporting capabilities to build new financial reporting tools for all funds, budget-to-actual variance, and quarterly financial statements
- ▶ Examine University funds balances to align budget and cash management expectations

- ▶ Develop quarterly financial report template for WSU leadership
- ▶ Create budget development calendar to include evaluation of enrollment trends and net tuition revenue, budget hearings, assessment of strategic reallocation, and establishment of all-funds budget
- ▶ Develop a comprehensive budget document for communication and execution of financial plan
- ▶ Begin development of core funds budget model

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principles: Fiscal Stewardship and Operational Excellence

Objective 8: Develop a long-term financial plan for Intercollegiate Athletics and achieve a balanced operating budget for the 2023-2024 fiscal year

▶ **Lead:** Leslie Brunelli, Pat Chun

▶ **Strategies:**

- ▶ Develop FY24 budget using current revenue expectations, including PAC-12 media shortfall, and FY23 budget-to-actual variance. Note that operating budget is expected to be in balance except for projected \$4M PAC-12 variance
- ▶ Establish monthly meetings to monitor budget execution and reinforce expectations for sound budget management. Additional meetings include representatives from the Board of Regents and Faculty Senate

- ▶ Report current financial performance to Board of Regents at each Finance & Administration Committee.
- ▶ Effective stewardship of donor-funded capital projects for the Taylor Indoor Practice Facility and the Champions Center
- ▶ Assess conference alignment implications for future budget planning

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure



OPERATIONAL PRIORITY 2: ONEWSU SYSTEM DEVELOPMENT AND SYSTEM PLANNING

Objective 9: Increase access to actionable data that empowers WSU staff to gain valuable insights and make informed and timely decision-making

▶ **Lead:** Chris Hoyt

▶ **Strategies:**

- ▶ Establish the institutional metrics that the WSU system will use in support of its mission and institutional priorities
- ▶ Develop and disseminate an annual report of trends in higher education to inform institutional decision-making and planning. The report will include macro and micro trends and document WSU's strategic position within each trend
- ▶ Execute Phase 2 of the Data Management Program (DMP) by expanding WSU's data governance communities of practice and evaluating enterprise data management solutions

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principles: Data-informed Decision-making and Operational Excellence
- ▶ Enterprise Risk Management Plan, Top 20, Data governance and institutional oversight risk

Objective 10: Create a strategic sustainability plan for the university system that will set measurable goals and targets for reducing the system's environmental impact, promote sustainable practices, and ensure a more resilient and equitable future for all stakeholders

▶ **Lead:** Jeanne Weiler

▶ **Strategies:**

- ▶ Establish a Presidential Sustainability Task Force
- ▶ Create an application process to form sub-committees focused on development of four core strategic goals
- ▶ Sub-committees to develop measurable core initiatives and action plans (three per sub-committee) focused on the four core strategies
- ▶ Presentation of Sustainability Action Plan to President and Board of Regents
- ▶ Adoption by Board of Regents of System-wide Sustainability Action Plan

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principle: Wellbeing

ACTION ITEM #2

Review the 2023-2028 WSU Pullman Strategic Plan (Elizabeth S. Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Review the 2023-2028 WSU Pullman Strategic Plan

PROPOSED: That the Board of Regents review and approve the 2023-2028 WSU Pullman Strategic Plan

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

SUPPORTING INFORMATION: Attached is the 2023-2028 WSU Pullman Strategic Plan. The report articulates the following focus areas of the Pullman flagship campus, outlines the associated goals and objectives, and identifies the metrics that will be used to measure the plan's success.

- Equitable Student Success
- Innovation in Research and Creative Activities
- Employee Development, Wellness, and Belonging
- Community Engagement
- Institutional Effectiveness and Accessibility

The WSU Pullman Chancellor's Office and the twenty-two-member strategic plan committee representing the WSU Pullman campus are pleased to present the report to the Board of Regents for review and adoption. Pending the Board of Regents' approval, the plan will be formally initiated in October 2023, and yearly progress reports will be published each April.

Attachments:
WSU Pullman Strategic Plan Update
WSU Pullman Strategic Plan Draft



WASHINGTON STATE UNIVERSITY
PULLMAN

WSU PULLMAN STRATEGIC PLAN

September 2023



WSU PULLMAN

Strategic plan process overview

1. Initiation
2. Listening and feedback sessions
3. Data synthesizing
4. Identify goals and objectives
- 5. Finalize, review,
and release**
- 6. Implementation**





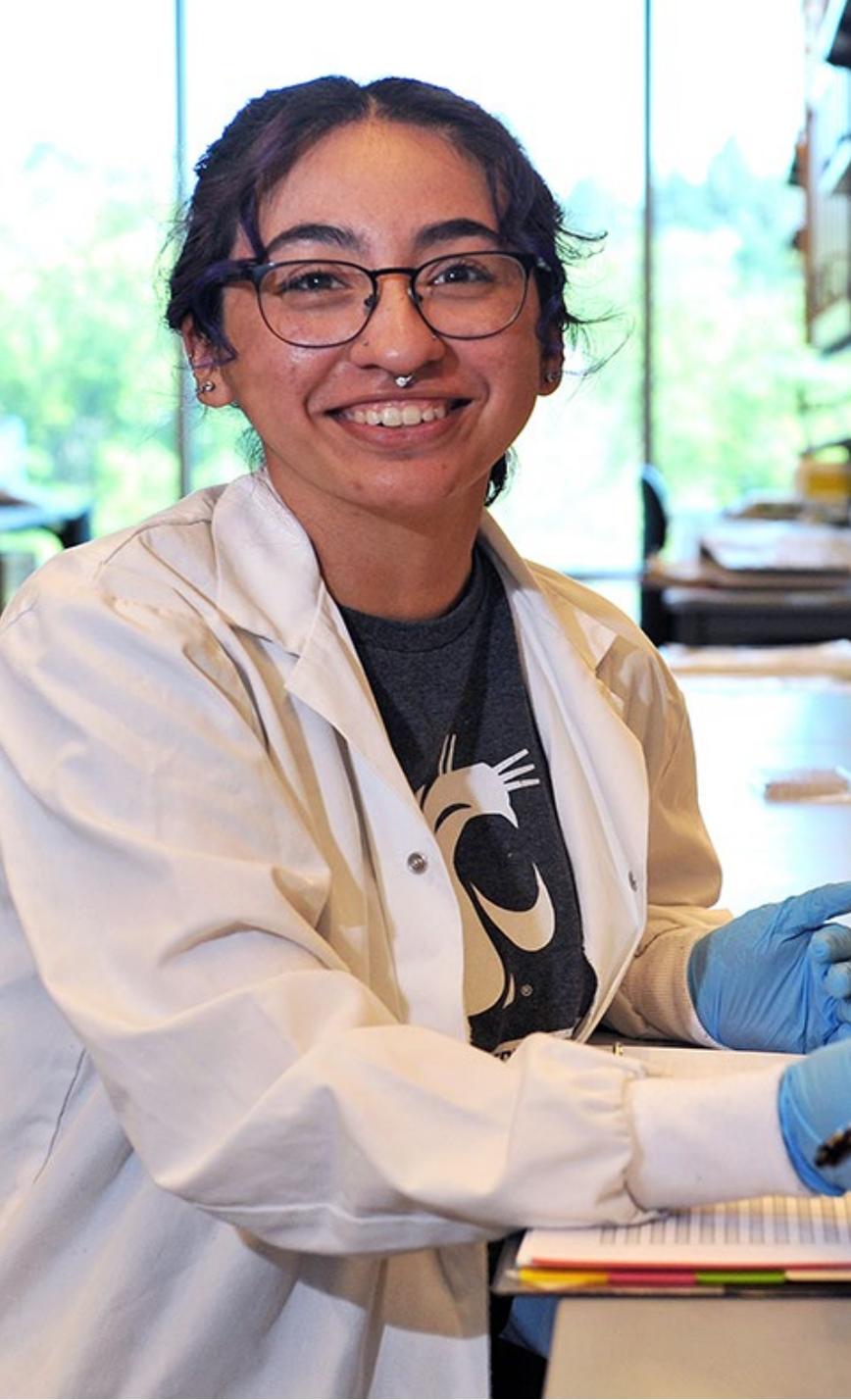
PULLMAN STRATEGIC PLAN

EQUITABLE STUDENT SUCCESS

GOAL 1 WSU Pullman will provide a safe and exceptional residential undergraduate, professional, and graduate student experience that supports the success of and provides opportunities for all Cougs.

METRICS WSU Pullman first-year retention rates (indicated by class year)

Number of doctoral degrees awarded at WSU Pullman



PULLMAN STRATEGIC PLAN

EQUITABLE STUDENT SUCCESS

GOAL 2 WSU Pullman will capitalize on its residential campus status to build upon a campus environment that fosters student personal growth, belonging, and safety.

METRIC WSU Pullman student engagement satisfaction rate



PULLMAN STRATEGIC PLAN
INNOVATION IN RESEARCH AND
CREATIVE ACTIVITIES

GOAL 1 WSU Pullman will foster an environment that encourages innovation, partnership, and disciplinary, inter- and transdisciplinary scholarship, establishing the campus as a hub of expertise in diverse areas of scholarly inquiry.

METRIC WSU Pullman research expenditures



PULLMAN STRATEGIC PLAN
INNOVATION IN RESEARCH AND
CREATIVE ACTIVITIES

GOAL 2 WSU Pullman will promote a campus culture that recognizes and celebrates the diverse forms of scholarship that lead to the betterment of society.

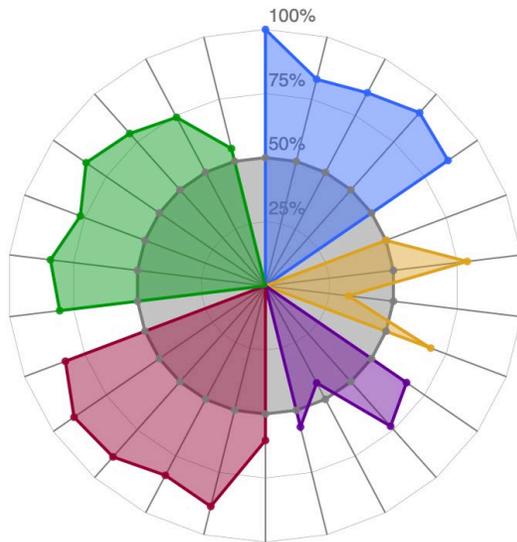
METRIC Number of faculty awards, prizes, grants, and commissions

PRODUCTIVITY RADAR



ALL ▾

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





PULLMAN STRATEGIC PLAN
EMPLOYEE DEVELOPMENT,
WELLNESS, AND BELONGING

GOAL 1 **WSU Pullman will recruit and retain a diverse workforce that advances its land-grant mission of serving the public good.**

METRIC *Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.*



PULLMAN STRATEGIC PLAN
EMPLOYEE DEVELOPMENT,
WELLNESS, AND BELONGING

GOAL 2 **WSU Pullman will establish a working environment and ethos that supports the wellness of all employees and creates enhanced opportunities for professional development and career enhancement.**

METRIC *Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.*



PULLMAN STRATEGIC PLAN
COMMUNITY ENGAGEMENT

GOAL 1 WSU Pullman will foster a warm and inclusive community that welcomes students, faculty, staff, visitors, and alumni to the Palouse, and provides them with lifelong learning opportunities and a sense of belonging.

METRIC Number of WSU Pullman students participating in community engagement (service, service-learning, educational outreach)



PULLMAN STRATEGIC PLAN
COMMUNITY ENGAGEMENT

GOAL 2 WSU Pullman will serve Pullman, the greater Palouse region, and beyond through our land-grant mission of research, education, and outreach to support the common good.

METRIC Percentage of WSU Pullman courses that utilize service-learning in their curriculum.



PULLMAN STRATEGIC PLAN
**INSTITUTIONAL EFFECTIVENESS
AND ACCESSIBILITY**

GOAL 1 **WSU Pullman will foster an accessible physical and cultural environment that promotes collaboration and innovation.**

METRIC Percentage of WSU Pullman classrooms, laboratory spaces, and conference rooms equipped for accessibility and virtual collaboration.



PULLMAN STRATEGIC PLAN
**INSTITUTIONAL EFFECTIVENESS
AND ACCESSIBILITY**

GOAL 2 WSU Pullman will align resources, processes, and policies with strategic priorities in an inclusive, well-articulated, and publicized process that is facilitated by the analysis and interpretation of data.

METRIC WSU Pullman percentage of space utilization per capita.

WSU PULLMAN STRATEGIC PLAN

Next steps

- Pending approval, release plan to WSU Pullman faculty, staff, students, and community members.
- Work with the Pullman Strategic Plan Implementation Council to develop scorecard, annual report material, and baselines for metrics.





WSU Pullman Strategic Plan

DRAFT – FOR REVIEW

LAND ACKNOWLEDGEMENT

Washington State University (WSU) acknowledges that its locations statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. WSU Pullman is located on the homelands of the Nimiipuu (Nez Perce) Tribe and Palus people. The University expresses its deepest respect for and gratitude towards these original and current caretakers of the region. At WSU, we acknowledge our responsibility to establish and maintain relationships with these tribes and Native peoples, in support of tribal sovereignty and the inclusion of their voices in teaching, research, and programming.

WSU Pullman is not only the oldest and largest campus of the WSU system—as the flagship and fully residential campus, it serves as the cornerstone of innovation, creativity, research, and Cougar spirit for the system. Originally established as the “Washington Agricultural College, Experiment Station, and School of Science,” WSU has expanded tremendously over the course of its 132-year history, establishing four additional physical campuses across the state and a Global campus that serves students remotely from around the world.

When the legislature approved WSU’s original multi-campus system in 1989, they did so with the expectation that all campuses would develop focus areas directed at the needs of their distinct student bodies and communities. Following the completion of the WSU System Strategic Plan in 2020 and the subsequent OneWSU Initiative, it became clear that it was critical to have the first-ever WSU Pullman strategic plan in place, especially under a new dedicated campus leadership structure.

The attached report represents the work of a 21-member strategic planning committee. The committee conducted 28 listening and feedback sessions and a campus-wide survey. As a result, they identified five focus areas:

- Equitable Student Success
- Innovation in Research and Creative Activities
- Employee Development, Wellness, and Belonging
- Community Engagement
- Institutional Effectiveness and Accessibility

In the following strategic plan, each of these areas is outlined with concrete goals and objectives – and metrics designed to review our progress. This fall, I will work with the WSU Pullman Strategic Plan Advisory Council to develop the baseline numbers for our metrics, our annual goal, and the associated report cards and annual report that will detail WSU Pullman’s progress toward achieving its goals. As with all strategic planning efforts, the plan will undergo an annual review and feedback cycle to ensure its metrics are still accurately reporting the needs of WSU Pullman faculty, staff, students, and community members.

At our core, we are the flagship campus of Washington state’s land-grant institution. In that role, we have a special responsibility to support the mission of the WSU system. We must continue to ensure that education is accessible to all and that the impact of the innovative research and creative activity that happens at WSU Pullman is felt within our local community and around the globe.

Go Cougs!



Elizabeth S. Chilton
Chancellor, WSU Pullman
Provost and Executive Vice President, WSU System

HISTORY OF WSU PULLMAN

Nestled in the rolling hills of the Palouse, Washington State University was originally established in 1890 as the state's agricultural and science college. Two short years later, the Washington Agricultural School and Technical College welcomed an inaugural class of 59 students. For more than a century WSU saw unprecedented growth, establishing itself as the state college and land-grant university of Washington.

Over the past 30 years alone, WSU has seen incredible growth—going from a single flagship campus in Pullman to an evolving system of interconnected campuses in the growing population centers of Everett, Spokane, Tri-Cities, and Vancouver. In 2015, WSU added a new medical school to the system within the Health Sciences campus in Spokane, and in 2018, Academic Outreach and Innovation was elevated as WSU's sixth campus (WSU Global) formally led by a Chancellor.

Established under the mission of a true public service institution—to provide education to all, conduct scholarly inquiry that benefits society, and share expertise that boosts the lives of individuals and communities—WSU continues to have a tremendous impact on the communities it serves. WSU has a very strong brand and cultural presence across the state; as the WSU system grows and evolves, we seek opportunities for both strengthening and expanding that impact.

WSU PULLMAN TODAY

The largest of the six campuses in the WSU system, WSU Pullman saw a student enrollment of more than 19,000 in the fall of 2021. The campus serves as the headquarters for seven of the university's ten academic colleges and is the only residential campus in the WSU system. The campus is a bustling hub of research and creative activity centered in an agricultural and rural setting. WSU Pullman serves both the WSU system and its local community by:

- Being the largest employer in Whitman County, with nearly 5,000 permanent employees
- Standing as the only fully residential, public research university in eastern Washington
- Serving as the home of (to name a few):
 - Cougar Athletics
 - The Jordan Schnitzer Museum of Art WSU—the only university art museum in eastern Washington and the only art museum in Whitman County
 - Northwest Public Broadcasting, a service that reaches more than 3.6 million people throughout the northwest
 - One of only 32 accredited veterinary schools in the country
- Supporting the full range of academic disciplines and engaging in high quality sponsored research.

One of the most distinctive qualities of WSU Pullman is our culture and traditions and our ability to foster a strong sense of belonging. We encourage our students, faculty, and staff to ask themselves, “What if...?” when developing solutions to some of the world’s most pressing challenges and problems. This no-limits mentality allows everyone the opportunity to find themselves and their purpose at WSU Pullman. It is why world-renowned researchers, artists, and athletes come to WSU Pullman. Like all of WSU’s campuses and state-wide locations, everyone is welcome, respectful differences of thought are encouraged, and individuals have the opportunity to dedicate themselves to their passions and to societal needs.

WSU PULLMAN’S STRATEGIC PLAN

When the legislature approved WSU’s original multi-campus system, they did so with the expectation that all campuses would develop focus areas directed at the needs of their local communities. Due to limitations in infrastructure, many campuses found themselves dependent on the flagship campus to provide expertise—restricting their ability to pursue degree and research programs that would appeal to local constituencies and take advantage of community resources.

WSU is expanding its outreach through the growth of a unified system infrastructure known as OneWSU. This system supports the campuses as they evolve their individual identities and serve their constituencies, while also maintaining the quality of the WSU educational and experiential brand across the state. Like many public university systems, WSU seeks to provide appropriate level of autonomy of each campus location, while at the same time ensuring consistent branding, quality, and mission. Through the OneWSU system structure, WSU’s six campuses, six research and learning centers, and 39 extension centers join in a commitment to a set of OneWSU operating principles, establishing an overarching philosophy that unites the WSU system and consistently guides the institution’s day-to-day actions.

Key to the success of the OneWSU initiative is identifying the unique strengths and contributions of each campus in our system. Our flagship campus has a special role in our system and, building on the System Strategic Plan, this Pullman Strategic plan embraces the renewed opportunity to create an identity that best supports the needs of Pullman. With the appointment of an inaugural Chancellor of the Pullman campus and the establishment of a leadership structure for the campus, this Strategic Plan charts a course for success for the campus in the years to come.

PLANNING PROCESS

Appointed by President Schulz and Provost Chilton, the WSU Pullman Strategic Planning Committee began the work of developing a five-year strategic plan for the Pullman campus in January 2022. Over the course of two months, the committee tri-chairs hosted 28 listening and feedback sessions with faculty, staff, students, and community members. Additionally, the committee released a campus-wide feedback survey that garnered nearly 1,000 responses. Data and responses were compiled and reviewed by the tri-chairs, who determined five focus areas for the Pullman Strategic Plan:

- Equitable Student Success
- Innovation in Research and Creative Activities
- Employee Development, Wellness, and Belonging
- Community Engagement
- Institutional Effectiveness and Accessibility

These five areas encompass the entire WSU Pullman experience and are reflective of the priorities described by faculty, staff, students, and community members.

Following the establishment of the five focus areas, the committee broke into subgroups to develop goals, objectives, and intended outcomes for each area. The goals and objectives were refined and finalized, and supporting information was added to complete the plan.

GOALS AND OBJECTIVES

Equitable Student Success

Goal 1: WSU Pullman will provide a safe and exceptional residential undergraduate, professional, and graduate student experience that supports the success of and provides opportunities for all Cougs.

Objectives:

- Create a student experience that prepares Cougs for life beyond WSU.
- Establish a campus-wide seamless approach to student support, both in and out of the classroom.
- Prioritize degree programs that continue to meet the needs of society and student interest and foster post-graduation success.
- Ensure that WSU Pullman's academic policies remain informed by best pedagogical and student success practices.
- Work across academic and student affairs to develop a comprehensive, campus-wide program that builds out-of-the-classroom experiences to prepare students for a lifetime of learning.

Proposed Metrics:

- WSU Pullman first-year student retention rates (broken out by class year)
 - Include sub-metrics for first-gen, low-income, and students of color
- Doctoral degrees awarded at WSU Pullman

Goal 2: WSU Pullman will capitalize on its residential campus status to build upon a campus environment that fosters student personal growth, belonging, and safety.

Objectives:

- Ensure that all students have access to resources to meet their basic needs, including, but not limited to, housing, food, technology, safety, and support services.
- Invest in the comprehensive and holistic health and wellbeing of all students by providing services and resources that are accessible, inclusive, and contribute to the success and ensure the safety of our diverse student community.
- Provide faculty and staff with the resources they need to serve and support students effectively.
- Develop a sense of belonging and affinity to WSU Pullman through increased community building opportunities.

Proposed Metric:

- WSU Pullman student engagement satisfaction rate

Intended Outcome:

WSU Pullman is a vibrant, accessible, and technologically advanced campus that values diversity and inclusiveness and attracts deeply committed students who become lifelong ambassadors for the campus. Students are supported inside and outside of the classroom, are able to achieve their educational goals within a safe and secure learning environment, and feel a strong sense of belonging at WSU Pullman.

Innovation in Research and Creative Activities

Goal 1: WSU Pullman will foster an environment that encourages innovation, partnership, and disciplinary, inter- and transdisciplinary scholarship, establishing the campus as a hub of expertise in diverse areas of scholarly inquiry.

Objectives:

- Ensure that WSU supports a diverse portfolio of research, including basic, applied, and engaged scholarship, with an emphasis in cultivating areas of unique campus expertise.
- Increase engagement of faculty and students with industry partners and other external stakeholders.
- Enhance a sense of community that promotes and celebrates scholarly inquiry and external engagement.

Proposed Metric:

- WSU Pullman research expenditures

Goal 2: WSU Pullman will promote a culture that recognizes and celebrates the diverse forms of scholarship that lead to the betterment of society.

Objectives:

- Enhance recognition of the scholarly impact of faculty service, teaching, outreach, and community engagement.
- Promote the role of the arts on the WSU Pullman campus.
- Communicate research outcomes in accessible ways that include helping stakeholders understand the importance, value, and potential application of fundamental research and help market the campus and its people.

Proposed Metric:

- Number of faculty awards, prizes, grants, and commissions.

Intended Outcome:

WSU Pullman is developing and enhancing innovative research and creative activity that directly supports its communities and stakeholders. It stands as a premier research campus where all students, staff, and faculty can attain their aspirations and experience affinity to and a sense of belonging within WSU Pullman.

Employee Development, Wellness, and Belonging

Goal 1: WSU Pullman will recruit and retain a diverse workforce that advances its land-grant mission of serving the public good.

Objectives:

- Implement effective recruitment and retention strategies, utilizing practices designed to secure a more diverse candidate pool and new hires.
- Promote inclusion, diversity, equity, and a culture of belonging for faculty, staff, and students
- Enhance existing networking and mentoring programs to ensure employee success.

Proposed Metric:

- *Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.*

Goal 2: WSU Pullman will establish a working environment and ethos that supports the wellness of all employees and creates enhanced opportunities for professional development and career advancement.

Objectives:

- Develop a compensation structure that is competitive, equitable, and tied to employee performance.
- Collaboratively coordinate a comprehensive suite of training programs that are presented in an accessible manner and made available to all employees.
- Coordinate a program that supports (fiscally and logistically) professional development opportunities for employees.

Proposed Metrics:

- *Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.*

Intended Outcome:

WSU Pullman has a diverse workforce of highly talented, productive, engaged, and successful employees. It is staffed appropriately to support its operations and is providing an environment in which employees thrive.

Community Engagement

Goal 1: WSU Pullman will foster a warm and inclusive community that welcomes students, faculty, staff, visitors, and alumni to the Palouse, and provides them with lifelong learning opportunities and sense of belonging.

Objectives:

- Invest in the ongoing revitalization efforts of Pullman and the surrounding community.
- Support and encourage local business development through alumni relationships.
- Continue to nurture collaborative partnerships among the University, the City of Pullman, Whitman County, and local business and healthcare partners.

Proposed Metric:

- Number of WSU Pullman students participating in community engagement (service, service-learning, educational outreach)

Goal 2: WSU Pullman will serve Pullman, the greater Palouse region, and beyond through our land-grant mission of research, education, and outreach to support the common good.

Objectives:

- Create ongoing engagement opportunities with key community stakeholders to continually develop and refine the ways in which WSU Pullman can best contribute to the social and economic development of the Palouse.
- Improve social and industry connectivity between the University, Pullman and Moscow communities, and the region.
- Foster the Palouse region as a gold standard for rural community, culture, and arts.
- Engage community leaders in celebrating the cultural diversity of our communities and fostering a community where socially marginalized populations feel welcomed and valued.

Proposed Metric:

- Percentage of WSU Pullman course that utilize service-learning in their curriculum

Intended Outcome:

Centered in a true college town, WSU Pullman is the standard for rural excellence. Through strong partnerships in the region, WSU Pullman has created a welcoming environment for all who visit, and its commitment to belonging has inspired those who visit to stay as permanent residents.

Institutional Effectiveness and Accessibility

Goal 1: WSU Pullman will foster an accessible physical and cultural environment that promotes collaboration and innovation.

Objectives:

- Address significant and growing deferred maintenance by consolidating functions, optimizing underutilized spaces, and ensuring that the campus footprint is an appropriate size for its functions.
- Develop a master plan that addresses campus circulation challenges and barriers to access, enhances information technology, and considers future demands that will meet the needs of a diverse body of faculty, staff, and students.
- Create a series of physical learning hubs or communal areas throughout the WSU Pullman campus to facilitate communities of diverse learners.
- Ensure availability of and access to appropriate facilities that enable success in scholarly activity.

Proposed Metric:

- Percentage of WSU Pullman laboratory spaces, classrooms, and conference rooms equipped for accessibility and virtual collaboration.

Goal 2: WSU Pullman will align resources, processes, and policies with strategic priorities in an inclusive, well-articulated, and publicized process that is facilitated by the analysis and interpretation of data.

Objectives:

- Create a simple, transparent, inclusive, and accessible process to engage stakeholders in assessing facility and infrastructure needs.
- Prioritize improved data quality and collection processes, ensuring that all employees have access to and understand how to utilize the WSU's data resources.
- Ensure that all strategic decisions are data-informed.
- Prioritize transparent and open communications, both internally and externally.

Proposed Metric:

- WSU Pullman percentage of space utilization per capita.

Intended Outcome:

WSU Pullman is a well-informed and engaged community responsive to continually increasing access and equity. Planning processes and procedures at the institution are structured to enhance institutional effectiveness, efficiency, and success and prioritize the inclusion of input from community stakeholders.

CONCLUSION

This Strategic Plan for WSU Pullman builds on the work of the System Strategic Plan and advances a set of goals and objectives specifically for the Pullman campus. Key to the success of this plan is the identification of quantitative and qualitative data sources to ensure that we are meeting our goals. Successful strategic planning requires continual assessment and refresh, and we intend to engage in a annual review of our metrics once established.

It is also important to note that while this plan focuses on the Pullman campus, we are a university with a single accreditation and a single faculty—we are OneWSU. As such, it is our responsibility to continue to collaborate with our colleagues across the system to ensure the success of the institution and guarantee that we are fulfilling our land-grant mission to serve the state of Washington.

A special thank you to all faculty, staff, students, and community members who participated in the process of putting this plan together and for your contributions to our success.

DRAFT

WSU PULLMAN STRATEGIC PLANNING COMMITTEE

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WSU PULLMAN STRATEGIC PLAN ADVISORY COUNCIL

The WSU Pullman Strategic Plan Advisory Council will be responsible for overseeing the implementation of the Pullman Strategic Plan. The Council will serve in an ongoing advisory role to the Chancellor and will be responsible for tracking WSU Pullman's progress towards its goals and desired outcomes and for the production of an annual progress report. Council members will aid in aligning colleges, units, and areas with the Pullman plan.

The Council will be comprised of:

Standing members: Senior leaders responsible for, or have significant engagement with, the goal areas. In partnership with the goal leads, standing members will advise on metric targets, progress toward goals, make recommendations on enhancements to the plan, and provide counsel to the WSU Pullman Chancellor and their respective leadership team.

Goal leads: Goal leads serve as liaisons between the Advisory Council and the unit(s), college(s), committees, or task forces assigned to make progress on their respective goal area objectives. They are responsible for communicating to the Council the strategies and timelines that will be employed to achieve the system goal and objectives. They are also responsible for status reporting on progress made and for contributing to progress reports that will be provided to institutional leadership and the Board of Regents. Goal leads will lead a small team of subject matter experts and will be initially responsible for recommending the metrics associated with the objectives for their goal area.

Membership:

Standing members:

- **Equitable Student Success:** Ellen Taylor, Vice Chancellor, Student Affairs, WSU Pullman
- **Innovation in Research and Creative Activities:** Chris Keane, Vice President and Vice Chancellor, Research
- **Employee Development, Wellness, and Belonging:** Theresa Elliot-Cheslek, Vice President, Human Resource Services and Chief Human Research Officer
- **Community Engagement:** Chris Mulick, Interim Vice President, External Affairs and Government Relations
- **Institutional Effectiveness and Accessibility:** Vicky Murray, Associate Vice President, Public Safety, Business Affairs, and Campus Operations

Goal leads and teams

- **Equitable Student Success**
 - *Lead:* Sola Adesope, Associate Dean, College of Education
 - Tammy Barry, Vice Provost, Graduate and Professional Education
 - Michelle Lewis, Assistant Vice President, Enrollment Management
 - Lori Manzanares, Assistant Director, Dean of Students
 - Nick Garner, Director of Student-Athlete Innovation, Cougar Athletics
- **Innovation in Research and Creative Activities**
 - *Lead:* Mike Wolcott, Regents Professor, VCEA
 - Squeak Meisel, Chair, Department of Fine Arts
 - DJ Lee, Regents Professor, College of Arts and Sciences
 - Sita Pappu, Assistant Vice President, Office of Commercialization
- **Employee Development, Wellness, and Belonging**
 - *Lead:* Lisa Guerrero, Vice Chancellor, Equity and Inclusive Excellence, WSU Pullman
 - Angie Senter, Chair, APAC
 - Jennifer Klein, Interim Sr. Associate Vice President, Human Resource Services
 - Laura Lavine, Chair, Department of Entomology
- **Community Engagement**
 - *Lead:* Trymaine Gaither, Interim Director, Community and Public Relations, WSU Pullman
 - Ben Calabretta, Interim Director, Community and Civic Engagement, Student Affairs
 - Zoe Higheagle Strong, Vice Provost for Native American Relations and Tribal Liaison to the President
 - Mariah Maki, Executive Director, WSU Alumni Association
 - Bryan Kraft, Assistant Vice President, Innovation and Research Engagement
 - Megan Vining, Recreation Manager, Pullman Parks and Recreations
- **Institutional Effectiveness and Accessibility**
 - *Lead:* Kiara Drake, Assistant Director, Civil Rights and ADA Coordinator
 - Don Hulst, Executive Director, Facility Information Resource Management
 - Matthew Jeffries, Director, Campus Climate and Community Building, Student Affairs
 - Jon Manwaring, Assistant Director, Learning Innovations, Academic Outreach and Innovation

Ex-officio members

- Fran Hermanson, Executive Director, Institutional Research
- Chris Hoyt, Vice President, Strategy, Planning, and Analysis
- Hailey James, Campus Chief of Staff (administrative manager)
- Haley Klemmetson, Executive Assistant (administrative support)
- Marketing and communications representative



WASHINGTON STATE
UNIVERSITY

AGENDA

Washington State University Board of Regents
Executive and Governance Committee
Thursday, September 14, 2023
10:00 – 11:45 a.m.

Location: WSU Pullman, CUB 204

Committee Members: Lisa Keohokalole Schauer (Chair), Jenette Ramos, Marty Dickinson

Focused Discussion Item

1. 2024 Board of Regents Meeting Schedule (Schauer)
2. AGB Principles of Trusteeship Presentation (Schauer/Reilly)

Section

E-1

Washington State University Board of Regents Meeting Draft 2024-2025 Meeting Schedule

2024 DATE	2024 APPROVED LOCATION	2024 PROPOSED LOCATION	HIGHLIGHTED CAMPUS
January 25-26, 2024	Electronic	Electronic or Seattle	Global
March 7-8, 2024	Tri-Cities	Seattle	Tri-Cities
May 2-3, 2024	Spokane	Spokane	Spokane
June 6-7, 2024 (retreat)	Vancouver	Vancouver	Vancouver
September 19-20, 2024	Pullman	Pullman	Pullman
November 14-15, 2024	Vancouver	Seattle	Everett

2025 PROPOSED DATE	2025 PROPOSED LOCATION	HIGHLIGHTED CAMPUS
January 23-25, 2025	Seattle	Global
March 6-7, 2025	Seattle	Everett
May 1-2, 2025	Spokane	Spokane
June 5-6, 2025 (retreat)	TBD	Tri-Cities
September 18-19, 2025	Pullman	Pullman
November 20-21, 2025	Everett	Seattle

Principles of Trusteeship

Washington State University Board of Regents

September 2023

Dr. Kevin P. Reilly
President Emeritus, University of Wisconsin System
AGB Senior Fellow and Senior Consultant

Intrinsic Challenges to Effective Boards

Unusual Collection

- Orchestra without the optimal mix of members that rarely rehearses
- Wealth of conductors
- Powerful personalities with personal priorities
- No sanctions or ultimate arbitrators

Intrinsic Challenges to Effective Boards

Unusual Context

- Familiar yet foreign culture
- Elusive performance metrics
- Limited time and knowledge; episodic engagement
- Full-time professionals reporting to part-time volunteers

Principles of Trusteeship



1. Embrace the full scope of your *responsibilities* as a board member.

- Fiduciary responsibilities
- Collective endeavor
- Prepare in advance, show up fully present, and participate productively

2. Respect the difference between *the board's role* and the administration's role.

- Shape strategy, set policy, support goals, hold executive accountable
- Share governance
- Accept recommendations from governance partners not unconditionally but respectfully
- Serve as thought partner, sounding board, pro bono advisor
- Don't manage, implement, or operate

Management vs. Governance

MANAGEMENT

- What do we pay our teachers?
- Who got a raise this year?
- Will you hire my brother-in-law?

GOVERNANCE

- Do we have a compensation philosophy and how is the resulting policy administered?
- Are you satisfied with our employee and turnover performance? Why?

Management vs. Governance

MANAGEMENT

- How many gallons of gas do we use in our police cars?
- What is our kilowatt/hour rate?
- Do we have low-flush toilets?

GOVERNANCE

- Tell me about our emergency management policies? How do we know that they result in prudent use of energy?
- What obstacles should we address that prevent us from employing helpful conservation methods?
- What's the next time we refresh our master plan & should we consider green standards?

Management vs. Governance

MANAGEMENT

- What is enrollment in “Program x” this semester?
- How many recruiters do we have?
- How many dual-credit classes did we teach?

GOVERNANCE

- What are our growth markets in the future & how will we sell into those segments?
- Are you happy with our product mix? Why?
- How do we assess the viability of our programs? What role does dual credit play in program growth?
- How’s our growth compared to the state rates & to the growth in our local high school graduation classes?

Management vs. Governance

MANAGEMENT

- Why is the grass so tall?
- Can we please paint the boardroom?
- How much will we raise our tuition rates?

GOVERNANCE

- How do we prioritize our capital?
- Are there functions we should consider outsourcing? Why?
- How does our revenue mix compare to our peer institutions?
- What is our long-term dependence on tuition & what are the alternatives we could consider?
- What is the students' sensitivity to tuition increases? How do we know?

Management vs. Governance

MANAGEMENT

- Why didn't we name Smith as our starting pitcher last night?
- What's the theme of the Awards Banquet this year?
- What's the gross margin of the Bookstore?

GOVERNANCE

- How do graduation and placement rates of our student athletes compare with the rest of the student body? Why?
- What could the Board do to improve the level of donations made to the college?
- Why do we operate these various auxiliary functions? What are the fiscal & non-fiscal benefits & cost? Are there alternatives?

Management vs. Governance

MANAGEMENT

- When can we start the Anthropology Program?
- Some of my family members are into Yoga-could you start a course?
- What good is a course in x?

GOVERNANCE

- What are the major strategies contained in our academic plan & how is our progress going?
- How is our academic plan enabled or constrained in that by our facilities? By our staffing levels?
- How do we assess whether our programs are relevant to the career aspirations of our students? How often do we measure that?

3. Be an *ambassador* for your institution and higher education.

- Advocate for your university system as an informed, objective, sharp-eyed interpreter
- A bridge between it and its many stakeholders
- Do you represent the taxpayers or the university?
- The Saturday morning supermarket conversation

4. Conduct yourself with impeccable *integrity*.

- Trust and reputation—hard to gain and easy to lose
- Conflicts of interest can be managed
- Disclose more-rather than less-information
- Step aside from voting and discussion
- How's your conflict of interest policy?

5. Think *independently* and act collectively.

- How open is the board to dissenting opinions? How are its tensions handled?
- “Independent” is not “unilateral”
- Board value lies in diversity of members’ expertise and experience
- Thinking independently happens inside the boardroom, and acting collectively happens outside it

6. Model justice, equity, and inclusion.

- Trustees ultimately accountable for a welcoming, safe, supportive, and equitable environment for all
- Pursue equitable outcomes
- Look hard at campus climates for barriers
- Pay attention to which voices are loudest or silent, which dismissed or defended
- Recognize and appreciate personal journeys

7. Learn about your institution's *mission, constituents, culture, and context.*

- Know and value what makes your system unique
- Work with administration on strategies distinctive to your system that play to its strengths and ameliorate its limitations
- Think about your role as an outside governor as changing professions and changing industries at the same time

8. Focus on what matters most to the institution's long-term *sustainability*.

- Oversight . . . Insight . . . Foresight
- How well do you understand the business model and financial circumstances?
- Help define what constitutes success . . . now and in the future
- Encourage innovation that will help achieve success

9. Ask insightful *questions* and listen with an open mind.

- Bring genuine curiosity
- Probing questions that frame problems, move discussions forward, and illuminate alternatives
- Cooperative back-and-forth, not competitive debate—no “gotchas”
- Enough information to make a sound decision?
What more needed to better understand the issue?
- When to ask what of whom?

Board Culture

HEALTHY

- Team players
- Distributed influence
- Collective wisdom
- Engaged listeners
- Constructive dissent
- Transparency
- Confidentiality
- Diligence
- Mutual accountability

UNHEALTHY

- Huddle of quarterbacks
- Dominant inner circle
- Individual convictions
- Assertive speakers
- Back channel sabotage
- Obfuscation
- Leaks
- Disengagement
- Collective impunity

The Big Questions

- How well do you think you follow these Principles—as individual Trustees and as a Board?
- Where are your strengths, and where are the areas you think you need improvement?
- What do you need to do to make those improvements—as individual Trustees and as a Board?

AGENDA

Washington State University Board of Regents
Academic and Student Affairs Committee
Thursday, September 14, 2023
12:45 p.m. – 1:30 p.m.

Location: WSU Pullman, CUB 204

Committee Members: Doug Picha (chair), Brett Blankenship, Lura Powell, Judi McDonald, Isaac Marroquin

Future Action Items

- | | <u>Section</u> |
|--|----------------|
| 1. NWCCU Year Six Accreditation Report (Chilton/Parks) | A-1 |
| 2. Submit NWCCU Request for an Educational Location at the University of Nairobi (Chilton/Parks) | A-2 |

Information Items

- | | |
|---|-----|
| 1. Fall 2023 System Enrollment Update (Chilton/Oba) | A-3 |
| 2. Undocumented Student Support Update (Taylor) | A-4 |

FUTURE ACTION ITEM #1

Review the Year Six Accreditation Report for NWCCU (Elizabeth S. Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Review the Year Six Accreditation Report for the Northwest Commission on Colleges and Universities (NWCCU)

PROPOSED: That the Board of Regents review and approve the Year Six Accreditation Report for NWCCU

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

**SUPPORTING
INFORMATION:**

In Spring of 2024, WSU will submit its Year Six Report to the Northwest Commission on Colleges and Universities (NWCCU) to support continuing accreditation of the institution. This report is the first step in the federal institutional review process and will be followed by the submission of a Mission Fulfillment Report and a subsequent site visit in Spring 2025.

A complete draft of the Year Six Report focused on Standard 2 (Governance, Resources, and Capacity) is attached. The report articulates WSU's commitment to a structure of governance that is inclusive in its planning and decision-making. Through our planning, operational activities, and allocation of resources, WSU demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.

2023-2024 Timeline for Accreditation Report and Site Visit

- September-November: Regents review the draft report, provide feedback, and approve
- December: Final changes made
- March: Report submitted to NWCCU
- June: WSU's accreditation liaison officer will attend the NWCCU Board of Commissioners meeting for review of the report

Future Board of Regents Participation

- Approve the report at the November meeting
- Receive Mission Fulfillment Report in August 2024
- Approve Mission Fulfillment Report in November 2024
- Identify members of the Board to participate in April 2025 site visit



Washington State University
Year Six Report

To be Submitted to the Northwest Commission on Colleges and Universities



As approved by the Board of Regents on November X, 2023

Acknowledgment of America's First Peoples

Washington State University acknowledges that its locations statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. Currently, there are 42 tribes, 35 of which are federally recognized that share traditional homelands and waterways in what is now Washington State. Some of these are nations and confederacies that represents multiple tribes and bands. The University expresses its deepest respect for and gratitude towards these original and current caretakers of the region. As an academic community, we acknowledge our responsibility to establish and maintain relationships with these tribes and Native peoples, in support of tribal sovereignty and the inclusion of their voices in teaching, research and programming. Washington State University established the [Office of Tribal Relations](#) and [Native American Programs](#) to guide us in our relationship with tribes and service to Native American students and communities. We also pledge that these relationships will consist of mutual trust, respect, and reciprocity.

As a land grant institution, we also recognize that the Morrill Act of 1862 established land-grant institutions by providing each state with "public" and federal lands, which are traced back to the disposition of Indigenous lands. In 1890, Washington State received 90,081 acres of Indigenous Lands designated to establish Washington State University ([see data](#)). Washington State University retains the majority of these lands to this day. We acknowledge that the disposition of Indigenous lands was often taken by coercive and violent acts, and the disregard of treaties. For that, we extend our deepest apologies. We owe our deepest gratitude to the Native peoples of this region and maintain our commitment towards reconciliation.

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Standard 2: Governance, Resources, and Capacity

Standard 2.A.1 (Board of Regents)

The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

The WSU System has an effective governance structure, with a single governing board. The board consists of 11 members, who are appointed by the governor of the state of Washington and confirmed by the state senate. The board is composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution; however, by statute, the board includes a full-time or emeritus faculty member (new in 2022) and a full-time student member. Members of the board are subject to the university's ethics policy, the board's conflict of interest policy, and several related statutory provisions, all of which strictly limit contracts and financial interests with the institution.

The board has clearly defined authority for the governance of WSU. By law, the board is vested with full authority to govern, operate, and manage the assets and affairs of WSU. The board appoints the president to serve as the chief executive officer of WSU and has delegated broad authority to the president or the president's designee to manage and conduct the affairs of the university, except for matters reserved by law or by the board for the proper exercise of its fiduciary duties. In turn, the president has designated appropriate university employees with specified contract authority or appointing authority.

The roles and responsibilities of WSU's board members and officers are clearly defined by statute and by the board's bylaws. By law, the board must annually elect a president (board chair), who serves as chief executive officer of the board. The board also must appoint a secretary, who is the president of the institution, and a treasurer. The board's bylaws establish a vice chair position and provide detail regarding roles and responsibilities of board members, officers, as well as university administrators and constituent representatives appearing before the board. The bylaws also establish standing committees, which consist of, and are chaired by, board members and are staffed by university administrators. Board policy sets forth detailed committee charters explaining the role of each committee. Board bylaws and policies are reviewed and updated regularly as part of the board's executive and governance committee agenda.

The current (2023-2024) members of the Board of Regents include:

Regent	City	Appointment Term
Brett Blankenship	Washtucna	2016-2027
Enrique Cerna	Seattle	2020-2025
Marty Dickinson	Spokane	2018-2023
Isaac Marroquin (student)	Pasco	2023-2024
Judith McDonald (faculty)	Pullman	2022-2025
Lura Powell	Richland	2014-2025
Douglas Picha	Bainbridge Island	2022-2023
Jenette Ramos	Seattle	2021-2026
Heather Redman	Seattle	2017-2027
Lisa Schauer (Chair)	Vancouver	2018-2026
John Schoettler	Lakewood	2021-2024

Standard 2.A.2 (Leadership)

The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

Since WSU’s last Year Seven report in 2018, the University has undergone significant change in organizational structure. The most significant has involved the role of the president. Historically WSU’s president has managed operations at the Pullman campus in addition to their system-level duties. In 2022 a Pullman chancellor position was established, with this person taking over campus management from the president. The Pullman chancellor also assumed the reporting lines for International Programs and the Division of Student Affairs, and shares supervision of the Office of Research with the president. To emphasize that the president is now independent of a specific campus, the president’s staff moved off campus to offices in downtown Pullman, and the president rotates among all campuses. The inaugural Pullman chancellor is Elizabeth Chilton, who also serves as WSU’s provost and executive vice president.

The University has created an executive vice president for health sciences position. This person is based at the Spokane campus which houses our three human health colleges: Medicine, Nursing, and Pharmacy and Pharmaceutical Sciences. The executive vice president for health sciences assumed the reporting lines for the deans of these three colleges, who previously reported to the provost. Despite this change in reporting, these deans remain fully participative in all institutional activities involving deans. The inaugural executive vice president for health sciences is Daryll DeWald, who also serves as chancellor of the Spokane campus.

Since 2018 there has been a notable amount of turnover in the Provost’s Office. Provost Daniel Bernardo returned to faculty in August 2019 and was succeeded by Mitzi Montoya, formerly dean of the College of Business at Oregon State University. In October 2019 Montoya stepped down as provost and was replaced on an interim basis by Bryan Slinker, dean of WSU’s College of Veterinary Medicine. Slinker retired from the University in July 2020 and was succeeded as provost by Elizabeth Chilton,

formerly dean of the Harpur College of Arts and Sciences at Binghamton University, State University of New York.

WSU has also seated some new vice presidents since the 2018 report and transitioned the vice-president of finance and administration into an executive vice president position. Specifically, the vice presidents of student affairs; information technology; and university advancement were all hired in 2020 or later. The current vice president for government relations is interim. The vice presidents for student affairs, information technology, and university advancement were internal hires, and the executive vice president for finance and administration, hired in 2023, was selected from a national search. The University also created a new position, the vice president of strategy, planning, and analysis to lead our strategic planning and implementation as a system.

Since the 2018 report the University has hired new deans in Pharmacy and Pharmaceutical Sciences; Agricultural, Human, and Natural Resource Sciences; Arts and Sciences; Veterinary Medicine; Nursing; Engineering and Architecture; Communication; and Medicine. The Graduate School, which was led by a dean, has been converted to the Office of Graduate and Professional Education, and is now led by a vice provost.

Exhibit 2.A.2 contains the University's current organizational chart, a listing of executive leaders, and a listing of deans.

Standard 2.A.3 (President)

The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.

Dr. Kirk H. Schulz has served as Washington State University's 11th president since 2016. Prior to joining WSU, he served as president of Kansas State University for seven years. Dr. Schulz also held administrative positions at Mississippi State University and Michigan Technological University.

The president is WSU's chief executive officer. The president derives authority from the Board of Regents and the state of Washington and has a full-time responsibility to WSU. The president is designated by law as Secretary *Ex Officio* of the board of regents and is the chief executive officer of WSU by delegation of authority from the regents. The president administers policies approved by the board of regents and serves as the advisor to the board on policies and operations. The president of WSU, together with the provost, vice presidents, and chancellors, administers the University according to its missions and plans for its future. Other functions of the chief executive officer include:

- Leadership in developing policies and organization for teaching, research, and outreach programs.
- Public representation of the University, including representation before the legislature and other state agencies.
- Responsibility for the general welfare of students; the development, operation, and maintenance of buildings, lands, and equipment; financial matters pertaining to development, operation, and maintenance of the University; and the administration of regulations adopted by the board of regents.

- Responsibility delegated by the board of regents for all appointments, promotions, salaries, leaves, resignations, and dismissals.
- Presiding at meetings of the general faculty.

In addition to the vice presidents and chancellors, the chief budget officer, the director of intercollegiate athletics, the director of internal audit, and the director of legal affairs and special counsel also report to the president.

Standard 2.A.4 (Institutional Decision-Making)

The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.

WSU's decision-making structures and processes are well documented, publicly available, and include provisions for the consideration of the views of faculty, staff, administrators, and students as part of institutional decision-making. Primary structures and processes include:

WSU Board of Regents

The WSU Board of Regents has clearly defined authority for the governance of WSU. Its structure and processes are available to the public through published state statutes and the board website, which contains information about current board members, bylaws, meeting dates and agendas, and committees.¹ Board policies also are published on the university's website.²

Faculty and student participation in board decisions is ensured through the student regent and the faculty regent, who are both full participating and voting members of the Board, except for faculty personnel matters (and other personnel, for the student regent).³ Faculty, students, and staff also have the opportunity to voice their views at each board meeting through presentations to the board from the Faculty Senate, the Associated Students of WSU (which rotates by campus depending on which campus the particular meeting is being held), and the Administrative Professional Advisory Council. By law, all board meetings are open to the public, and the board has a public comment period at every meeting.⁴ Meetings are also live streamed to ensure broad accessibility.

WSU President

The Board appoints the president to serve as the chief executive officer of WSU, with broad authority to manage and conduct the affairs of the university.⁵ The president sets the general direction of WSU's statewide system and appoints the provost, the six campus chancellors, and other executive leadership necessary to help carry out presidential responsibilities.⁵ The president has designated members of the leadership team and others with specified contract, appointing, and other authority-full details are publicly available.⁶ The president's office website also provides public information regarding the duties and responsibilities of the president, as well as profiles of the president's leadership team.⁷

¹ [RCW 28B.30.095 \(Management\)](#); [RCW 28B.30.150 \(Regents – General powers and duties\)](#)

² <https://policies.wsu.edu/prf/index/manuals/board-of-regents-policy-manual/>

³ RCW 28B.30.100(5)

⁴ RCW 28B.30.120

⁵ In 2022, the president appointed the inaugural chancellor of the Pullman campus. <https://wsu.edu/pullman-chancellor>. Previously, the university president served as both the WSU system head and the Pullman campus head.

⁶ [Delegation of Contractual Authority \(BPPM 10.10\)](#); [Delegation of Appointing Authority \(BPPM 60.10\)](#)

⁷ <https://president.wsu.edu/responsibilities/>; <https://wsu.edu/about/leadership/>

Presidential Advisors

The six campus chancellors comprise the Chancellor's Council and serve as the president's primary advisory body. They advise the president on strategic issues and concerns for the WSU system. The provost and the executive vice president for finance and administration also meet with the president to advise on system-level budgetary decisions.

Presidential Committees

There are 23 presidential committees appointed by the president to provide advice and recommendations and to serve administrative functions in specifically defined areas, many of which are critical to university operations. Members of the committees are appointed by the president, with faculty and student members recommended by the Faculty Senate, the Graduate and Professional Student Association, and the Associated Students of WSU. The committees, their functions, and their membership are publicly posted on the president's office website.⁸

System Leadership Collaborative

This group includes the president, chancellors, vice presidents, and other leaders with system responsibilities. It meets monthly to discuss and exchange critical information that impacts the entire WSU system.

Presidential Communications

The president's office regularly sends communications to the WSU community on current topics.⁹ The president and senior leadership also conduct a series of town halls each year, which cover topics such as budget, enrollment, fundraising, and legislative priorities. Members of the WSU community are encouraged to submit questions in advance, using a form on the town hall website.¹⁰ The president also holds an annual "state of the university" address.¹¹

WSU Provost and Executive Vice President

The provost is the chief academic officer for the WSU system and is responsible for the oversight and direction of WSU's academic enterprise. With the exception of health sciences deans, who report to the executive vice president for health sciences, all WSU college deans report to the provost. Information regarding the provost's leadership team, deans, and reporting units is publicly available on the provost's office website.¹²

Provost-Led Committees

The provost periodically oversees ad hoc committees created to address issues of systemwide importance. For example, the Executive Budget Council, which included faculty, staff, and student membership, developed and recommended a new budget model for the WSU system.¹³ The Budget Planning Advisory Committee is tasked with refining and implementing the new budget model.¹⁴

Chairs and Directors' Forums

⁸ <https://president.wsu.edu/committees/>

⁹ <https://president.wsu.edu/presidents-message-archive/>

¹⁰ <https://president.wsu.edu/town-halls/>

¹¹ <https://president.wsu.edu/state-of-the-university/>

¹² <https://provost.wsu.edu/about/>

¹³ <https://provost.wsu.edu/ebc/>

¹⁴ <https://provost.wsu.edu/bpac/>

These are semi-annual meetings with chairs and directors systemwide to provide them with training and an opportunity to provide feedback directly to the provost (or in some cases the senior vice provost) on issues pertaining to academic affairs, including but not limited to budgeting, enrollment, academic innovation, assessment, student success, and faculty affairs.

Deans' Council

WSU system college deans meet bi-weekly to share and discuss updates, ideas, and concerns. Important issues are shared with the provost.

Provost Communications

The provost regularly communicates with the WSU community via announcements and articles in the *WSU Insider* and maintains a website that highlights significant events and activities related to academic and faculty affairs.¹⁵

Faculty Senate

The faculty senate serves as the legislative body of the faculty. It considers and make recommendations on educational, research, service, and other academic and faculty matters to the president and other administrative officials, and through the president to the board of regents. The faculty senate oversees numerous standing committees and subcommittees, many of which include student members, addressing issues such as academic affairs, admissions and enrollment, budget, graduate studies, faculty affairs, libraries, and other areas. The faculty senate also has authority to revise the *Faculty Manual* (subject to approval by the president). The faculty senate's meetings are open to the public, conducted via videoconference technology to ensure active participation from across the WSU system, and its agendas and minutes are posted online. Meetings are also live-streamed to ensure broad accessibility. Information about the faculty senate, its structure, leadership, meetings, responsibilities, and committees, is publicly available on the faculty senate website.¹⁶

Campus Chancellors

Each WSU campus has a chancellor with their own leadership team and administration. Information about the chancellors, their leadership teams, and their councils/cabinets, is publicly available on the website for that particular campus.¹⁷ The chancellor of the WSU Spokane campus is also the executive vice president for health sciences, and the deans of nursing, pharmacy, and medicine report directly to that position.¹⁸

Equity, Diversity, and Inclusion (EDI)

WSU's efforts in EDI are led by the campus EDI officers group, which includes representation from each campus's chief EDI officer as well as WSU's tribal liaison to the president. The group is represented on the System Leadership Collaborative and is charged with guiding systemwide diversity initiatives, informing systemwide strategic planning, and implementing the approved equity impact assessment (equity lens) tool.¹⁹

¹⁵ <https://provost.wsu.edu>

¹⁶ <https://facsen.wsu.edu>

¹⁷ <https://wsu.edu/pullman-chancellor/about-chancellor-chilton/>; <https://www.vancouver.wsu.edu/chancellor/>; <https://tricitie.wsu.edu/chancellor/>; <https://everett.wsu.edu/the-chancellors-suite/>

¹⁸ <https://spokane.wsu.edu/about/administration/>

¹⁹ <https://news.wsu.edu/news/2022/11/01/system-representatives-appointed-to-equity-diversity-and-inclusion-officers-group/>

Systemwide Policy-Making Processes

In addition to system leadership, WSU has policy-making structures that are well documented, publicly available, and include provisions for input by faculty, staff, students, and others. Systemwide administrative policies and procedures are subject to WSU's Policy on Policies, which is featured on the policy development website and sets forth a step-by-step policy review and approval process, including steps for equity lens review and ensuring that all impacted groups and offices have input.²⁰ WSU's policy development website also consolidates and includes links to new policies and policies under review so that all members of the WSU community have an opportunity to provide input.²¹ New policies and policies under development are also featured in the *WSU Insider*. Academic policies are within the purview of the faculty senate and provost, in particular the academic affairs committee, which includes representation by students, faculty, and administrators.²² The University also has regulations that are codified in the Washington Administrative Code. The process for enactment of these regulations includes a public hearing and public comment period.

Standard 2.B.1 (Academic Freedom and External Pressure)

Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

WSU publishes and adheres to policies regarding academic freedom that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

Faculty

The *Faculty Manual*, maintained by the Faculty Senate and approved by the Board of Regents, clearly affirms academic freedom in teaching and scholarship. WSU policy aligns with the American Association of University Professors Statement of Principles on Academic Freedom and Tenure.

Section II.A of the *WSU Faculty Manual* states, "Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties." Further, teachers "are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject."

Section II.B states, "It is the policy of Washington State University to support and promote the rights of all individuals to express their view and opinions for or against actions or ideas in which they have an interest, to associate freely with others, and to assemble peacefully." This section also applies to administrators and staff.

Students

Student rights to free speech and assembly, and the responsibilities that those rights entail, are specifically described in the Standards of Behavior maintained by the Center for Community Standards. Students are encouraged to practice balancing vigorous debate, civility, and exploration of new ideas in and out of the classroom. WSU students participated in the 2021 WA for Civility project, with active support from university administration. Student organizations are approved on an all-comers basis, so

²⁰ <https://policies.wsu.edu/prf/index/manuals/executive-policy-manual/epos/>

²¹ <https://policies.wsu.edu/prf/index/policy-development-review/>

²² <https://facsen.wsu.edu/academic-affairs-committee/>

long as basic operational requirements described in the Resident Student Organization Manual are met. Student media, including the Daily Evergreen student newspaper, Chinook yearbook, and online media, are protected from censorship or institutional pressure through the Student Media Board, which is composed of students, faculty, staff, alumni, and community representatives.

Graduate Students

The Office of Graduate and Professional Education promotes academic freedom and independence for graduate students through its Policies and Procedures Manual. Section 1.D.4 states that advisors and mentors are to encourage and promote independent thought, support independent development, and interact with students in a professional and civil manner. In Section 1.A.2.c the Office identifies itself as an advocate for graduate students through its pursuit of fair and responsible treatment of students, including in matters of student professional development. Chapter 8 requires a doctoral program to emphasize freedom of inquiry and expression and development of the student's ability to contribute to the knowledge base in their area of interest.

Standard 2.B.2 (Intellectual Freedom and Internal Pressure)

Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

Intellectual freedom is a core value for WSU. Section II.B of the WSU Faculty Manual states plainly that all individuals have a right to express their views and opinions, to associate freely with whomever they choose, to assemble peacefully, and to express dissent and protest. These rights apply regardless of the degree of acceptability of the ideas expressed. However, expression of one's views must be done without violation of the rights of others. As such, any act of expression that would disrupt normal University educational processes or ceremonies is prohibited. The University is also required by state law (WAC 504-33) to consider potential safety issues when renting campus facilities for presentations of controversial topics.

Section II.C of the Faculty Manual assigns faculty the educational responsibilities of protecting student academic freedom, encouraging free inquiry, and representing the University in a reasoned and rational manner. They are expected to help the public understand the importance of academic freedom.

Section II.A of the Faculty Manual affords faculty broad latitude to present controversial material, and more generally to decide what to present, in the classroom, provided the material is relevant to the course focus. Faculty are discouraged from presenting material that is unrelated or irrelevant to the course. Faculty are protected from institutional censorship when they speak as citizens, though they are cautioned to remember that the public may perceive them to be representing an official University position, regardless of any statements to the contrary.

Section 60.90 of the WSU Business Policies and Procedures Manual (BPPM) allows all University personnel to participate freely in political activity provided those activities do not interfere with their University duties. They may respond to political inquiries as a university employee if the request is merely for factual or expert information.

Standard 2.C.1 (Transfer of Credit)

The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.

Undergraduate Degrees

Washington State University provides transfer credit for college-level academic work completed at institutions that are accredited by a federally recognized accrediting agency and provides pathways for evaluation of work completed at institutions of higher education that do not hold accreditation in the United States. Students may receive transfer credit for a course that was repeated at their previous institution. Credit is given for college preparatory exams and the conversion tables are available to all prospective students. Credit for military educational experiences is awarded based on recommendations from the American Council of Education. WSU gives credit for prior learning through academic department challenge exams and/or placement exams, CLEP exams, DANTES, and Defense Language Proficiency. WSU awards university credit for high school or vocational college work through college preparatory exams, participation in Running Start or College in the High School, and similar programs that generate an official college transcript.

WSU has made some revisions to its transfer policies since its last Year Seven report in 2018. The threshold for executing a reverse transfer to a community or technical college has been reduced from 40 to 20 semester credits. The policy on application of credits from Associate of Science degrees to general education requirements has been clarified. The policy on credits earned through International Baccalaureate and Cambridge International programs has been broadened, as has the policy on credit for prior learning.

Many sources of support are available to a transferring student prior to admission, during admission, and after matriculation. The WSU Transfer Center is a one-stop resource for transferring students where they can easily find answers to questions about the transfer process. The Transfer Course Search Tool is updated regularly with course and credit equivalencies approved by WSU academic departments, the Office of Admissions, and the University Requirements Petition Committee. Members of the Transfer Center and Admissions meet regularly with advisors at state community and technical colleges to ensure that these tools are widely publicized and distributed to prospective students. WSU admissions councilors, academic advisors, and admissions officers manage inquiries from prospective and current transferring students and use multiple modes of communication to assist students.

WSU is actively engaged at the state level in the development and review of transfer credit policies across all in-state institutions of higher education, primarily through participation on the state Intercollege Relations Commission and the Joint Transfer Council.

Graduate Degrees

Transfer credit policies for graduate students are established by the WSU Graduate School. Credit earned toward a master's degree at an accredited institution may be applied toward a doctoral degree at WSU, provided the student earned a grade of at least "B" in each class and contingent on review by the student's advisory committee and program director. Master's degree credits may not be applied toward another master's degree at WSU. Non-degree graduate credits earned at another institution may be applied toward either a master's or doctoral degree at WSU. Regardless of the nature of the

credits, the student may satisfy no more than half of WSU graduate degree requirements through transfer.

Professional Degrees

WSU's professional degree programs maintain their own transfer policies.

The DVM program accepts transfer students only under extraordinary circumstances and after all admission invitations to direct applicants have been settled. Students who are legal residents of the northwestern United States are prioritized. Transfer applicants must have completed at least one year of veterinary education at a professionally accredited college and must provide a letter explaining the desire to transfer, a letter of support from the associate dean of students in the applicant's current program, and three letters of reference from faculty in the current program.

The DNP program follows Graduate School policies and procedures though requires provision of the syllabus for each requested transfer course and limits the number of credits that can be transferred from online degree programs.

The PharmD program only accepts transfer students who are in good academic standing in their current program. Transfer applicants must provide a letter explaining the desire to transfer, a letter of support from the associate dean of students in the applicant's current program, at least one letter of reference from a faculty member in the current program, complete listings of the student's academic and non-academic clinical pharmacy experiences to date, information on the status of the student's intern license, information on the student's involvement with student pharmacy organizations, and the syllabi from all PharmD courses taken to date. Transfer applicants are informed that admission may be conditional on their repeating a curriculum year at WSU, if it is determined that their current curriculum is less rigorous than the WSU curriculum.

The MD program does not accept transfer students.

Standard 2.C.2 (Students Rights and Responsibilities)

The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.

Academic Honesty and Conduct

Standards of student conduct, and required procedures for addressing alleged violations, are codified by the state legislature in Washington Administrative Code Chapter 504-26. These standards of conduct apply from the time of application for admission through the actual conferral of degree and they cover all conduct that occurs on university premises or in connection with university sponsored activities, including transit to or from the activity. The WSU Center for Community Standards (CCS) is the unit primarily responsible for implementing the standards of conduct, on all campuses. In certain situations, the standards of conduct may extend to off-campus behavior.

Academic integrity encompasses plagiarism, fabrication of information, giving or accepting unauthorized assistance with quizzes, tests, and examinations, and intentional damaging of others' academic work. Instructors are required to notify CCS when the instructor believes that an academic integrity violation has occurred. If the student agrees, CCS initiates a sanctioning process that can result in a variety of outcomes for the student, depending upon the magnitude of the violation and whether

the student has previous academic integrity violations on record. First-time violators typically receive a formal warning and assignment to an educational session about academic integrity, though other sanctions are possible. If the student disagrees with the allegation, they may appeal to an Academic Integrity Hearing Board that is comprised of instructional faculty, students, and staff, for an independent review.

Washington state code identifies a wide range of student behavioral conduct areas. Substance misuse, sexual misconduct, harm or threat of harm, computer abuses, possession of dangerous weapons on campus, disruption of normal university operations, theft and vandalism, unauthorized access of university premises, unauthorized recording, and failure to comply are the categories of misconduct that are called out in the code. The review process is identical to that described for academic integrity except that anyone may report a suspected conduct violation to CCS, CCS must notify the student when a report is received, and appeals are heard by the university Conduct Board.

To aid students in understanding the university expectations and the process for addressing concerns, CCS maintains a handbook that outlines the process in terms that are designed to be easy for students to understand and access.

Appeals and Grievances

Rights and responsibilities of students, faculty, and staff related to non-discrimination laws are clearly stated in the WSU Policy Prohibiting Discrimination and Harassment (Executive Policy 15, or EP15). All WSU associates are responsible for complying with this policy. The policy allows individuals to file a report for the purposes of seeking resources, supportive measures, or information on how to initiate a formal complaint process. Individuals may also file a report for formal investigation or resolution processes for conduct such as discrimination, discriminatory harassment, sexual misconduct, dating violence, domestic violence, stalking, retaliation, interference, or violation of discrimination law. Reports are handled by WSU's Office of Compliance and Civil Rights (CCR).

EP15 includes a section on participant rights and responsibilities during an investigative process. Participants are afforded the right to: (1) individualized and appropriate supportive measures, (2) confidential and nonconfidential resources, (3) neutral investigative processes, (4) receive information about university policies and procedures, including information that retaliation is prohibited for all investigation participants, (5) be notified of allegations, (6) respond to allegations and/or witness statements, (7) present evidence, (8) provide relevant witnesses, (9) present and have considered their preferred resolution path, (10) have a support person or advisor, which may be an attorney, (11) review evidence and provide an additional written statement to be considered prior to publication of an investigation report, (12) be informed of the status and the outcome of an investigation, and (13) review investigative findings and conclusions in writing, which may be redacted as necessary to protect privacy.

The grievance process for complaints under EP 15 is described in both EP 15 and the CCR Procedural Guidelines. Following a formal complaint, students may participate in a facilitated informal resolution process to resolve issues or a formal investigation, which may lead to discipline and sanctioning. The formal investigation is conducted neutrally and results in a report of recommended findings or findings, which is provided to a sanctioning authority for review and consideration under other university policies (Standards of Conduct for Students or relevant employee manual). Appeals rights are afforded in all such complaints.

Disability Accommodations

Students with disabilities and chronic medical conditions work with their campuses' respective disability services center staff. The Pullman campus center also serves students enrolled through the Global and Everett campuses. The Spokane, Tri-Cities, and Vancouver campuses each have their own teams. There is also a systemwide team that works to ensure consistency in processes and services across campuses.

Academic Accommodations

A student who wishes to receive academic accommodations must submit a formal application that includes documentation of a disability or chronic medical condition that affects the student's ability to access university services. The student then completes an intake appointment (in person or remotely) with an Access Advisor. During the intake appointment, the student and the Access Advisor discuss the student's barriers to access, how they affect the student in the educational and campus environment, their previous use of accommodations (if any), and the student's current needs as they relate to equal access. The student and Access Advisor work together to determine the accommodations that are reasonable and appropriate for the current semester. The Access Advisor then approves the accommodation plan. The plan applies to just that semester, and students are required to re-request accommodations in each succeeding semester. New students are encouraged to apply for services early, as accommodations cannot be put in place retroactively.

Once the accommodation plan is approved, the student requests specific accommodations for each of their courses. Each instructor is sent a letter notifying them of the student's accommodation needs. Instructors are expected to implement the requested accommodations or notify the Access Advisor of any questions or concerns. If a student has requested flexible attendance or assignment deadline accommodations, the student and the instructor must meet during the instructor's office hours to determine how these accommodations will operate in the course and formalize their agreement in writing. If issues arise, students inform their Access Advisor. If faculty have concerns about fundamental alterations, they can discuss them with the Access Advisor and review all options for that student and course.

Some students have disabilities or chronic medical conditions of an episodic nature that may require flexibility regarding class attendance. WSU recognizes that in some cases, allowing absences beyond a typical rate is a reasonable accommodation. However, there are courses in which a specified standard of attendance may be an essential part of the course. When a service center determines that flexible attendance may be a reasonable accommodation, instructors are contacted and the impact of frequent absences on the chances for student success in that course are discussed. The service center makes a final determination on flexible attendance for the requesting student on a course-by-course basis and only after interaction with each instructor. The service center does not work with students who experience extended absence due to acute illness (e.g., mono, strep throat, conjunctivitis).

The nature of certain disabilities may necessitate accommodation in the administration of exams. Each campus maintains a proctored testing area for students who require exam accommodations.

Housing Accommodations

Pullman is the only residential campus in the WSU system. Freshmen are required to live on campus, and housing is also available for a small number of advanced students. Pullman students who need or wish to live on campus may request a housing accommodation, including waiver of the freshman requirement, through the Pullman service center in collaboration with the campus Office of Housing

and Residence Life. A request requires documentation of the student's disability or health condition as it relates to living in a residence hall. Examples of housing accommodations include, but are not limited to, ADA-compliant rooms, single-occupancy rooms, shared/private baths, room modifications, and low-allergen environments. Housing accommodations must be reasonable and relate to the students' disability and address their functional limitations.

Grievances

Students registered with a disability services center who believe they have been negatively impacted by staff, policies, or procedures, or who believe that an assigned accommodation is not being appropriately provided, work first with their Access Advisor, or the director of the center if their complaint regards their advisor. If the complaint cannot be resolved at this level, the student has a right to file a formal grievance. Three disability center staff members from across the WSU system review the grievance and devise an appropriate resolution. If the student is not satisfied with the resolution, they are directed to the Washington State Human Rights Commission and the US Department of Education's regional (Seattle) Office of Civil Rights for next steps.

If the student believes they are being subjected to discrimination and discriminatory harassment because of their disability status, the advisor or director refers them to Compliance and Civil Rights (CCR). CCR works with the student on how to file a request for investigation and the subsequent review process.

Faculty members may raise questions and concerns about disability services and accommodations, especially when they believe a requested accommodation may be a fundamental alteration to their course. If a faculty member reasonably believes an accommodation constitutes a fundamental alteration of their academic requirements or program, they discuss their concerns with the student's Access Advisor. If this does not resolve the concern, an ad hoc committee is formed to review the situation and decide whether the requested accommodation constitutes a fundamental alteration of the academic requirements or program. The faculty member is obligated to provide all uncontested accommodations until resolution is reached. If the committee decides an accommodation is not a fundamental alteration, the accommodation is then provided retroactively to the date of the faculty notification.

Standard 2.C.3 (Admissions, Continuation, and Termination)

The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.

Undergraduate Admissions

Admission to Washington State University (WSU) is governed by state minimum standards developed jointly with the Washington Student Achievement Council (WSAC). These minimum standards are publicly available as the Admissions Policy for public universities and encompass core course requirements, college academic distributions requirements (CADRs), minimum high school GPAs, and submission of standardized test scores (SAT or ACT) or test alternatives. However, as of March 2021, WSU no longer considers standardized test scores for admissibility. WSU accepts both direct applications and applications submitted through Common App.

Undergraduate admissions requirements and policies are identified in the Admissions section of the University Catalog and in Academic Regulations 1 and 2. Clear guidance is provided concerning the admission of various student types and academic backgrounds, including first-year students, transfer students, returning students, and homeschooled students. The process for reapplying to WSU is clearly articulated, as well as the process for appealing an admission decision. To ensure adequate preparation of our incoming students, WSU employs holistic measures in its evaluation of undergraduate applicants, and it is the practice of WSU to admit all applicants if the total evidence indicates a reasonable probability of success.

WSU participates in the state Washington Guaranteed Admissions Program (WAGAP). This program connects state institutions with qualified high school juniors and seniors to help the students develop a college-going mindset and understand the college admissions process. By working with an institution, the student learns how to assemble an application packet that meets that institution's standards for admission, thus guaranteeing them an offer from that school. As of AY22-23 65 state school districts are involved in the program.

WSU provides information about continuation in, and termination from its educational programs in Academic Regulations 35, 38, and 39. For students wishing to return to WSU after an academic dismissal, reinstatement information is available in Academic Regulations 40 and 41. Formerly dismissed students who appeal for reinstatement after an absence of at least four years can request all previous work be disregarded, which is articulated in Academic Regulation 43.

International applicants must additionally submit evidence of English language proficiency unless they are a citizen of a country in which English is an official language, have attended a school at which instruction was delivered in English, or agree to enroll in one of WSU's English-language programs. A copy of their passport and certification that they have sufficient finances to cover at least one year of tuition and expenses are also required. International applicants may apply through Cialfo as well as directly to WSU.

Graduate Admissions

Admission for graduate study at WSU is a joint decision between the Office of Graduate and Professional Education and the academic unit within with the applicant wishes to study. Domestic applicants must submit a WSU application form, an official copy of the transcript from their undergraduate institution, at least three letters of recommendation, and any other information required by the academic unit. International applicants must also submit evidence of English language proficiency unless they meet one of the exceptions described in the previous section, a copy of their passport, certification that they have sufficient finances to cover at least one year of tuition and expenses, and evidence of application for an F-1 or J-1 visa. The international applicant's official transcript must be in English. For students who need translation, WSU provides access to the SpanTran online translation service.

Professional Admissions

Each professional degree program at WSU maintains its own admission standards and review process.

The DVM program receives applications through the Veterinary Medical College Application Service (VMCAS). Applicants from all states are considered, but priority is given to residents of Washington, Idaho, Montana, and Utah. The program requires an official copy of the transcript from the applicant's undergraduate institution, a personal statement, 3 – 6 letters of recommendation, complete lists of

experiences working with animals and general community service engagement, and responses to standardized essay prompts. From these, a subset of applicants is identified to participate in interviews with the program Admissions Committee. Admission offers are then made to a subset of interviewees.

The PharmD program receives applications through the Pharmacy College Application Service (PharmCAS). The program requires an official copy of the transcript from the applicant's undergraduate institution, a statement of professional goals, and 2 – 4 letters of recommendation. From these, a subset of applicants is identified to participate in interviews with the program Admissions Committee. Admission offers are then made to a subset of interviewees. Admitted students are required by the state licensure board to undergo a criminal background check. Results of the background check do not impact the offer of admission, but applicants are told that a criminal history may cause the state to refuse them a license to practice.

The DNP program receives applications through the Nursing College Application Service (NursingCAS). The program requires an official copy of the transcript from the applicant's undergraduate institution, a copy of the student's current RN license, a resumé that includes evidence of at least one year of full-time nursing practice, a 500-word statement of purpose, and the contact information for three references. Applicants who were previously enrolled in a health professional degree program must also provide a letter from that program certifying that the applicant was in good academic standing when they left the program. From these, a subset of applicants is identified, and letters of recommendation are solicited from their references. The letters are used to select a smaller subset to participate in interviews with the program Admissions Committee. Admission offers are then made to a subset of interviewees.

The MD program receives applications through the American Medical College Application Service (AMCAS). Only applicants who are Washington residents or have historical ties to Washington are considered. Initial application requires an official copy of the transcript from the applicant's undergraduate institution with grades of "C" or better in a specified set of prerequisite courses, MCAT scores, three letters of recommendation, and evidence of Washington residency or ties. Applicants who meet criterion on each of these dimensions are invited to submit a secondary application within which the applicant submits essays that discuss their life experiences and a variety of personal attributes. From this group, a subset is selected to participate in a series of brief interviews during which the applicant responds to a set of standardized healthcare scenarios. Admission offers are made to a subset of interviewees.

Standard 2.C.4 (Student Record Retention)

The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.

The Washington State University registrar is the designated manager of student records. As a state institution, WSU's rules for retention and disposition of student records are dictated by state code and specified in the Washington State University Records Retention Schedule, Version 1.7, Section WSU 12, revision issued October 2022. The Schedule identifies 44 different types of student records that must be maintained for a period of time. Of these, 16 must have a secondary copy archived in a separate location. The current schedule is included as an exhibit. State law also specifies how the records are to be stored, accessed, and released.

Storage

Electronic student records must be maintained in a usable, searchable, and retrievable format for the duration of retention. A hard copy of a record that was originally in electronic format may not be stored in lieu of the electronic version. The office that stores the electronic record is responsible for guaranteeing its safety and confidentiality, and for regularly examining its formatting and updating if necessary. Electronic records must be regularly backed up to a separate location. The backup may be in a different format from the original, but it must be a format that is compatible with the University's operating system. Destruction of the electronic record requires at minimum movement of the file to a trash folder and then emptying of the trash folder. Records that must be made undiscoverable by forensic investigation are to be transferred to Information Technology Services for complete destruction.

Paper records may be scanned and electronically stored if the imaging system produces images that meet state quality standards for density and compression and saves in TIF format. Depending upon its specified disposition, the paper record may then be destroyed or immediately sent to the Archives. The office that stores the imaged record is responsible for regular backup that is readily accessible should the original become inaccessible. If the paper record is retained, the office that stores it is responsible for its confidentiality and protection against damage. The University provides secure storage for offices that have insufficient physical space to retain paper records. Destruction of the paper record is done by shredding. The responsible office may do the shredding or may arrange for either WSU Facilities Services or a private company to do the work. Paper records that are not confidential may be recycled. Records stored on electronic media are subject to these same requirements.

Release

Educational records must be released to the public upon request by a member of the public. Academic performance assessments (e.g., grades), student medical records, student employment records, and student interactions with law enforcement are exempted from public release. State law does not require the requester to identify themselves or indicate what will be done with the records. Released information must be de-identified unless the student has given written permission to release identified information under specific conditions. Student permission is not required if identifiable information is requested by a prospective employer, emergency response personnel, a school to which the student is transferring, WSU personnel who have a legitimate need to review student records in the course of their work, NWCCU personnel, and any person designated in a court order or subpoena to receive the record. Select identifiable information can be released without permission to financial aid providers and federal or state auditors. Parents and legal guardians may access educational and financial status information about a student if the student is on file with the Internal Revenue Service as their dependent.

The student is allowed to view all their educational records upon request, including confidential recommendations, evaluations, and comments, unless they waive their right to do so. As per FERPA, students may opt out of inclusion in University public notices, including press releases, honor roll listings, and the University directory.

Standard 2.D.1 (Publications)

The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.

Washington State University places a high priority on open dialogue and regular communication with faculty, staff, and students, both at the system level and at each of its campuses. These communications align to the priorities that embody the foundational values of institutional integrity and accountability as expressed in WSU's system-wide and campus-specific strategic plans.

The university uses many communication methods—including websites, email, social media, an online news publication, print communications, and in-person and online meetings—to ensure internal audiences stay informed about critical issues, become informed about administrative and policy changes, and can provide feedback as part of our shared system of governance. These internal communications tools are employed both at the system and campus level and communications are coordinated to ensure accuracy, clarity, and consistency of messages. Among the specific communication tools: Regular meetings of the president and chancellors of each campus with various faculty, staff, and student groups; an annual State of the University address by the system president and selected chancellors or faculty members; and regular email or website communications from the system president, campus chancellors, and campus leadership that update faculty, staff, and students about high-priority issues.

University Marketing and Communications operates as the university's central communications and marketing office. The office's responsibility includes ensuring messaging of WSU system-wide is in accordance with its mission, programs, and services by representing the university clearly, accurately, and consistently.

WSU leverages many communication vehicles to share information and market to the WSU community as well as to external audiences and prospective students which tell the WSU story and showcase its brand. WSU is in the process of developing system-wide executive policies, as well as complementary business processes and procedures, that will provide a more codified approach to application of its brand and the communication vehicles used for brand storytelling.

A sample of some of those communications vehicles used internally and externally at a system level are managed by the central university marketing and communications team. These are used to inform our university community and external stakeholders about issues with direct impact, including leadership responses or interpretation when appropriate.

For all system-wide communications targeted to prospective, accepted, and enrolled students, the central marketing team works with designated area academic representatives on an annual basis to assure the materials' accuracy and integrity. In addition, the central marketing team works directly with all the campuses and many individual departments to maintain the accuracy and integrity of messaging directed to students and the public. A similar process takes place at each campus, where the campus marketing and communications staff works closely with its local academic representatives to ensure clear and accurate communications.

The central news and media relations unit coordinates system-wide external and internal communication to the public and the campus community through news releases and the publication of WSU Insider, a daily online news publication containing the latest information from across the university system. Central news staff also work closely with communication directors at WSU campuses, colleges, and other offices to maintain the accuracy and integrity of information disseminated to students, faculty, staff, and the greater public.

In addition, the central Marketing and Communications team publishes print and online versions of Washington State Magazine, a quarterly publication designed to inform the institution's stakeholders about the contributions the university makes to communities regionally, nationally, and globally.

WSU's central marketing and communications team also manages and maintains www.wsu.edu, a system-wide homepage, as well as system social media channels on all relevant platforms. Further, the WSU brand guidelines are set by and maintained by the central marketing and communications team.

The Registrar's Office on the Pullman campus oversees the publication of the WSU General Catalog, which includes the most recent changes to system-wide courses and requirements that have been approved by the Faculty Senate, including changes not yet effective. The catalog is available in both online and printed forms.

Similar catalogs are published specific to the Pullman, Spokane, Tri-Cities, and Vancouver campuses. The catalog is reviewed at least once a year to ensure its integrity in all representations of the university's mission, programs, and services.

The central Registrar's Office also publishes a Schedule of Classes which lists the courses offered on each semester on all the campuses. The schedule demonstrates that the academic programs can be completed in a timely manner.

Standard 2.D.2 (Handling of Complaints and Grievances)

The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

Workplace Complaints

Compliance and Civil Rights Issues

WSU's core values include equity, diversity, inclusion, and belonging, specifically promotion of an ethical and socially just society through an intentional commitment to equity, diversity, and inclusion. WSU furthers this commitment through policies, including fair personnel processes outlined in the Business Policies and Procedures Manual (BPPM), the Faculty Manual, the Equal Employment Opportunity and Affirmative Action Policy, Executive Policy 12 (EP 12), and fair processes to respond to student behavior in the Standards of Conduct for Students (WAC 504-26). Further, WSU prohibits discrimination, discriminatory harassment, sexual harassment, dating violence, domestic violence, stalking, and sexual misconduct, as described in the WSU Policy Prohibiting Discrimination and Harassment, Executive Policy 15 (EP 15). EP 15 applies to all students, faculty, staff, and others having an association with the University and includes provisions for conduct occurring on and off campus.

Concerns of discrimination and harassment under EP 15 can be reported to WSU's Compliance and Civil Rights (CCR).

CCR supports WSU's strategic goals and values through thoughtful, equitable, and ethical compliance assessment, technical guidance, and fair and neutral investigation. CCR promotes a culture of knowledge and compliance with regulatory and legal requirements and provides technical guidance and training, including an annual required employee training on Discrimination, Sexual Harassment, Sexual Misconduct Prevention. CCR also assesses and develops WSU's affirmative action plan in compliance with state and federal regulations. Finally, CCR reviews and investigates complaints under EP 15, facilitates supportive measures for participants, and advises faculty, staff, and students on appropriate management of such issues. The grievance process for complaints under EP 15 is described in both EP 15 and the CCR Procedural Guidelines. Upon a formal complaint, individuals may participate in a facilitated informal resolution process or a formal investigation, which may lead to discipline and sanctioning. The formal investigation is conducted neutrally and results in a report of recommended findings or findings, which is provided to a sanctioning authority for review and consideration under other university policies (Standards of Conduct for Students or relevant employee manual). Appeals rights are afforded in all such complaints. WSU has appointed a Title IX Coordinator and ADA Coordinator to provide guidance and assessment of university programs, as well as Deputy Title IX Coordinators across the system to better support student needs at system locations.

WSU employees hold positions of public trust. Accordingly, WSU requires employees to abide by high ethical standards, as outlined in the University Ethics Policy, which requires employees to adhere to the highest standards of ethical and professional conduct, act honestly and with integrity in fulfilling their responsibilities, and ensure they do not use their university position for personal gain or private advantage. WSU faculty have additional ethical responsibilities as set forth in the Faculty Manual. WSU employees are required to take an annual Ethics in Public Service training. Employees also have access to a university Ethics Advisor for questions or concerns.

Academic Complaints

Undergraduate Student Academic Issues

Student complaints about instruction or grading are handled following a process described in Academic Regulation 104. The student first talks with the instructor about their concerns. If the issue is not resolved, the student then sends an email to the instructor, with copy to the department chair. If the complaint is not resolved within 20 business days, the student can appeal directly to the department chair, who has 20 business days to render a decision. If the student is dissatisfied with the chair's actions, they can appeal to the dean of the college in which the department is housed. The dean has 20 business days to render a decision, which is final.

In matters of grading, if the chair or dean feels that an error in grade assignment has been made, they may not change the grade. Instead, they must refer the case to the university's Grade Appeals Board for review. The Board reaches an independent decision which may or may not concur with the dean's analysis. If the Board agrees that a grade change is warranted, it directs the registrar to make the change. The Board's decision is final and not subject to appeal. Students may not appeal directly to the Board.

Professional Student Academic Issues

Colleges that offer professional degrees are required to have a formal grievance procedure for professional students who have complaints about academic issues. If after the process is complete a student feels that procedural mistakes were made, they may make a formal written appeal to the vice provost for graduate and professional education to review the process. If the vice provost concludes that mistakes were made, the case is sent back to the college for further work. The vice provost's decision is final and not open for further appeal. The vice provost is not allowed to evaluate the decision itself.

Graduate Student Academic Issues

Graduate students who have a complaint about some aspect of their training are expected to first talk with their faculty advisor. If the advisor cannot resolve the problem, the student is expected to next talk to the department chair or program director. If the student is dissatisfied with the unit's response, they may ask the Graduate School for help, up to and including a formal appeal for review and action. Such appeals may be handled by a member of the Graduate School leadership team or referred to the Committee on Graduate Student Rights and Responsibilities. A recommendation is made to the vice provost for graduate and professional education, who takes final action. If after the Graduate School review process is complete a student feels that procedural mistakes were made, they may make a formal written appeal within 15 calendar days to the provost, with copy to the vice provost for graduate and professional education. If the provost concludes that mistakes were made, the case is sent back to the Graduate School for further work. The provost's decision is final and not open for further appeal. The provost is not allowed to evaluate the decision itself.

Accommodation Issues

Faculty members who feel that a student's disability accommodations constitute a fundamental alteration of the academic requirements or program may express their concerns to the university Access Center. If the Access Center is unable to resolve the issue, an ad hoc committee is assembled to investigate the matter. The committee typically includes the faculty member. The committee's decision is final and not subject to appeal.

Integrity Concerns

Any student who feels WSU is not adhering to the federal Program Integrity Rule can submit a formal complaint to the state Washington Student Achievement Council. The Council has the authority to investigate student complaints alleging university violation of state law or published policy. WSU provides this information on the provost's Policies and Procedures/Student Grievances web page, including a link to the Council's complaint process website.

Faculty Disputes

Per WSU's Faculty Manual (Section II.F.5), any individual who has a formal complaint regarding violations of the Faculty Code of Professional Ethics, II.C.1, and/or the Conduct Regulations, II.F.3, should address their complaint, in writing, to the provost. If the complainant has not utilized another complaint resolution procedure, they shall provide the provost with a statement of reasons for filing their complaint directly with the provost. If the provost determines that the matter should be addressed at a lower level before their involvement, they shall inform the individual in writing within five (5) business days of the complaint resolution options available (e.g., the Ombudsman, the Faculty Status Committee, Compliance & Civil Rights (CCR), etc.), as delineated in Section II.F.1 (5). The individual may initiate a formal complaint with the provost after utilizing an alternative level complaint resolution process.

Unless the provost has determined that a complaint should be remanded to another complaint resolution process, they shall, within ten (10) business days of receiving the complaint, determine whether the allegations, if proved, state cause to discipline a faculty member. If the provost determines that the charges do not state grounds for discipline, they shall communicate that decision to the complainant.

If the provost determines that the charges, if proven, state grounds for disciplinary action, they shall promptly initiate an investigation or rely on a previously conducted investigation in accordance with Section II.F.6 and notify the accused faculty member of next steps.

Faculty disputes with other faculty or with administrators can be submitted to the Faculty Status Committee. The Committee is a faculty-led and -managed body that is empowered to investigate faculty complaints about tenure and promotion evaluation processes, performance review processes, and other matters that are not compliance or civil rights issues. The Committee is empowered to collect information as it sees fit, up to and including interview with the university president. The Committee makes a recommendation to the president for resolution of the dispute, though the president is not required to accept the recommendation.

Whistleblower Process

The state of Washington has a Whistleblower Act that covers state employees who discover alleged misconduct by state agencies and wish to report it. As a state institution WSU employees are covered by this act. They can submit complaints either directly to the state auditor's office, or through the university Office of Internal Audit, located on the Pullman campus.

University Ombuds

The university maintains an ombuds office that is open to all WSU associates. The office serves as a confidential, impartial, and unbiased source of counsel, advice, and assistance for complaints that are university-related and not adjudicative (e.g., civil rights issues, OSHA issues). The office can conduct informal investigations and mediation, though it does not have decision-making authority. WSU policy requires two faculty ombuds and one staff ombuds, all of whom have undergone formal training by the International Ombuds Association. Formal training in mediation is optional; currently, two ombuds have completed such training.

Standard 2.D.3 (Conflict of Interest)

The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.

WSU adheres to clearly defined policies prohibiting conflicts of interest on the part of its governing board, administration, faculty, and staff. These policies are detailed below.

Board of Regents Conflict of Interest Policy

WSU's Board of Regents has a dedicated conflict of interest policy.²³ The policy defines what constitutes a conflict of interest and requires board members to recuse themselves from participating in, influencing, or voting on matters when a conflict of interest exists. The policy also articulates a process for handling potential conflicts of interest. It requires prompt disclosure to, and consultation with, the board chair (or vice chair if the chair is unavailable or is the regent with the conflict). The chair,

²³ [Board of Regents Conflict of Interest Policy](#) (BOR1)

after consultation with legal counsel if needed, makes the final decision regarding whether a conflict of interest exists, and recusal is required. The policy states that board members are encouraged to err on the side of caution and recuse themselves from participating in, influencing, or voting on matters if a potential conflict arises.

The board's conflict of interest policy requires board members to annually certify that they filed a personal financial affairs disclosure form with the Washington State Public Disclosure Commission and that they have read, understand, and will comply with the board's conflict of interest policy. These annual certifications are maintained by WSU's Office of the President.

The policy also sets forth several statutory prohibitions and specific procedures required by statute, such as the prohibition of state officers from having interests in, or engaging in activities that conflict with the discharge of their official duties; prohibition of regents from having any financial interest in contracts for university buildings or improvements; and state ethics laws prohibiting state officials and employees from participation in financial transactions in which they have a beneficial interest.²⁴

University Ethics Policy and Related Policies

WSU has a broad university ethics policy that sets forth requirements for ethical conduct, consolidates and links to various ethics-related requirements, and establishes mandatory ethics training for all university personnel on an annual basis.²⁵ The policy applies to all university personnel, including faculty, administrators, and all classifications of staff.

The university ethics policy has a dedicated section on conflict of interest (4.0) and a section on conflict of commitment (5.0). Section 4.0 applies when a more specific conflict of interest policy does not cover the situation (for example, regents conflict of interest policy, nepotism policy, policy on faculty-student and supervisor-supervisee relationships, policy on conflicts of interest for research personnel).²⁶ Similar to the board conflict of interest policy, section 4.0 defines conflict of interest and requires employees to ensure they are taking appropriate steps to address any potential conflict, including disclosure to their supervisor, other affected units, and human resources, creation of and adherence to a conflict management plan, and refraining from participating in the activity if the conflict cannot be managed and/or eliminated.

The conflict of commitment section (5.0) prohibits employees from engaging in activities that interfere with their primary obligation and commitment to the university. It requires disclosure of potential conflicts of commitment and preapproval from the employee's supervisor followed by a written conflict management plan. If the conflict cannot be managed within state law and university policy, the employee must refrain from the activity.

The policy provides information on how to report suspected ethics violations, as well as resources for employees such as contact information for the university's ethics compliance advisor and the Washington State Executive Ethics Board. It also states that violations may result in disciplinary action, up to and including termination, as well as monetary penalties and personal liability.

²⁴ [RCW 42.52.020](#) (Activities incompatible with public duties); [RCW 28B.30.140](#) (Regents—Employees, board member to have no interest in contracts); [RCW 42.52.030](#) (Financial interests in transactions).

²⁵ [University Ethics Policy](#) (EP45). This policy was approved December 14, 2022.

²⁶ [Nepotism](#) (BPPM 60.14); [Faculty-Student and Supervisor-Subordinate Relationships](#) (EP28); [University Research Personnel Conflict of Interest, Technology Transfer, and State Ethics Requirements](#) (EP27).

Conflict of Interest Provisions Specific to Faculty

WSU's faculty manual includes guidance and requirements for faculty engaging in outside activities, including consulting and other compensated activities. The faculty manual also addresses extended professional activities and sets forth a disclosure and approval process that must be followed. In addition, the faculty manual has a section regarding textbook royalties that prohibits faculty from requiring students to purchase published material from which the faculty member may profit.²⁷

University Research Personnel Conflict of Interest Policy

To promote integrity and objectivity in university research, personnel engaging in research are subject to specific requirements regarding conflict of interest.²⁸ The university research personnel conflict of interest policy establishes a university conflict of interest review committee appointed by the president. It also sets forth conflict of interest standards and processes for research personnel, including standards and processes specific to federally funded (Public Health Service) research, and standards and processes under the Washington State Ethics in Public Service Act, RCW 42.5.52.

Researchers are required to disclose significant financial interests related to their university duties to the university's conflict of interest review committee, which has authority to (1) assess whether a conflict exists, (2) assess the extent of the conflict, and (3) manage, reduce, or eliminate the conflict before approving the research. The policy also sets forth types of conflicts that cannot be managed, the recommended contents of a conflict management plan, and consequences for non-compliance. Investigators are required to complete training regarding the policy before participating in federally funded (Public Health Service) research and at least every four years, or more frequently in some circumstances.

Lastly, the policy sets forth requirements for managing conflicts of interest within the context of technology transfer in accordance with state law. Research employees are required to disclose potential conflicts and significant financial interests to their supervisor and others working on the research project and to cooperate with the conflict of interest review committee and the Office of Research Assurances in reducing, eliminating, or managing the conflict. Research employees and all faculty members are also required to disclose all compensated outside service and extended professional activities.²⁹

Standard 2.E.1 (Financial Stability)

The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.

The University utilizes multiple important audit processes, reports, and supporting policies to ensure financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.

The University undergoes an annual, university-wide financial audit, which encompasses all WSU campuses, locations, and component units. Historically, WSU's financial statement audit was performed by the Washington State Auditor's Office. Starting in FY2021, WSU contracted with an independent accounting firm to conduct the annual financial audit. WSU embraced the auditor change in the same year that the University replaced its legacy mainframe system, and implemented Workday

²⁷ [WSU Faculty Manual](#)

²⁸ [University Research Personnel Conflict of Interest, Technology Transfer, and State Ethics Requirements](#) (EP27)

²⁹ [Faculty Compensation Outside Assigned Duties](#) (BPPM 60.44); [Faculty Manual](#) Policy on Outside Service by Faculty Members (Section IV.E.) and Policy on Extended Professional Activities (Section IV.E.).

for accounting, finance, payroll, and human resource management functions. An expected outcome was to gain a holistic and thorough assessment of WSU's financial controls and processes, while providing a modern, efficient, and effective tool for processing financial transactions. With two fiscal years complete WSU finds the independent audit to be rigorous and detailed, and it helped identify opportunities for improvement. The university-wide audit for FY2022 was issued with an unmodified opinion, concluding that the financial statements present fairly, in all material respects, the respective financial position of the University. Management is proactively addressing two findings reported through the audit to university leadership and the Board of Regents.

WSU fully embraces transparent audit processes to strengthen the University's financial management and processes. The results of the annual audit, along with financial trends, ratio analysis, and benchmarking are presented to the Board of Regents each year. The annual reporting includes specific focus on monitoring and managing cash flows and reserves. WSU also reports on debt activity on an annual basis in accordance with Board of Regents policy #5.

In addition to the university-wide financial audit, WSU engages independent financial statements audits for the largest auxiliaries, including WSU Athletics, WSU Students Book Corporation, Alumni Association, Northwest Public Radio, and WSU Housing and Dining. An independent accounting firm also performs the required NCAA agreed-upon procedures report.

The University's financial activity as recorded and reported, including the spend on federal awards, is also included in the state of Washington Annual Comprehensive Financial Report (ACFR) and Schedule of Expenditure of Federal Awards (and related Single Audit Report), all of which are prepared by the Washington Office of Financial Management and audited by the Washington State Auditor's Office (SAO). The SAO audits balances material to the ACFR-the University typically has 3 to 5 financial balances deemed material to the state's ACFR, thus audited by SAO each year. Further, at least every other year the SAO includes WSU in the test of controls and compliance for significant federal awards as reported in the State of Washington Single Audit Report. The SAO audit scope periodically includes programs within the Research and Development cluster and always includes tests of controls and compliance over the University's largest area of federal expenditures: the Student Financial Aid cluster of programs. The FY 21 audit of federal expenditures resulted in two findings, both in the area of special tests and provisions: Gramm-Leach Bliley Act (GLBA) IT Risk Assessment and Perkins Loans record retention. The SAO also performs Accountability audits every other year at WSU. These audits have a two-year scope and cover test of controls and transactions in multiple areas including grants, revenue and expense, procurement, payroll, and state compliance areas. The FY 20-21 Accountability audit yielded no findings.

In addition to external audits, WSU has an internal audit function that performs operations, financial, information technology, and compliance audits across the system. The WSU Chief Audit Executive develops an annual audit plan that is informed by multiple risk assessments including the annual survey of risk areas facilitated by Internal Audit, an Internal Controls Assessment (additional detail provided below) facilitated by the Controller's Office, and the Enterprise Risk Assessment facilitated by the Office of Risk Management. The results of external audits are leveraged when considering projects to include in the internal audit plan, resulting in broader coverage of risk areas across the WSU system. The audit plan and status reports are approved by the President and shared with the Board of Regents Finance and Compliance Committee two times per year.

The communication and consideration of fiscal internal controls is an ongoing and routine activity at WSU. Each year WSU conducts an Internal Controls Assessment. In accordance with the State Administrative and Accounting Manual (SAAM), WSU Finance and Administration reports on the internal control environment to the President in writing. The report is prepared based on the risk assessment and associated internal control monitoring plan that is designed to provide management with reasonable assurance that controls are operating as expected. The plan consists of an annual financial risk and internal control assessment performed by areas across the WSU system, and other related information such as, and not limited to: results of the most recent independent financial statement audits; results of internal audits reported to Finance and Administration by the WSU Office of Internal Audit; results of other applicable internal or external reviews or inquiries; external environment threats; other areas of concern noted in the normal course of system level business operations and customary reviews (if applicable). This assessment and monitoring process does not include detailed testing of specific activities. The goal of the annual assessment and monitoring plan is to assess whether known internal controls are adequate to reduce financial risk and to determine if modifications are needed by considering events that have occurred, processes or procedures that have changed, and other changes within the University that may have additional risks (SAAM 20.15.30.b). If the assessment uncovers internal control weaknesses or if prior weaknesses still exist, they are documented and addressed in a timely manner. This report is shared with WSU Internal Audit for their use in creating the annual audit plan and with the WSU Office for Compliance for the overall enterprise risk assessment process.

Tuition and Fees

As a material source of operating funds, tuition and fees are regularly forecasted and monitored for variances. Tuition forecasting incorporates estimates of enrollment (full-time, part-time), student type (undergraduate, graduate, professional), estimated waivers, and state mandated financial aid fund contributions to predict a *net operating tuition* amount that comprises about half of the University core operating funds. An initial model is developed before each fiscal year begins based on the Board of Regent's approved tuition rate increases and enrollment projections provided by the offices of Enrollment Management and Institutional Research. The initial projection provides a basis for development of the next fiscal year's operating budget. At each census day (fall / spring) the model is updated to reflect actual census-day enrollment and actual waivers granted. Variances are monitored by the Budget Office and the Executive Vice President for Finance and Administration is briefed each semester after the model is updated. At year-end the model forecasted revenues are reconciled to the applicable accounting ledgers to calibrate the model annually for timing differences between census day snapshots and actual end of term revenue collections.

Auxiliary Revenues

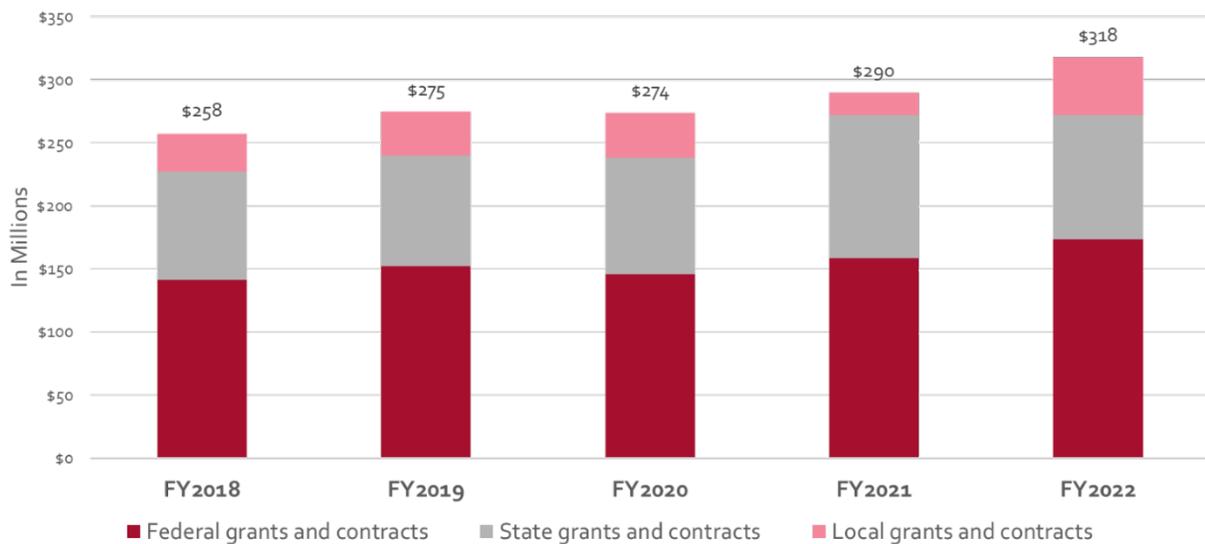
Housing and Dining is a significant auxiliary within the WSU system, operating at the Pullman campus. Finance and Administration meets with Housing and Dining leadership throughout the year to monitor performance. The Housing and Dining system's financial statements are audited by an independent accounting firm annually.

The Students Book Corporation (SBC) is a legally separate entity, owned by the students of Washington State University which operates bookstores on each of the WSU campuses. WSU presents SBC's financial condition and activities as a blended component unit in the University's financial statements. The Students Book Corporation issues separate financial statements which are audited by an independent accounting firm annually.

WSU Athletics is an auxiliary within the WSU system, operating at the Pullman campus. The Athletics financial statements are audited each year. The NCAA agreed upon procedures report, after review by an independent accounting firm, is reviewed by the President and Athletics Director and University CFO prior to submission to the NCAA. In 2020, the University committed to a plan of fiscal recovery for Athletics that would address the fiscal impacts of the pandemic, establish a long-term strategy to end deficit spending, and eliminate an accumulated deficit that was being offset by reserve funds from other auxiliaries and self-support operations. The plan addresses the pandemic-related net revenue loss by issuing general university bonds to be repaid with media and bowl revenue; balances the annual athletics budget by making permanent expenditure adjustments and designating media revenue to cover debt service; commits central administration rather than Athletics to paying the annual Pac-12 affiliation fee; revises the Athletics budget model into a sustainable funding model; requires continued assessment of debt refunding and restructuring options; formalizes a plan to repay the cumulative deficit beginning in FY2023; and requires Athletics to build a reserve to deal with unexpected budget variances.

Significant contracts/grants

Over the last 5 years, WSU has experienced consistent growth in awards of grant and contracts, despite the global pandemic, and an increasingly competitive award environment.



Source: University Financial Statements

The Office of Research and Sponsored Programs Services work together to provide relevant tools, processes, policies, training, and reporting in support of federal, state, and local grant and contract activity. The Office of Research plays a central role in coordinating research activities across the institution, with a mission to foster and facilitate research, scholarship, and creative activities. This involves providing a range of services and resources to faculty, staff, and students, including support for grant proposal and budget development that is compliant with all relevant policies and laws including those associated with intellectual property, technology transfer, and research development. The Office of Research also offers a suite of tools, processes, and resources that are available from the beginning of the proposal submission process, to ensure sound support for research activities.

Sponsored Program Services is responsible for accounting for sponsored activity at WSU, including administering the financial reporting, billing, and cash collections for sponsored projects. Sponsored Program Services safeguards project funds, maximizes the University's cash flow position, and maintains good relations with sponsoring agencies and University personnel. In October 2022, Sponsored Program Services undertook an external review of process, structure, and staffing, resulting in a roadmap to improved post award grant administration support. As a result of this effort, a backlog of new grant awards awaiting an "expense account" or system-designated award dropped from approximately 800 to 100, with a decrease in the average wait time for account set up from 65 to 10 business days. As part of the improvement effort, Sponsored Program Services teams are being realigned to support four key focus areas:

- Awards Set Up Team: Manages award set ups, tasks, modifications, and inbox management. Consistently works with other offices to improve processes for better customer service.
- Finance Team: Invoicing, letter of credit (LOC), cash management, accounts receivable management.
- Compliance Team: Effort certification, subrecipient monitoring, compliance monitoring, audit assistance, institutional reporting, and training. This team focuses on education and compliance; focusing on updating BPPMs related to sponsored agreements, updating subrecipient risk analysis, working with departments on compliance rates in effort reporting.
- Awards Management Team: Creates portfolios and teams aligned to colleges and campuses to increase collaboration and working relationships across the system. Focus areas include expenditure management/review, financial reconciliation, sponsor financial reporting, award closeout, customer support.

Endowment, Philanthropy, and Giving

Washington State University is contracted with the Washington State University Foundation to engage in all aspects of seeking private support of the mission and initiatives of the University. The WSU Foundation was established in the state of Washington as a Washington nonprofit corporation in 1979 for the sole and exclusive benefit of WSU. The relationship between the University and the WSU Foundation is clearly defined in a written agreement.

The business affairs and property of WSUF are managed by, and all corporate powers of WSU Foundation are vested in, its governing Board of Directors. The Directors have adopted a Code of Ethics for members of the Board of Directors, for staff, and for others who serve on standing committees of WSU Foundation. This Code of Ethics is consistent with standards adopted by the Council for the Advancement and Support of Education (CASE).

The WSU Foundation is responsible for the investment management of all private gifts that have been specified by the donors as endowment funds. The WSU Foundation's Investment Committee has a written investment policy statement, established in collaboration with its retained investment consultant, which incorporates the provisions of RCW 24.55 (Uniform Prudent Management of Institutional Funds Act). Two voting members of the seven-member WSU Foundation's Investment Committee are WSU Regents (or Regent appointees). The WSU Foundation provides an investment report to the Board of Regents at each regularly scheduled Board of Regents meeting. A representative from WSU Finance and Administration attends the Investment Committee in an ex-officio role.

The WSU Foundation financial statements are audited by an independent accounting firm each year. KPMG is the independent auditor for the WSU Foundation financial report. Due to its significance, this report presents the Foundation's financial condition and activities as a discretely presented separate component unit in the University's financial statements. A representative of WSU Finance and Administration attends the WSU Foundation Audit Committee in an ex-officio role. The WSU Foundation CEO reports on fundraising activities at each Board of Regents meeting.

Standard 2.E.2 (Financial Planning)

Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

Shared Governance and Stakeholder Participation

The University uses both top-down and bottom-up information loops to assure that various constituencies are aware of and able to participate in planning and budget actions. Through its shared governance processes, the Faculty Senate Executive Committee meets regularly with the President, Provost, and Executive Vice President for Finance and Administration to discuss a wide variety of topics, including the university budget, operations, and constituent inquiries received by the Executive Committee. The President often invites other university leaders to join the meeting with the Executive Committee. In addition, the President, Provost, and Executive Vice President for Finance and Administration, and other leaders periodically attend the Faculty Senate meetings to provide information and seek feedback the university budget, major university initiatives, as well as topics of interest identified by the Faculty Senate Executive Committee.

The President, Provost, Chancellors, and Executive Vice President for Finance and Administration also meet with the Associated Students of Washington State University (ASWSU) and the Graduate and Professional Students Association (GPSA) on a regular basis, to discuss topics of interest to the students. These meetings often include budget updates, information regarding tuition and fees, and other topics as chosen by the students.

The President, Provost, and Executive Vice President for Finance and Administration meet with the Administrative Professional Advisory Council (APAC) chair and the full council on a regular basis. Topics of discussion often include professional staff needs, initiatives, as well as other general updates on budget, legislative, policy changes, etc. The President and Chancellors conduct annual town hall meetings on each campus that also provide opportunities for information sharing and feedback.

The Deputy Chief Financial Officer convenes Area Finance Officers representing each campus, college, and administrative area monthly to provide updates, seek feedback, and provide training on policy, process, budget, tuition, legislative changes, financial, human resource and other policies, and other topics of interest.

University Operating Budget

Budget development activities occur year-round encompassing both the state budget cycle and internal operating budget development. The Offices of the Provost, Finance and Administration, and External Affairs and Government Relations lead the process that identifies WSU's legislative priorities as well as the criteria and timeline for proposals to be submitted for consideration for inclusion in WSU's state operating budget request. Proposals are reviewed by a committee consisting of representatives of the Office of the Provost, External Affairs and Government Relations, and Finance

and Administration and recommendations are forwarded to the President for advancement to the Board of Regents for approval in the spring.

The Budget Office prepares and submits the annual operating budget request to the state each fall. The Governor issues the budget in December prior to the start of legislative session. All state budget versions (governor, senate, house, compromise) are closely monitored by the offices of External Affairs and Government Relations and Budget Office to both track the status of funding of requested items and consider potential outcomes of other state budgetary decisions on internal planning. Throughout the process legislative session leadership and other constituencies are routinely briefed about WSU's state budget status.

Internal to the University, system-wide core fund budget development activities traditionally begin in the early spring as key budget inputs are known. Key inputs include state appropriations available for key initiatives or salary enhancements, tuition rates (including notification from the state office of financial management of the cap for resident undergraduate tuition rate increases), and enrollment projections, etc. With these variables finalized, the Budget Office finalizes projections of core fund resources available for the next year, and after briefing the Executive Vice President for Finance and Administration, announcements are made by the Executive Vice President for Finance and Administration about budget development for the next cycle.

Core funds include state appropriations, tuition, F&A recoveries, and other local fund sources that comprise the major discretionary operating funds of the University. WSU has experienced a series of across-the-board budget core fund reductions since the COVID-19 pandemic. Budget hearings were held in FY21 and FY22 where each unit (campus, college, VP administrative unit) leader presented to peers the impacts of the reductions. At the conclusion of the hearings an executive committee considered the information presented and made decisions about target relief and other concessions, such as use of reserves, to mitigate impacts of the reductions. Hearings were not held in FY23 because the reduction targets were set as low as possible leaving little ability to make any adjustments as in previous years; however, areas were allowed to utilize reserve balances to partially offset impacts of the reduction. Budget developments are routinely communicated to the campus community.

WSU has implemented Workday's Adaptive Planning module for the FY-2024 budget cycle. This tool will automate budget development and seamlessly integrate with Workday, adding efficiency to the FY-2024 planning process through the elimination of spreadsheets and manual processes that were necessary in the past.

Capital Budgeting

The University follows an open and timely capital planning process to ensure that institutional capital plans link with the strategic direction of the University and the state and address deferred maintenance. This process involves the President, Vice Presidents, Provost, Chancellors, Deans, and other senior staff, as well as the Regents. In 2015, the University revamped its process for developing the biennial capital budget request with more lead time and to integrate the needs more effectively from each requesting unit into a consolidated list. The process was refined in 2021 and in 2023 to tie our capital requests to strategic priorities and provide greater transparency and flexibility to leverage emergent funding opportunities, address university growth, improve space optimization, and reduce deferred maintenance. The capital planning process includes capital requests using all funding sources (state allocations, bonds, philanthropy, and combinations of these). Using this planning process, when

the highest priority capital projects have been identified, the institution submits its near-term proposals and 10-year plans to the state.

State Capital Budget

The state of Washington maintains a capital budget separate from the operating budget. The state of Washington requires comprehensive review documents for each capital budget proposal. One required component of the proposals is an explanation of the project's relative importance and tie to both the institution's strategic plan and the institution's physical master plan. Proposals must also describe how integral the project is to achieve statewide policy goals. The capital proposals include estimates of the costs of designing and constructing the building. When a capital project is nearing the construction stage, the University then requests funding for ongoing maintenance and operations costs of the new building.

Reserve Planning and Management

The Budget Office projects, tracks and plans system level reserves. In addition, the Budget Office periodically projects ending reserve balances at campuses, colleges, and areas in core operating funds (primarily tuition and state appropriation) and monitors actual balances annually. These balances are considered in the planning cycle and budget development activities. In recent years, areas with surplus balances have been allowed to utilize a portion of those balances on a one-time basis to offset annual operating budget reductions. This tool has provided some relief from consecutive annual budget reductions, while allowing the University to maintain adequate reserves at the institutional level.

University Cash Management and Investments

The Office of Finance and Administration is responsible for maintaining adequate cash balances in WSU's main bank accounts. Treasury Services uses daily cash forecasting to ensure adequate liquidity for daily operations, capital projects, and strategic University needs. Cash balances over projected immediate needs are pooled and invested in Treasury securities, the Washington State Local Government Investment Pool, federal agency bills and notes, or high-quality short-term corporate notes. Eligible investments are only those securities and deposits authorized for public funds in the State of Washington as described in the Revised Code of Washington. A complete list of eligible investment types can be found in the WSU Investment Policy.

WSU retains external investment managers to provide day-to-day portfolio management of public funds. Treasury staff coordinate additions to and withdrawals from investment portfolios with the external investment managers and the asset custodian. The overall objectives of the investment portfolios are preserving the safety of the principal, maintaining sufficient liquidity to meet anticipated cash needs, and attaining a market rate of return through budgetary and economic cycles. The external managers have full discretionary authority regarding the assets assigned to them, subject to the guidelines and standards specified in the WSU investment policy. Additionally, WSU participates in the Office of State Treasurer's Statewide Custody program for safekeeping of investments to protect against the loss of public funds arising from negligence, theft, or misuse.

As of June 30, 2022, the University had the following investments, maturities, credit ratings and effective durations:

	2022					Effective duration	Credit rating
	Fair value	Less than 1 year	1-5 years	6-10 years	More than 10 years		
University investments							
Cash equivalents							
Commercial paper	\$ 28,937,950	\$28,937,950				0.12	A1/P1
U.S. Treasury	34,230,309	34,230,309				0.30	AAA
Other- bank short-term investment funds*	136,857	136,857				0.01	NR
Local Government Investment Pool*	24,509,137	24,509,137				0.04	NR
Total cash equivalents	87,814,253						
Current investments							
U.S. Treasury	81,692,632	81,692,632				0.50	AAA
Agency bonds	24,405,750	24,405,750				0.90	AAA
Mortgage-backed securities	490,180	490,180				0.32	AAA
Total current investments	106,588,562						
Non-Current, long-term investments							
U.S. Treasury	14,035,103		\$ 14,035,103			1.20	AAA
Agency bonds	26,065,640		26,065,640			1.28	AAA
Mortgage-backed securities	87,205,163		9,402,890	\$21,385,619	\$56,416,654	1.73	AAA
Fixed income mutual fund	9,448,883		9,448,883			1.20	na
Subtotal non-current operating funds investments	136,754,789						
Non-marketable equity/patronage	346,190						
Total non-current, long-term investments	137,100,979						
Total University investments	\$ 331,503,794						

Debt Management

In accordance with the provisions of the Revised Code of Washington, the Board of Regents has the power and authority to enter into financing contracts secured by the revenues it controls, and not subject to state appropriation, or to borrow money to acquire, construct, and/or equip dormitories, hospitals, clinics, dining halls, facilities for student activities, facilities housing services for students, parking facilities, research facilities, and any buildings or facilities authorized by the legislature. Board of Regents Policy #5 governs the use of debt instruments to finance University capital and infrastructure projects and assigns responsibilities for the implementation and management of the University's debt. No new debt is issued without prior approval of the Regents. Refinancing and refunding opportunities are pursued to achieve net present value savings exceeding defined thresholds. Finally, at least annually a debt activity and status report is presented to the Board of Regents.

WSU utilizes both Moody's Investors Service and S&P Global for bond rating services. In August 2023, Moody's reaffirmed the rating of Aa3 (stable) and S&P Global reaffirmed the rating of A+ (stable) for WSU General Revenue Bonds. The University continues to plan and manage its finances to achieve its strategic mission, not necessarily to obtain a specific credit rating. That said, the rating serves as a useful assessment tool that provides an independent, outside assessment of the University's financial and operational strengths and weaknesses, benchmarks WSU versus similar and aspirational universities, highlighting areas for improvement, drives the future cost of financing activities, and serves as a signal of the "company we keep" in terms of reputation and market position.

Risk Management Program

The University's Risk Management Program is a critical part of WSU planning process. It identifies, assesses, and addresses risks that could cause injury or property damage, or that could interfere with the University's ability to fulfill or achieve its goals. All University employees and students must strive to reduce the risk of injury and accidental loss to the greatest extent possible, consistent with carrying out

the University's mission and goals. The WSU Risk and Compliance Officer reports to the Board of Regents on the insights gained through the risk management program.

Standard 2.E.3 (Financial Management)

Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.

In addition to planning and allocating financial resources through a transparent process that engages WSU shared governance structure as described in 2.E.2, the University manages financial resources transparently in accordance with policies, governance structures, and applicable state and federal laws.

Executive Policy #1 provides that budgets are allocated throughout the University to be managed by the unit administrators. Chancellors, Vice Presidents, Deans, Directors, Principal Investigators, and other administrators have both the authority and the responsibility to manage the budgets of the units they administer. Decisions to commit funds for personnel, equipment, laboratory and office supplies, telephone rental, or other resources are largely determined by the unit administrators.

University management establishes and maintains an adequate system of internal control to provide reasonable assurance that University assets are not exposed to misappropriation or unauthorized access and use. WSU's internal control includes plans, methods, and procedures adopted by the University to safeguard University assets, check the accuracy and reliability of the accounting data, promote operational efficiency, and encourage adherence to applicable policies.

WSU's internal control structure includes both internal accounting controls and administrative controls. Internal accounting controls are designed to ensure obligations and costs comply with applicable laws, regulations, and policies; funds, property, and other assets are safeguarded against waste, loss, liability, unauthorized use, or misappropriation; and assets, liabilities, equities, revenues, expenses, and budgetary transactions are properly authorized and recorded in order to prepare accurate accounts, reliable financial and statistical reports, and to maintain accountability over assets.

Administrative controls include all operational controls within the University. Their purpose is to ensure economical, efficient, and effective compliance with University objectives; adherence to applicable laws, regulations, and policies; and maintenance of reliable information for evaluating managerial and organizational performance.

The University's Business Policies and Procedures Manual (BPPM) guides university employees and administrators in the conduct of day-to-day administrative functions in accordance with the internal and administrative control environment. Major focus areas of the BPPM include organization, property, finance, intellectual property, sponsored agreements, research, payroll, personnel, purchasing, services, and travel.

WSU recently made a strategic investment in new systems to improve compliance and seek efficiencies. In January 2021, following several years of collaborative work with university administrators and employees, WSU launched Workday as their new Finance, Human Resources, and Payroll system. Workday meets WSU's critical needs and provides strategic advantages as the University's academic and interdisciplinary research enterprise continues to grow. This modern system allows for business compliance and continuity, efficient and standardized processes based on industry

best practices, and a growing library of real time analytics that support daily operations of the University at all levels. Workday also helped reduce the compliance risk and failure associated with WSU's legacy system, which originally developed in the early 1980s. The move from the legacy system and paper-based processes has been rewarding and challenging for the University community and change support, training and system optimization continue. WSU's Workday implementation and ongoing shared governance and community support are considered industry leading. As a result, WSU is often asked by other institutions for their advice and experience regarding system modernization.

University campuses and areas (Vice Presidents, Chancellors, and Deans) have at least one Area Finance Officer. Area Finance Officers and department fiscal personnel have access to the accounts for their college or departmental budgets. They review the status of accounts via Workday, as described in BPPM 30.07. University area and departmental personnel are responsible for closely monitoring departmental accounts to ensure that Departmental expenditures stay within budgeted allocations and that each departmental expenditure is properly authorized, accounted for, and recorded.

Standard 2.F.1 (Conditions of Employment)

Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.

Staff

WSU staff receive a copy of their position description outlining the duties of the position as well as performance expectations. Staff are notified of the policies and procedures during new employee orientation and have access to the HRS website and WSU policies/procedures. Staff members are reviewed on an annual basis unless their collective bargaining agreement precludes evaluations.

Additional information regarding conditions of employment is provided to faculty and administrative professional personnel via their offer letters, in the *Faculty Manual*, and in the *Administrative Professional Handbook*. Staff from Human Resource Services provide training to managers and supervisors related to performance appraisals.

Training for managers and supervisors is provided by HRS service teams, who offer their expertise in all areas of employment and human resource topics, including organizational effectiveness, employee relations, performance appraisal, classification/compensation and recruitment, leave processes, and training and development.

Faculty

Faculty are informed of criteria and procedures for retention, promotion, and termination in written policies in the *Faculty Manual* and Provost's Guidelines, which are provided to each faculty member upon employment at WSU, reviewed as part of new faculty orientation by the Senior Vice Provost, referred to during annual reviews and promotion and tenure processes, and maintained in current and accessible form on the Provost Office's webpages. A summary of these procedures and links are provided in the exhibits.

Standard 2.F.2 (Professional Development)

The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.

WSU provides a range of opportunities and support for the professional development of faculty, staff, administrators, and other employees to enhance their effectiveness.

Staff, Administrators, and Other Employees

HRS provides an employee training and development program that includes online training, instructor-led training, video-conferenced training and on demand opportunities throughout the academic year. Topics include discrimination and sexual harassment prevention, new employee orientation, supervisor training, and other work-related training for faculty, staff, and administrators. HRS's training plan is periodically reviewed and updated.

Permanent staff are eligible to apply for paid professional leave after five years of active service to the University since their last leave. Requests are competitively ranked and must be advantageous to the University in terms of improved instruction, research, or public service; not all requests are funded. All professional leave requests must be accompanied by an effort to secure external funding, per updated professional leave and retraining guidelines circulated by the Provost's Office.

The Washington Administrative Code 357-34 establishes rules related to staff training and development. In accordance with these rules, staff are allowed up to 96 hours of release time for professional growth and development. In addition to traditional instructor-led classroom training, HRS provides an online training resource which includes training materials and books as well as supervisory training in accordance with state statute. Training surveys are automatically sent after completion of online training courses and HRS sends surveys to participants of instructor-led training. Survey results are used to improve course offerings.

Annually, the Graduate School sponsors a one-day graduate student teaching workshop presented by the WSU Teaching Academy. The workshop is designed to offer graduate students more personalized contact and individual consultations with expert faculty about best teaching strategies for the college classroom.

Faculty Leadership

WSU encourages all faculty members to have a mentor or mentoring committees (at the discretion of the unit) to help them with their professional development. WSU also has a relatively generous professional and retraining leave policy (sabbatical) to assist with the professional growth and renewal of the faculty.

As with permanent staff, permanent faculty are eligible to apply for a paid professional leave after five years of active service to the University since their last leave. Requests are competitively ranked and must be advantageous to the University in terms of improved instruction, research, or public service; not all requests are funded. All professional leave requests must be accompanied by an effort to secure external funding, per updated professional leave and retraining guidelines circulated by the Provost's Office.

WSU has a wide range of opportunities for professional development, including:

- Provost's Leadership Academy. This academy is for faculty nominated by their department heads and deans as having leadership potential. The academy assists early- and mid-career faculty to develop the skills, knowledge, and aptitudes essential to assist them in future University and academic leadership roles. Training is offered in conflict negotiation, negotiation skills, implicit bias, human resources, University finances, and legal affairs, among other topics.
- New Department Chairs Workshop. This workshop series is offered by the senior vice provost and HRS every fall to help new department chairs develop professionally to fulfill their new responsibilities.
- ADVANCE. The federally funded ADVANCE program supports women in STEM, the social sciences, and the agricultural sciences. To promote career-long excellence and address work/life transition points, WSU ADVANCE provides grants and external mentor programs within four major initiatives: Work/Life Support; Preparing and Recruiting a Diverse Faculty; Leadership Training; and Institutionalizing Transformation.
- Faculty Associations. WSU leadership encourages active associations that support faculty along their career paths. The University offers numerous such groups, including those organized around race and ethnicity, type of scholarly expertise, promotion of the development of female employees, sexual identity, and retirement status. University leaders meet regularly with these groups.
- College Support. Colleges support faculty development in diverse ways, through mechanisms such as college teaching academies, grants for instructional innovation, travel funds to attend professional development workshops, on-campus professional education experiences, and research seed grants. Many colleges offer mentoring programs for mid-career faculty to help them build a portfolio that will earn promotion to Professor. Some colleges provide recognition advisory committees that connect with junior faculty who hold promise to compete for professional awards.

Standard 2.F.3 (Staffing)

Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.

WSU offers a quality work and learning environment, employing nearly 4,300 well-qualified administrative/professional, classified, and civil service staff system wide. WSU offers clear criteria and qualifications for applicants through the use of benchmarking, classification standards, and position descriptions. Selection processes for personnel are clearly stated on the public facing recruitment website. Each job requisition clearly states the duties of the position, location, salary range and other pertinent information for candidates to consider.

Job Descriptions

Position vacancy announcements include the required qualifications and are posted on the WSU online recruitment website and are accessible to anyone at any time. Notifications are also published in relevant journals, newspapers, publications, social media and websites. Vacancy notices clearly state job criteria and instructions for applying for the position.

Procedures for recruitment and selection of personnel are outlined on the HRS website and in the Business Policies and Procedures Manual (BPPM 60.11, 60.17-18). Staff position descriptions are

developed by the employing department and are reviewed by HRS prior to recruitment to ensure that they accurately reflect the duties, responsibilities, and authority of the position. Recognizing that job duties may change over time, our policies include provisions for review to ensure that positions are appropriately classified.

HRS oversees staff recruitment processes and, after a search is closed, provides the hiring department with data to assess recruitment and outreach. Compliance and Civil Rights (CCR) monitors recruitments for fair and equitable treatment of prospective employees.

Standard 2.F.4 (Evaluation)

Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

The Provost's Office provides an annual notification to the University community stating the importance of the annual review process. Staff members are reviewed on an annual basis. HRS provides training on conducting performance reviews and writing accurate position descriptions. Policy and procedural guidelines are included in WSU's Business Policies and Procedures Manual. Some administrative professional staff use Activity Insights/Faculty Success, the online review and query system, for the annual review process.

The University recognizes the right of employees to negotiate collective bargaining agreements. A collective bargaining agreement precludes evaluations for a limited number of WSU employees (248 employees under Washington Federation of State Employees in 2019). Not having a formal performance appraisal does not limit the employees or supervisor's ability to address concerns, training, performance standards, and expectations or behavioral issues.

Standard 2.G.1 (Student Learning Success)

Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

Student success is impacted by experiences in the classroom and out.

A central element of our work is fostering cultural celebration and connection for our historically marginalized students. Our cultural centers, DEIJ programming, mentoring, advising, and tutoring are explicitly developed for underserved and underrepresented students. These help us address the equity achievement gap and help all students feel at home at WSU.

We address fundamental needs for food, emergency assistance, connection, and mental health services. We offer civic engagement through community service-learning projects and advise hundreds of student organizations across our campuses that help students develop leadership skills and build a community around new ideas and interests.

Across each of our campuses, Student Affairs offers student care and well-being resources and creates spaces for learning, self-exploration, and growth. We do recognize and acknowledge that provision of healthcare services varies noticeably across our campuses. We are actively engaged in analyzing options for improving access systemwide. In AY23-24 we will convene a committee to review and identify solutions. The committee will contain representatives of each physical campus and will be tasked with producing a set of recommendations by the end of FY24. The committee will place priority on student needs and preferences, including those whose studies occasionally take them to non-campus locations (e.g., our Research and Extension Centers). They will develop solutions that are realistic and doable within a specified set of financial constraints, and also describe additional services that could be made available with new investments.

With widely varying student communities and needs, programs meet those students where they are, adapting and yet remain centered on student success in all forms. The enrollment table below for the Fall 2022 semester provides some demonstration of the breadth of our student populations across campuses.

Campus	Total Enrollment	% WA Resident	% First Gen	% Female	% Minority	Average Age
Pullman	17,287	77.7	33.8	49.8	29.1	21.9
Tri-Cities	1,430	95.7	42.8	58.7	38.9	25.3
Vancouver	2,833	94.1	45.0	55.5	26.4	26.4
Everett	186	93.8	42.3	30.8	32.7	25.9
Global	3,839	69.6	31.8	60.9	27.4	32.0
Health Sciences	1,424	89.3	32.0	74.9	27.0	27.9
System	27,539	80.0	35.3	53.3	28.9	24.0

Pullman

Pullman is the flagship campus in the WSU system, the first and largest campus, located in a college town, the only campus with on-campus living and the home of our sports teams. Student Affairs at Pullman provides a wide and deep array of services and programs to support students' basic needs, learning, and personal development. Students benefit from private grants and philanthropic support directed to Student Affairs, which supports scholarships and programs. While some services and programs are designed specifically to address equity concerns, we believe that effective closure of equity gaps requires robust systemic change. Therefore, we weave attention to equity through all that we do.

Basic Needs

Due to our small-town, rural setting, we emphasize the provision of extensive services to meet students' basic needs. Services range from housing to specialized clinical care for mental and physical health concerns. We provide on-campus housing for thousands of students, including residence halls and apartments, all equipped with high-speed internet and co-located with dining options. Our student union building houses student organizations and serves as a community hub where students gather to eat, study, play, and work. Supplementing local public transportation, we offer on-campus transportation accommodations for students with disabilities, and our student-led Cougar Safe Rides program offers free rides home at night.

Students' basic needs are a high priority. Extensive dining options are available to fit a variety of budgetary and dietary needs. Menus feature allergen-friendly, gluten-free, Halal, vegan, and vegetarian options from a variety of cultural traditions and cuisines. Food insecurity is addressed through the Cougar Food Pantry and the Meal Swipe emergency funding program. Our Student Care Network provides personalized case management for students in need and can coordinate assistance with emergency funding, housing insecurity, food insecurity, and technology needs.

To support student health and well-being, we offer extensive clinical services, including an accredited medical clinic, pharmacy, vision clinic, and counseling services. Attending to public health, we require proof of several vaccinations upon enrollment, and we enroll all international students in our student health insurance plan. We offer wellbeing programs and substantial recreation opportunities, including sport clubs, intramurals, outdoor recreation, and extensive recreation facilities. First-year students are also required to participate in educational programs related to high-risk concerns such as sexual violence, substance misuse, and hazing.

We support students through the transition to college, with a focus on learning while also attending to safety and well-being. As of Fall 2023, all first-year, single students under the age of 20 are required to live on campus. Historically, there were some limited exceptions for first-year students living in university-approved, but not university-owned, housing. We offer wide-ranging student employment opportunities, and students with disabilities and/or long-term medical conditions can work through our Access Center to request academic and housing accommodations.

Student Success for Underrepresented Groups

WSU Pullman offers a wide variety of programs and services that create a culture of inclusivity and a sense of belonging.

Pullman has an extensive and well-established TRIO program that provides a range of services to support the academic development of students who are first-generation, low-income, and/or have a disability. Services include academic advising and tutoring, priority class registration, career guidance, college success workshops, cultural enrichment activities, leadership development, study abroad, financial aid assistance, and access to technology for academic success. We participate in the TRIO Upward Bound program to prepare and motivate low-income, first-generation high school students to successfully pursue a college education. Services include tutoring, college visitation, workshops, career advising, and financial aid assistance. We also participate in the College Assistance Migrant Program (CAMP), which financially and academically supports students from migrant and seasonal farm-working backgrounds during their first year in college. The TRIO program is also available, at a smaller scale, at the Tri-Cities and Vancouver campuses.

- The *African American Student Center* offers mentoring, support, and leadership development to African American students in a culturally responsive community. The Center supports the Black Women's Caucus, an affinity community for Black women students; the Black Student Union, a group serving Black students and the broader WSU student body in exploring the heritage, values, and contributions of Black individuals; Black Men Making a Difference, an affinity community for Black men; the National Society of Black Engineers; Krimson Kouture, a majorette and hip-hop influenced dance team; the God's Harmony Gospel Choir; and nine historically Black national Greek letter sororities.

- The *Asian American and Pacific Islander Student Center* helps Asian American and Pacific Islander students achieve their highest academic potential by providing leadership development, mentoring, and culturally based learning experiences. The Center supports students through five sororities and fraternities, the Asian Pacific American Student Coalition, the Association of Pacific and Asian Women, the Filipino American Student Association, Hui Hau'oli O' Hawai'i (Hawaii Club), Khmer Student Association, Pacific Islanders Club, Mitamitaga O Samoa, and the Vietnamese Student Association.
- The *Chicanx/Latinx Student Center* promotes academic success and achievement for all students, especially those of Latin/Spanish ethnic, culture, community, heritage, and linguistic backgrounds, by providing connections that foster culturally relevant transitions, persistence, achievement, and graduation. The Center supports seven sororities and fraternities; the Chicana/o Latina/o Student Alliance; the Camaradas association for Chicana/o Latina/o graduate and professional students; La Hermandad de o eME Te, an organization for multicultural undergraduate men; Mujeres Unidas, an organization for multicultural women students; Movimiento Estudiantil Chicanx de Aztlan, an organization that promotes higher education among oppressed and marginalized students; and the Society of Latino Engineers and Scientists.
- The *Undocumented Student Center* creates an empowering, inclusive, equitable, and supportive culture for undocumented students where they can access supports for academic success and professional development. Specific programs include La Bienvenida, a Spanish-language orientation for new students and their families; Mariposas Creative Care, a weekly creative workshop to promote self-care, self-discovery, empowerment, resiliency, and creativity; immigration consultations; the CASHE Conference for high school students of Latinx descent; Conexion, a reception welcoming new multicultural student to the Cougar Family; and Mariposas Poderosas, a weekly program that helps undocumented students learn and develop resilience skills. The Center offers a for-credit first-year seminar course, Crimson Mariposas, designed to help undocumented students learn and apply the skills needed to successfully navigate college and professional careers.
- The *LGBTQ+ Center* serves the entire WSU community while foregrounding the needs of LGBTQ+ students, staff, faculty, and alums. The center shares resources and fosters community while promoting academic and personal growth for students. Specific programs include Lavender Graduation, a graduation celebration for students in the LGBTQ+ community; the UndocuQueer Conference, a day-long, drive-in mini-conference that brings together students, professionals, and community to address the challenges and successes for undocumented/queer students in higher education; travel abroad opportunities for queer students to inclusive and safe locations; and Q*Hort, an annual event held during Week of Welcome where new LGBTQ+ students get to meet upper-division LGBTQ+ students and LGBTQ+ faculty and staff while gaining information about policies and procedures related to LGBTQ+ students.
- The *Women*s Center* has as its mission to engage with the multi-dimensional experiences of women, to challenge patterns of injustice for people of all genders, and to provide a welcoming and inclusive space. Programs and services include the CRIMZINE, an emailed publication; support for the Coalition of Women Students, an association for women students; Cougar Safe Rides, a free ride service for students going home at night; Harpy*s Magazine, a student-run feminist magazine; and Sexual Assault Awareness Month events.

- *First at WSU* is a collective of programs and services to support the success of first-generation students. WSU is a First-gen Forward Institution, recognized for its dedication to serving first-generation students. First Gen Abroad is an exclusive program that allows first-generation students to travel abroad for 5 weeks, immersing themselves in another culture while taking classes.

We provide extensive peer mentoring to students with historic equity gaps in achievement through our Compass and Team Mentoring Programs. Compass facilitates the successful transition and retention of incoming first-year students of color as well as students with disabilities, LGBTQ+ students, and undocumented students. Team focuses on underrepresented students pursuing STEM and pre-health disciplines to increase retention, achievement, and graduation.

- *Cougs for Recovery* is a community of students in recovery from substance misuse that focuses on fostering connection, reducing substance use and other harmful behaviors, and providing supports and resources for self-empowered wellness while pursuing a college degree. Services include substance-free social events, scholarships, peer-recovery coaching, and recovery meetings.
- The *Elson S. Floyd Cultural Center* provides creative and educational programming that empowers and transforms individuals and communities. Focused on engaging diverse populations and increasing cross-cultural understanding, the Center facilitates critical dialogues around race, ethnicity, intersectional identities, systems of oppression, cultural empowerment, and social justice.
- The *Access Center* provides accommodations and services to students taking courses at Pullman, Everett, Puyallup, Bremerton, and through Global Campus. A fundamental goal is to identify and remove systemic barriers, attitudinal barriers, and social exclusions in the learning and living environment. The Access Center enhances equity and inclusion through Universal Design and Universal Design for Learning principles. The Center promotes disability and intersectionality awareness through system-wide culture and climate efforts.
- The *Office of Outreach and Education* has a mission of promoting, creating, and sustaining an inclusive campus and community environment through education, collaborative partnerships, engagement with cultural differences, dialogue, knowledge, and community spaces. Programs include a student-driven peer education program with a social justice focus and extensive staff and faculty training in equity.
- The *Community Response Team* responds to incidents in the campus community motivated by discrimination, harassment, and bias that may cause harm. While attending to First Amendment rights, the goal is to ensure that students are safe, supported, and heard.

Extra-Curricular Learning and Personal Development

Pullman offers an array of extra-curricular learning programs for student success. The programs emphasize development of personal and leadership skills through volunteer and employment opportunities.

Pullman has an extensive fraternity and sorority system, 60 chapters in all, with 38 offering off-campus residential accommodations. All chapters and their facilities are privately owned, operated, and managed. They are governed by the Panhellenic Council, Interfraternity Council, and Multicultural Greek Council, and work with the university's Center for Fraternity and Sorority Life. The university maintains a zero-tolerance policy on hazing and provides an online portal for reporting hazing incidents

that have been experienced or witnessed. As required by Washington state statute, the Center maintains a publicly accessible Chapter Status web page that documents investigations of alleged policy violations by chapters. Current investigations are listed, and there is an archive of all resolved investigations from the last five years. A current investigation report identifies the chapter, the date(s) of alleged violation, and all policies alleged to have been violated. An archived investigation report identifies the chapter and includes an investigation timeline, incident summary, list of policies found to be violated (if any), and list of sanctions or actions (if any).

Pullman has active student government through the Associated Students of Washington State University (ASWSU) for undergraduates and the Graduate and Professional Student Association (GPSA) for graduate and professional students. ASWSU has satellite bodies on every campus including Global Campus. GPSA represents just students enrolled through Pullman. The executive committees of each body meet regularly with the WSU president and each body is represented on every university committee that addresses topics of relevance to students. The ASWSU and GPSA presidents present to the university Board of Regents when a board meeting is held on the Pullman campus.

Pullman has numerous student-led media activities that provide hands-on training in communications, media and management, community engagement, and leadership. The *Daily Evergreen* student newspaper has published continuously since 1895 and is published in digital and print editions. Positions are open to all students and the editorial team consists of students working with a professional advisor. The *Chinook* yearbook has published continuously since 1899. The newspaper and yearbook are managed by the Student Media Board, a student-led committee that includes representatives of the faculty, staff, alumni, and local community. Two radio stations broadcast from the Pullman campus. KZUU is student owned and operated, broadcasts on the FM frequency, and emphasizes lesser-known artists and styles. KUGR is managed by the university and staffed by students, and broadcasts online. It emphasizes a more mainstream format and has traditionally involved students who wish to train for radio broadcasting careers.

Pullman offers opportunities for undergraduates at all levels to develop their leadership skills. The Cougs Lead program is for freshmen and sophomores and consists of a series of workshops on time management, event planning, communication, power dynamics, servant leadership, and work team management. The Leadership WSU program is for juniors and seniors who previously participated in Cougs Lead or have gained leadership experience in other venues. Workshops focus on listening, community building, persuasive presentation, diversity management, human needs, and the dynamics of regional economies.

In AY2022-23 the Pullman campus had 477 active registered student organizations. The university has simple standards for establishing an organization that allows almost any student collective to qualify. The group must have at least four (4) members, a constitution, an advisor who is a WSU employee or graduate student, and two (2) identified officers who have completed formal officer training.

The WSU Center for Civic Engagement facilitates student service-learning opportunities in communities to promote shared knowledge, research, and service to society. Civic engagement is central to the purpose of public higher education and essential to the student experience, empowering students to become aware of and active in their community and society. Services include incorporation of service learning into academic courses, placements and internships with community partners, and support of community-based research.

As a residential campus, Pullman offers Living Learning Communities in select residence halls. Student residents have linked academic classes and themes that allows them to synthesize knowledge gained in and out of the classroom and build stronger connections to staff and faculty. Stephenson Hall North is home to the Wellness House, which offers a focus on holistic self-care and growth. Olympia Hall is home to the Green House, which emphasizes development and enhancement of environmental awareness and advocacy. In AY2023-2024 we will add an International Education House in Rogers Hall for students who want to understand global dynamics, and an LGBTQIA+ House in the gender inclusive wing of McCroskey Hall for students who want to explore gender/sexual diversity issues.

Pullman has an extensive University Recreation (UREC) program. The Student Recreation Center (SRC) provides indoor access to personal fitness equipment, a pool, basketball/volleyball courts, a walking track, racquetball courts, an indoor soccer arena, a climbing wall, and workout spaces, and seasonal outdoor access to a beach volleyball court and a rope course. The Chinook Student Center provides access to personal fitness equipment, e-sports terminals, healthy eating options, and small-group meeting rooms. The intramural sports program offers 10 – 12 leagues and numerous tournaments per semester and a few leagues and tournaments during the summer. Students can rent outdoor recreation equipment and participate in guided activities in climbing, mountaineering, snow sports, paddle sports, hiking, camping, and backpacking.

Tri-Cities

WSU Tri-Cities combines a small-college environment with research-intensive university opportunities and emphasizes project-based learning. Academic and Student Affairs at WSU Tri-Cities offers holistic student support through a variety of interconnected programs and services that support student learning needs. This includes basic needs support, student success programs, and co-curricular opportunities for personal and leadership development. This holistic, asset-based approach works to close equity gaps in achievement both by directly addressing student needs and by using data-informed, equity-oriented frameworks.

Basic Needs

Cougar Cupboard is an on-campus food pantry through which Tri-Cities provides free fresh, frozen, and non-perishable items to students in need. This program helps bridge the gap for students so they can successfully meet the basic needs of their family. It receives frozen food and funding from Lamb Weston, fresh food and non-perishable food items from Second Harvest and other generous community partners, and funding for a student worker from the Associated Students of Washington State University Tri-Cities.

The Student Care Network (SCN) provides case management for students in need. The Network functions to ensure a safe and supportive learning environment that addresses challenges that may negatively impact the well-being and progress of students. A multidisciplinary team of professionals collaboratively assesses reported concerns and coordinates appropriate interventions. The SCN team includes representatives from Student Services, Counseling, Advising, and Safety.

Counseling services are offered as part of Tri-Cities' wellness program. The Counseling Services office embraces a holistic wellness approach to student development by removing psychological, emotional, and behavioral barriers to learning and success in a socially just and equitable environment.

Access Services offers coordinated services that empower students with disabilities to participate and excel in every aspect of academic and campus life at Tri-Cities. Services and accommodations include accessible facilities, alternative educational media, testing accommodations, ASL interpreters, priority registration and specialized equipment.

Student Success

The MOSAIC Center for Student Inclusion is home to student resources and support that enhance equity and inclusion, a place to discover more about various cultures, and a central location for students to dialogue and learn about current social issues.

The Career Center helps students navigate their college-to-career transition through one-on-one coaching, connections with professionals, and finding on and off campus jobs, internships, and volunteer opportunities.

The Tri-Cities Learning Commons hosts a range of student services, study spaces and collaborative areas. Students can access academic support such as tutoring, writing assistance, academic advising, career services, and TRIO Student Success Programs. The built environment of the Learning Commons was designed to promote collaboration and increase student sense of belonging.

The Tri-Cities campus serves an especially large Latinx/Chicanx population. As such, the campus annually hosts WSU's La Bienvenida Spanish-language university orientation. This program is designed for families, to educate parents as well as students about the university higher education experience.

Extra-Curricular Learning and Personal Development

The Associated Students of Washington State University Tri-Cities (ASWSUTC) is the local arm of the system ASWSU. The Executive Committee meets regularly with the chancellor of the Tri-Cities campus and often with the university president. The ASWSUTC president presents to the university Board of Regents when a board meeting is held on the Tri-Cities campus.

Tri-Cities has 24 registered student organizations.

Campus Recreation operates the Den fitness center, rents outdoor recreation equipment, and sponsors intramural and club sports. They publish an annual Tri-Cities Hiking Guide that is free and publicly available.

Vancouver

Basic Needs

WSU Vancouver is located in the Portland, OR/Vancouver, WA metropolitan area and provides a wide range of real-world learning experiences to an especially close-knit student body. The suburban setting of the Vancouver campus provides the opportunity to tap local resources and organizations to meet student needs in addition to on-campus services. Services range from resource navigators to an on-site Cougar Food Pantry to meet student food insecurity needs. Students can meet with resource navigators to explore county and state resources they might be eligible for including county housing assistance, SNAP benefits, and access campus emergency funds or grant dollars to support immediate needs. Students can apply for a childcare subsidy of up to \$750 each semester. Students have access to semester-long laptop checkouts, internet hot spots, and free printing on campus. Vancouver partners with the C-Tran public transportation system to provide free annual bus passes to students.

Vancouver offers on-site health services twice a week and full-time counseling services. Students with disabilities and/or long-term medical conditions can work with the campus Access Center to request academic and event accommodations.

Student Success

The Student Care and Early Academic Referral System (EARS) programs work to support students experiencing distress, crises, or academic concerns. Student care reports are referred to a team and handled via a case management model addressing the needs of each situation. The EARS referrals are handled similarly in connecting students with resources and advisors to develop academic and study plans.

The Engaged Learning and Career Action (ELCA) Center oversees first-year advising and coordinates new student orientations. New students enroll in a semester-long success course tailored to their academic major interest areas. The course serves as a community building opportunity as well as instructs on writing and identity development. ELCA has engaged in a partnership with Workforce Southwest to provide a position focused on employer engagement and promotion of full-time positions located in Clark and surrounding counties. In addition, basic support around internships, career fairs, on-campus jobs, resume workshops, and mock interview opportunities are available to students.

The Center for Intercultural Learning and Affirmation (CILA) serves as a hub for programming and support to cultivate an inclusive community where historically underserved students are affirmed and have a sense of belonging at Vancouver. CILA provides a welcoming lounge space for all students in addition to a versatile flexible space for programming and club meetings. The student staff serve in leadership roles responsible for programs to celebrate historical monthly events while the professional staff formally advise affinity-based clubs and organizations among other duties. Vancouver also offers TRIO programming.

Extra-Curricular Learning and Personal Development

The Associated Students of Washington State University Vancouver (ASWSUV) is the local arm of the system ASWSU. The Executive Committee meets regularly with the chancellor of the Vancouver campus and often with the university president. The ASWSUV president presents to the university Board of Regents when a board meeting is held on the Vancouver campus.

Vancouver offers students the chance to get involved in media activities that provide hands-on training in communications, media and management, community engagement, and leadership. The *VanCougar* newsmagazine is published monthly. The *Salmon Creek Journal* is a literary and arts publication that is student-led and publishes creative works generated by all members of the WSU Vancouver community. Radio station KOUG is student led and has broadcast online continuously since 2009.

Vancouver hosts a chapter of the National Society of Leadership and Success. Membership is selective and is based on academic achievement. The Society's leadership program helps students develop communication, goal setting, and planning skills, and instills an inclusive, community-oriented mindset.

Vancouver has 50 registered student organizations.

The Recreation Program operates the Fitness Center, rents outdoor recreation equipment, sponsors intramural sports, and organizes hiking, climbing, mountaineering, snow sport, and paddle sport excursions.

Everett

Basic Needs

WSU Everett is a mostly commuter campus located in an urban environment and focused on industry-aligned degree programs. Everett has an arrangement with Everett Community College that allows some WSU students to live in residence halls on the College campus. Everett Community College is across the street from WSU Everett, making this functionally on-campus housing. WSU Everett focuses on providing services that meet students' basic needs. The services include high-speed internet access, a food pantry, mental health counseling, and community transportation.

Many students commute to WSU Everett from rural areas where internet coverage quality is variable. For these students Everett has implemented a program that loans high-speed internet hotspots at no cost. Everett has also extended building hours to be open on Saturdays to accommodate the need for students to have access to the building for internet and lab equipment.

Everett provides a Food Pantry for students who may be experiencing food insecurity. The Pantry includes personal hygiene items and homecare supplies. Everett also maintains a professional dress closet that is stocked with professional clothing items and accessories for students who need clothing appropriate for interviews, internships, and networking. A Fundamental Needs Navigator is available to assist students with locating community-based resources.

The Textbook Lending Library allows students who have exhausted their financial aid or who are experiencing financial hardship to check out textbooks. Books are available upon request with the ability for the student to purchase new textbooks as needed.

Everett provides students with three free sessions with a local mental health counselor. Students can confidentially make an appointment with a counselor and continue sessions on a sliding scale once the free sessions are completed. Students also have access to Protocol+ services, which includes a crisis line. A consortium of faculty and staff serve on a campus Care Team, tending to the needs of students that may be in distress or need support to work through a situation.

Everett provides free unlimited ORCA cards to students who live within the Community Transit, Everett Transit and Seattle Transit service area. In addition, Everett is working on adding supplemental funding for students who use public transit that is not within the ORCA card network.

Student Success

Everett has converted a student computer lab into a Student Success Center designed to meet the holistic needs of students. This space houses the Peer Tutor program as well as Student Success Assistants. Tutors assist with academic needs and serve as mentors for students. Everett relies on the reporting that faculty submit for student success intervention. Academic Advisors and Student Affairs work together to connect students with the resources needed for their success.

Extra-Curricular Learning and Personal Development

The Associated Students of Washington State University Everett (ASWSUE) is the representative body of undergraduate, graduate, and professional students at the Everett campus. ASWSUE initiates and coordinates student activities, represents student interests, needs, and welfare, as well as acting as a liaison between students and university faculty, staff, and administration. The ASWSUE president presents to the university Board of Regents when a board meeting is held on the Everett campus.

Students at Everett are encouraged to take part in Study Abroad opportunities. We have students from all majors taking part in study abroad opportunities with their respective colleges.

The Boeing Scholars program is a long-standing opportunity that Everett offers to students to participate in interdisciplinary academic projects. These teams consist of one student from each of the majors on campus who work together to solve a problem or develop a product for Boeing. This gives students the experience of working with individuals outside of their field of study.

Everett has 7 registered student organizations.

Everett hosts an annual on-campus Career Week, which provides students with workshops, networking opportunities, and information on the range of careers available in the region. The 2023 event included representatives of the state government, county government, regional public utility district, Army Corps of Engineers, and the legal, hospitality, financial, engineering, and aerospace sectors.

Global Campus

WSU Global Campus caters to a different demographic than do the Pullman, Tri-Cities, Vancouver, and Everett campuses. The average age of a Global Campus student is 32. Most have family and work obligations, resulting in limited time to commit to coursework and co-and extra-curricular activities. They typically have well-developed support systems that supersede basic university assistance. Still, these students can and do benefit from programs and services that address their unique challenges.

Basic Needs

Global Campus offers a few reimbursement programs to help offset the ancillary costs of attendance. The Child Care Reimbursement program reimburses qualifying students up to \$400 in childcare per semester (fall and spring), for a total maximum of \$800 per academic year. The Grocery Vouchers program provides 5 vouchers of \$30 each per semester. Mental health services from a qualified healthcare professional are eligible to be reimbursed up to 100% of out-of-pocket cost (pre-tax), for a maximum of \$180 per semester, and a total of \$360 per academic year.

The Dean of Students office on the Pullman campus includes Global Campus students in its Student Care Network service, under which an associate can share concerns about a student's physical, emotional, psychological, or academic wellbeing and request intervention. Similarly, the Pullman-based Center for Community Standards provides resources and assistance for Global Campus students who have experienced or witnessed a variety of harmful behaviors.

Student Success

Each Global Campus student is assigned an academic advisor and a career counselor. Advisors are trained in working with students who face unique circumstances that can potentially alter the path to graduation. A particular feature of the advisement is development of a "persistence blueprint" that identifies potential challenges in the student's academic path and delineates preparatory strategies for

addressing those challenges. The career counselor works with students to explore potential majors, conduct a career assessment, and refine resume writing, networking, interviewing and job search skills.

Extra-Curricular Learning and Personal Development

The Associated Students of Washington State University Global (ASWSUG) advocates for current and prospective students, promotes student initiatives, and enhances the WSU Global Campus online experience. The ASWSUG president presents to the university Board of Regents at a designated board meeting.

The Cougar Leadership Program is a two-tiered program that helps Global Campus students develop and refine their leadership skills. Tier 1 focuses on self-development, personal growth, and acquisition of professional skills. Tier 2 emphasizes clarification of personal values and community outreach and engagement.

Global Connections provides online opportunities for students to engage in informal learning through a variety of workshops and webinars aimed at adult students. Events include career development webinars, movie nights, live participation events, and broadcasts of system-level events.

Wellbeing Online offers a suite of programming that promotes holistic wellness. The Cyber Cougar Fitness Club is a program that each semester reimburses Global Campus students for membership at their local gym and provides additional payment if students complete three (3) of eight (8) “healthy habit” activities that positively impact wellbeing outside of the gym. The Wellbeing Wednesday program is a weekly online posting of expert information on nutrition, physical activity, eating habits, and diet. UFit 4.0 is a weekly workout program sponsored by ASWSUG that offers prizes for successful completion. Wellbeing Online supports a Global Campus eSports club.

Spokane Health Sciences

The WSU Health Sciences campus is in Spokane, with a satellite location in Yakima, 200 miles southwest of Spokane. As is the case for Global Campus, WSU Health Sciences serves a unique demographic within the WSU system. It is home to the colleges of Medicine, Nursing, and Pharmacy and Pharmaceutical Sciences. Most students are enrolled in professional degree programs or the specialized BSN undergraduate program and are expected to study year-round. A small number of students are enrolled in a standard undergraduate program or doctoral program and follow a traditional academic calendar. Advanced professional students learn off-campus and across the state through clinical placements, internships, and clerkships, but still require services and supports from the university. Health Sciences’ student success structure is thus somewhat different from those at the other WSU campuses.

Basic Needs

Food pantries are available at both locations. Health Sciences students can request a childcare subsidy of \$300 per family each semester.

Health Sciences provides on-campus counseling services for students at both locations and maintains a central 24-hour crisis hotline. Because of the intense and personal nature of the career tracks offered by Health Sciences, each college also maintains counseling staff, who are specially trained to address the unique experiences of nurse, pharmacist, and medical doctor trainees. Student health services are provided through agreements with external providers. In Spokane, the partner organization is

Multicare. In Yakima, services are provided remotely via Teladoc, and immunizations are provided through agreements with select local pharmacies.

Students in Spokane can ride Spokane Transit Authority vehicles at no cost with their university ID card.

Student Success

Most student success services in Health Sciences are provided by the colleges, as mandated by their professional accrediting bodies. The campus provides assistance with writing, learning strategies, access accommodations, and second language English skill development. Professional accreditation requires each college to provide career guidance, academic support, professional development opportunities, financial guidance, and student wellness monitoring to specified levels of quality and availability. In all cases the specified levels meet or exceed WSU standard. As such, monitoring of these services is the responsibility of college rather than Health Sciences leadership.

Extra-Curricular Learning and Personal Development

As with student success initiatives, the Health Sciences colleges are required by their professional accreditors to provide ample high quality extracurricular learning experiences and be actively engaged in the personal development of their students. All three colleges not only exceed professional standard but have been recognized by their accrediting bodies for their work in these areas. The Health Sciences campus augments these efforts with a student fitness center on the Spokane campus and a gym membership subsidy for students in both Spokane and Yakima. A campus administrator has been appointed to develop interprofessional education events that include students from relevant other colleges (e.g., the Health Communication program in the Murrow College of Communication).

Standard 2.G.2 (Catalog Content)

The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.

The Washington State University Catalog is a comprehensive reference guide and is available in web-based and pdf formats. It provides an overview of the programs and courses at the University; identifies and explains all academic rules, policies, and procedures; includes a complete directory of all full-time faculty, academic deans, and senior academic administrators; provides basic information on each academic unit including the unit's roster of faculty members; an historical overview of Washington State University and its mission and philosophy; and the university's expectations for students. The online catalog is a living document that is updated immediately after a course or degree proposal receives final approval from the appropriate authority. The Graduate School publishes a complementary catalog that provides in-depth information about graduate education policies and procedures. Each professional degree program publishes an analogous catalog for its students. Most academic departments and colleges maintain web pages for their programs that provide in-depth information for those with a specific interest in their program.

Standard 2.G.3 (Professional Licensure Requirements)

Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

As per NC-SARA requirements, WSU provides licensing information for every profession requiring licensure for which we offer a degree: Clinical psychologist; K-12 teaching; nursing; registered dietitian nutritionist; speech-language pathologist; pharmacist; athletic trainer; and medical doctor (allopathic). Information on all these degrees is provided through a licensure web page managed by the provost's office. Also, each academic unit that offers one of the degrees provides licensure information on its degree program website. The College of Pharmacy and Pharmaceutical Sciences additionally provides a detailed walkthrough of how to pursue licensure once the PharmD degree is earned.

Standard 2.G.4 (Financial Aid)

The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.

WSU offers a wide range of financial support and services to its students. Information regarding available aid resources is comprehensive and extensively promoted. WSU's financial aid website provides detailed information on costs, how to apply for aid, eligibility, timelines/deadlines, and types of available financial assistance, including grants, loans, and scholarships. The website is available in both English and Spanish. Financial aid information is disseminated in publications, brochures, and presentations and in information for parents. Undergraduate and graduate admission and recruitment publications reference information on available financial aid resources and provides links to relevant websites. The Cougar Money Management Program provides information and resources to help students with their personal finances, including access to the Cougar Money Matters portal.

Prospective and enrolled students may use WSU's online financial aid estimator and net price calculator to estimate their costs of attendance. We also provide a link to the National Center for Educational Statistics College Navigator.

WSU ensures accountability by annually reporting information concerning financial aid to various federal and state agencies. The Office of Institutional Research provides publicly accessible links to the University's Common Data Set and IPEDS Financial Aid Survey results.

Student Financial Services coordinates the administration of all financial aid and scholarships for the WSU system, collaborating with all other campus financial aid staff to WSU staff.

Financial Aid Awards for Student Athletes

Financial aid for student athletes is processed through Student Financial Services. An athletic grant-in-aid may cover up to the cost of attendance, which includes tuition, fees, room and board, travel expenses, and books. If the grant-in-aid does not fully cover the cost, the student athlete may seek additional financial aid from external sources to make up the difference. Student Financial Services has a dedicated, full-time athletics financial aid coordinator. This person works with the Athletic Compliance Office to ensure accurate financial aid reporting to the NCAA.

Standard 2.G.5 (Repayment Obligations)

Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.

Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and the institution's loan default rate. The Office of Student Financial Services provides students with general and obligational information regarding loan counseling before borrowing and at exit counseling, which is given regardless of the reason for exit: Graduation, withdrawal, failure to complete courses, or termination of studies. Additionally, information concerning various types of loans and loan repayment requirements is available on the Student Financial Services website. Policies regarding Title IV refunds and return of funds are also provided. The average loan indebtedness and cohort default rate are regularly reviewed and compiled in a collaborative effort of Student Financial Services, Student Accounts, Institutional Research, and the Budget Office. WSU's current cohort default rate is 0.5 percent. Student Financial Services ensures that consumer information relating to loans is made available to students and is effectively meeting federal compliance requirements.

WSU discloses consumer information via the Consumer Information Digital Handbook webpage which is managed by Student Financial Services. It is reviewed and updated bi-annually. It includes a listing of the disclosure, a brief description, applicable website addresses, and contact information for the university or department official who can respond to questions or information requests. All enrolled students receive an annual disclosure and link to the Handbook.

Default Prevention

Student Financial Services puts significant effort into helping students avoid default and manage debt. These efforts have contributed to a long-term low default rate for our students. They begin at matriculation and end at exit from the University.

Financial aid counselors present a financial aid overview at all mandatory new student orientation programs. The emphasis is on a philosophy of careful consideration before borrowing, awareness of the potential hazards of excessive borrowing, and pursuit of grants, gifts, and work study, with loans as a secondary strategy. All students who qualify for a loan must complete entrance counseling and a master promissory note prior to loan certification. After the loan has disbursed, a notification is sent to the student informing that they have the option of reducing or cancelling a portion or the entire loan. The student can monitor their lifetime loan aggregate amount from their online student portal. Students can get specific information about their loans through the Student Financial Services Communication Phone Center, a virtual or in-person appointment, or via email correspondence. Graduating students are required to complete exit counseling before the diploma will be issued. Upon application for graduation, the student is contacted by Student Financial Services to schedule the exit appointment. Students who withdraw are directed to the USDE federal student aid website to complete their exit counseling.

Student Financial Services annually evaluates its financial aid packaging policies for effectiveness at encouraging conservative borrowing. The evaluation includes comparisons against plans used by peer institutions, reviews useful Web sites, and attends default prevention trainings to ensure that Washington State University delivers the most effective programs and services to its students.

Standard 2.G.6 (Academic Advising)

The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.

WSU's academic advising vision and mission states, "Advising at Washington State University is a valued partnership with students, faculty, and administrators that builds educational relationships integral to academic success. Academic advising builds collaborative student-centered relationships that support achievement of personal development and academic success." Academic advising is an educational relationship in which students and advisors are partners in planning the student's academic, personal, and career goals.

Academic advising is mandatory for all undergraduate students on all campuses throughout the WSU system. Students are assigned to an academic advisor based on the student's area of interest or major. Advising responsibilities along with student responsibilities throughout the advising process are published in the WSU Catalog as well as the Education Policy and Procedures Manual. Many colleges have developed advising websites that further inform students of the goals of advising, their responsibilities in the advising relationship, and what they can expect from their advisors. Additionally, these websites offer helpful advising tips, resource information, important dates, and opportunities.

New students on each campus learn about the advising program during orientation by way of workshops and presentations. During orientation, students meet with an advisor in their desired major or area(s) of interest for assistance in selecting courses. At the conclusion of the program, students are assigned to a primary advisor who will serve as a resource and support throughout the student's educational journey at WSU.

WSU Tri-Cities and WSU Global Campus use a centralized advising model for undergraduate students. The remaining campuses use a decentralized model, in which students are advised in the college or department in which they have an academic interest or are admitted to their major.

The Academic Success and Career Center (ASCC) on the WSU Pullman campus, and the Engaged Learning and Career Action Center (ELCA) on the WSU Vancouver campus provide advising for new students who are unsure of their major, academically deficient students, and students who change majors late in their studies. To assist students with immediate needs or questions, the ASCC offers daily, drop-in advising for all undergraduate students in any major, providing timely assistance without the need to schedule an appointment. Depending on the college and campus, advising loads for one full-time academic advisor range from 1-150 students for teaching/research faculty to more than 470 students for one full-time advisor; a typical advising load in Pullman ranges from 250-380 students. See Table 2.G.6 below.

Table 2.G.6 Advising Loads of Faculty and Primary Role Advisors by Campus – Spring 2023

WSU Campus and College/Area	# of Primary Role Advisors	Average Advising Load	Range	# of Faculty Advisors	Average Advising Load	Range	Total Advisees
Everett							
Business	1	145	-	-	-	-	145
Communication and Agriculture	1	58	-	-	-	-	58
Data Analytics	1	13	-	-	-	-	13
Engineering and Architecture	2	91	54-128	-	-	-	182
Global							
Arts & Sciences, Comm., HD	5	300	278-326	-	-	-	1500
Business	7	260	38-411	-	-	-	1821
Pullman							
Ag, Human, Natural Resource Sci.	9	185.2	34-413	8	19.8	1-51	1825
Arts & Sciences	23	246.3	43-415	11	60.2	16-150	6328
Business	10	293.9	102-470	-	-	-	2939
Communication	4	220.8	60-317	-	-	-	883
Education	5	288.4	245-355	3	68.6	54-87	1648
Pre-Nursing	2	386.5	364-409	-	-	-	773
PROVOST/Central	18	43	4-94	1	16	-	788
Engineering and Architecture	13	268.7	99-417	-	-	-	3494
Veterinary Medicine	2	194	127-261	9	19.4	1-109	563
Spokane							
Health Sciences/Medicine	1	109	-	-	-	-	109
Nutritional Exercise Physiology	1	31	-	-	-	-	31
Nursing	2	179	64-297	-	-	-	358
Pharmacy	4	80.5	44-98	-	-	-	322
Speech & Hearing Sciences	1	43	-	-	-	-	43
Tri-Cities							
Arts & Sciences	2	203.5	174-233	-	-	-	407
Business & Psychology	1	239	-	-	-	-	239
Education	2	46.5	15-78	-	-	-	93
Nursing	1	127	-	-	-	-	127
PROVOST-Central Advising	1	242	-	-	-	-	242
Engineering and Architecture	1	345	-	-	-	-	345
Vancouver							
Arts & Sciences	4	228.5	196-268	3	76.6	68-85	1144
Business	3	147	126-160	-	-	-	441
Communication	1	37	-	-	-	-	37
Education	1	86	-	-	-	-	86
Human Development	1	74	-	2	7.5	7-8	89
Nursing	1	84	-	-	-	-	84
Student Affairs/Central	4	75.5	59-91	-	-	-	302
Engineering and Architecture	2	270	269-271	-	-	-	540

Graduate and Professional Student Advising

Graduate students are expected to attend Graduate School and program orientations to receive enrollment information and academic guidance during their first semester in the program. General program requirements are published in the Graduate School catalog, and on the program's website and/or in the student handbook for the program. Students should select a faculty advisor and form a graduate committee early in their program. The faculty advisor (usually the chair of the student's graduate committee), in consultation with committee members, assists the student in the development of their program of study and provides advising and mentoring throughout the student's graduate studies. Expectations of faculty advisors and mentor are outlined in Graduate School policy.⁹ To assist students and faculty in the advising process, the Graduate School is implementing an advising system that allows students and their faculty advisors to plan the student's progression through the program's degree requirements. Students will have access to their program requirements and their progress toward fulfilling them via their student advising account.

The College of Veterinary Medicine's Office of Professional Student Services, overseen by the Associate Dean for Professional Programs, employs academic coordinators who ensure DVM students complete all courses that are required for graduation and are sufficiently informed to choose elective courses suitable for enhancing proficiency in areas of each student's specific career interests. In addition, a faculty coordinator is assigned to each of the four years of the program who work closely with the student services team to provide general advising as well as individual student support.

The College of Pharmacy and Pharmaceutical Sciences utilizes a process in which all students are assigned an Academic and Student Success Advisor and have individual meetings each semester. Most of the pharmacy curriculum is standardized to meet professional standards, however, students have options related to electives. Advisors offer personalized advising to guide students in exploring research opportunities, career interests, internships, dual degrees, pharmacy organizations and involvement, career goals, mentor selection, answer students' questions and provide holistic student support.

Training and Professional Development

A comprehensive, system-wide, Advisor Learning Program (ALP) was developed to ensure that all advisors at WSU have current, relevant, and accurate information to support their work. Training is centered around core competencies of advising: conceptual, informational, and relational. In 2018, the Academic Success and Career Center created a full-time, administrative professional position to coordinate a mandatory training program for new and seasoned advisors at WSU. The ALP coordinator is responsible for addressing the needs of the advising community, soliciting ideas, organizing session presenters, and tracking attendance by way of a learning transcript. The ALP is available to all campuses through online modules and face to face workshops.

In addition to the training provided to all advisors by the University, individual colleges and campuses provide training to a smaller subset of advisors based on the needs of their student population. Further, WSU's Academic Advising Association (WSU-ACADA) offers professional development for faculty and staff advisors. Advisors can earn advisor certification levels based on the amount and level of training achieved.

Assessment of Academic Advising

Various surveys have been used to assess advising at WSU. In the Spring of 2022, the University Academic Advising Executive Council (UAAEC) partnered with the Associated Students of Washington State University (ASWSU) to administer a survey to undergraduate students that measured student's satisfaction with academic advising at WSU. More than 1,900 students across five campuses completed the survey with the results showing that most students' experience with academic advising is positive. In addition, WSU administers the National Survey of Student Engagement (NSSE) to first-year students and seniors, drawing feedback on students' experience with academic advising from the results of respondents. Results from the 2021 NSSE survey indicated that most students rated the quality of interactions with their WSU academic advisor as positive.

Standard 2.G.7 (Identifying Verification in Distance Learning)

The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.

All students participating in online instruction must log in to their WSU online classroom using their official WSU credentials. To establish these credentials, WSU uses OKTA for multi-factor authentication, as part of the university's Identity and Access Management System. To have a network ID and password, students must go through the University computing process including reading and agreeing to the WSU Appropriate Use Policy. The policy stipulates that passwords are considered confidential information and shall not be shared or transferred to others and that WSU computing and networking resources may not be used to commit or facilitate academic dishonesty.

Faculty developing and teaching online courses are encouraged to incorporate proctored exams into their course assessments. The proctoring system requires students to show a government-issued photo identification at the proctoring site. Faculty may use WSU's approved online virtual proctoring service (ProctorU), which allows students to be virtually proctored from any location, or require students to secure a proctor to complete a paper-based exam at an acceptable physical location. WSU's Global Campus maintains a proctoring services informational web site which informs students and proctors of the photo identification requirement.

Standard 2.H.1 (Libraries)

Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.

The WSU Libraries (WSUL) employ 80+ faculty, administrative professional and classified staff members, many of whom hold an MLS and/or disciplinary doctorate degree. The WSUL provides access to a wide range of library and information resources and services, including more than 2,458,168 million print books, 542 electronic research databases, 913,845 e-journals and e-books, and 464,892 digital collections. In almost all cases, the digital and electronic collections are available for WSU-All, to serve all the campuses, centers, and constituents. Our collection development policies outline our practice of having subject liaison librarians with expertise routinely evaluate and maintain collections to

ensure that they are valuable and relevant to the WSU community. We continuously add and remove materials from the collections to best support the teaching and research needs of WSU and to make the most of our available resources.

The WSU Libraries are a statewide endeavor. Three libraries on the Pullman campus, the Holland and Terrell Libraries, Owen Science & Engineering Library, and the Animal Health Library, provide services. There is also the Kemble Stout Music Library, which collaborates with WSUL as needed. The Vancouver, Spokane and Tri-Cities campuses also have library facilities. All these spaces provide access to collections, technology, equipment, study and meeting space, and contact with professionals to provide in-person support. Library resources and services are provided to the Global Campus, the Everett campus, and all Extension Centers primarily through the Pullman campus.

The WSUL maintains the WSU Research Exchange, our institutional repository. WSUL belongs to regional and national library consortia that allow us to procure and deliver a wide range of materials through interlibrary loan and delivery services. In collaboration with the College of Arts and Sciences, WSU Pullman campus library hosts and supports the Center for Digital Curation and Scholarship, which has brought in more than \$2.2M in federal and private grant monies to support the services and projects we undertake with indigenous archives, libraries, and museums, including the Plateau Peoples' Web Portal.

The WSUL provides high-quality instructional services and research assistance. Information literacy is a central goal for WSU undergraduate education, and we provide instruction and research support in person, online, in classroom settings and one-on-one. At Pullman, a team of undergraduate services librarians focuses on first year and lower undergraduate curriculum support, and another team of subject liaison librarians support upper undergraduate, graduate, and professional students and faculty. During the pandemic, we provided instruction and reference online, and since reopening, our virtual reference numbers have held steady. We participate in a 24/7 chat service, which allows our students to reach a librarian at any time of the day or night. Face-to-face instruction has bounced back as well. In 2022, librarians across the WSU campuses delivered over 725 instruction sessions, reaching over 9,000 students. We reach 100% of all English 101 sections and come close to that with additional instructional content for the required Roots of Contemporary Issues course (History 105). A plan for scaffolded information literacy instruction is in place.

The WSUL welcomes collection-related requests from users, provides services to community members, and reaches campus constituents through faculty senate committees, departmental liaison services led by subject librarians, first year student programs, and other programming, such as the annual Crimson Reads program, which celebrates WSU-affiliated authors. We collect feedback continuously and employ assessment instruments periodically, most recently, the Ithaka S+R survey, to assess and improve operations and to provide responsive services and needed collections.

Standard 2.I.1 (Infrastructure)

Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.

Campus Safety and Security

WSU is committed to enhancing safety and security for all students, faculty, staff, and visitors at all campus locations. As stated on the provost's webpages, safety is not the exclusive responsibility of one individual, department, or office; rather every member of the campus community should recognize that it is a shared responsibility and that each has a personal role in campus safety.

All campuses offer a range of services and support to maintain safety and security for all, as published on the website for each campus. The website for WSU's Office of Emergency Management centralizes a variety of emergency contacts, information, and plans.

The Pullman, Spokane, Tri-Cities, and Vancouver campuses each have a safety plan specific to that campus, containing a comprehensive listing of University policies, procedures, statistics, and information relating to campus safety, emergency management, and the health and welfare of the campus community. Principal administrative responsibility lies with the Division of Finance and Administration, closely coordinated with the Division of Student Affairs. Pullman's emergency management plan is a joint plan with the City of Pullman and Whitman County. Everett and Bremerton campus safety plans fall within the Comprehensive Emergency Management Plan in the jurisdiction where they are located.

WSU Pullman has its own state certified police department of 21 police officers and 4 support staff, which provides for the physical safety and security of students, faculty, staff, and visitors 24 hours a day. Other safety personnel on campus are a fire safety compliance officer and emergency managers. Public safety professionals deliver a variety of services including regular operational and educational efforts, including active shooter training, for faculty, staff, and students; crime prevention trainings in residence halls; sexual assault prevention trainings; substance abuse awareness prevention; free security escort service; and transit service. The Chief of Police for the WSU system is housed in Pullman and leads the Pullman campus police department.

WSU Everett employs a security officer who is onsite weekdays. Additional security services are contracted with Everett Community College, which is located across the street from the WSU Everett building. This includes participation in their emergency notification system, performance of routine safety drills for lockdown, fire, and earthquake, and active shooter training.

WSU Spokane employs a campus security coordinator and 7 security officers. The security team offers programs in crime prevention and campus safety. The security department provides security escorts for students and staff as well as some roadside emergency assistance.

WSU Tri-Cities employs a full-time safety and security director and 3 security officers. At least one security officer is present during all campus operating hours. The campus is expanding and upgrading its security camera system. Electronic locking systems have been added to all exterior building doors to improve lockdown capabilities and better secure and monitor building access. Newer buildings have electronic access control throughout the building. A Campus Safety and Transportation fee was

implemented in the Fall of 2020 to fund safety and security improvements.

WSU Vancouver has its own certified police department of 3 full-time and 1 part-time police officers, 1 security officer, and a support staff person. The department offers safety programs for crime prevention, sexual assault prevention, and campus security escort.

WSU's research and extension centers in Mount Vernon, Puyallup, Prosser, and Wenatchee regularly have students on site. All of the centers offer short-term on-site student housing. Every center has upgraded its campus lighting since our 2017 report. Prosser has installed security cameras. Puyallup has initiated regular meetings with the Puyallup Police Department, who now conduct regular safety patrols of that campus.

Fire Safety

The Fire Safety Compliance Officer on each campus coordinates with building design professionals and code officials to create safe building designs and address ongoing code compliance with respect to fire safety, such as fire detection, suppression, emergency egress, fire prevention, and training, and event management. Facilities personnel on each campus maintain fire suppression, smoke control and fire alarm systems referencing International Fire Code (IFC) and National Fire Protection Association requirements.

The Fire Safety Compliance Officer for WSU Pullman, the only campus with residence halls, coordinates two fire drills each semester with Residence Life and Housing. The Pullman Fire Department participates in the first drill of the fall semester to educate and familiarize residence hall occupants with emergency evacuation procedures.

Emergency Management

Emergency management functions at the campuses are performed by trained emergency managers familiar with state and federal mandates, Incident Command System/National Incident Management System (ICS/NIMS) functions, and Clery Act requirements for emergency notifications. Emergency management staff assist in training faculty, students and staff in needs associated with university emergencies and preparedness.

In times of crisis, or when other critical information needs to be shared with students, faculty, and staff, WSU provides emergency information and guidance through a variety of channels, including WSU ALERT for electronic alerts and crisis communication for all students and staff using phones, text messaging, and email; blue-light emergency phones on all campuses; and an outdoor siren/announcement warning system. The WSU ALERT system has been used for threats to the campus community and other urgent notifications system wide.

Threat Assessment

WSU has a systemwide threat assessment team that is charged with identifying, assessing, and addressing threats to WSU's community and property. The team coordinates with WSU stakeholders to receive and assess information of potential threats. They recommend University action regarding safety and security matters to the appropriate University decision makers, consistent with carrying out the University's mission and goals. The team is co-chaired by the Associate Vice Chancellor of Student Affairs and Dean of Students and WSU Police Chief. The team is multidisciplinary and includes representatives from all campuses. The team adopted the Workplace Assessment of Violence Risk (WAVR-21) tool assess violence risk. The WAVR-21 is a 21-item coded instrument for the structured

assessment of workplace and campus targeted violence risk.

Data and Disclosure

The WSU Police Departments at Pullman and Vancouver contribute data to Washington's Uniform Crime Reporting (UCR) program and the National Incident Based Reporting System (NIBRS) in compliance with the federal Clery Act. Data from the other campuses are submitted to NIBRS by the law enforcement agency for that campus's jurisdiction. All campuses maintain Clery Act compliance. The Pullman and Vancouver police departments are compliant with Washington Crime Information Computer System requirements to enable coordination with law enforcement efforts state and nationwide, and to partner with local law enforcement entities through a shared data system. The Pullman department participates in the Region 9 Joint Terrorism Task Force to facilitate the sharing of information on domestic and international terrorism issues.

Clery Coordinator and Clery Committee

The system Chief of Police serves as the university's Clery Coordinator, and in this capacity collaborates with the institution's Chief Compliance and Risk Officer. The Coordinator leads a Clery Committee that includes representatives from all WSU campuses. The Committee helps the Coordinator ensure that all Clery requirements are met, such as identification of Campus Security Authorities, training of appropriate staff, collection of statistics, and development of the Annual Security Report.

Annual Review and Oversight

WSU maintains a Safety, Health, and Security committee network that integrates safety efforts, and promotion of a culture of safety, across locations and administrative levels. The Executive Leadership Advisory Committee manages institution-wide procedures and protocols. Reporting to them is a set of Advisory and Approval Committees that are collectively charged with developing the procedures and protocols, analyzing systemwide health, safety, and security data, and coordinating efforts to address issues suggested by these data. Procedures and protocols are coordinated by Regional Campus, College, and Area Committees, and implemented by Department, Building, and Program Committees.

Transportation Safety

The WSU Pullman campus is in rural southeastern Washington, accessible only by occasional flights from Seattle or driving on two-lane state highways. The highways are not well-lit, pass mostly through open field, and are treacherous in inclement weather. It is easy for drivers to become distracted, impatient, bored, or drowsy, and the University has lost students and employees who have been traveling between campus and other parts of the state. In response, the University posts reminders to the WSU community before breaks about the need for attentive driving when undertaking a long trip, and the university has been working with both the Washington Department of Transportation and Washington State Patrol to develop safe driving tools and interventions, such as roadside and social media safety messages.

Hazardous Materials

WSU is committed to the safe storage, use, transportation, and disposal of chemical, biological, and radiological hazardous and toxic materials at all of its facilities. Institutional, campus, and departmental safety committees meet regularly to develop and maintain hazardous materials policies and procedures, discuss hazardous materials incidents and exposures, and review regulatory monitoring, recordkeeping, and reporting and compliance requirements. Coordination of hazardous material processing is a shared responsibility across the WSU Environmental Health and Safety Office, the Biosafety and Radiation Safety Programs within the Office of Research Assurances, the Fire and Safety

Compliance Office, and the Nuclear Radiation Center. Procedures for managing our hazardous waste facilities are described in the WSU Safety Policies and Procedures Manual (SPPM).

Reporting Injuries or Illnesses

Events that resulted in accidental injury or illness to one or more participants are discussed at safety committee meetings at the location where the incident occurred and reported to the Washington State Department of Occupational Safety and Health and the Bureau of Labor Statistics. Investigation reports and corrective actions are shared with the administration of the campus at which the incident occurred and relevant personnel supervisors. There were 24 such events in 2022, 30 events in 2021, and 14 events in 2020. In each year only one (1) of the events involved exposure to chemicals or hazardous materials.

Training, Proactive Assessments, Approvals, and Regulatory Compliance

All WSU campuses provide resources, training, inspections, and programs to maintain certifications and meet regulatory requirements with regards to hazardous materials and environmental safety.

WSU produces annual reports on storage, use, and waste management of hazardous materials; incidents of exposure or release of hazardous materials; and hazardous material wastewater discharge and air emissions. These reports are reviewed and discussed across the Safety, Health, and Security committee network. As per state and federal regulations, the reports are also submitted to the regulatory agencies listed in the table below.

Federal Agencies
Environmental Protection Agency
Department of Homeland Security
Department of Transportation
Nuclear Regulatory Commission
USDA Animal and Plant Health Inspection Service
Centers for Disease Control
Drug Enforcement Agency
State Agencies
Washington Department of Ecology
Washington Department of Health
Washington Department of Labor and Industries
Southwest Clean Air Agency
Municipal Agencies
Clark County Regional Wastewater District
Spokane County Regional Clean Air Agency
City of Spokane Wastewater Management
City of Richland Fire and Emergency Services
City of Richland Wastewater Utility

Research using potentially hazardous biological materials or particularly hazardous substances involving animals is submitted to the Institutional Biosafety Committee (IBC) and/or the Institutional Animal Care and Use Committee (IACUC) for review and approval. A biological safety manual must be complete before the IBC will approve the application. Similarly, any use of hazardous substances with

research animals must have a standard operating procedure for each specific situation before the IACUC will approve the application.

The Office of Research Assurances Radiation Safety Program ensures the safe use of radioactive materials and radiation machines on the Pullman campus and other WSU sites around the state.

The WSU Nuclear Science Center provides ongoing training to its staff members in the safe use of radioactive materials. Training, compliance, and monitoring are documented by the Nuclear Science Center and are regularly audited by the WSU Reactor Safeguards Committee, Washington State Department of Health, Office of Radiation Protection, and the U.S. Nuclear Regulatory Commission.

Facilities and Hazardous Materials

WSU's facilities are designed to safely store, use, and dispose of hazardous materials. Laboratory fume hoods, hazardous materials cabinets, specialized biosafety filters and separate exhaust systems, fire suppression systems, chemically resistant surfaces, and radioactive shielding are operated and maintained by WSU employees or approved contractors. Asbestos and lead are identified and abated before demolition for remodeling or maintenance to reduce airborne releases and exposures. Hazardous and toxic wastes are stored and pretreated in a chemical waste accumulation and pre-treatment facility and a radioactive waste accumulation facility. Hazardous materials storage, wastewater, and air emission monitoring facilities are designed into new buildings to meet safety and environmental regulatory requirements. Additionally, laboratories are routinely inspected to ensure adequate containment of radioactive and/or biohazardous materials.

Facilities

The physical facilities at all Washington State University campuses are accessible, safe, secure, and support the University's mission and goals as outlined in the strategic plan. Despite reduced state allocations, WSU continues to pursue a capital construction and renovation program consistent with the strategic plan and campus development plans.

In our last self-study in 2017 we reported a significant deferred maintenance backlog across all WSU campuses and research stations. In recent years the Washington state legislature has increased minor capital appropriations to some extent, affording WSU greater opportunities to address deferred maintenance. Despite this, WSU continues to employ a structured approach to assessing facilities and prioritizing projects in order to maximize the value of minor capital funding. WSU Facilities Services employs a collaborative, data-driven decision-making model to identify and prioritize deferred maintenance requirements based on University strategic plans and the Campus Master Plan. Additionally, WSU Facilities Services seeks to address deferred maintenance requirements in conjunction with client-funded projects, in order to minimize long-term costs and client disruption, yet maximize the direct mission impact supporting academic instruction and research at the University.

In 2019 the Washington governor signed into law the Clean Buildings Act, the first phase of which requires all commercial buildings of at least 50,000 square feet to meet state-defined energy performance standards by the end of calendar year 2028. The WSU system has 75 buildings that surpass this threshold. The second phase, to begin in 2027, reduces the threshold to 20,000 square feet. This will add another 44 buildings to our compliance requirement. Considerable resources will be needed to upgrade all 119 buildings by the end of the decade.

Since WSU's last self-study in 2017, the university has initiated or completed the facilities projects listed in the table below.

Facility Name	Campus	Primary Function	Project
Johnson Hall	Pullman	Classroom/Office	Demolition
Troy Hall	Pullman	Classroom/Office	Renovation
Schnitzer Museum of Art	Pullman	Museum	Renovation
Chinook Building	Pullman	Recreation	Renovation
Plant Sciences Building	Pullman	Research/Office	Construction
Global Animal Health Phase II Building	Pullman	Research	Construction
Bailey-Brayton Field Baseball Clubhouse	Pullman	Athletics	Construction
Sciences Building	Vancouver	Classroom/Office	Construction
Student Union Building	Tri-Cities	Multipurpose	Construction
Collaboration Hall	Tri-Cities	Classroom/Office	Construction
Consolidated Information Center	Tri-Cities	Classroom/Office	Renovation
Medicine Building	Spokane	Classroom/Office	Renovation
Health Education Research Building	Spokane	Classroom/Office	Renovation
Center for Clinical Research and Simulation	Spokane	Multipurpose	Renovation

FUTURE ACTION ITEM #2

Establishment of an Educational Location at the University of Nairobi (Elizabeth S. Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of an Educational Location at the University of Nairobi

PROPOSED: That the Board of Regents establish an educational location at the University of Nairobi

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

**SUPPORTING
INFORMATION:**

Washington State University (WSU) proposes to establish an additional educational location on the campus of the University of Nairobi in Nairobi, Kenya. The US Department of Education defines an additional educational location as a site operated by another institution of higher education through which the university offers the majority of credits needed for a degree.

WSU has an established research presence in Nairobi to pursue research into infectious disease transmission and eradication. We would like to extend our existing Ph.D. in Biomedical Sciences degree to the site. This current proposal seeks only to formalize the location which is the first required step in the process. Extension of the degree follows a separate process and will only be initiated if WSU is approved to add Nairobi to the group of WSU degree-offering locations.

The proposal required by the Northwest Commission on Colleges and Universities (NWCCU) to establish an additional educational location at the University of Nairobi is attached. The Faculty Senate Steering Committee reviewed the proposal and provided feedback on May 22, 2023. The Provost's Office has carefully reviewed the proposal and supports the same. Additionally, if the additional educational location is approved, the Provost's Office and the College of Veterinary Medicine will work collaboratively with various departments across the WSU system to carefully review the financial arrangements, business processes, legal obligations, and complete a risk assessment for inclusion in the degree extension proposal.

Proposal to Establish a WSU “Additional Location” in Nairobi, Kenya

Prepared by Craig Parks, Accreditation Liaison Officer
Supported by Dori Borjesson (Dean, College of Veterinary Medicine) and
Thomas Kawula (Director, Paul G. Allen School for Global Health)

Mission and Objectives

Washington State University (WSU) proposes to establish an additional educational location on the campus of the University of Nairobi in Nairobi, Kenya. The US Department of Education defines an *additional educational location* as a site operated by another institution of higher education through which the university offers the majority of credits needed for a degree. WSU has an established research presence in Nairobi to pursue research into infectious disease transmission and eradication. We would like to extend our existing Ph.D. in Biomedical Sciences degree to the site, though this proposal seeks only to formalize the location. Extension of the degree follows a separate process, the normal process at WSU for evaluating degree extension proposals. This process will be initiated if and only if we are approved to add Nairobi to the group of WSU degree-offering locations.

The disease environment in Kenya offers doctoral-level learning opportunities that cannot be replicated in the US. However, students who want to take advantage of these opportunities can only do so in brief visits that are scheduled around the Pullman-based coursework and independent study in which they are enrolled. The establishment of an educational location in Nairobi would allow students to remain on-site and complete their degree requirements while there.

WSU believes that the addition of a Nairobi site to our university system is consistent with our institutional mission. Animal health and its impact on humans is a fundamental component of our teaching, scholarship, and outreach. Most infectious diseases originate in animals and transmit to humans. Further, the spread among humans is more than ever an international problem. The last 20 years alone have witnessed emerging global disease threats in China (SARS-CoV-2), Guinea (ebolavirus), Uganda (West Nile virus), Saudi Arabia (MERS-CoV), Germany (E. coli O104:H4), and Brazil (Zika virus). The opportunity to train the next generation of disease experts in locations where viruses incubate is critical.

Authorization

Washington State University is governed by a Board of Regents. The Board reviewed and approved this proposal at its meeting of [DATE]. A memo of notification is attached. Prior to this, the WSU Faculty Senate Steering Committee, which oversees curricula and degree offerings, reviewed the proposal and provided feedback on May 22, 2023.

Educational Offerings

WSU hopes to offer its Ph.D. in Biomedical Sciences—Immunology and Infectious Diseases (IID) at the Nairobi location. The degree is available at our Pullman campus through our College of Veterinary Medicine as a collaboration between WSU’s Department of Veterinary Microbiology and Pathology, School of Molecular Biosciences, and Paul G. Allen School for Global Health, along with the USDA-ARS Animal Disease Research Unit based in Pullman. USDA scientists have joint appointments with WSU, including the ability to sit on dissertation committees. Extension of an existing degree to another location within the WSU system is approved by the Board of Regents upon recommendation by the WSU Faculty Senate. Should NWCCU approve our request to establish an additional location in Nairobi, the College of Veterinary Medicine will immediately submit a degree extension proposal to the Faculty Senate.

WSU requires that at least 18 credits of a doctoral program be graded. The Biomedical Sciences program fulfills this requirement through didactic courses on the deconstruction of research (3 credits), experimental design (1 credit), biomedical ethics (1 credit), and responsible conduct of research (1 credit). The remaining 12 required graded credits are earned through additional courses selected by the student and approved by the student's dissertation committee, which consists of a mentor and at least two other faculty members. The remainder of the student's course schedule consists of dissertation credits, which are pass/fail and typically deferred until the final oral defense. First-year students participate in lab rotations to become familiar with faculty expertise and choose a mentor. All students attend a yearly Leadership and Professional Development workshop series to acquire and refine their professional skills. All instruction will be face-to-face, though it is likely that a dissertation committee member will occasionally participate remotely in a final oral defense. This already occurs with some frequency at WSU because of our five-campus structure with doctoral-level educators on every campus. We are thus well-experienced at conducting well-functioning dissertation defenses with committee members at remote sites.

Eight (8) WSU program faculty have some form of joint appointment with the University of Nairobi that specifies extended residence at that campus. In fact, most of these faculty have Nairobi as their primary work location. We thus have sufficient personnel to offer all didactic courses each year, and to ensure that every student always has at least one dissertation committee member on site. Further, we expect more IID program faculty to seek joint appointments should this proposal be approved.

Should this proposal be approved, we expect that other colleges within the WSU system will eventually consider extending degree programs to Nairobi. However, for the immediate future, WSU has no plans to expand beyond this single doctoral degree.

Planning

Washington State University has a longtime research presence in Kenya and Tanzania. Our research initiatives include Global Health Kenya, Rabies Free Africa, Discovery and Exploration of Emerging Pathogens—Viral Zoonoses (DEEP VZN), the Center for Research in Emerging Infectious Diseases (CREID), and the Innovation Lab for Animal Health. We have a long-running National Institutes of Health (NIH) T32 postdoctoral training grant in infectious disease and microbial immunology that offers training opportunities with faculty in both countries. We also have two externally funded (NIH and United States Agency for International Development) training programs that are jointly managed by WSU and the University of Nairobi that support faculty co-mentorship of doctoral students studying infectious diseases. Annual research expenditures there by WSU faculty exceed \$25 million. Doctoral students increasingly seek involvement in these initiatives, but short-term visits are insufficient for the depth of experience the students wish to have. As well, in the wake of the SARS-CoV-2 pandemic, we have seen a surge in applications from students who want to pursue viruses in their natural habitat and understand how human-animal interaction facilitates transmission of the virus.

Because of this, in 2021 Biomedical Sciences program faculty approached the dean of the College of Veterinary Medicine with a request to consider the extension of their degree to Nairobi. She was supportive. The dean then met with the University ALO to discuss the international delivery of degrees. The ALO indicated that WSU would need accreditor approval to establish an international location before a plan to extend the degree could be prepared. The ALO approached the WSU president and the provost/executive vice president, both of whom indicated willingness to establish an educational site in Kenya. They in turn approached the WSU Board of Regents, who agreed to consider a request.

At that point, WSU Faculty Senate leadership was asked to provide input and reaction. After consideration of this input, the president submitted a formal request to the Board of Regents. The request was discussed at the [DATE] Board meeting and approved at the [DATE] meeting.

A proposal to extend the Biomedical Sciences degree will be submitted to the WSU Faculty Senate immediately after the University receives accretor approval for the Nairobi location. It is possible that review will be sufficiently speedy to begin offering the degree in Nairobi in January 2024. However, the more likely timetable is an August 2024 degree launch.

Student Services

All university and college student services provided to Washington State University graduate students will be available to those in residence at Nairobi. Management of student enrollment, progress, and completion will be handled by the University's Office of Graduate and Professional Education (OGPE). OGPE is responsible for managing students at each of WSU's five physical campuses and thus already has in place a structure for the effective processing of physically dislocated students. The Integrated Programs in Biomedical Sciences (IPBS) unit within the College of Veterinary Medicine, which houses the Biomedical Sciences doctoral degree among others, offers a suite of professional development opportunities to its students. As with OGPE, IPBS is experienced at delivering services to students at multiple locations and will integrate the Nairobi site into its structure. The time difference between Pullman and Nairobi—10 hours—is an issue for real-time interactions, but this can be accommodated by meeting with students in their evening hours (e.g., 10 am Pullman/8 pm Nairobi).

WSU provides annual basic health insurance to all graduate students through United Healthcare Student Resources (UHCSR). The plan provides coverage while studying abroad, including emergency medical evacuation to the nearest necessary medical facility, and transport back to Washington if deemed necessary. The plan includes coverage for outpatient mental health care and substance use treatment. Healthcare providers in Nairobi accept the UHCSR plan. Students who are ill or injured, or who are dealing with a mental health crisis, can receive immediate treatment.

Physical Facilities and Equipment

In February 2023, WSU president Kirk Schulz visited both the University of Nairobi and leased workspace for WSU Global Health – Kenya at Padmore Place in Nairobi. He had the opportunity to tour laboratory facilities utilized by WSU-affiliated faculty members and other facilities supporting jointly funded federal research, including doctoral-level research. The Padmore office facilities house nearly 20 full-time employees who are part of the WSU Global Health – Kenya program. These staff members support funded research efforts through procurement, financing, human resources, information technology services, and administration. The facilities, equipment and training of these staff members are equivalent to that of similar staff members on the WSU Pullman campus. At the University of Nairobi, he toured facilities in Veterinary Medicine, Medicine, Agriculture and Engineering. The equipment used by WSU-affiliated faculty and students was modern and equal to equipment in similar units at WSU Pullman and WSU Spokane. There was also a sufficient amount of instrumentation for multiple doctoral students to complete their lab-based research in a timely manner.

Library and Information Resources

Students will have full access to all digital resources offered by the WSU Libraries system. Additionally, the University of Nairobi has agreed to grant WSU students full privileges with their library, which holds over 750,000 books, 163,000 e-book subscriptions, and 75,000 journal subscriptions. These two sets of resources will completely meet student need.

The University of Nairobi has a secure internet access structure that employs Microsoft Active Directory to identify and authenticate users and is secured by the ESET Protect MDR enterprise systems package. Through this WSU personnel can safely connect to WSU servers through our Global Protect VPN portal.

Faculty

Washington State University currently has 12 faculty experts in infectious disease with primary or significant responsibility for work in Africa. All have a history of successful mentoring of doctoral students. WSU also has a full-time administrative manager on-site in Nairobi. The current manager has held the position for seven (7) years and her responsibilities include grants and contracts oversight. Twelve faculty and an on-site administrative professional are more than sufficient to cover program instructional and mentoring needs and manage student funding and services. In fact, we expect other of the 34 full-time faculty members in the Biomedical Sciences program to pursue research and doctoral training opportunities in Nairobi once the degree is extended to that location.

The University of Nairobi has 14 academic departments within its Faculty of Health Sciences. Of these, seven (7) can potentially provide experts to assist our doctoral students: Public and Global Health; Human Anatomy and Physiology; Clinical Medicine and Therapeutics; Human Pathology; Diagnostic Imaging and Radiation Medicine; Medical Microbiology and Immunology; and Pharmacy. WSU allows doctoral students to add external faculty to the dissertation committee once the required composition is met. The availability of University of Nairobi faculty adds a unique and beneficial feature to the Biomedical Sciences program.

Budget

Washington State University has sufficient funding in place for the Nairobi site. Operations are funded entirely from federal and private grants that are specified for study of infectious diseases that originate in Africa. No state monies are applied to program operation and no grant funds are being diverted from other projects. As noted previously, annual expenditures in Africa exceed \$25 million. These expenditures include graduate student assistantships and tuition, laboratory maintenance, operating expenses including rent to the University of Nairobi, and a large proportion of personnel salaries.

It is plausible that external funding could decline to the point where it is no longer feasible to maintain the Nairobi location. As this funding provides most of a program faculty member's salary, reductions in grant-getting activity are unlikely. As well, our Biomedical Sciences program ranks third nationally in total grant funding, and first in funding from the Centers for Disease Control. This track record gives us confidence that the current financial model for Nairobi will endure. However, if for any reason we determine that we can no longer operate the Nairobi site, students will be relocated to the Pullman campus to complete their degrees. In effect, we would revert to the current structure of students in Pullman analyzing samples collected in Nairobi.



WASHINGTON STATE
UNIVERSITY

UNDOCUMENTED STUDENT SUPPORT INITIATIVES UPDATE



Board of Regents

September 14, 2023



Undocumented Student Center Pullman campus

- Center in the CUB creates an empowering, inclusive, equitable and supportive culture for undocumented students.
- Physical space created in 2021; grand opening drew alumni, current, and former students for a packed house.
- Academic/professional development, leadership training, cultural programming, and community events.
 - *Mariposas Poderosas*: Weekly program helps students learn the meaning and value of three pillars of resilience: hope for the future, emotional openness, and social support.
 - *Mariposas Creative Care*: Weekly workshops promoting self-care, self-discovery, empowerment, resiliency, and creativity through activities in a safe social space.
 - *Immigration consultations*: Free immigration consultations and presentations to assist students with concerns such as renewing DACA, pursuing naturalization or other options, and other issues. Served 42 WSU student clients in 2022-23.
 - *University 104: Navigating WSU*: First Year Programs and Undocumented Initiatives collaborate on this course designed to help students learn and apply skills needed to successfully navigate college and professional career. Instructors approach the topics through an undocumented lens, so the course is especially helpful for students who are undocumented, from mixed-status families, and/or who want to act in allyship with undocumented communities.



LaBienvenida

WSU Orientation session for Spanish speaking families.

(supports the transition for families, including our undocumented student population.)

- WSU Pullman: 139 students and 300+ families/supporters
- WSU Vancouver: 16 students and 34 families/supporters
- WSU Tri-Cities: 38 students and 69 families/supporters



UndocuAlly Trainings

Equips WSU Pullman faculty and staff with the knowledge and tools necessary to become an active ally to students from undocumented communities. This workshop discusses issues facing undocumented communities, the laws and policies affecting undocumented students, and how to work effectively as an ally in higher education institutions.

Workshop Learning Objectives:

- Explain the varying demographic make-up of undocumented communities
- Describe the history, policies, and current issues impacting students who are undocumented and who come from undocumented communities
- Identify the best daily practices to adopt to support students from undocumented communities in navigating the university system
- Identify opportunities for advocacy and addressing inequities in their own team and/or department in order to improve support services for students from undocumented communities



Leadership Development

- CASHE Conference — a student-led conference for Latino/a/x high school students.
- *La Bienvenida* — a Spanish-language orientation program for new WSU Pullman students and their parents.
- Conexion — a reception welcoming new multicultural students to the WSU Pullman Cougar Family. It is held on the Sunday before school starts and features a variety of programs and student organization activities.





Questions?



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AGENDA

Washington State University Board of Regents
Finance and Administration Committee
Thursday, September 14, 2023
1:30 – 4:30 p.m.

Location: WSU Pullman, CUB 204

Committee: Jenette Ramos (Chair), Enrique Cerna, Judi McDonald, John Schoettler

Information Items

Section

- | | |
|--|-----|
| 1. Proposed Academic Year 2024-2025 Tuition Rates (Brunelli/Westhoff) | F-1 |
| 2. Athletics Budget Update Fiscal Year 2023 Update (Brunelli/Chun/Haarlow) | F-2 |

Action Items

- | | |
|---|------|
| 1. Amended Athletics Budget for Fiscal Year 2024 (Brunelli/Chun/Haarlow) | F-3 |
| 2. WSU Vancouver, Fiscal Year 2024 Student Technology Fee Committee Allocations (Brunelli/Westhoff) | F-4 |
| 3. Proposed Revisions to WAC 504-45 (Public Records) (Brunelli/Hess) | F-5 |
| 4. WSU Pullman, College of Agricultural, Human, and Natural Resource Sciences, Knott Dairy Center Renovation, Project Budget Approval (Brunelli/Yang/Chilton) | F-6 |
| 5. WSU Spokane, Biomedical and Health Sciences Building Phase II, Project Budget Approval (Brunelli/Yang/DeWald) | F-7 |
| 6. WSU Pullman, College of Veterinary Medicine, Bustad Hall Renovation (Simulation-Based Education Program) Project Budget Approval (Brunelli/Yang/Chilton) | F-8 |
| 7. WSU Pullman, Taylor Sports Complex, Project Budget Approval (Brunelli/Yang/Chun/Chilton) | F-9 |
| 8. WSU Pullman, Taylor Sports Complex, Design Approval (Brunelli/Yang/Chun/Chilton) | F-10 |
| 9. WSU State Minor Capital Contracts Budget Approval (Brunelli/Yang) | F-11 |
| 10. WSU Pullman, Voiland College of Engineering & Architecture, Schweitzer Engineering Hall, Increase Project Budget Approval (Brunelli/Yang/Chilton) | F-12 |

Future Action Items

- | | |
|--|------|
| 1. WSU Pullman, Voiland College of Engineering & Architecture, Schweitzer Engineering Hall, Increase Budget Approval (Brunelli/Yang/Chilton) | F-13 |
| 2. WSU Pullman, Athletics, Champions Center, Project Budget Approval (Brunelli/Yang/Chun/Chilton) | F-14 |
| 3. WSU Pullman, Athletics, Champions Center, Design Approval (Brunelli/Yang/Chun/Chilton) | F-15 |
| 4. WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Building, Design Approval (Brunelli/Yang/Chilton) | F-16 |
| 5. Proposed Amendments to the WSU Voluntary Investment Program (Brunelli/Elliott-Cheslek/Monroe) | F-17 |
| 6. Leased Space for WSU's Institute for Northwest Energy Futures (Brunelli/Skinner/Haynes) | F-18 |

INFORMATION ITEM #1

Proposed Academic Year 2024-2025 Tuition Rates (Leslie Brunelli/Kelley Westhoff)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed Academic Year 2024-25 Tuition Rates

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

SUPPORTING INFORMATION:

State law authorizes the governing boards of the four-year higher education institutions to establish tuition rates. However, resident undergraduate rates are capped and may increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years (RCW 28B.15.067 (1)). The rate cap for resident undergraduates is provided annually by the Office of Financial Management (OFM).

Recently enacted legislation (SB 5079) requires that OFM notify higher education institutions of the maximum tuition increase for resident undergraduates by October 1st. Formerly this information was provided in the spring for the following academic year, leaving little time for notification of students and institutional planning. Because of the new legislation, tuition rate recommendations will be presented to the Board of Regents this fall for approval in January. This accelerated timeline will allow WSU to publish tuition rates four months sooner and more efficiently package student financial aid beginning with the 2024-25 academic year.

The attached presentation provides decision support information on tuition trends and includes initial recommendations for rate increases for the 2024-2025 academic year.

ATTACHMENT: Tuition Proposal Presentation



WASHINGTON STATE
UNIVERSITY

FY25 Tuition Proposal

Leslie Brunelli, Executive Vice President for Finance and Administration & CFO

September 14, 2023



Discussion

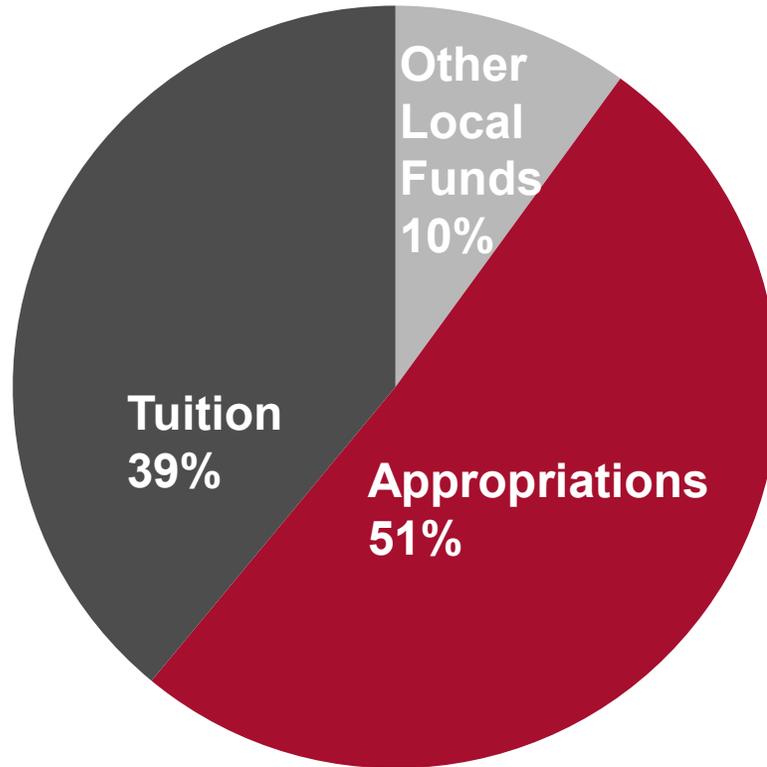
- **Core Operating Budget**
- **Tuition Revenue Drivers**
- **Rate Proposals & Timeline**



Core Operating Budget



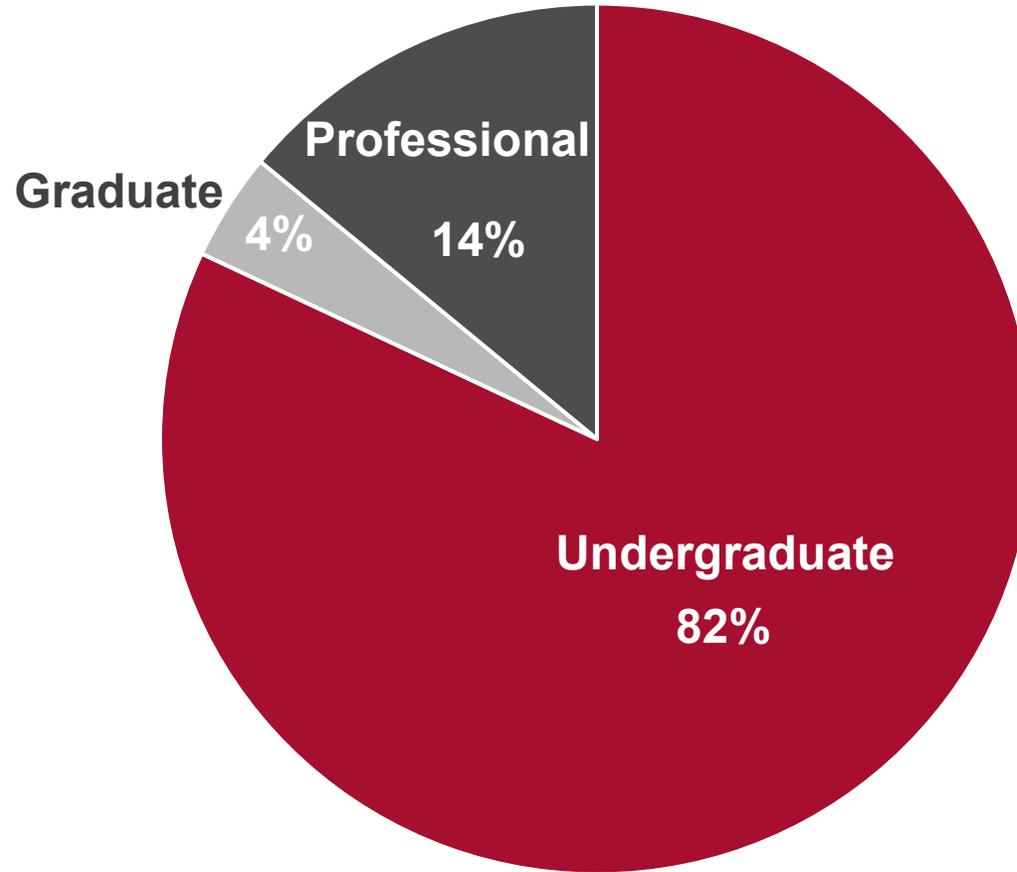
FY24 Core Operating Funds



- Tuition and State Appropriations are 90% of WSU Core Budget
- F&A Recoveries on Contracts and Grants, as well as Other Administrative Fees and Interest are 10%



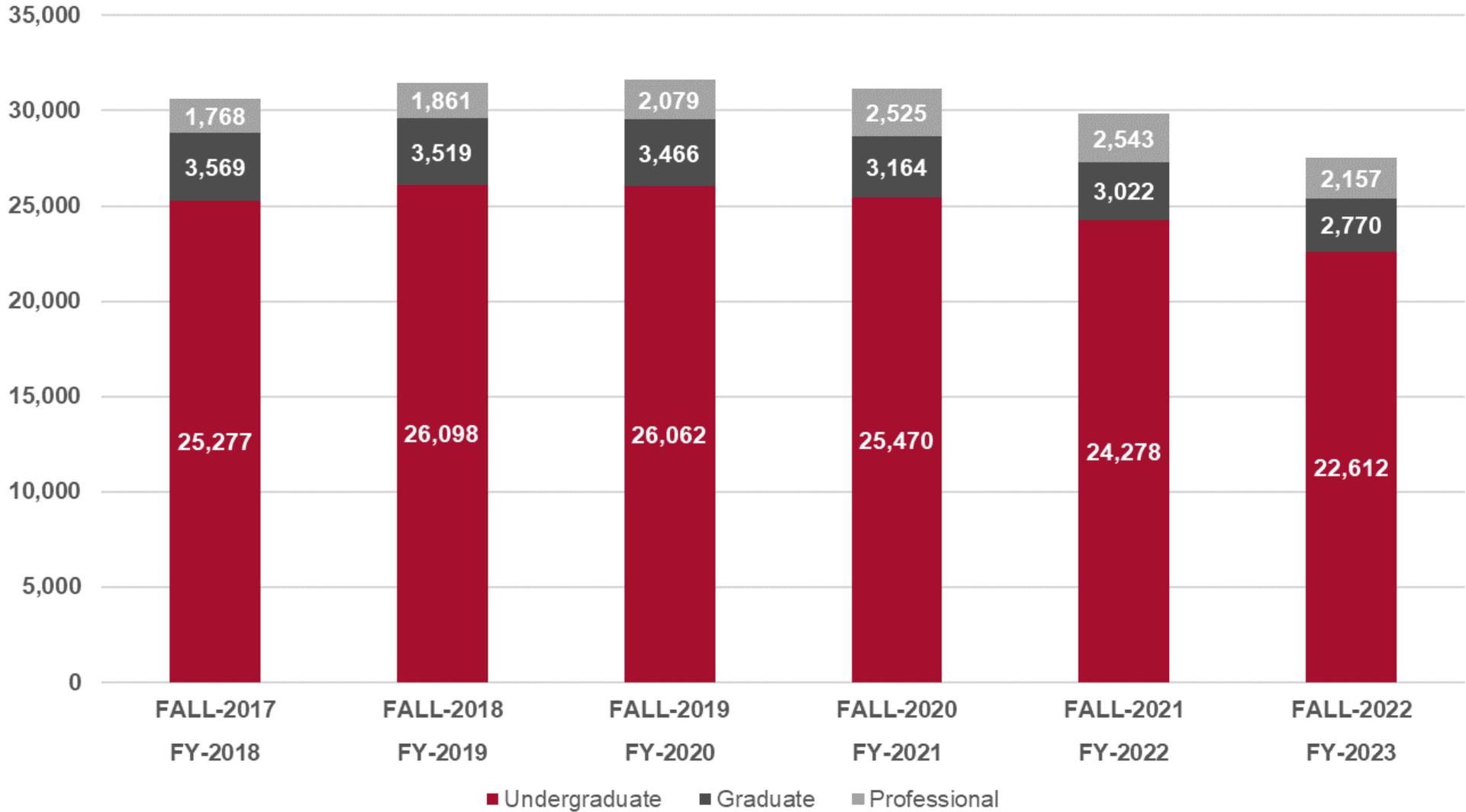
FY23 Net Operating Tuition by Student Category



■ Undergraduate ■ Graduate ■ Professional



Total Student Enrollment



Tuition Revenue Drivers Enrollment & Rates



Fall 2023 Preliminary Enrollment Outlook

Planning scenarios for FY24 assumed a 4% decrease in enrollment over Fall 2022 considering the large graduating classes that entered Fall 2018 and 2019

Official census day counts will be available later in September

As of the first day of class – August 21, 2023

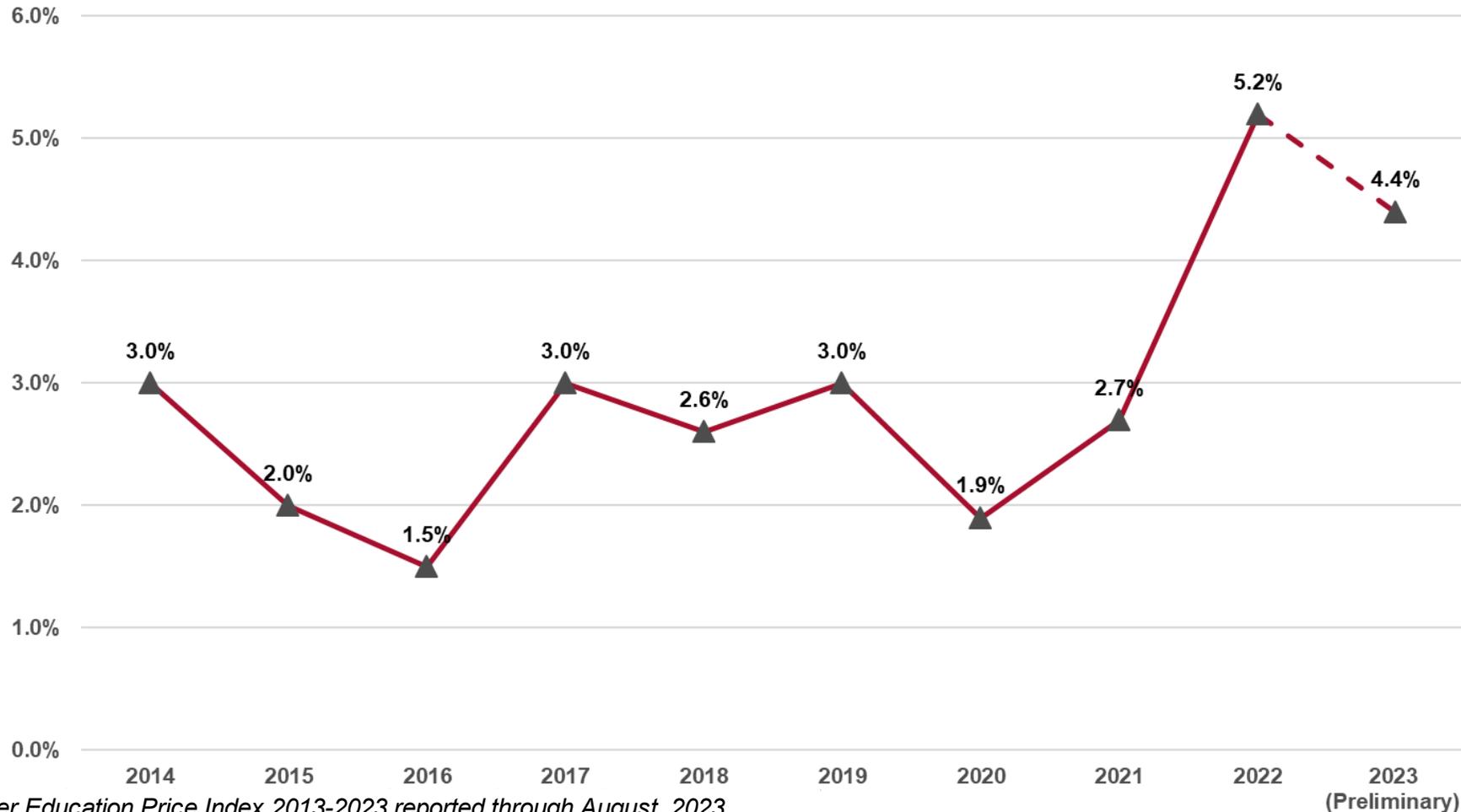
- **New first-year and transfer undergraduate** enrollment is up 3.5% over last year, 210 students
- **Total system enrollment** is down 3.5% over last year, or 963 students
Slightly better than planning levels





Higher Education Price Index (HEPI)

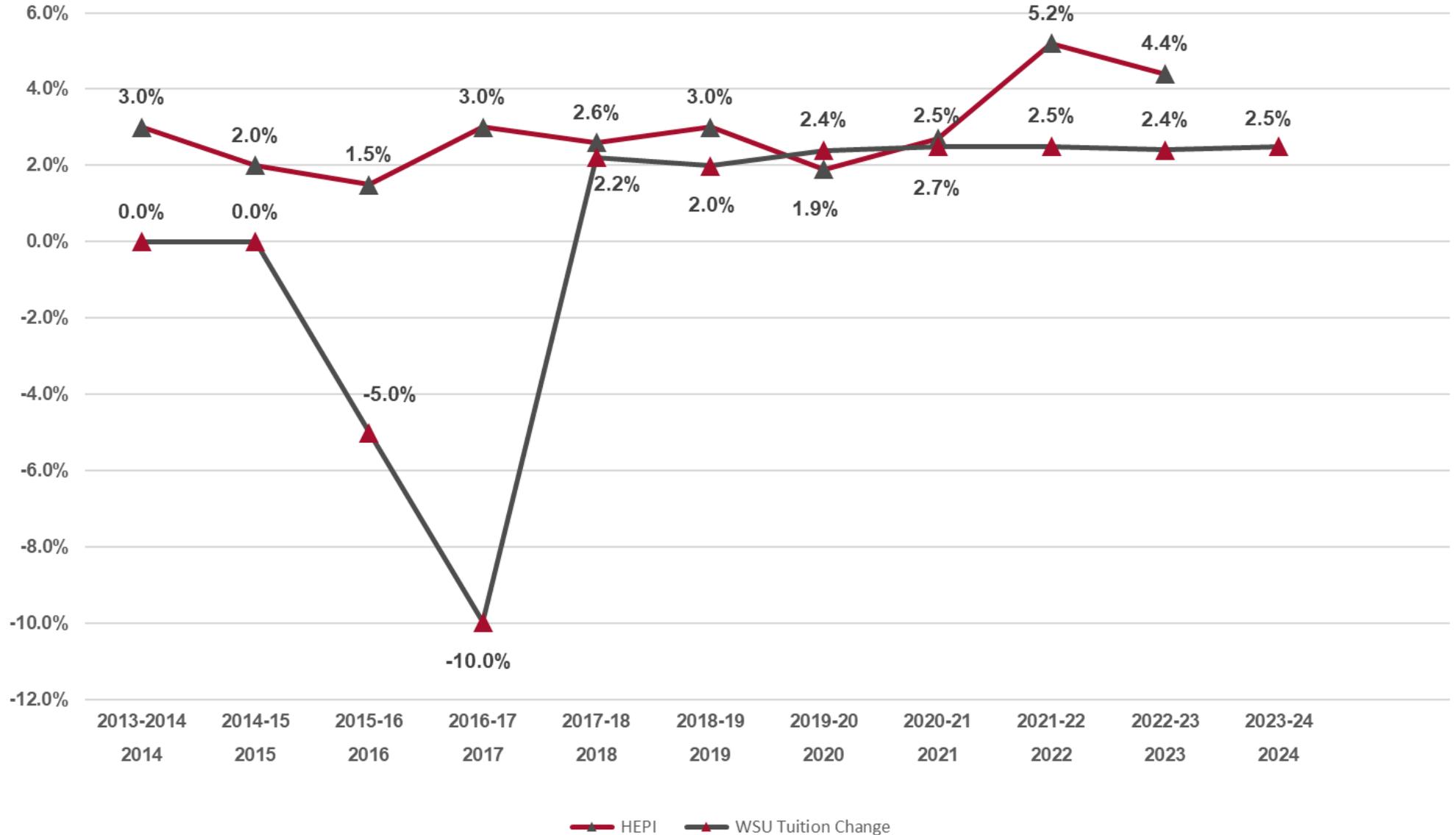
CommonFund measures the HEPI based on average relative level of prices in a fixed basket of goods and services purchased by colleges and universities each year, therefore more accurate than the CPI for the higher education industry.



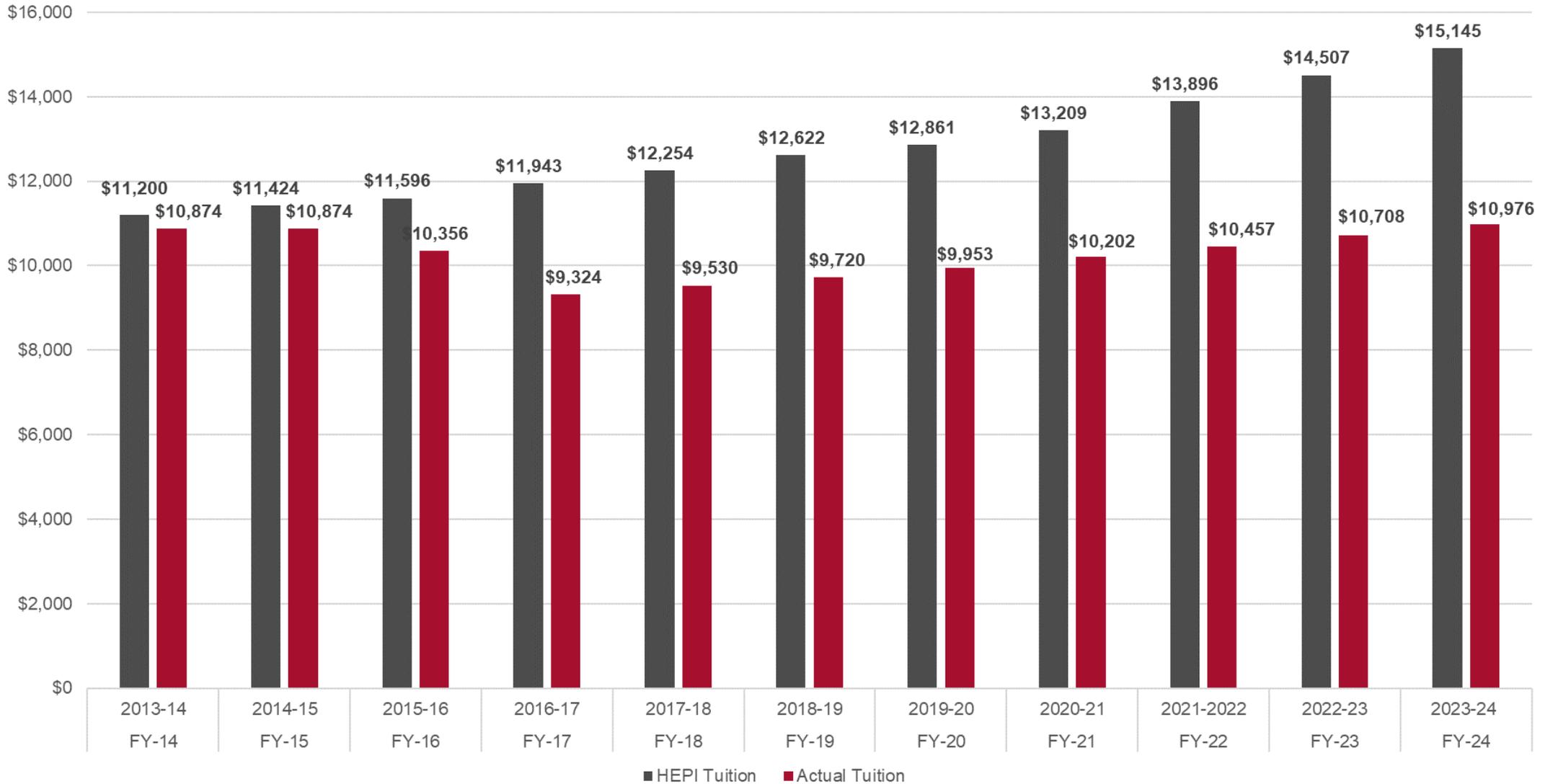
source: Higher Education Price Index 2013-2023 reported through August, 2023

The factors that impact HEPI include:
 Salaries for faculty, administration, and other employees | Fringe benefits | Utilities | Supplies and materials | Miscellaneous services

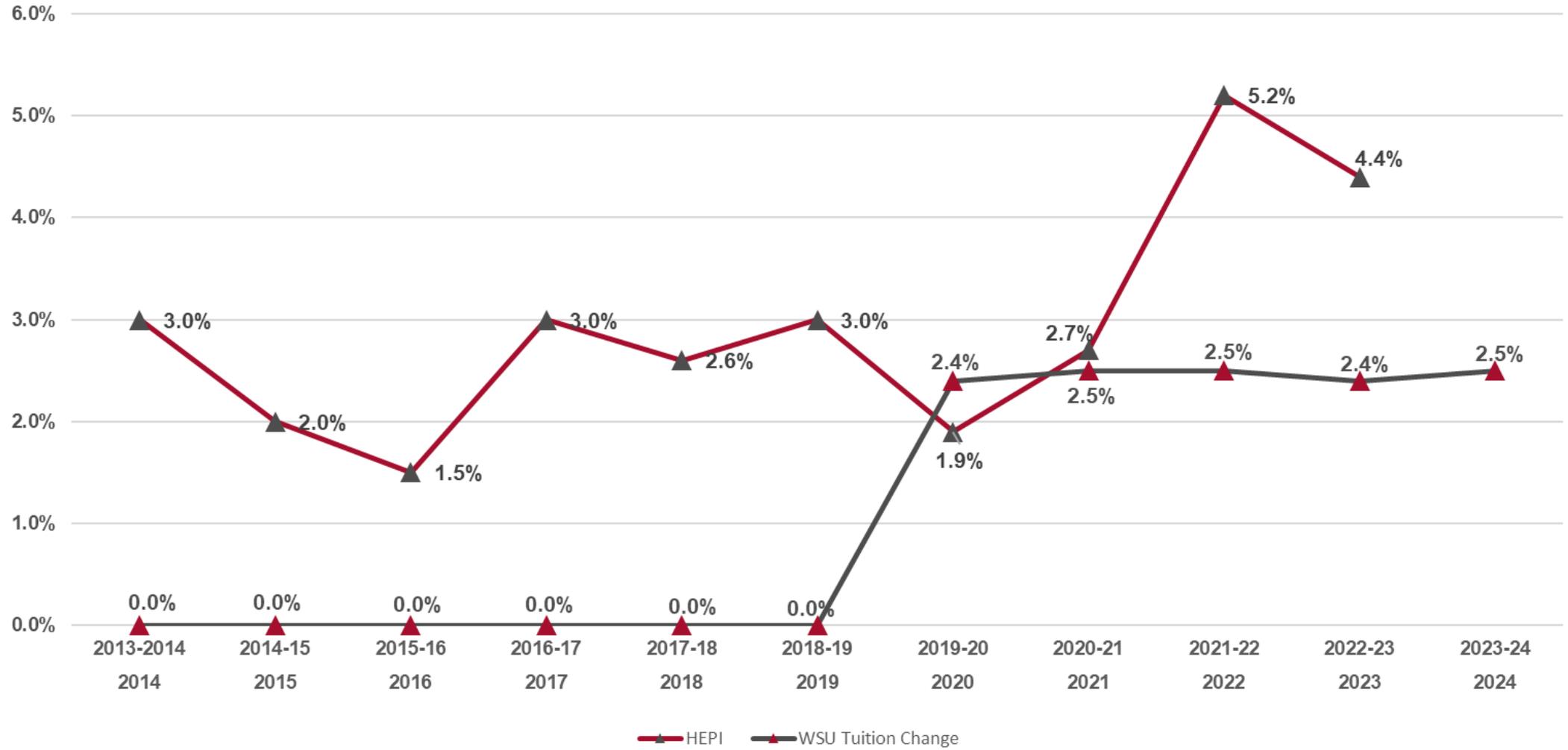
HEPI vs. Resident Undergraduate Tuition Rate Increases



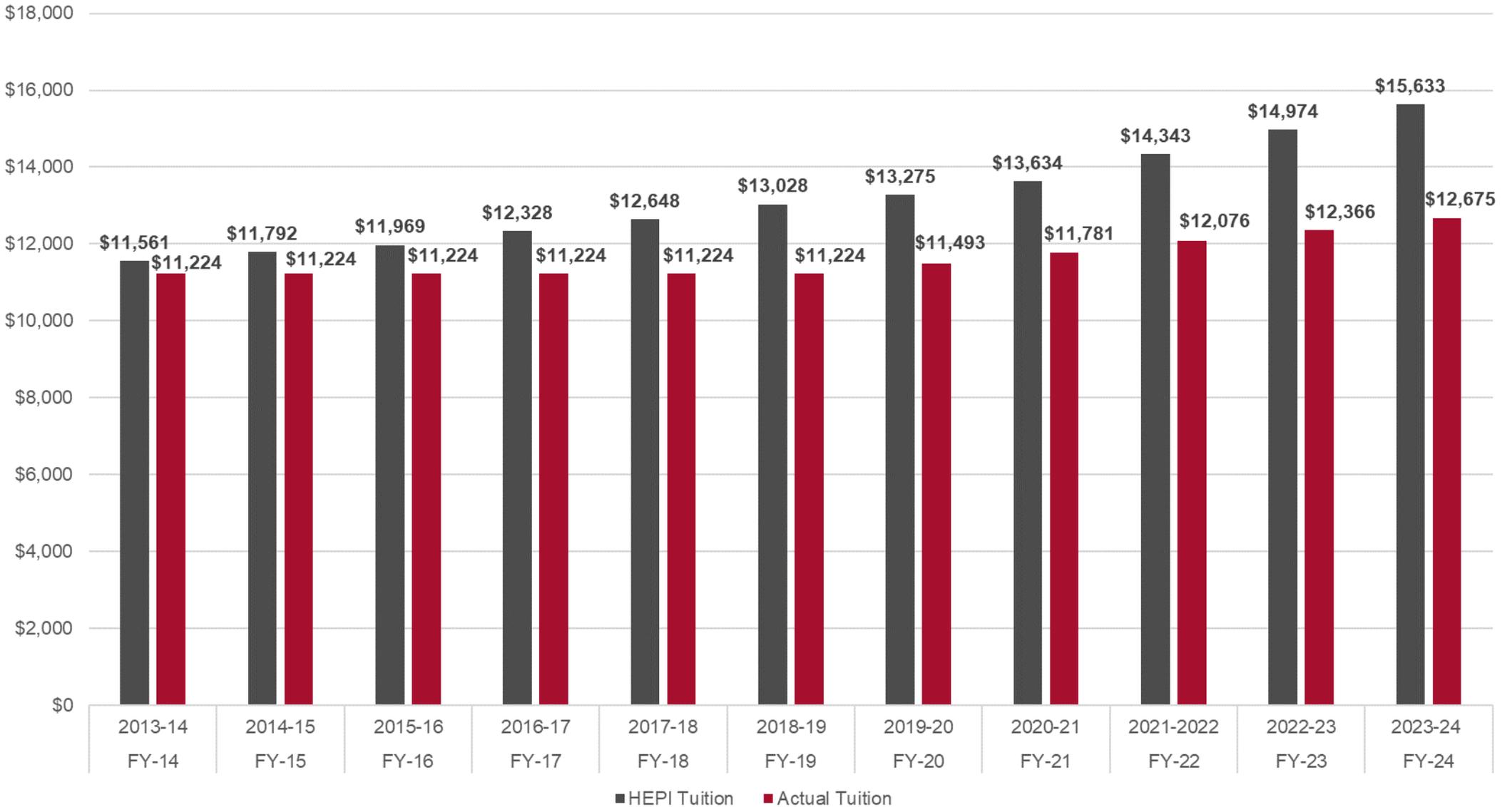
WSU Resident UG rates vs. rates calculated based on annual HEPI rates 2013/14 - 2023/24



HEPI vs. Non Resident Undergraduate and Graduate Tuition Rate Increases



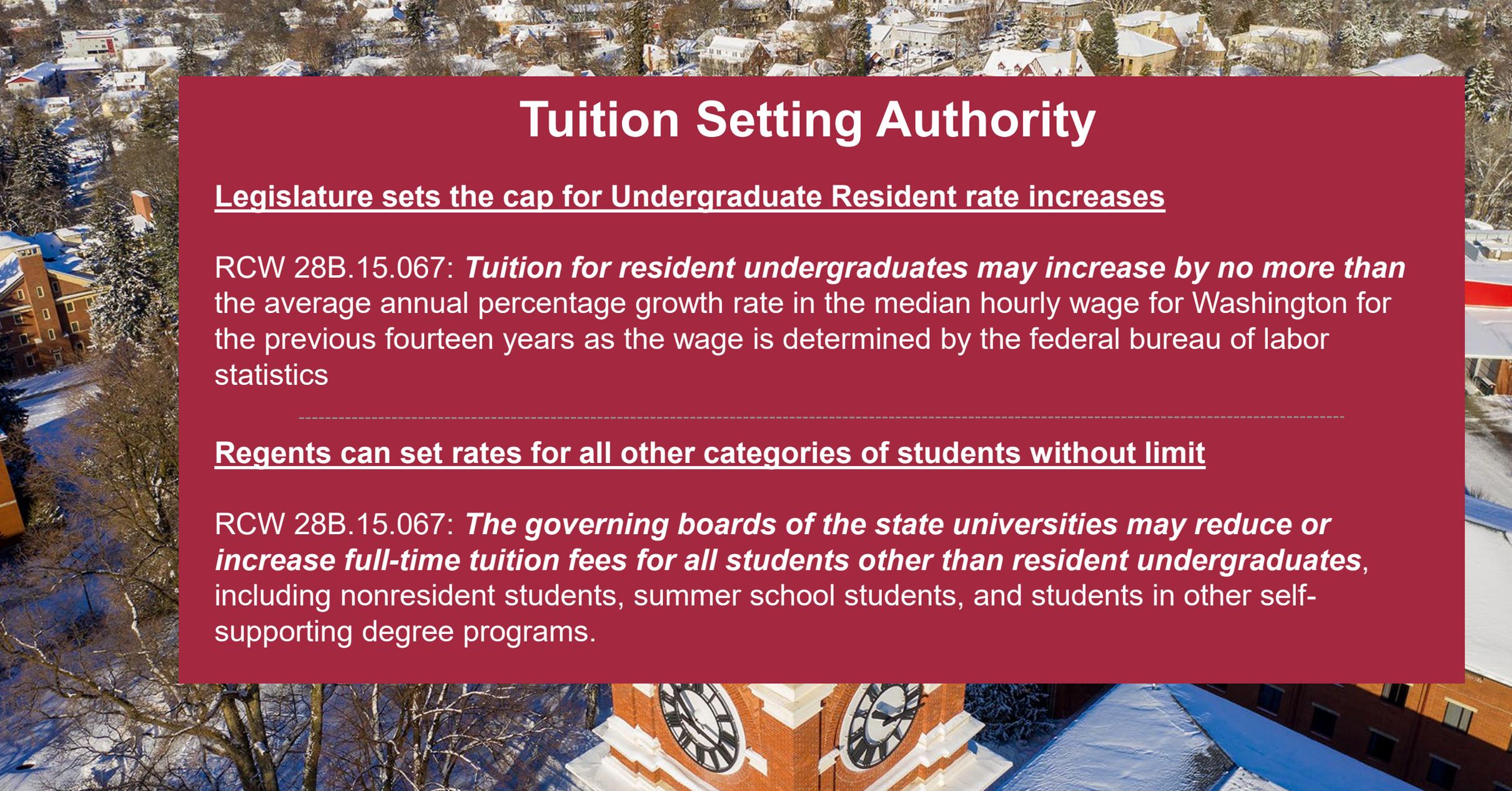
WSU Resident Graduate rates vs. rates calculated based on annual HEPI rates 2013/14 - 2023/24





Tuition Rate Proposals and Timeline





Tuition Setting Authority

Legislature sets the cap for Undergraduate Resident rate increases

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.*



Tuition Setting Timeline

- SB 5079 Accelerates the notification date for Undergraduate Resident rate increases:
- The maximum increase in tuition operating fees for resident undergraduates at institutions of higher education shall be calculated by the Office of Financial Management (OFM) and transmitted to institutions of higher education **by *October 1st of each year for the following academic year****

**previously, notification was in April or May for the following academic year.*

WSU Resident Undergraduate Tuition Rate Changes Compared to Maximum Allowed

	Max Rate Allowed	WSU Increase	
2017-18	2.2%	2.2%	
2018-19	2.2%	2.0%	←
2019-20	2.4%	2.4%	
2020-21	2.5%	2.5%	
2021-2022	2.8%	2.5%	←
2022-2023	2.4%	2.4%	
2023-2024	3.0%	2.5%	←



UG and GRAD Tuition Rates for AY 23-24 with Proposed Changes for AY 24-25

Annual Tuition Rates	Current	Proposed	\$ Change	% Change
Undergraduate Resident	\$10,976	\$11,305	\$329	3.0%
Undergraduate Non-Resident	\$27,052	\$27,864	\$812	3.0%
Undergraduate Resident Global Campus	\$10,976	\$11,305	\$329	3.0%
Undergraduate Non-Resident Global Campus	\$12,280	\$12,648	\$368	3.0%
Graduate Resident	\$12,675	\$13,055	\$380	3.0%
Graduate Non-Resident	\$27,842	\$28,677	\$835	3.0%
Graduate Resident Global Campus	\$12,675	\$13,055	\$380	3.0%
Graduate Non-Resident Global Campus	\$12,675	\$13,055	\$380	3.0%

3% increase recommendation is based on expected undergraduate resident rate cap to be announced by Oct. 1st

Rates shown are full-time annual rates for students enrolled in between 10-18 credits



Professional Tuition Rates for AY 23-24 with Proposed Changes for AY 24-25

Annual Tuition Rates	Current	Proposed	\$ Change	% Change
PharmD Resident	\$ 24,878	\$ 25,724	\$ 846	3.4%
PharmD Non-Resident	\$ 30,104	\$ 30,104	\$ -	0.0%
College of Medicine	\$ 40,891	\$ 42,118	\$ 1,227	3.0%

Self- Sustaining Tuition Rates for AY 23-24 with Proposed Changes for AY 24-25

Per Credit Hour Tuition Rates	Current	Proposed	\$ Change	% Change
Applied Economics (per credit hour)	\$ 650	\$ 667	\$ 17	2.6%



Assumptions for FY25 Planning

- Modest increase in first-year & transfer students, being mindful of enrollment cliff
- Slight decrease in overall enrollment due to continued impacts of large graduating cohorts
- **Without rate increase**, tuition projected to decrease \$3.2 million over projected FY24
- **With rate increase of 3%**, tuition projected to increase \$3 million over projected FY24





Next Steps

- November 2023 - Future Action Item
- Rate increase proposals to be vetted with students and feedback gathered and provided to Regents prior to adoption of rates
- January 2024 - Action Item on tuition rates considered by the Board

INFORMATION ITEM #2

Athletics Budget Update Fiscal Year 2023
(Leslie Brunelli/Pat Chun)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Athletics Budget Adjustment Fiscal Year 2023

SUBMITTED BY: Pat Chun, Athletics Director
Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The Board of Regents approved an adjustment to the FY23 Athletics budget in June of 2023, with a projected shortfall of \$11.5 million.

WSU continues to monitor FY23 actual results through year and close, and the independent accounting firm review of the NCAA agreed upon procedures report. While work continues closing and reporting activities for FY23, the information we have currently indicates a WSU Athletics budget shortfall of \$10.9M.

Athletics Revenues and Decrease in the Pac-12 Conference Revenue Distribution

The Pac-12 Conference experienced a revenue shortfall due to media partner overpayments and a capital project cost overrun in the relocation of production operations. As a result, the Pac-12 Conference media revenue distribution for FY23 decreased by \$3.5. Furthermore, the Pac-12 distribution was twice re-forecasted during FY23 resulting in an additional \$1.4 million shortfall.

While total Pac-12 revenue resulted in a \$4.9M shortfall, other non-Pac-12 revenues exceeded expectations with a surplus of \$1.4M. This resulted in a net revenue shortfall of \$3.5M. The areas where Athletics exceeded revenue targets was in higher than anticipated ticket sales, contributions, and royalties and sponsorships. Although the overall non-Pac-12 revenue target was achieved, there was variability between line items, with some areas such as waivers, student fees, and bowl revenue falling short of budget.

- \$1.9M total contributions surplus between the Annual Fund, program specific and capital donations, and the endowment distribution.
- \$3.5M Pac-12 media contract shortfall and a \$1.4M Pac-12 operational shortfall

- \$0.5M surplus in royalties and sponsorships as vendors became current from payment delays caused by COVID-19
- Waivers and student-fees fell short to budget by \$0.7M due to enrollment decline.
- Trade/In-kind and bowl revenue both fell short of the budgetary marks. However, both line items are tied to and offset by reduction on the respective expenses.

Operational Costs Exceeding the Approved Budget

Operating expenses exceeded the approved budget in nearly every category except game guarantees and direct administrative expense. Rising inflation affected the cost of team travel, recruitment, game expenses, and medical expenses creating a \$3.2 million overage in sport program related expenses. Furthermore, overruns in facility maintenance, ticketing fees, and expenses in sport excellence funds tied to revenue, resulted in \$3M worth of unbudgeted expense in other expenses. \$1.2M of these other expenses were from program excellence funds that have a revenue source, shown in contributions revenue. Overall, total expenses exceeded budget by \$7.4M.

- Financial aid expenses exceeded budget by \$0.2M due to an increased number of student-athletes receiving post-competition aid.
- Total sport programs exceeded budget by \$3.2M due to budgetary overruns in team travel, recruiting, sport specific administrative costs, student-athlete meals, and medical expenses.
- Marketing and fundraising exceeded budget by \$0.8M due to administrative fees with an escalated effort to increase revenue, ultimately leading to increased contributions revenue.
- Other Expenses exceeded budget by \$3M due to additional expenses in building maintenance and equipment, ticketing fees and taxes, and non-operating unbudgeted expenses that are tied to program specific donations.

Additional Athletic related revenue and expense information can be found at the link below. This information is updated with the completion of the annual audit and the submission of the NCAA Agreed Upon Procedures financial report in January of each year.

<https://wsucougars.com/sports/2016/7/26/eada-reports.aspx>

ATTACHMENT: FY23 Budget Forecast as of August 18, 2023
FY23 Year End Accumulated Cash Deficit

FY23 Budget Forecast as of August 18, 2023

Athletics Budget FY23			
REVENUES:	Budget	August Update	Variance
Ticket Sales	10.0	10.2	0.2
Contributions/Endowments	10.8	12.7	1.9
NCAA/Pac-12	40.7	35.8	(4.9)
Royalties/Advert/Sponsor	4.1	4.6	0.5
Direct Institutional Support	1.4	1.4	0.0
Waviers/Student Fees	5.1	4.4	(0.7)
Other Revenue	8.5	8.0	(0.5)
Total Revenue	80.6	77.1	(3.5)

EXPENSES:

Compensation	29.4	29.5	(0.1)
Scholarships	12.1	12.3	(0.2)
Sport Programs	13.5	16.7	(3.2)
Marketing/Fund Raising	1.9	2.7	(0.8)
Debt Payments	10.0	10.0	0.0
Direct Admin/Dues	4.5	4.6	(0.1)
Other Expense	10.3	13.2	(3.0)
Total Expenses	81.6	89.0	(7.4)

A.

Net Income from Operations	(1.0)	(11.9)	(10.9)
Savings from Bond Refunding	1.0	1.0	0.0
Net Income After Savings	(0.0)	(10.9)	(10.9)

- General Revenue Bond had \$1M payment for FY2023 (FY23 total Athletics debt service of \$11M). In 2021, A. WSU borrowed \$37.8M, of which \$1.9M was capitalized interest to cover payments in FY22 and FY23, for net bond proceeds of \$35.6M

FY23 Year End Accumulated Cash Deficit

June-23	FY23
Cash Deficit without Capital Contributions and Donations at 6/30	(102.0)
Capital Donation Cash Balance at 6/30	42.3
Cash Deficit after Capital Contributions and Donations at 6/30	(59.7)

**There may be minor differences in subtotals shown above due to rounding to dollars million.*

ACTION ITEM #1

Amended Athletics Budget for Fiscal Year 2024 Approval (Leslie Brunelli/Pat Chun)

September 14-15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Amended Athletics Budget for Fiscal Year 2024 Approval

PROPOSED: That the Board of Regents approve the Amended Fiscal Year 2024 Athletics budget.

SUBMITTED BY: Pat Chun, Athletics Director
Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The Board of Regents approved the FY2024 Athletics budget in June of 2023.

Revenue

As of August of 2023, revenues are tracking approximately \$.4 million higher than budget. The upward trend is driven by a slight increase to ticket sales and annual fundraising. Athletics saw a strong close in fundraising for operations in FY23 and there is momentum carrying into the FY24. Waivers/fees and royalty revenue appear to be trending downward while processing fees related to the forecast increase in ticket sales have been reforecast at a slight increase. Early forecasts on other areas such as NCAA/Pac-12 and sponsorship revenue appear to be on budget based on the information available at this time. Ticket revenue and donations continue to be the largest opportunity for growth in FY2024. Athletics will continue to monitor all revenues and will have updated revenue projections for the November 2023 meeting.

Expense

Updated expenditure approval processes have been put in place for operating expenses, excellence fund expenses, and new hires. Through the first month of FY24, expenditures are tracking with budget, including salaries and benefits. Athletics remains proactive in forecasting and anticipating potential impacts to current and future year budgets and will update the Board of Regents at the November 2023 meeting.

ATTACHMENT: FY24 Budget Forecast as of August 18, 2023
FY19-FY24 Review

FY24 Budget Forecast as of August 18, 2023

REVENUES:	June BOR	Jul-23	Variance	
Ticket Sales	10.1	10.3	0.2	A.
Contributions/Endowments	11.1	11.4	0.3	B.
NCAA/Pac-12	38.1	38.1	0.0	C.
Royalties/Advert/Sponsor	4.3	4.2	(0.1)	D.
Direct Institutional Support	2.4	2.4	0.0	E.
Waviers/Student Fees	4.3	4.2	(0.1)	F.
Other Revenue	8.7	8.8	0.1	G.
Total Revenue	79.0	79.4	0.4	

EXPENSES:				
Compensation	30.3	30.3	0.0	H.
Scholarships	12.9	12.9	0.0	I.
Sport Programs	12.7	12.7	0.0	J.
Marketing/Fund Raising	1.8	1.8	0.0	K.
Debt Payments	10.0	10.0	0.0	L.
Direct Admin/Dues	4.6	4.6	0.0	M.
Other Expense	11.1	11.1	0.0	N.
Total Expenses	83.4	83.4	0.0	

Net Income from Operations	(4.4)	(4.0)	0.4
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Pac-12 Shortfall	0.0	0.0	0.0
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Total	(4.4)	(4.0)	0.4
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- A. Ticket Sales and sales fees
- B. Annual Fund, Program donations tied to expense, Capital donations tied to expense, endowment distribution
- C. Pac-12 Media Distribution, Pac-12 Conference Operations Distribution, NCAA Revenue
- D. Royalty and Sponsorship Revenue
- E. Annual Direct Campus Support for Pac-12 Affiliation Fees
- F. Gender Equity Waivers and S&A Fees
- G. Ticket Facility Fees, Parking, Bowl Revenue, Facility Rentals, Concessions, Camps, Game Guarantees, In-Kind,
- H. Salaries and Benefits
- I. Fall/Spring/Summer Financial Aid and Waivers
- J. Team Travel, Recruiting, Team Equipment, Gameday Expense, Student Athlete Meals, Medical Expenses
- K. Marketing and Fundraising expenses
- L. Annual Debt Service
- M. Business Office, Administration, Pac-12 Affiliation Fees
- N. Custodial, Maintenance, Program Administrative costs, Camps, Bowl Expense, Excellence Accounts

**There may be minor differences in subtotals shown above due to rounding to dollars million.*

FY19-FY24 Review

Washington State University						
	FY19	FY20	FY21	FY22	FY23 (8/30)	FY24 (8/30)
REVENUES:						
Ticket Sales	9.5	8.6	0.0	9.3	10.2	10.3
Contributions/Endowments	12.4	10.7	8.5	10.7	12.7	11.4
NCAA/Pac-12	34.2	34.7	22.5	38.7	35.8	38.1
Royalties/Advert/Sponsor	4.6	4.3	3.4	4.9	4.6	4.2
Institutional Support	0.0	0.0	0.0	0.0	1.4	2.4
Waivers/Student Fees	5.2	5.2	4.8	5.0	4.4	4.2
Other Revenue	5.8	6.6	0.8	6.4	8.0	8.8
Total Revenue	71.7	70.1	40.0	75.0	77.1	79.4
EXPENSES:						
Compensation	27.7	28.5	25.6	29.1	29.5	30.3
Scholarships	11.0	10.5	11.4	12.2	12.3	12.9
Sport Programs	11.4	10.7	7.4	13.2	16.7	12.7
Marketing/Fund Raising	1.8	1.3	1.2	1.5	2.7	1.8
Debt Payments	9.2	9.2	10.0	10.8	10.0	10.0
Direct Admin/Dues	4.7	4.6	4.6	3.6	4.6	4.6
Other Expense	10.3	12.5	4.8	12.6	13.3	11.1
Total Expenses	76.1	77.3	65.0	83.0	89.0	83.4
Net Income from Operations	(4.4)	(7.2)	(25.0)	(8.0)	(11.9)	(4.0)
Proceeds from Financing/Savings from Debt Refinance			35.6	10.0	1.0	0.0
Net Income After Financing	(4.6)	(7.1)	10.6	2.0	(10.9)	(4.0)

* General Revenue Bond had \$1M payment for FY2023 (FY23 total Athletics debt service of \$11M). In 2021, WSU borrowed \$37.8M, of which \$1.9M was capitalized interest to cover payments in FY22 and FY23, for net bond proceeds of \$35.6M

June-23	FY19	FY20	FY21	FY22	FY23
Cash Deficit without Capital Contributions and Donations at 6/30	(89.8)	(95.6)	(81.7)	(89.6)	(102.0)
Capital Donation Cash Balance at 6/30	13.3	8.9	15.2	38.0	42.3
Cash Deficit after Capital Contributions and Donations at 6/30	(76.5)	(86.7)	(66.5)	(51.6)	(59.7)

*There may be minor differences in subtotals shown above due to rounding to dollars million.

ACTION ITEM #2

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

September 14, 2023

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 Vancouver Student Technology Fee Committee for the 2024 fiscal year.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

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

The Process

The Vancouver Student Technology Fee Committee is student led with a majority of votes assigned to students. The committee conducted hearings to review funding requests from a variety of university groups for technology projects that will benefit WSU Vancouver students.

The following allocations as recommended by the Vancouver Student Technology Fee Committee and have been reviewed by Chancellor Netzhammer and President Schulz and are recommended for approval by the Board of Regents.

REQUEST TITLE	APPROVED AMOUNT
Free Printing	\$2,500.00
Earbuds	\$212.00
Student Loaner Laptops	\$13,480.00
VFSC Podium Equipment	\$4,560.00
Virtual Computer	\$13,966.00
WiFi Modernization	\$88,000.00
Electronic Reader Board	\$5,580.00
Total	\$128,298.00

Memos documenting committee recommendations and leadership review are found here: <https://budget.wsu.edu/documents/2023/07/wsu-vancouver-student-tech-fee-documentation.pdf>

We are requesting that the Board approve these allocations. This action item was presented to the Regents as a future action item at the March 2023 meeting.

ACTION ITEM #3

Proposed Revisions to the Washington Administrative Code (WAC)
Chapter 504-45 – Public Records
(Leslie Brunelli/Danielle Hess)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed Revisions to the Washington Administrative Code (WAC)
Chapter 504-45 – Public Records

PROPOSED: That the Board of Regents approve proposed revisions to the Washington Administrative Code (WAC) Chapter 504-45 – Public Records.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

**SUPPORTING
INFORMATION:**

WSU's Office of Public Records is taking steps to improve and streamline its administrative processes, including updating administrative regulations, policies and procedures, and the office website. As part of this effort, the office is proposing revisions to WAC 504-45, which include the following:

- Clearly designating WSU's public records portal, NextRequest, as the preferred method for submitting requests;
- Specifically authorizing WSU to group requests for purposes of efficiency when it receives multiple requests from the same individual or organization;
- Clarifying WSU's authority to close requests as abandoned when a requester is not responsive or fails to pay invoiced costs;
- Allowing WSU to charge for staff time used in redacting police body camera footage;
- Authorizing WSU to accept credit and debit cards for payment of costs and to charge a service fee when required by the payment processor; and
- Revising the review procedure so that appeals go to the public records officer's supervisor.

A public hearing on the proposed amendments was held on August 9, 2023, and no written or oral comments were received. A redline version

of the proposed changes is available [here](#). If approved by the Regents, the revisions will take effect on or about October 19, 2023.

ATTACHMENT: Washington Administrative Code (WAC) Chapter 504-45 – Public Records – Clean Copy

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-020 Agency description—Contact information—Public records officer. (1) Washington State University is an institution of higher education, authority for which is located in chapter 28B.30 RCW. The system administrative offices and the main campus of the university are located at Pullman, Washington. Other campuses are located at Spokane, Tri-Cities, Vancouver, and Everett, Washington. There is also a global (online) campus. Agricultural research centers are located at Mt. Vernon, Prosser, Puyallup, Vancouver, and Wenatchee, Washington. Cooperative extension offices are maintained at the county seats of all counties in the state. The university also has operations offices at Seattle and Olympia, Washington.

(2) Any person wishing to request access to public records of the university, or seeking assistance in making such a request, should contact the university's public records office located at the Pullman administrative offices. Current contact information and additional information regarding release of public records, including costs, are available on the university's website at <https://wsu.edu>.

(3) The public records officer oversees compliance with the act, but another university staff member may process the request. Therefore, these rules refer to the public records officer or "designee." The public records officer or designee and the university provide the "fullest assistance" to requestors; ensure that public records are protected from damage or disorganization; and prevent fulfilling public records requests from causing excessive interference with essential functions of the university.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-020, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-020, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-020, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-030 Availability of public records. (1) Hours for inspection of records. Public records are available for inspection and copying by appointment during normal business hours of the university. For the purposes of this chapter, the normal business hours for the public records office are from 8:00 a.m. to noon and from 1:00 p.m. to

5:00 p.m., Monday through Friday, excluding the university's holidays and scheduled and emergency closure periods. Records must be inspected at the offices of the university.

(2) Index of records. An index of final orders, declaratory orders, interpretive statements, and policy statements entered after June 30, 1990, is available at the office of the university's rules coordinator at the Pullman campus. The university posts links to many of these records on its website at <https://wsu.edu>.

(3) Organization of records. The university maintains its records in a reasonably organized manner. The university takes reasonable actions to protect records from damage and disorganization. A requestor must not take university records from university offices without the permission of the public records officer or designee. Certain records are available on the university's website at <https://wsu.edu>. Requestors are encouraged to view the documents available on the website prior to submitting a records request.

(4) Making a request for public records.

(a) Any person wishing to inspect or copy public records of the university should make the request in writing on the university's public records portal, using the request form on the university's website, or by letter or email addressed to the public records officer

or designee. The university also honors in-person requests received by the public records office during normal business hours. The public records office records in-person verbal requests in writing and confirms the substance of the request with the requestor. The following information must be included in the request:

(i) Name of the person requesting records, unless the requestor wishes to remain anonymous;

(ii) Mailing address of requestor;

(iii) Other contact information, including telephone number and any email address;

(iv) Identification of the public records adequate for the public records officer or designee to locate the records; and

(v) The date of the request.

(b) If the requestor wishes to have copies of the records made instead of simply inspecting them, they should so indicate and make arrangements to pay for copies of the records or a deposit. Pursuant to RCW 42.56.120, standard photocopies or electronically produced copies are provided at the rates established in WAC 504-45-070. A requestor may also refer to the university's website at <https://wsu.edu> for current rates.

(c) A form is available for use by requestors at the public records office and on the university's website at <https://wsu.edu>. [Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-030, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-030, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-030, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-040 Processing of public records requests—General.

(1) Providing "fullest assistance." The university is charged by statute with adopting rules which provide for how it is to "provide full access to public records," "protect records from damage or disorganization," "prevent excessive interference with the essential functions of the agency," provide "fullest assistance" to requestors, and provide the "most timely possible action" on public records requests. The public records officer or designee processes requests in the order allowing the most requests to be processed in the most efficient manner. This may include grouping requests to help ensure university resources are being used efficiently, for example, when an

individual requestor, or one or more requestors from the same organization, makes multiple records requests.

(2) Acknowledging receipt of request. Within five business days of receipt of the request, the public records officer or designee does one or more of the following:

(a) Makes the records available for inspection or copying;

(b) If copies are requested and payment for the copies, if any, is made or terms of payment are agreed upon, sends the copies to the requestor;

(c) Provides a reasonable estimate of when records will be available;

(d) If the request is unclear or does not sufficiently identify the requested records, requests clarification from the requestor. Such clarification may be requested and provided by telephone, email, or mail. Based upon that clarification, the public records officer or designee may revise the estimate of when records will be available; or

(e) Denies the request.

(3) Consequences of failure to respond. If the university does not respond in writing within five business days of receipt of the request for disclosure, the requestor should consider contacting the

public records officer or designee to determine the reason for the failure to respond.

(4) Protecting rights of others. In the event that the requested records contain information that may affect rights of others and may be exempt from disclosure, the public records officer or designee may, prior to providing the records, give notice to such others whose rights may be affected by the disclosure. Such notice should be given so as to make it possible for those other persons to contact the requestor and ask them to revise the request, or, if necessary, seek an order from a court to prevent or limit the disclosure. The notice to the affected persons includes a copy of the request.

(5) Records exempt from disclosure. Some records are exempt from disclosure, in whole or in part. If the university believes that a record is exempt from disclosure and should be withheld, the public records officer or designee states the specific exemption and provides a brief explanation of why the record or a portion of the record is being withheld. If only a portion of a record is exempt from disclosure, but the remainder is not exempt, the public records officer or designee redacts the exempt portions, provides the nonexempt portions, and indicates to the requestor why portions of the record are being redacted.

(6) Inspection of records.

(a) Consistent with other demands, the university must promptly provide space to inspect public records. No member of the public may remove a document from the viewing area or disassemble or alter any document. The requestor must indicate which documents they wish the university to copy.

(b) The requestor must claim or review the assembled records within 30 days of the university's notification to them that the records are available for inspection or copying. The university notifies the requestor in writing of this requirement and informs the requestor that they should contact the university to make arrangements to claim or review the records. If the requestor or a representative of the requestor fails to claim or review the records within the 30-day period or make other arrangements, the university may close the request. Other public records requests can be processed ahead of a subsequent request by the same person for the same or almost identical records, which can be processed as a new request.

(7) Providing copies of records. After inspection is complete, the public records officer or designee makes any copies of records requested by the requestor or arranges for copying.

(8) Providing records in installments. When the request is for a large number of records, the public records officer or designee provides access for inspection and copying in installments, if they reasonably determine that it would be practical to provide the records in that way. If, within 30 days, the requestor fails to inspect the entire set of records or one or more of the installments, the public records officer or designee may stop searching for the remaining records and close the request.

(9) Completion of inspection. When the inspection of the requested records is complete and all requested copies are provided, the public records officer or designee indicates that the university has completed a diligent search for the requested records and made any located nonexempt records available for inspection.

(10) Closing withdrawn or abandoned request. The public records officer or designee may close the request and indicate to the requestor that the university has closed the request when the requestor:

(a) Withdraws the request;

(b) Fails to provide clarification within 30 days of a request for clarification;

(c) Fails to fulfill their obligations to inspect the records, which includes opening and downloading the records within 30 days; or

(d) Fails to pay the deposit or final payment for the requested copies within 30 days.

(11) Later discovered documents. If, after the university has informed the requestor that it has provided all available records, the university becomes aware of additional responsive documents existing at the time of the request, it must promptly inform the requestor of the additional documents and make them available for inspection or provide copies upon payment on an expedited basis.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-040, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-040, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-040, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-050 Processing of public records requests—Electronic records. (1) Requesting electronic records. The process for

requesting electronic public records is the same as for requesting paper public records.

(2) Providing electronic records. When a requestor requests records in an electronic format, the public records officer or designee provides the nonexempt records or portions of such records that are reasonably locatable in an electronic format that is used by the agency and is generally commercially available, or in a format that is reasonably translatable from the format in which the agency keeps the record.

(3) Customized access to databases. With the consent of the requestor, the university may provide customized access under RCW 43.105.355 if the record is not reasonably locatable or not reasonably translatable into the format requested. The university may charge a fee consistent with RCW 43.105.355 for such customized access. (See WAC 504-45-070.)

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-050, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-050, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-050, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-060 Exemptions. (1) The Public Records Act provides that a number of types of records are exempt from public inspection and copying. In addition, records are exempt from disclosure if any "other statute" exempts or prohibits disclosure. Requestors should be aware of the following exemptions, outside the Public Records Act, that restrict the availability of some records held by the university for inspection and copying. This is not an exhaustive list as numerous exemptions exist outside the act. The university's failure to list an exemption here does not affect the efficacy of any exemption.

(a) RCW 5.60.060 - Privileged communications;

(b) 20 U.S.C. 1232g - Family Education Rights and Privacy Act (FERPA);

(c) 42 U.S.C. 405 (c) (2) (vii) (1) - Social Security numbers;

(d) 45 C.F.R. parts 106 and 164 - Health Insurance Portability and Accountability Act of 1996 (HIPAA);

(e) Chapter 19.108 RCW and RCW 4.24.601 - Uniform Trade Secrets Act; and

(f) Chapter 10.97 RCW - Regarding criminal history information.

(2) The university is prohibited by statute from providing lists of individuals for commercial purposes.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-060, filed 11/20/17, effective 12/21/17; WSR 07-04-027, § 504-45-060, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-070 Costs of providing public records. (1) Costs for public records. There is no fee for inspecting public records. The following fees apply to copies of public records:

(a) Ten cents per page for records scanned into electronic format;

(b) Five cents for every four electronic files or attachments uploaded to an email, cloud storage service, or other electronic delivery system;

(c) Ten cents per gigabyte for transmitting records electronically;

(d) Fifteen cents per page for photocopies of public records and/or printed copies of electronic public records when requested;

(e) The actual cost of any digital storage media or device provided by the agency, the actual cost of any container or envelope used to mail the copies to the requestor, and the actual postage or delivery charge;

(f) For body worn camera footage, staff redaction time as provided in RCW 42.56.240 (14) (f); and

(g) Under RCW 42.56.130, the university may charge other copy fees authorized by statutes outside chapter 42.56 RCW.

(2) In addition to the charge imposed for providing public records and for the use by any person of university equipment, the university may include a customized service charge. The university charges for customized services pursuant to RCW 42.56.120(3). The customized service charge may reimburse the university up to the actual cost of providing the services in this section. The university provides the requestor the opportunity to amend their request in order to avoid or reduce the cost of a customized service charge. The university may require a deposit in an amount not to exceed 10 percent of the estimated cost of providing records for a request, or 10 percent of the estimated cost of staff redaction time for body worn camera footage, including a customized service charge. If the university makes a request available on a partial or installment

basis, the university may charge for each part of the request as it is provided.

(3) Payment. Payment may be made by credit or debit card, cash, check, or money order to the university. For payments made by credit or debit card, a service fee equivalent to the cost of processing the payment is charged.

(a) All required fees must be paid in advance of release of the copies or an installment of copies, or in advance of when a deposit is required. The university notifies the requestor of when payment is due.

(b) The university closes a request when a requestor fails by the payment date to pay in the manner prescribed for records, an installment of records, or a required deposit.

(4) Pursuant to RCW 42.56.120(2), the university declares that it would be unduly burdensome for it to calculate the actual costs it charges for providing copies of public records for the following reasons:

(a) Funds were not allocated for performing a study to calculate such actual costs and the agency lacks the necessary funds to perform a study and calculations;

(b) Staff resources are insufficient to perform a study and to calculate such actual costs; and

(c) A study would interfere with and disrupt other essential agency functions.

(5) The university's public records office publishes a schedule of fees on the university's website consistent with this rule. The university reserves the right to change its fees as allowed by RCW 42.56.120.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-070, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-070, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-070, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-080 Review of denials of public records. (1)

Petition for internal administrative review of denial of access. Any person who objects to the initial denial or partial denial of a records request may petition in writing (including email) to the public records officer for a review of that decision. The petition

must include a copy of, or reasonably identify, the written statement by the public records officer or designee denying the request.

(2) Consideration of petition for review. The public records officer immediately refers the petition to their supervisor, or a designee in the supervisor's absence, who considers the petition and either affirms or reverses such denial within two business days following the university's receipt of the petition, or within such other time as the university and the requestor mutually agree.

(3) Review by the attorney general's office. Pursuant to RCW 42.56.530, if the university denies a requestor access to public records because it claims the record is exempt in whole or in part from disclosure, the requestor may request the attorney general's office review the matter. The attorney general has adopted rules on such requests in WAC 44-06-160.

(4) Judicial review. Any person may request court review of denials of public records requests pursuant to RCW 42.56.550 at the conclusion of two business days after the initial denial regardless of any internal administrative appeal.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-080, filed 11/20/17, effective 12/21/17; WSR 08-08-055, § 504-45-080, filed

3/27/08, effective 4/27/08; WSR 07-04-027, § 504-45-080, filed
1/29/07, effective 3/1/07.]

ACTION ITEM #4

WSU Pullman, College of Agricultural, Human, and Natural Resource Sciences
Knott Dairy Center Renovation, Project Budget Approval
(Leslie Brunelli/ Olivia Yang/Elizabeth Chilton)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, College of Agricultural, Human, and Natural Resource Sciences (CAHNRS), Knott Dairy Center Renovation, Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, CAHNRS Knott Dairy Center Renovation with a total budget not to exceed \$10,000,000 and authorize the project to proceed 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 project within the budgeted amount.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The Knott Dairy Center has been operational since the early 1960s. Its function is directly related to the land-grant mission of the University, and it is a critical resource utilized for teaching, research, and extension. It is also a key source for milk production for Cougar cheeses and ice cream, which provides unique opportunities for WSU students and faculty while showcasing our program to the public.

The facility does not meet current and modern standards to optimally reflect the excellence that WSU represents and expects. Based upon the 2017-2021 Minor Capital Renewal (MCR) funded projects and recent repairs, rough estimates to address the outlined needs below are in the range of \$6 to 8 million in construction costs. This project will address the most critical areas required for continued operation and program growth such as replacement of deficient animal housing facilities and infrastructure components.

The Animal Sciences, the College of Veterinary Medicine, Campus Veterinary Office, Food Sciences, WSU Creamery, and the WSU Office of Research Assurances will all directly benefit from this capital investment. This investment will foster and enhance collaboration relating to agricultural sustainability initiatives that include soil, water, crops, air quality, technology, and environmental management.

WSU is recognized and commended for the unique opportunities that students have to observe how dairies can provide high-quality milk and utilize that milk to make exceptional products such as Cougar Gold cheese and Ferdinand’s ice cream. These products have built national recognition, won national awards, and received national coverage that accentuates and aligns with WSU excellence. These products and potential increases in production require investment into the KDC, which provides nearly 100% of the necessary milk and milk components.

Animal Sciences is a critical and high enrollment program within CAHNRS. It aligns with our land-grant mission, our state industry, and economic growth.

Project Schedule:

Design	October 2023 – May 2024
Construction	March 2024 - May 2025

Project Budget:

Professional Services	\$762,000
Construction	\$7,897,400
Project Management	\$635,000
Equipment/Furnishings	\$575,600
Other	\$130,000

Total Project Budget **\$10,000,000**

Source of Funds:

State Capital \$10,000,000

Total Source of Funds **\$10,000,000**

ATTACHMENT: Attachment A - Aerial Site

Attachment A - Aerial Site



BOARD OF REGENTS

WSU Pullman, College of Agricultural, Human, and Natural Resource Sciences
Knott Dairy Center Renovation, Project Budget Approval

Resolution #230915-686

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:

1. Approves the WSU Pullman, CAHNRS Knott Dairy Center Renovation with a total budget not to exceed \$10,000,000 and authorize the project to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete the project within the budgeted amount.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #5

WSU Spokane, Biomedical and Health Sciences Building Phase II Project Budget Approval (Leslie Brunelli/ Olivia Yang/Daryll DeWald)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Spokane, Biomedical and Health Sciences Building Phase II, Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Spokane, Biomedical and Health Sciences Building Phase II project budget not to exceed \$7,000,000 and authorize the project to proceed 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 this phase of the project within the budget.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

**SUPPORTING
INFORMATION:**

The Biomedical and Health Sciences Building Phase II, also referred to as the Team Health Education Building, will provide space for clinical education and create a transformative environment with opportunities for team health education with the regional workforce partners and health care professionals. The Team Health Education Building will serve as the focal point for experiential learning and clinical education through simulation and clinical research on the WSU Spokane Campus. The building will serve the Colleges of Medicine, Pharmacy and Pharmaceutical Sciences, and Nursing.

The Team Health Education Building will be a unique facility for team health education, as all three colleges will be able to run interdisciplinary (interprofessional) scenarios replicating real life events for students. The interdisciplinary simulations are currently something WSU is unable to accommodate due to limited space within the WSU health science campus and within the individualized departmental simulation rooms. Currently, most of the simulation facilities are used for skills development only, with limited room for scenario training. The building will also allow

the colleges to interact with professionals from health care provider systems within the Inland Northwest. The providers, including Providence, MultiCare, Chas Health, and Kaiser Permanente, have a desire to utilize the facility in the continual training of their employees in new procedures and techniques to improve health care. Team health training opportunities will position WSU as a leader in health sciences education, preparing health professionals for now and the future.

Project Schedule:

Design	July 2023-May 2024
Construction	March 2024-July 2024

Project Budget:

Design	\$2,500,000
Construction (incl. contingency & sales tax)	\$4,000,000
Project Management Fees	\$500,000
Total Project Budget	<u>\$7,000,000</u>

Source of Funds:

FY 2023-25 State Funds	\$7,000,000
Total Source of Funds	<u>\$7,000,000</u>

ATTACHMENT: Attachment A - Aerial Site

Attachment A – Aerial Site



BOARD OF REGENTS

**WSU Spokane, Biomedical and Health Sciences Building Phase II
Project Budget Approval**

Resolution #230915-687

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:

1. Approves the WSU Spokane, Biomedical and Health Sciences Building Phase II project budget not to exceed \$7,000,000 and authorize the project to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete this phase of the project, within the budgeted amount.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #6

**WSU Pullman, College of Veterinary Medicine -
Bustad Hall Renovation (Simulation-Based Education Program) -
Project Budget Approval
(Leslie Brunelli/ Olivia Yang/Elizabeth Chilton)**

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, College of Veterinary Medicine (CVM), Bustad Hall Renovation (Simulation-Based Education Program), Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, CVM, Bustad Hall renovation (simulation-based education program) with a total project budget not to exceed \$8,000,000 and authorize the project to proceed 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 project within the budget.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

SUPPORTING INFORMATION: This project is for the renovation of lab facilities in Bustad Hall that were vacated with the recent completion of the new Global Animal Health facility. These labs will be updated to enhance the Simulation-Based Education (SBE) program within CVM. The proposed project scope to renovate portions of Bustad Hall will provide the functioning teaching and storage space necessary for SBE to maintain its status as the only veterinary program accredited through the Society for Simulation in Healthcare. It is imperative that graduates demonstrate competence in a multitude of clinical skills, and SBE helps them achieve this competence.

Recent capital expenses have prioritized the CVM biomedical research mission. The CVM has few flexible education spaces for creative and innovative instructional design and delivery, which must be addressed if meaningful evolution of veterinary medical education is to be achieved at WSU. Investments in SBE will pay dividends in recruiting students and faculty to the CVM, creating educational research and incubator

opportunities, and establishing a safe environment conducive to deep learning.

Expansion and refinement of the SBE facilities could positively impact many WSU programs through future interdisciplinary collaboration. Creating renovated space for SBE will support CVM and the WSU College of Education, whose Athletic Training program regularly utilizes SBE’s programming services. Past interdisciplinary collaborations have also included Educational Psychology, Mechanical Engineering, and Bioengineering. Simulation can be a vital component to prepare graduates in a multitude of disciplines and contributes to educational equity by leveling the educational playing field for students from diverse backgrounds.

Project Schedule:

May 2023	Regents Future Action for Project Budget Approval
September 2023	Regents Action for Project Budget Approval Regents Future Action for Design Approval
November 2023	Regents Action for Design Approval
April 2024 - June 2025	Construction

Project Budget:

Construction (incl. contingency & sales tax)	\$5,650,000
Professional Services	\$600,000
Project Management	\$550,000
Moveable Equipment/Furnishings	<u>\$1,200,000</u>
Total Project Budget	<u>\$8,000,000</u>

Source of Funds:

FY2023-25 State Funds	<u>\$8,000,000</u>
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BOARD OF REGENTS
WSU Pullman, College of Veterinary Medicine -
Bustad Hall Renovation (Simulation-Based Education Program) -
Project Budget Approval

Resolution #230915-688

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:

1. Approves the WSU Pullman, CVM, Bustad Hall Renovation (simulation-based education program) with a total project budget not to exceed \$8,000,000 and authorize the project to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete the project, within the budgeted amount.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #7
WSU Pullman, Taylor Sports Complex
Project Budget Approval
(Leslie Brunelli /Olivia Yang/Pat Chun/Elizabeth Chilton)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Taylor Sports Complex Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, Taylor Sports Complex project with a total budget not to exceed \$ 27,500,000, authorize the project to proceed to design and construction, 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 project, within the budgeted amount.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

SUPPORTING
INFORMATION:

As part of the Athletic Department's long-range plan, WSU identified the renovation of the existing Indoor Practice Facility, which was built in 2002, as a priority. The Taylor Sports Complex will replace the existing air supported structure with a new facility. This improved facility will allow all WSU athletic programs an indoor practice location in inclement weather. This facility is considered critical to allow WSU to continue to compete at the highest level with peer programs.

Over the past several years, WSU Athletics has successfully secured pledges and cash donations for this project. As of April of 2023, there are \$22.8 million in gross cash contributions received, with an additional \$4.7 million in gross pledges outstanding over the next 5 years (both shown before fees, expenses and allowances). To date, Athletics has received 83% of the total fundraising effort in cash. Gross cash contributions are projected to reach \$23.6 million by December 2023, and \$25.3 million by the end of December 2024. See Attachment B.

Project Schedule:

September 2022	Regents Future Action for Design Phase
November 2022	Regents Approval of Design Phase
December 2022 – February 2023	Design Builder Procurement
Spring 2023	Design Begins
May 2023	Regents Action for Design Phase Budget Increase Regents Future Action for Project Budget, and Design Approval
September 2023	Regents Action for Project Budget and Design Approval
Fall 2023	Construction Begins

Project Budget

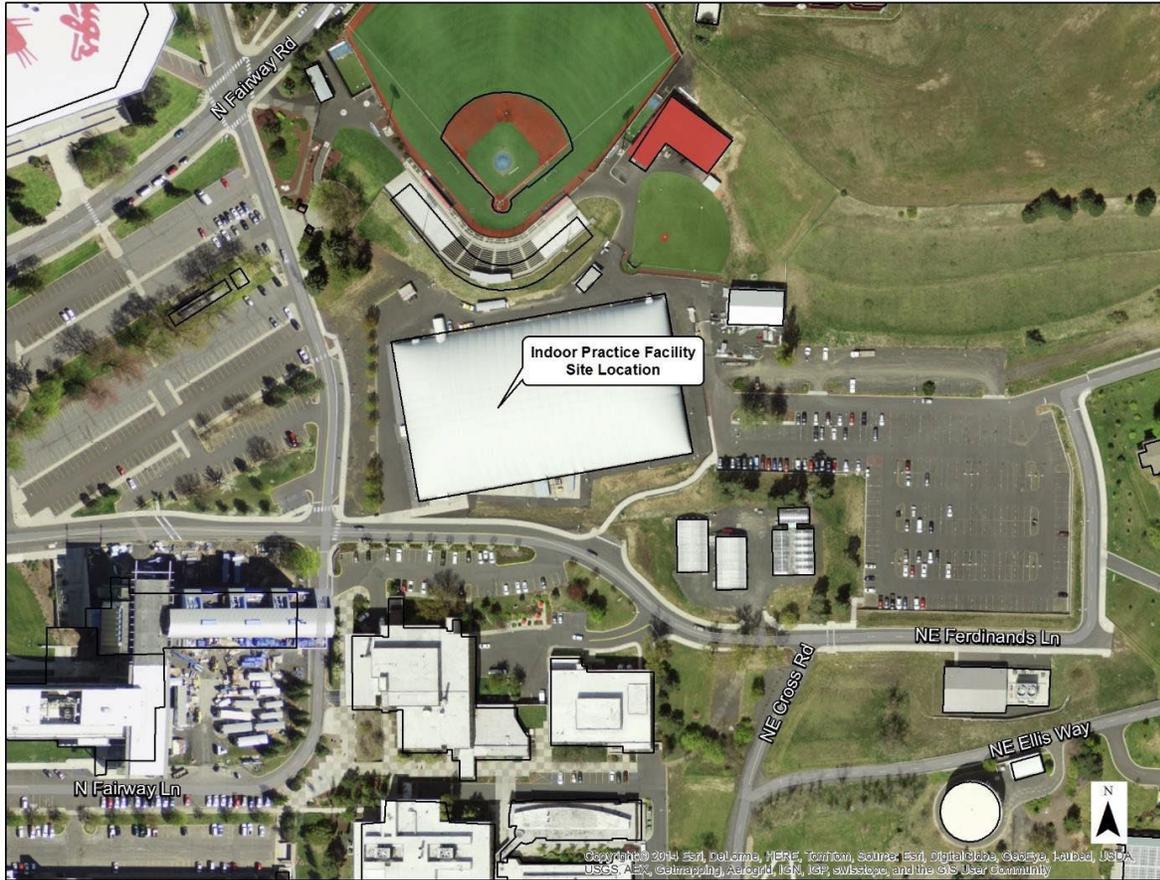
Design and Preconstruction Services	2,200,000
Early Material Procurement	6,000,000
Construction (including contingency & sales tax)	14,500,000
Project Administration	900,000
Moveable Equipment/Furnishings	700,000
Other	400,000
Design and Construction Project Budget	\$24,700,000

Source of Funds

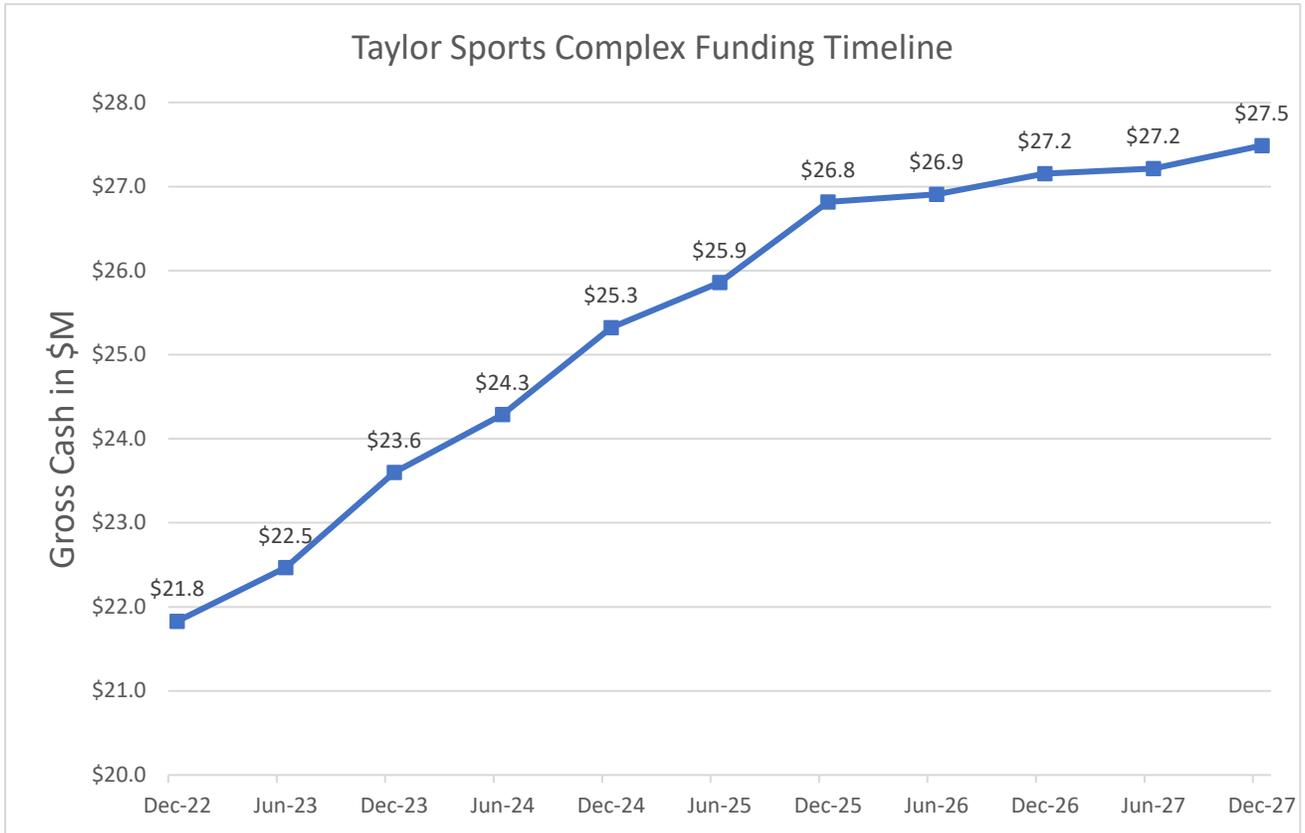
WSU Athletics has obtained gross donated cash and pledges of \$27.5 million for the Taylor Sports Complex. The project budget will be funded from available donated cash on hand for the project. Based on pledge schedule the total project budget is 24,700,000.

ATTACHMENTS: Attachment A - Aerial Site
Attachment B - Taylor Sports Complex Pledge Schedule

Attachment A - Aerial Site



Attachment B – Taylor Sports Complex Pledge Schedule



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

BOARD OF REGENTS
WSU Pullman, Taylor Sports Complex
Project Budget Approval

Resolution #230915-689

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:

1. Approves the WSU Pullman, Taylor Sports Complex project with a total budget not to exceed \$27,500,000 and authorize the project to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete the project, within the budgeted amount.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #8

WSU Pullman, Taylor Sports Complex
Design Approval
(Leslie Brunelli/Olivia Yang/ Pat Chun/Elizabeth Chilton)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Taylor Sports Complex, Design Approval

PROPOSED: That the WSU Board of Regents approve the schematic design for the WSU Pullman, Taylor Sports Complex.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

SUPPORTING

INFORMATION: As part of the Athletic Department’s long-range plan, WSU identified the renovation of the existing Indoor Practice Facility, which was built in 2002, as a priority. The Taylor Sports Complex would replace the existing air supported structure with a new facility. This improved facility will allow all WSU athletic programs to have an indoor practice location in inclement weather.

The new facility will be located at the same site as the existing air supported structure and will utilize as many existing utilities and foundation improvements as possible. The new facility will include multiple improvements that will enhance the types of training that can take place by multiple athletic programs in the facility.

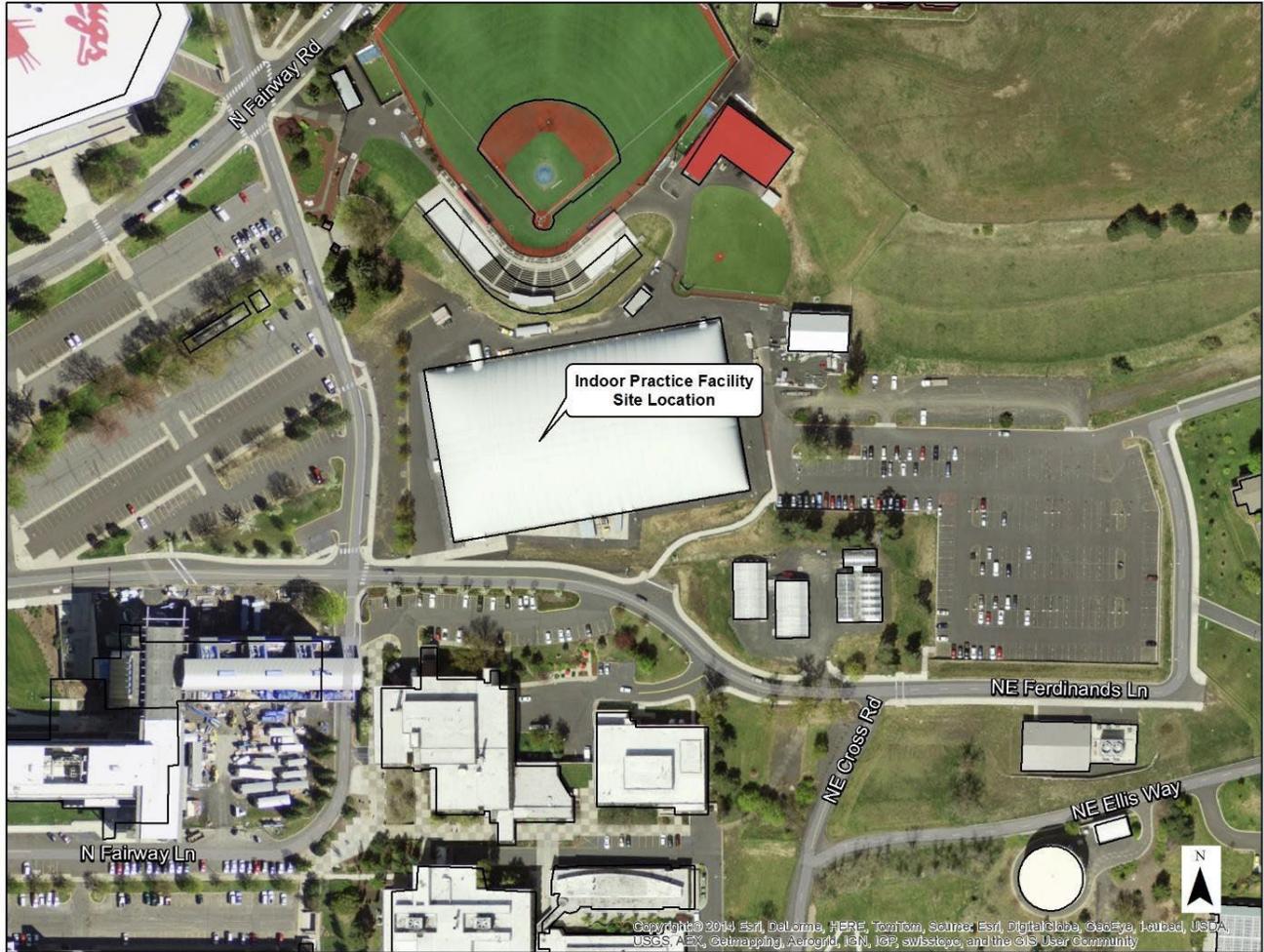
Project Schedule:

September 2022	Regents Future Action for Design Phase
November 2022	Regents Approval of Design Phase
December 2022 – February 2023	Design Builder Procurement
Spring 2023	Design Begins
May 2023	Regents Action for Project Design Phase Budget Increase Regents Future Action for Budget and Design Approval

September 2023	Regents Action for Budget and Design Approval
Fall 2023	Construction Begins

ATTACHMENT: Attachment A - Aerial Site

Attachment A – Aerial Site



ACTION ITEM #9

WSU State Minor Capital Contracts (Leslie Brunelli/ Olivia Yang/Elizabeth Chilton)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU State Minor Capital Contracts Approval

PROPOSED: That the WSU Board of Regents approve the WSU State Minor Capital Contracts and authorize the contracts to proceed 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 projects within the budgeted amounts.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

**SUPPORTING
INFORMATION:**

The 2023 State Legislature approved \$53M in state minor capital funds, of which \$40M is for building preservation (Minor Capital Renewal or MCR) and \$13M is for academic and research programs (Minor Capital Improvement or MCI).

The MCR and MCI appropriation includes hundreds of smaller projects, which cannot exceed \$2M by statute. In past biennia, these projects were contracted individually.

In the 2021 Legislature, WSU received authorization to pilot the use of design-build under \$2M. We used this pilot process on several projects in an effort to increase the utilization of smaller firms in the design-build arena. The results are gratifying regarding the value of dollars spent and delivery times.

We recently received feedback from our smaller general contractors and trade partners (mechanical and electrical contractors) that they have limited capacity to respond to our solicitations, whether for design-bid-build or under \$2M design-build procurement. Currently, it is not unusual for our smaller design-bid-build projects to receive no bids.

We propose bundling like projects into larger design-build contracts instead. This optimizes the buying power of the larger firms and will also allow us to make early purchase of long lead items. (Some of these long lead items take over a year). This approach will also allow us to optimize the current number of project staff in managing fewer large contracts.

In addition, we have recently asked firms pursuing our larger design-build contracts to lean into the support of small businesses by addressing barriers to small business access to capital and training. From our experience in the pilot design-build under \$2M, we recognize that firms pursuing our larger design-build projects are better positioned to efficiently and effectively help small businesses in addressing issues around access to capital (prompt pay, bonding assistance, etc.) and access to training (mentoring, networking, etc.).

The attachment shows the different state minor capital projects and the proposed contract bundling. The proposed contracts are:

1. Infrastructure Electrical \$5.150M
2. Infrastructure Chiller/Metering \$4.219M
3. Building Systems HVAC/BAS \$8.725M
4. Roofs \$2.3M
5. Tri-cities and RECs \$3.745M

Project Schedule

Design	October 2023 through March 2024
Construction	March 2024 through June 2025

Source of Funds:

State Capital	\$53,000,000
Total Source of Funds	<u>\$53,000,000</u>

ATTACHMENT: Attachment A – WSU State Minor Capital Contracts

BOARD OF REGENTS
WSU State Minor Capital Contracts

Resolution #230915-690

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:

1. Approves the WSU State Minor Capital Contracts and authorize the contracts to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete the projects within the budgeted amounts.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

Minor Capital Contracts

Project	Line Items	Building	Line Item Cost	Total Budget
Infrastructure - Electrical	5kV feeders	multiple	\$ 2,000,000	\$ 5,150,000
	GWSP Generator O/H or Replacement	GWSP	\$ 1,000,000	
	Remove OH power at Dairy Road	multiple	\$ 500,000	
	Replace starter and update controls	Well 6	\$ 150,000	
	Transformer renewal on upper floors	Webster	\$ 500,000	
	Dodgen Electrical Power Supply Stabilization (UPS and Generator)	Dodgen	\$ 1,000,000	
Infrastructure - Chiller/Metering	CHW Reserve (plant renewal, replace tower media, distribution pump rebuilds, clean CHW tank)	multiple	\$ 500,000	\$ 4,219,000
	Replace Chiller	SCUE	\$ 1,169,000	
	Energy Metering	multiple	\$ 1,800,000	
	Meter domestic water at housing facilities (MCR Funding)	multiple	\$ 375,000	
	Meter domestic water at housing facilities (Chiller Tax Funding)	multiple	\$ 375,000	
Building Systems - HVAC/BAS	Plumbing and Fire Life Safety renewal	FSHN	\$ 700,000	\$ 8,725,000
	Lighting, water pressure and air-handling renewal	Webster	\$ 675,000	
	HVAC Renewal	ETRL	\$ 2,000,000	
	Plumbing and heating renewal	Wilson-Short	\$ 1,200,000	
	Electrical, BAS and Steam renewal	Holland	\$ 2,500,000	
	BAS Network Upgrade	Multiple Buildings - Pullman	\$ 123,000	
	BAS Panel Upgrade & Desigo	Multiple Buildings - Pullman	\$ 985,000	
	BAS Network Upgrade	Multiple Buildings - Prosser/Puyallup	\$ 117,000	
	BAS Panel Upgrade & Desigo	Multiple Buildings - Prosser/Puyallup	\$ 125,000	
	BAS improvements	Multiple Buildings - Spokane	\$ 300,000	
Roofs	REPLACE ROOF OVER SHOPS	McCluskey Shops	\$ 1,700,000	\$ 2,300,000
	BUR (Built-Up Roofing) Renewal	Animal Science Lab	\$ 600,000	
Tri-Cities and RECs	Install emergency washing in 4021, a restroom in 4011 and tie both into septic	Chemical Storage and Vehicle Storage Buildings	\$ 40,000	\$ 3,745,132
	HVAC and Interiors	East Building - WSU Tri-Cities	\$ 895,000	
	Replace All Circulation Pumps in Penthouse (13)	Consolidated Information Center - WSU Tri-Cities	\$ 30,000	
	Greenhouse improvements	Prosser Site	\$ 700,000	
	Replace heating (heat pump)	J W Kalkus Office Lab Bldg - Puyallup	\$ 505,368	
	Master gardener parking lot security lighting or water line repairs	Master Gardener Building - Puyallup	\$ 90,000	
	Repair Roof and Fascia	Annex Lab - Wenatchee	\$ 67,382	
	roof repairs	Vehicle Storage Building - Mt Vernon	\$ 67,382	
	Repair HVAC System	ARTB	\$ 35,000	
	Shop Improvements	Lind	\$ 100,000	
	New environmental technology for climate controlled plant growth facilities	Puyallup	\$ 325,000	
	Classroom remodel	Floyd Building	\$ 590,000	
	Demo Relocatable Bldgs - Build Shelter for WSU Medicine Rural Outreach Vehicle	Tri-Cities	\$ 200,000	
Install linear irrigation system	Othello	\$ 100,000		

+E3+E9+E14+E24+E26+

ACTION ITEM #10

WSU Pullman, Voiland College of Engineering & Architecture Schweitzer Engineering Hall Increase Project Budget Approval (Leslie Brunelli/ Olivia Yang/Elizabeth Chilton)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Voiland College of Engineering & Architecture (VCEA),
Schweitzer Engineering Hall Increase Project Budget Approval

PROPOSED: That the WSU Board of Regents increase the WSU Pullman, VCEA
Schweitzer Engineering project budget and further delegate authority to
the President or designee to enter all contracts necessary for this phase of
the project with a total project budget not to exceed \$44,800,000.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

**SUPPORTING
INFORMATION:**

Schweitzer Engineering Hall is the vanguard of VCEA's revitalized precinct on the Pullman Campus. The new facility will consolidate student services and provide formal and informal learning spaces, including capstone studios and maker spaces, while supporting an interdisciplinary community that drives student and faculty success. VCEA's revitalized precinct will act as an innovation hub that reflects the vibrancy and importance of our college's impact on the world while supporting the needs of future students.

The project will be funded with a combination of state capital funds and private donations. No debt financing will be utilized for this project. As such, project construction will be phased and scaled to align with the receipt of donated funds, such that construction expenses do not exceed total donated funding on hand plus state capital appropriations at any point in time.

In November 2022, the Board approved \$4.8 million of donated funds for design for the Schweitzer Engineering Hall.

WSU's top request of \$40 million in state capital allocation was funded during the 2023 legislative session. The state capital funds will be available

for use beginning July 1, 2023. Receiving the state capital appropriation fulfills the first critical financial milestone to allow continued progress on the intended timeline.

Pledges for \$36.2 million have been secured with the first major group of matured pledges projected to materialize by August 2023. Active fundraising continues with the goal to increase overall pledge commitments. Of the pledges received, \$13.9 million cash has been collected to date, while \$22.3 million remains to be collected over the subsequent five-year horizon.

Estimated Project Budget:

Construction	\$67,618,200
Professional Services	\$3,928,800
Project Management	\$2,664,700
Moveable Equipment/Furnishings	\$3,610,800
Other	<u>\$2,177,500</u>
Total Project Budget	<u>\$80,000,000</u>

Source of Funds

State (\$30M for building + \$10M for utilities)	\$40,000,000
Donation (\$36.2M pledged to date)	<u>\$40,000,000</u>
Total Estimated Source of Funds	<u>\$80,000,000</u>

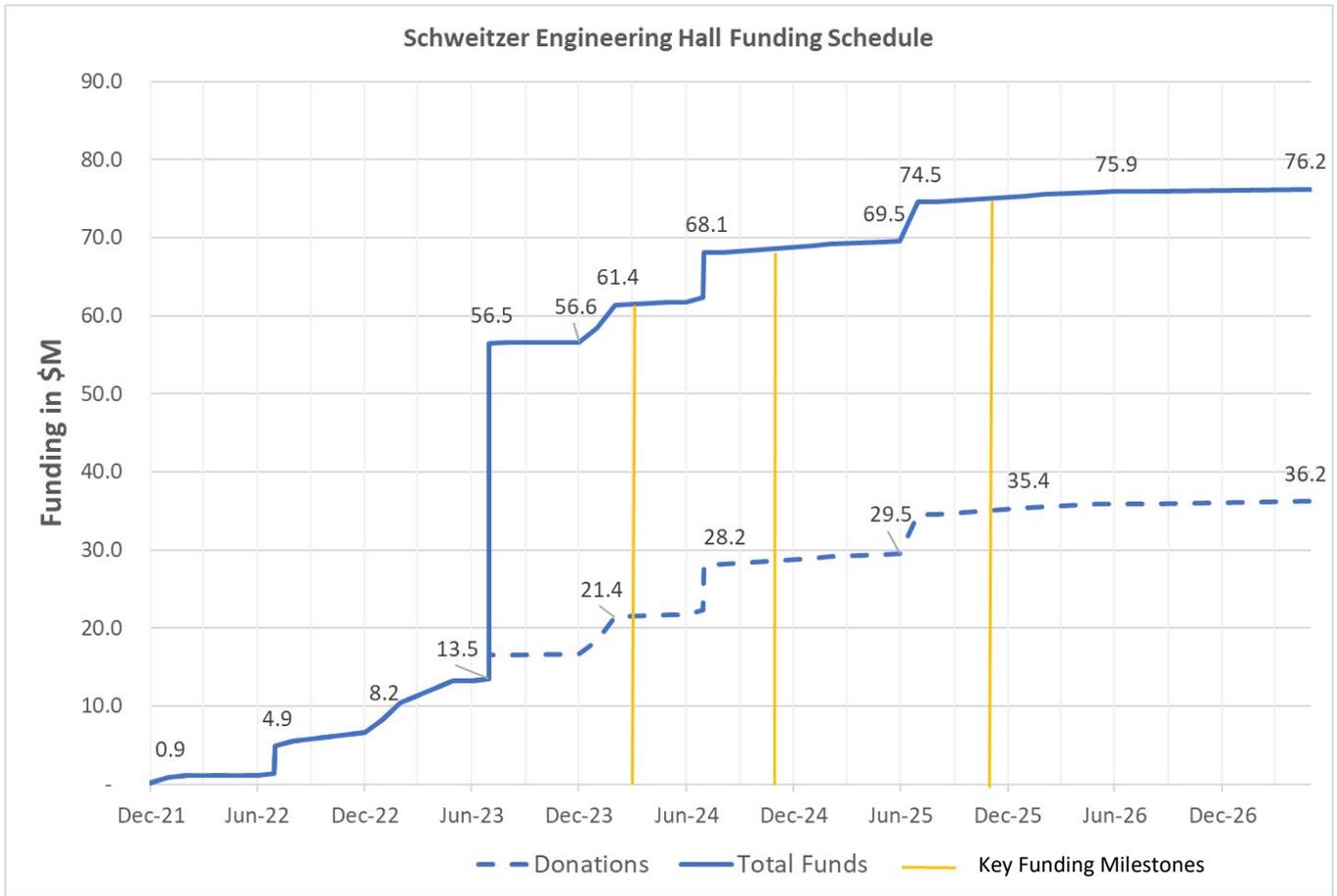
Project Schedule:

BOR Design Budget Approval*	November 2022
Progressive Design Build Team Selection Process	January-April 2023
Design	May 2023 – May 2024
Construction (includes utilities)	March 2024 – May 2026

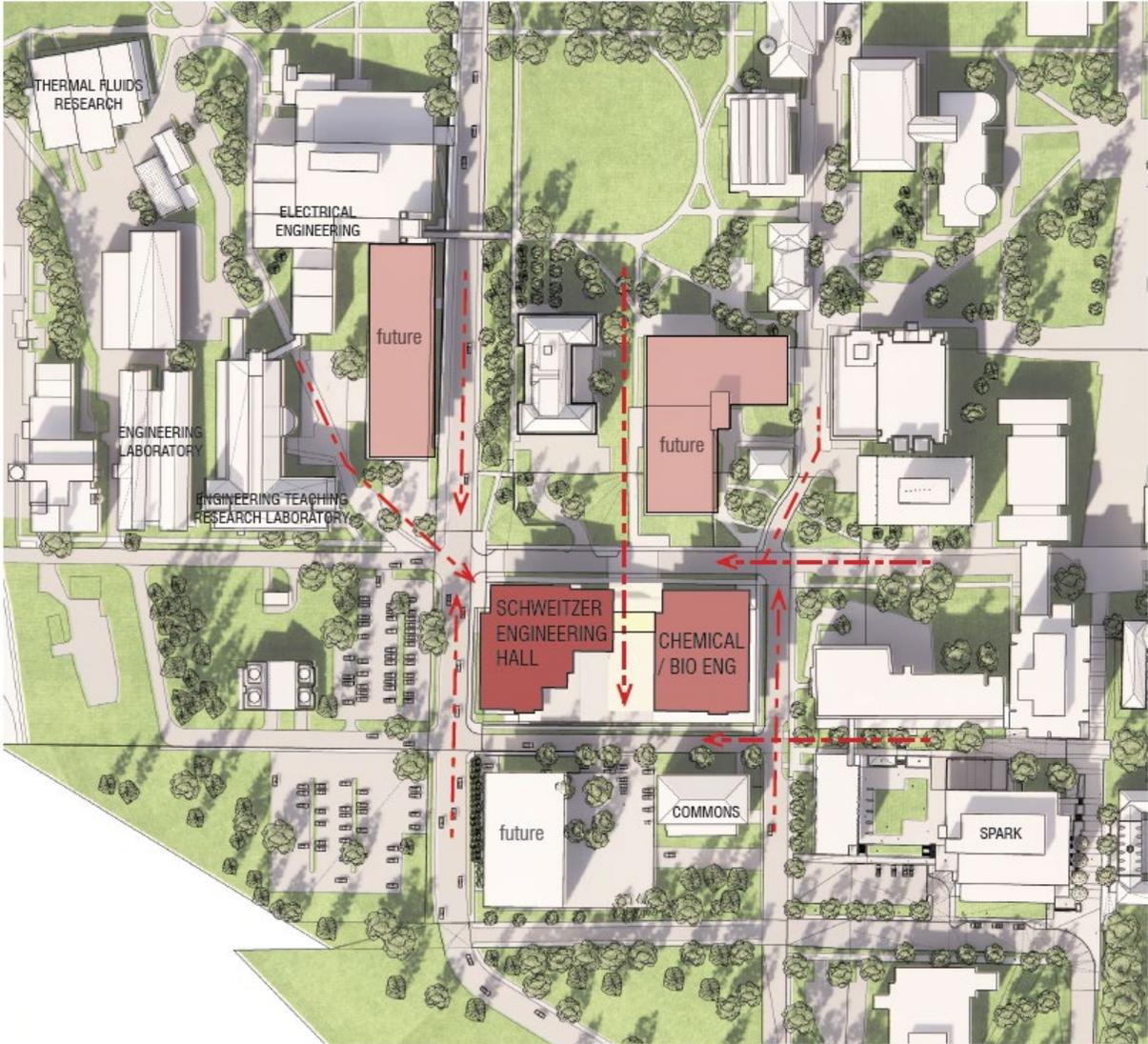
**Previous Board approval to proceed to design with the funding available (\$4.8M)*

ATTACHMENTS: Attachment A - Schweitzer Engineering Hall Funding Schedule
Attachment B - Aerial Site

Attachment A - Schweitzer Engineering Hall Funding Schedule



Attachment B - Aerial Site



BOARD OF REGENTS
WSU Pullman, Voiland College of Engineering & Architecture
Schweitzer Engineering Hall Increase Project Budget Approval

Resolution #230915-691

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:

1. Approves the project budget increase for the WSU Pullman, Voiland College of Engineering & Architecture Schweitzer Engineering Hall project; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary for this phase of the project with a total project budget not to exceed \$44,800,000.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

FUTURE ACTION ITEM #1

WSU Pullman, Voiland College of Engineering & Architecture
Schweitzer Engineering Hall, Increase Budget Approval
(Leslie Brunelli /Olivia Yang/Elizabeth Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Voiland College of Engineering & Architecture (VCEA),
Schweitzer Engineering Hall, Increase Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, Schweitzer Engineering Hall budget increase and further delegate authority to the President or designee to enter all contracts necessary for this phase of the project with a total project budget not to exceed \$76,200,000

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: Schweitzer Engineering Hall is the vanguard of VCEA's revitalized precinct on the Pullman Campus. The new facility will consolidate student services and provide formal and informal learning spaces, including capstone studios and maker spaces, while supporting an interdisciplinary community that drives student and faculty success. VCEA's revitalized precinct will act as an innovation hub that reflects the vibrancy and importance of our college's impact on the world while supporting the needs of future students.

The project will be funded with a combination of state capital funds and private donations. No debt financing will be utilized for this project. As such, project construction will be phased and scaled to align with the receipt of donated funds, such that construction expenses do not exceed total donated funding on hand plus state capital appropriations at any point in time.

In November 2022, the Board approved \$4.8 million of donated funds for design for the Schweitzer Engineering Hall.

In this September 2023 Regents meeting, we are requesting a Project Budget increase to \$44.8M to reflect the \$40M state capital appropriation.

\$36.2M of pledges have been secured, of which \$13.9M cash has been collected and \$22.3M are scheduled to be collected in the subsequent five year horizon in \$5 to 10M increments over six to eight month increments.

Pledges for \$36.2 million have been secured with the first major group of matured pledges projected to materialize by August 2023. Active fundraising continues with the goal to increase overall pledge commitments. Of the pledges received, \$13.9 million cash has been collected to date, while \$22.3 million remains to be collected over the subsequent five-year horizon.

Rather than requesting approval to increase the project budget each Regents meeting, we are requesting an overall approval at the total pledge level of \$76.2M, with the protocol that no contract work will be committed without supporting cash transferred to the project account.

Facilities Services has long had a practice that contracts or contract amendments may be issued only after cash has been transferred to a project account.

To further support the disciplined commitment of contracts, we will use a Project Agreement to validate the fund transfer (see Attachment C).

Project construction will be phased to align with the receipt of donated funds, such that contract commitments do not exceed total cash transferred to project account. The design build prime contractor will be a signatory to the Project Agreement.

Estimated Project Budget:

Construction	\$67,618,200
Professional Services	\$3,928,800
Project Management	\$2,664,700
Moveable Equipment/Furnishings	\$3,610,800
Other	<u>\$2,177,500</u>

Total Project Budget **\$80,000,000**

Source of Funds

State (\$30M for building + \$10M for utilities)	\$40,000,000
Donation (\$36.2M pledged to date)	<u>\$40,000,000</u>

Total Estimated Source of Funds **\$80,000,000**

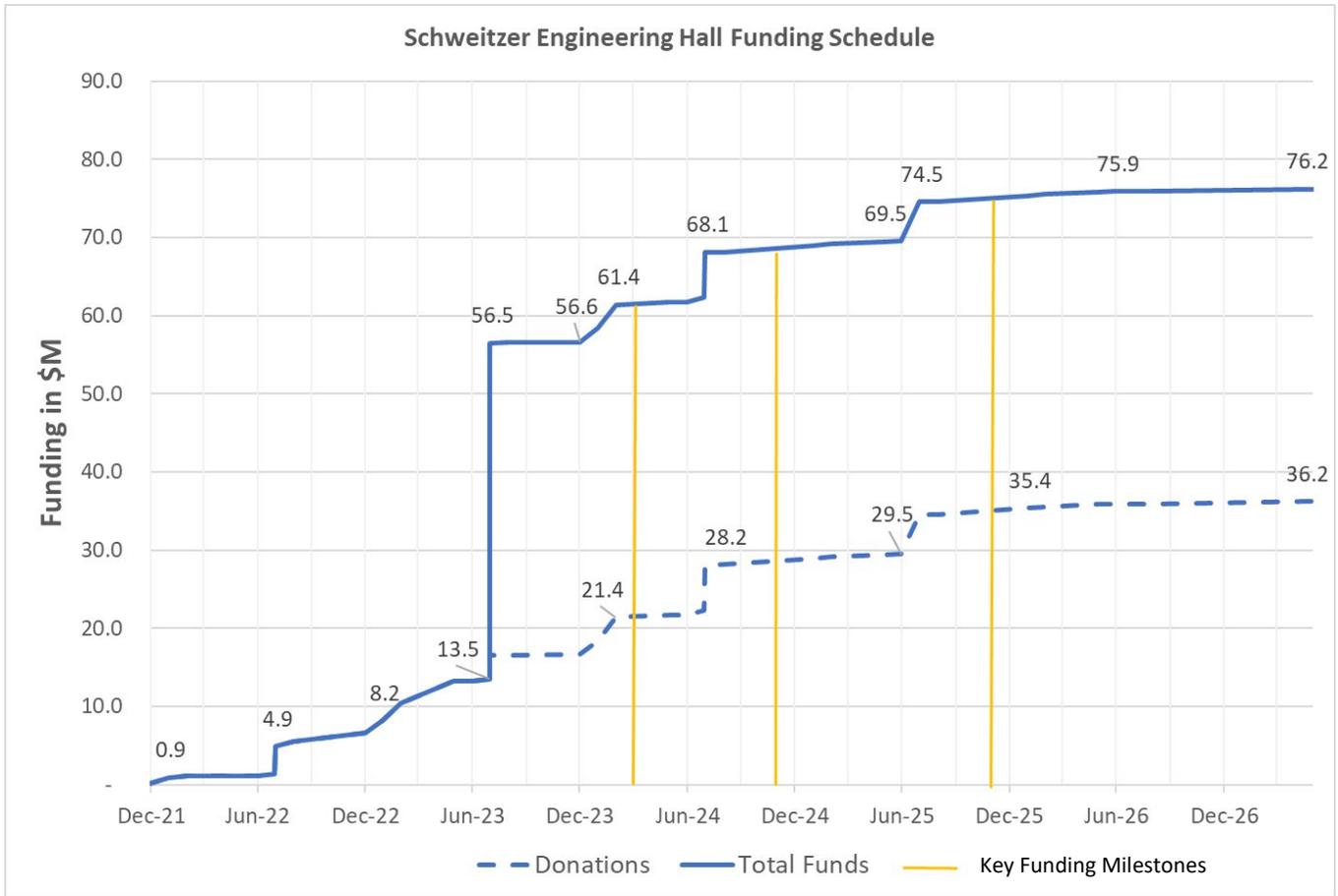
Project Schedule:

BOR Design Budget Approval*	November 2022
Progressive Design Build Team Selection Process	January-April 2023
Design	May 2023 – May 2024
Construction (includes utilities)	March 2024 – May 2026

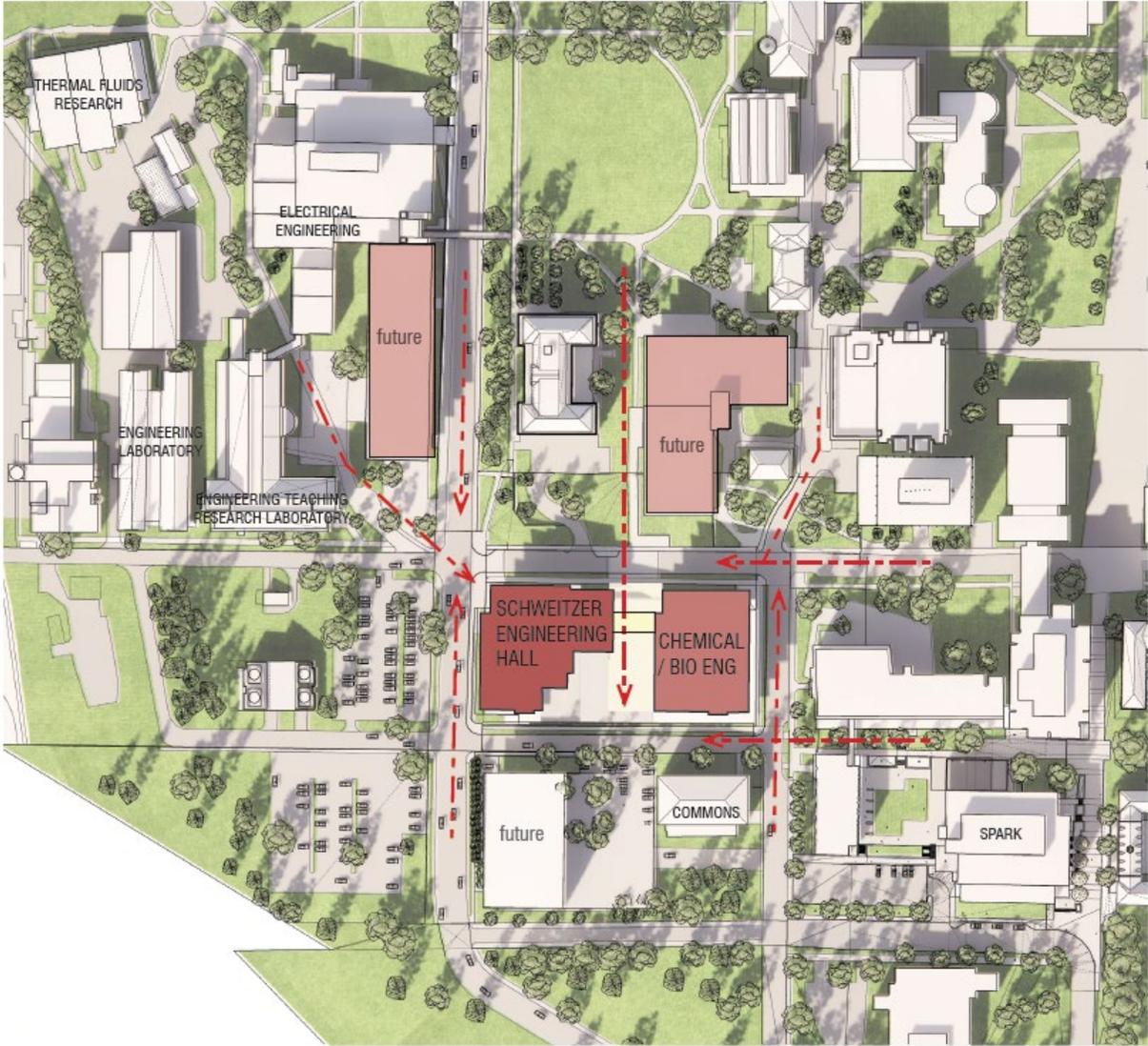
**Previous Board approval to proceed to design with the funding available (\$4.8M)*

ATTACHMENTS: Attachment A - Schweitzer Engineering Hall Funding Schedule
Attachment B - Aerial Site
Attachment C – Project Agreement

Attachment A - Schweitzer Engineering Hall Funding Schedule



Attachment B - Aerial Site



Attachment C

Project Agreement

A project agreement began as a "contract" between Facilities Services and the funding/user unit regarding the project's scope, schedule, and budget. It also functions as the internal control device used by Facilities to ensure that contract commitments are made to the extent that financial resources – funds in Facilities Services project accounts are in place. Facilities Services Contract Office issues no contract or contract amendment without this funding condition.

Project agreements are typically used for "major" projects (typically for projects over \$5M). A simplified version is used for smaller projects. However, depending on circumstances around a small project's scope, budget, or schedule, a form of project agreement can also be used.

Project agreements typically consist of some or all of these parts:

1. Project Charter: description of scope, schedule, and budget, as well as a listing of building committee members
2. Project Goals
Program Approval: A functional program is developed, and this document is approved at this phase.
3. Design Build Selection: naming individuals participating in the recommendation of the design-build team, following the procurement and selection process. This typically authorizes funding for initial programming work by the design-build team and other supporting work as needed (survey, soils, etc.)
4. Project Confirmation and design approval: naming individuals selected to participate in the design review, approval of design phase milestones, any deviations from program scope.
5. Detailed Design Documents: naming individuals selected to review and approve design phase milestones. This typically authorizes funding for the next design effort.
6. Construction Documents/Permit Set: preparation of construction/building permit documents and identification of any deviations from program scope, schedule, or budget.
7. Funding Plan: In response to donor-funded projects' needs, a new section identifies cash from pledges received and eligible for transfer into Facilities Services project account. A cash flow is developed based on, on the one hand, pledge to cash and, on the other hand, cash outflow of project expenditures. Part 7 Project Funding will be used more than once during the life of a project to document the transfer of funds from pledges, donor to Foundation, and Foundation to Facilities Services project account.

FUTURE ACTION ITEM #2

WSU Pullman, Athletics, Champions Center, Project Budget Approval
(Leslie Brunelli /Olivia Yang/Pat Chun/Elizabeth Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Athletics, Champions Center, Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, Champions Center Project with a total budget not to exceed \$9,400,000, authorize the project to proceed to design and construction, 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 project, within the budgeted amount.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & 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 the 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 August 2023, there is \$6.9M in gross cash contributions received, with an additional \$2.5M in

gross pledges outstanding over the next three years (both shown before fees, expenses, and allowances). To date, Athletics has received 72% of the total fundraising effort in cash. Gross cash contributions are projected to reach \$7.8M by December 2023 and \$9.4M by the end of December 2025. See attachment B. The projected total project cost will be \$9.4M. See Attachment B.

Project Schedule:

Date	Step
November 2022	Regents Future Action for Design Phase
March 2023	Request for Regents Approval of Design Phase
March 2023 – May 2023	Design Builder Procurement
Spring 2023	Design Begins
September 2023	Request for Regents Future Action for Project Budget & Design Approval
November 2023	Request for Regents Action for Project Budget & Design Approval
Winter 2023	Construction Begins

Project Budget:

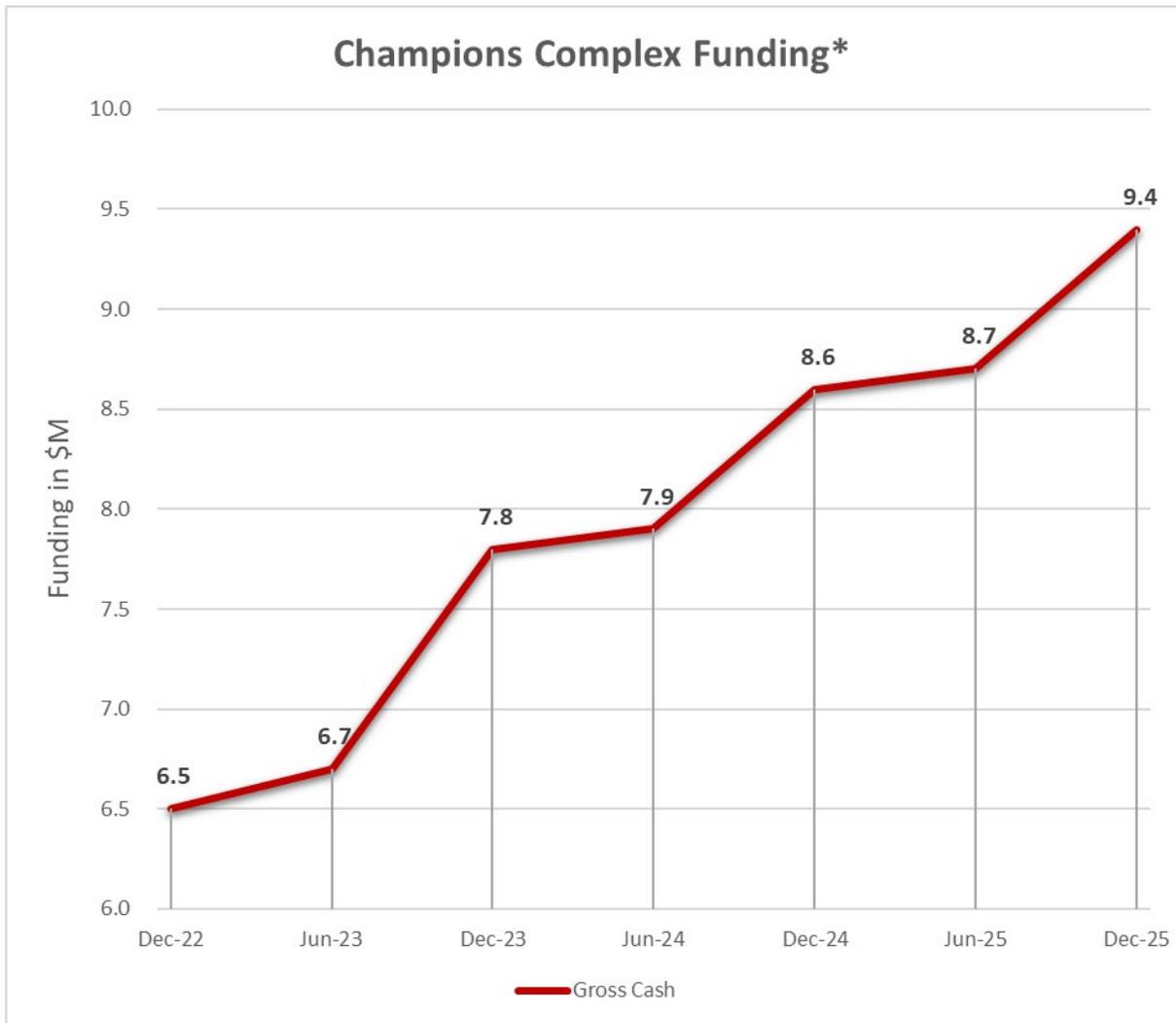
Design and Preconstruction Services	1,140,000
Construction	7,270,000
Project Administration	550,000
Moveable Equipment/Furnishings	310,000
Other	130,000
Design and Construction Project Budget	\$9,400,000

Source of Funds:

WSU Athletics has obtained gross donated cash and pledges of \$9.4 million for the Champions Center. The project budget will be funded from available donated cash on hand for the project.

ATTACHMENTS: Attachment A - Aerial Site
Attachment B – Champion Center Funding Schedule

Attachment B



*Gross cash contributions and pledges, before allowances

FUTURE ACTION ITEM #3

WSU Pullman, Athletics, Champions Center, Design Approval
(Leslie Brunelli /Olivia Yang/Pat Chun/Elizabeth Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Athletics, Champions Center, Design Approval

PROPOSED: That the WSU Board of Regents approve the schematic design for the WSU Pullman, Champions Center.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The Champions Center will centralize the 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. 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.

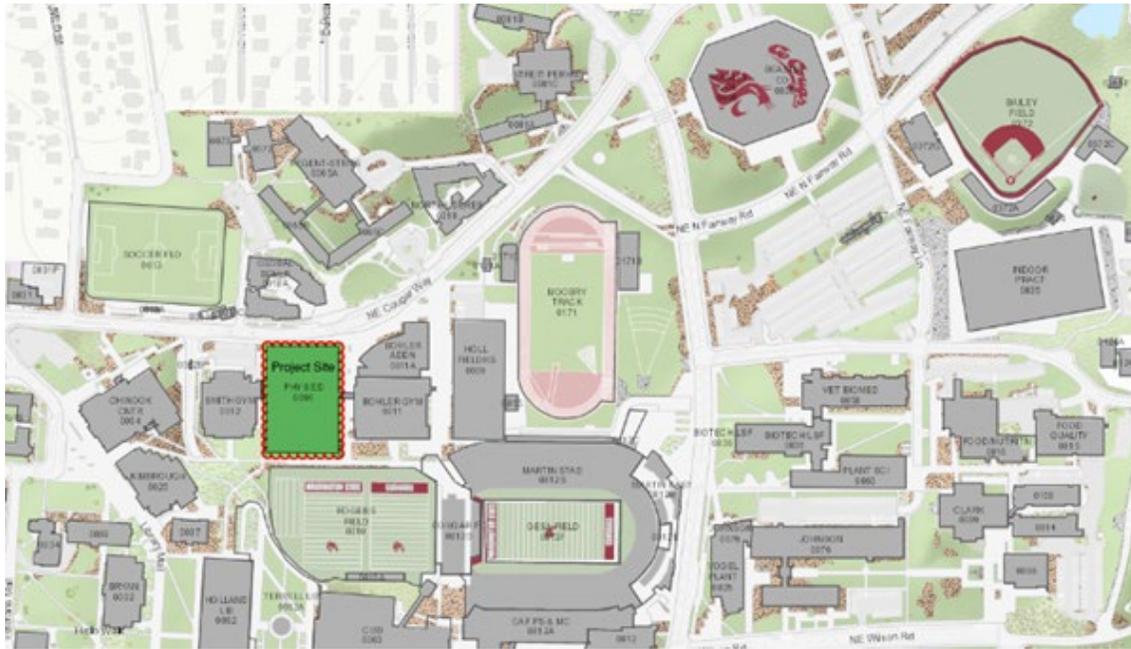
The proposed location for the Champions Center is in underutilized space on campus in the Physical Education Building. This location will place these student wellbeing services in the heart of campus in the Athletics core.

Project Schedule:

Date	Step
November 2022	Regents Future Action for Design Phase
March 2023	Request for Regents Approval of Design Phase
March 2023 – May 2023	Design Builder Procurement
Spring 2023	Design Begins
September 2023	Regents Future Action for Project Budget & Design Approval
November 2023	Request for Regents Action for Project Budget & Design Approval
Winter 2023	Construction Begins

ATTACHMENT: Attachment A - Aerial Site

Attachment A



FUTURE ACTION ITEM #4

WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Building, Design Approval
(Leslie Brunelli /Olivia Yang/Elizabeth Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Building, Design Approval

PROPOSED: That the WSU Board of Regents approve the schematic design for the WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Building.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The United States Department of Agriculture – Agricultural Research Service (USDA-ARS)/Washington State University research partnership is exemplary and one of the strongest federal-state partnerships in the nation.

Five USDA-ARS Research Units are located at WSU: 1) Wheat Health, Genetics and Quality Research Unit; 2) Grain Legume Genetics and Physiology Research Unit; 3) Northwest Sustainable Agro-ecosystems Research Unit; 4) Plant Germplasm Introduction and Testing research Unit; and 5) Animal Disease Research Unit.

The new USDA-ARS Plant Biosciences Building will foster and enhance the connectedness between USDA-ARS and WSU researchers. The FY2019 Congressional funding included a \$104.9 million allocation to the USDA-ARS to design and build a new USDA-ARS Building on the WSU campus. An additional \$20 million was allocated to the project as part of the FY23 Omnibus appropriation. The estimated construction cost target for this project is \$105 million. The USDA-ARS Plant Biosciences Building design and construction is being managed by the US Army Corps of Engineers and WSU Facilities Services is acting as ARS on-site program coordinator.

The new facility will be located on the site of the recently demolished Johnson Hall. The new facility will be part of the V. Lane Rawlins

Research Education Complex connecting to both Vogel Hall and the Plant Sciences Building.

Project Schedule:

Project Owner Requirements	June 2020-January 2021
Initial Design	May 2021-February 2022
Final Design (w/Design Builder)	June 2023-December 2023
Construction	January 2024-February 2026

ATTACHMENT: Attachment A - Aerial Site

Attachment A – Aerial Site



FUTURE ACTION ITEM #5

Proposed Amendments to the Washington State University Voluntary Investment Program (Leslie Brunelli/Theresa Elliot-Cheslek/Ann Monroe)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed Amendments to and Restatement of the Washington State University Voluntary Investment Program (VIP)

PROPOSED: That the Board of Regents approve and adopt the amended and restated Washington State University Retirement Plan (WSURP) and the amended and restated Washington State University Voluntary Investment Program (VIP) in substantially the same form as the versions attached to the agenda item; and

That the Board of Regents delegate to the President or his designee(s) the authority to make such changes in the plan documents in substantial conformity with the versions presented at this meeting, to execute the plans in the University's name, and to take such other actions as deemed necessary or appropriate to implement the plans.

SUBMITTED BY: Theresa Elliot-Cheslek, Vice President and Chief Human Resource Officer; and Ann Monroe, HRS Benefits Director, Human Resource Services

SUPPORTING INFORMATION: The Board of Regents has authority pursuant to RCW 28B.10.400 through 28B.10.423, RCW 28B.30.095 and RCW 28B.30.150 to establish and govern the retirement plans for eligible employees. The Board of Regents adopted the WSURP, effective July 1, 1974. Several revisions have been made since that time, the most recent on March 1, 2020. The Board of Regents established a Washington State University Tax-Deferred Annuity Program January 1, 1983, now name the Washington State University Voluntary Investment Program, with the most recent plan document effective March 1, 2020.

Regulatory changes have occurred under the SECURE Act 2.0, which have been incorporated into the Voluntary Investment Program plan document. The proposed amendments and recommendations are tracked in the attached plan document and reflect the components and approved wording the IRS would expect to see in 403(b) plan documents.

The Voluntary Investment Plan is fully funded by employee contributions, with no employer contributions made by Washington State University. Therefore there is no financial liability to the university associated with implementing the required Secure 2.0 changes, as reviewed and confirmed by Human Resource Services, Finance and Administration, Washington State University Attorney General's office and our 403b Special Attorney General. As a voluntary plan,

employees are not required to participate and can enroll, change or stop their pre-tax, Roth, or combination thereof, contributions at any time.

The primary changes are highlighted below:

Washington State University Voluntary Investment Program

SECTION 2. DEFINITIONS

- 2.18 Includable Compensation: Reflects 2023 updated limit. [Housekeeping amendment.]
- 2.29 SECURE Act: Definition is being modified to add the reference to SECURE Act 2.0, passed by the federal government in 2022. [Required amendment.]

SECTION 4. VIP CONTRIBUTIONS

- 4.1 Removal of "Other Plans" [Housekeeping amendment.]
- 4.1(c) Under Secure Act 2.0, all age 50 catch-up contributions were identified to be processed as Roth deferrals for individuals who have earned \$145,000 or more in 2023. On August 25, 2023, an IRS Notice was issued implementing an administrative transition period through December 31, 2025, which allows for catch-up contributions to continue to be made as pre-tax or Roth contributions, based on employee election, and be treated as satisfying the requirements of the Secure Act 2.0 414(v)(7)(A) provision. [Required amendment.]
- 4.4(a)(i)&(vi) Definition of Elective Deferral Limit: Reflects 2023 updated limit. [Housekeeping amendment.]

SECTION 6. BENEFITS

- 6.3 Hardship Distributions: Under SECURE Act 2.0, allowing for participant self-certifications of a hardship when taking a hardship withdrawal. Also allowing participant to self-certify the amount requested does not exceed the financial need. [Required amendment.]

Removing reference to attributable income credited and that all nontaxable loans must be pursued prior to the hardship distribution being pursued, since they are no longer needed. [Required amendment.]

- 6.4(b)&(c) Lifetime Required Minimum Distributions and Death Required Minimum Distributions: Reflects required minimum distribution age changes under SEURE Act 2.0. Also clarified RMD requirements based on when they were applicable, and in the event of death. [Required amendment.]

ATTACHMENTS: Attachment A – WSU Voluntary Investment Program (VIP) Redline Copy
Attachment B – WSU Voluntary Investment Program (VIP) Clean Copy

WASHINGTON STATE UNIVERSITY

Voluntary Investment Program (VIP)

As Amended and Restated
Effective January, 2024

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SECTION 1. ESTABLISHMENT OF VOLUNTARY INVESTMENT PROGRAM

1.1 Establishment of Program. The Board of Regents of Washington State University established a Washington State University Tax-Deferred Annuity Program as of January 1, 1983, as allowed under State of Washington RCW 28.B.10.480. This plan document sets forth the provisions of the Plan, as amended March, 2020 but with a general retroactive effective date of January 1, 2010 as provided for in Rev. Proc.2013-22. This plan is a governmental plan as defined in Code Section 414(d) and is intended to satisfy the provisions of Code Section 403(b).

SECTION 2. DEFINITIONS

The words and phrases defined in this Article have the following meanings throughout this plan document:

2.1 Account means the account maintained for the benefit of any Participant or Beneficiary under a Funding Vehicle. The Plan Administrator will establish and maintain such separate Accounts for each Participant as may be necessary to properly account for Pre-Tax Elective Deferrals versus Roth Elective Deferrals and the Earnings thereon, and otherwise as may be necessary for proper Plan administration.

2.2 Account Balance means the total benefit to which a Participant or a Beneficiary is entitled under all Funding Vehicles, taking into account all VIP Contributions made to the Funding Vehicle and all Earnings and expenses allocable to the Account, and any distributions made to the Participant or Beneficiary.

2.3 Annuity Contract means a nontransferable group or individual contract described in Code Section 403(b)(1) that is issued by a Fund Sponsor and that includes payment in the form of an annuity.

2.4 Beneficiary means the person(s), including one or more trusts or other entities the Participant designates in writing, contingently or successively, to receive the Participant's Account (or remaining Account) under the Plan in the event of the Participant's death. If the Participant is married or remarries, the Participant's designation (including a pre-existing designation in the case of remarriage) of someone other than the spouse as a primary Beneficiary requires the written consent of the spouse. Any such consent must be witnessed by a notary public. Unless the consent expressly provides that the Participant may designate an additional Beneficiary or Beneficiaries without further consent of the spouse, the consent will be effective only with respect to the specific designation to which the consent relates. Spousal consent will be effective only with respect to that spouse. Such consent will not be required if it is established to the satisfaction of the Plan Administrator that there is no spouse or that the spouse cannot be located. A Participant's Beneficiary designation must be made on a form provided for this purpose by the Plan Administrator or by a Fund Sponsor and must be on file with the Plan Administrator or Fund Sponsor. If a Participant fails to designate a Beneficiary, the Participant's Account (or remaining Account remaining on the Participant's death) will be paid in the following order of priority: (a) to the Participant's surviving spouse, and, if none; (b) to the Participant's surviving children and

lineal descendants, by right of representation and not per capita, and, if none; (c) to the Participant's surviving parents, and, if none; (d) to the Participant's estate. For purposes of Sections 6.4 and 6.7, a Designated Beneficiary means as described in Treas. Reg. Section 1.401(a)(9)-4 and, as applicable and the context requires, an "Eligible Designated Beneficiary" under the Secure Act.

2.5 Board means the Board of Regents of Washington State University.

2.6 Code means the Internal Revenue Code of 1986, as amended.

2.7 Compensation means W-2 taxable income and includes Post-Severance Compensation which consists of regular pay.

2.8 Custodial Account means the group or individual custodial account or accounts, described in section 403(b)(7) of the Code, Plan to hold regulated investment company stock issued by a Fund Sponsor.

2.9 Differential Wage Payment means as defined in Code Section 3401(h).

2.10 Earnings means the net income, gain or loss earned by an Account or with respect to a contribution or distribution, as the context requires. A Roth Elective Deferral Account will be credited and charged only with its own Earnings as attributable to Roth Elective Deferrals.

2.11 Election means any Participant or Beneficiary written election (including made in electronic form) under the Plan and which is made on/in the form the Plan Administrator or the Fund Sponsor provides for this purpose. An Election must be made in the manner and within the time period the Plan, the Plan Administrator, or the Fund Sponsor prescribe, and as is consistent with Code Section 403(b) or other applicable law.

2.12 Elective Deferral means a Participant's Pre-Tax elective deferrals or Roth elective deferrals (and as the context requires, Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals) which WSU contributes to the Participant's Account at the Participant's Election under a Salary Reduction Agreement, in lieu of the Participant receiving cash compensation.

2.13 Eligible Employee means any Employee of Washington State University, except nonresident aliens who receive no U.S.-source earned income.

2.14 Employee means each individual who is a common law employee of the State of Washington performing services for WSU, including an individual who is appointed or elected. This definition is not applicable unless the Employee's compensation for performing services for WSU is paid by the State of Washington. Further, a person occupying an elective or appointive public office is not an Employee unless such office is one to which an individual is elected or appointed only if the individual has received training, or is experienced, in the field of education.

A public office includes any elective or appointive office of the State of Washington. An individual receiving a Differential Wage Payment from WSU is treated as a WSU Employee.

2.15 Employment Commencement Date means the date on which the Employee first performs Service for WSU. The Re-Employment Commencement Date means the date on which the Employee first performs Service for WSU after WSU re-hires the Employee.

2.16 Fund Sponsor means an insurance, variable annuity, or investment company that provides Funding Vehicles to Participants under the Plan.

2.17 Funding Vehicles means the Annuity Contracts and Custodial Accounts available for investing contributions under this Plan and specifically approved by WSU under Section 5.1.

2.18 Includible Compensation means an Employee's compensation received from the Employer that is includible in the Participant's gross income for Federal income tax purposes (computed without regard to Code Section 911 relating to United States citizens or residents living abroad), including Differential Wage Payments, for the most recent period that is a Year of 403(b) Service. Includible Compensation also includes any Elective Deferral or other amount contributed or deferred by the Employer at the election of the Employee that would be includible in the Employee's gross income but for the rules of Code Sections 125, 132(f)(4), 402(e)(2), 402(h)(1)(B), 402(k), or 457(b). Includible Compensation does not include any Compensation other than Post-Severance Compensation, paid after Severance of Employment. The amount of Includible Compensation is determined without regard to any community property laws. Except as provided in Treas. Reg. Section 1.401(a)(17)-1(d)(4)(ii) with respect to eligible participants in governmental plans, the amount of Includible Compensation of any Participant taken into account in determining contributions will not exceed \$330,000, as adjusted for cost-of-living increases in accordance with Code Section 401(a)(17)(B) for periods after 2023.

2.19 IRA means an individual retirement account under Code Section 408(a) or an individual retirement annuity under Code Section 408(b).

2.20 IRS means the Internal Revenue Service.

2.21 Participant means any employee of WSU who participates in the Plan in accordance with Section 3.1.

2.22 Plan means the Washington State University Voluntary Investment Program as set forth in this document.

2.23 Plan Administrator is defined in Section 8.1.

2.24 Plan Year means the calendar year.

2.25 Post-Severance Compensation means Compensation paid after a Participant's Severance from Employment from WSU, to include regular pay, leave cash-outs, or deferred

compensation paid within the time period described herein. Any other payment paid after Severance from Employment is not Compensation even if payment is made within the time period described below. Post-Severance Compensation does not include severance pay, parachute payments under Code Section 280G(b)(2) or payments under a nonqualified unfunded deferred compensation plan unless the payments would have been paid at that time without regard to Severance from Employment. Post-Severance Compensation includes regular pay, leave cash-outs, or deferred compensation only to the extent WSU pays such amounts by the later of two and one-half (2 ½) months after Severance from Employment or by the end of the Limitation Year (under Section 4.12(b)(viii)) that includes the date of such Severance from Employment. Regular pay means the payment of regular Compensation for services during the Participant's regular working hours, or Compensation for services outside the Participant's regular working hours (such as overtime or shift differential), commissions, bonuses, or other similar payments, but only if the payment would have been paid to the Participant prior to a Severance from Employment if the Participant had continued in employment with WSU. Leave cash-outs means payments for unused accrued bona fide sick, vacation, or other leave, but only if the Employee would have been able to use the leave if employment had continued and if Compensation would have included those amounts if they were paid prior to the Participant's Severance from Employment. Deferred compensation means the payment of deferred compensation pursuant to an unfunded deferred compensation plan, if Compensation would have included the deferred compensation if it had been paid prior to the Participant's Severance from Employment, but only if the payment would have been paid at the same time if the Participant had continued in employment with WSU and only to the extent that the payment is includible in the Participant's gross income.

2.26 Qualified Military Service means as defined in Code Section 414(u)(5). Notwithstanding any provision in the Plan to the contrary, as to Qualified Military Service, the Plan will credit Service, the Employer will make VIP Contributions, and the Plan will provide benefits in accordance with Code Section 414(u).

2.27 Related Employer means WSU and any other entity which is related to WSU under Code Sections 414(b), (c), (m) or (o). WSU will determine which entities are Related Employers based on a reasonable, good faith standard and taking into account the special rules applicable under IRS Notice 89-23.

2.28 Salary Reduction Agreement (SRA) means a written agreement (including made in electronic form) between the Employee and WSU under which the Employee's Compensation is reduced by an amount equal to the Elective Deferrals that the Employee wishes to have made to his or her Account. An SRA shall be subject to such rules and restrictions as may be imposed by the Plan Administrator not inconsistent with Code Section 403(b) and the regulations thereunder.

2.29 SECURE Act and SECURE Act 2.0 means the Setting Up Every Community for Retirement Enhancement Act of 2019 and 2022.

2.30 Service means any period of time the Employee is in the employ of WSU, including any period the Employee is on an unpaid leave of absence authorized by WSU under a uniform policy applicable to all Employees.

2.31 Severance from Employment or “Separation from Service” occurs when an Employee ceases to be employed by WSU or a Related Employer that is eligible to maintain a section 403(b) Plan under Treas. Reg. Section 1.403(b)-2(b)(8), even if the Employee remains employed with another entity that is a Related Employer where either: (a) such Related Employer is not an eligible employer; or (b) the Employee is employed or in a capacity that is not employment with an eligible employer.

2.32 Spouse means the person to whom the Participant is legally married and for this Plan also includes a registered domestic partner under RCW 26.60 et seq or other applicable law.

2.33 Taxable Year means the taxable year of a Participant.

2.34 USERRA means the Uniformed Services Employment and Reemployment Rights Act of 1994, as amended.

2.35 VIP Contributions means Pre-Tax Elective Deferrals and/or Roth Elective Deferral contributions to the Plan by a Participant.

2.36 WSU means Washington State University.

2.37 Year of 403(b) Service means for purposes of determining Includible Compensation and for Qualified Organization Catch-up Deferrals, each full year during which an individual is a full-time Employee, plus fractional credit for each part of a year during which the individual is either a full-time Employee of the Employer for a part of a year or a part-time Employee of the Employer, determined under Treas. Reg. Section 1.403(b)-4(e). An Employee’s number of Years of 403(b) Service equals the aggregate of such years or parts of years. The work period is the Employer’s annual work period.

SECTION 3. ELIGIBILITY AND PARTICIPATION

3.1 Eligibility and Participation. All Eligible Employees may begin Plan participation as of their Employment Commencement Date or any later date they may elect by making an Election to enroll, which includes entering into a Salary Reduction Agreement (SRA). Participation will commence effective as of the first (1st) administratively practicable payroll date or payroll period on or following the Plan Administrator’s actual receipt of the Election. An Eligible Employee must make their Election in the form/format as provided by the Plan Administrator. Funding Vehicles selection must be made with the Fund Sponsor(s) as directed by the Plan Administrator.

3.2 Revision to SRA. A Participant may elect to stop Elective Deferrals, revise the amount of their Elective Deferrals, or change from Pre-Tax to Roth Elective Deferrals or vice versa (including any combination thereof) at any time by making an Election on a SRA.

3.3 Termination of Contributions. A Participant may not make additional VIP Contributions after: (a) the Participant ceases to be an Eligible Employee; (b) WSU terminates the Plan; or (c) as to a Taxable Year or Limitation Year, the Participant has reached the Elective Deferral Limit or the Annual Additions Limit for that Year.

SECTION 4. VIP CONTRIBUTIONS

4.1 VIP Contributions. A Participant's VIP Contributions may consist of any or all of the following Elective Deferrals:

(a) Pre-Tax Deferral. Pre-Tax Deferral means an Elective Deferral which is not a Roth Deferral.

(b) Roth Deferral. Roth Deferral means an Elective Deferral which the Participant irrevocably designates as a Roth deferral under Code Section 402A at the time of deferral and which is subject to income tax when made to the Plan. Except as the Plan otherwise provides, a Roth Deferral is treated as an Elective Deferral for all purposes under the Plan.

(c) Age 50 Catch-up Deferral. Age 50 Catch-up Deferral means an Elective Deferral by a Catch-up Eligible Participant and which exceeds the Annual Additions Limit under Section 4.4(b) or the Elective Deferral Limit under Section 4.4(a). A Catch-up Eligible Participant is a Participant who is eligible to make Elective Deferrals and who has attained age 50 or who will attain age 50 before the end of the Taxable Year in which he or she will make an Age 50 Catch-up Deferral. A Participant who dies or who incurs a Separation from Service before attaining age 50 is a Catch-up Eligible Participant in such Taxable Year. A Participant's Age 50 Catch-up Deferrals for a Taxable Year may not exceed the lesser of: (a) 100% of the Participant's Compensation for the Taxable Year when added to the Participant's other Elective Deferrals; or (b) the Catch-up Deferral dollar limit in effect for the Taxable Year (\$7,500 for 2023). After the 2023 Taxable Year, the IRS will adjust the Age 50 Catch-up Deferral dollar limit normally in multiples of \$500 under Code Section 414(v)(2)(C). A Participant's Age 50 Catch-up Deferrals are not subject to the Annual Additions Limit under Section 4.4(b) or to the Elective Deferral Limit under Section 4.4(a). Initially to be effective January 1, 2024, and postponed to January 1, 2026*, under Secure Act 2.0 all Age 50 Catch-up contributions must be processed as Roth Deferrals, for participants who earned \$145,000 or more in the prior plan year, to be adjusted in accordance with regulatory changes. (*IRS Notice issued on August 25, 2023 identified an administrative transition period through December 31, 2025. During this period, all catch-up contributions can be made as pre-tax or Roth contributions, based on Participant election.)

(d) Qualified Organization Catch-up Deferral. A Participant who has completed at least fifteen (15) Years of 403(b) Service with WSU is a Qualified Participant and may elect to make a Qualified Organization Catch-up Deferral. The elective Deferral Limit for a Qualified Participant increases by the lesser of: (i) \$3,000; (ii) \$15,000 reduced

by the Participant's Qualified Organization Catch-up Deferrals for prior Taxable Years; or (iii) the excess of \$5,000 multiplied by the Participant's Years of 403(b) Service with WSU over the Participant's deferral contributions made for prior Taxable Years pursuant to Code Sections 401(k), 408(k)(6), 408(p) or 403(b), other than under Code Section 414(v). A Qualified Organization Catch-up Deferral is subject to the Annual Additions Limit under Section 4.4(b) but is not subject to the Elective Deferral Limit under Section 4.4(a).

(e) Catch-up Ordering. A Participant who is eligible may elect to contribute both Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals. The Plan Administrator will treat any such amounts as first attributable to Qualified Organization Catch-up Deferrals.

4.2 Salary Reduction Minimum. A Participant's Salary Reduction Agreement must provide for minimum contributions of at least \$15.00 per pay period; provided, that a Participant is not required to make Elective Deferrals which exceed \$200 per Taxable Year.

4.3 Leave of Absence. During a leave of absence from WSU with pay, VIP Contributions will continue to be made in accordance with the Salary Reduction Agreement. No VIP Contributions will be made during a leave of absence without pay.

4.4 Maximum Contribution. VIP Contributions for a Participant for any calendar year, together with contributions for the Participant under any other plan subject to Code Sections 402(g) or 403(b), shall not exceed the Elective Deferral Limit and the Annual Additions Limit, except as permitted by Code Section 414(v) as to age 50 Catch-up Deferrals.

(a) Annual Elective Deferral Limitation. A Participant's Elective Deferrals for a Taxable Year may not exceed the Elective Deferral Limit. Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals are not subject to the Elective Deferral Limit.

(i) Definition of Elective Deferral Limit. The Elective Deferral Limit is the Code Section 402(g) limitation on each Participant's Elective Deferrals for each Taxable Year. The Elective Deferral Limit is \$22,500 in 2023, and in future years is subject to adjustment by the IRS normally in multiples of \$500 under Code Section 402(g)(4). However, in no event shall a Participant's Elective Deferrals exceed the Participant's Compensation for the Taxable Year. If the Participant's Taxable Year is not a calendar year, the Plan Administrator must apply the Code Section 402(g) limitation in effect for the calendar year in which the Participant's Taxable Year begins.

(ii) Definition of Excess Deferral. A Participant's Excess Deferral is the amount of Elective Deferrals for a Taxable Year which exceeds the Elective Deferral Limit.

(iii) Suspension after Reaching Limit. If the Plan Administrator determines a Participant's Elective Deferrals to the Plan for a Taxable Year would exceed the Elective Deferral Limit, the Plan Administrator will suspend the Participant's Elective Deferrals, if any, until the following January 1 and will pay to the Participant in cash the portion of the Elective Deferrals which would result in the Participant's Elective Deferrals for the Taxable Year exceeding the Elective Deferral Limit.

(iv) Correction. If the Plan Administrator determines a Participant's Elective Deferrals already contributed to the Plan for a Taxable Year exceed the Elective Deferral Limit, the Plan Administrator will distribute the Excess Deferrals as adjusted for Allocable Income, no later than April 15 of the following Taxable Year (or if later, the date permitted under Code Sections 7503 or 7508A).

(v) 415 Interaction. If the Plan Administrator distributes the Excess Deferrals by the April 15 deadline under Section 4.4(a)(iv), the Excess Deferrals are not an Annual Addition under Section 4.4(b), and the Plan Administrator may make the distribution irrespective of any other provision under this Plan or under the Code. Elective Deferrals distributed to a Participant as an Excess Amount in accordance with Section 4.4(b) are not taken into account in determining the Participant's Elective Deferral Limit.

(vi) More than One Plan. If a Participant participates in another plan subject to the Code Section 402(g) limitation under which the Participant makes elective deferrals pursuant to a 401(k) Plan, elective deferrals under a SARSEP, elective contributions under a SIMPLE IRA or salary reduction contributions to a 403(b) plan (irrespective of whether WSU maintains the other plan), the Participant may provide to the Plan Administrator a written claim for Excess Deferrals made to the Plan for a Taxable Year. The Participant must submit the claim no later than the March 1 following the close of the particular Taxable Year and the claim must specify the amount of the Participant's Elective Deferrals under this Plan which are Excess Deferrals. The Plan Administrator may require the Participant to provide reasonable evidence of the existence of and the amount of the Participant's Excess Deferrals. If the Plan Administrator receives a timely claim which it approves, the Plan Administrator will distribute the Excess Deferrals as adjusted for Allocable Income the Participant has assigned to this Plan, under this Section 4.4(a)(vi). If a Participant has Excess Deferrals because of making Elective Deferrals to this Plan and other WSU plans (but where the Elective Deferral Limit is not exceeded based on the Participant's Elective Deferrals to any single plan), the Participant for purposes of this Section 4.4(a)(vi) is deemed to have notified the Plan Administrator of this Plan of the Excess Deferrals.

(vii) Definition of Allocable Income. Allocable Income means Earnings allocable to the Excess Deferrals for and through the end of the Taxable Year in which the Participant made the Excess Deferral. To calculate Allocable Income for

the Taxable Year, the Plan Administrator will use a uniform method which reasonably reflects the manner used by the Plan Administrator to allocate Earnings to Participants' Accounts or the "alternative method" under Treas. Reg. Section 1.402(g)-1(e)(5)(iii).

(viii) Roth and Pre-Tax Deferrals. If a Participant who will receive a distribution of Excess Deferrals, in the Taxable Year for which the corrective distribution is made, has contributed both Pre-Tax Deferrals and Roth Deferrals, the Plan Administrator operationally will determine the Elective Deferral Account source(s) from which it will direct the Fund Sponsor to make the corrective distribution. The Plan Administrator also may permit the affected Participant to elect the source(s) from which the Fund Sponsor will make the corrective distribution. However, the amount of a corrective distribution of Excess Deferrals to any Participant from the Pre-Tax Deferral or Roth Deferral sources under this Section 4.4(a)(viii) may not exceed the amount of the Participant's Pre-Tax Deferrals or Roth Deferrals for the Taxable Year of the correction.

(b) Annual Code Section 415 Limit. The amount of Annual Additions which the Plan Administrator may allocate under this Plan to a Participant's Account for a Limitation Year may not exceed the Annual Additions Limit.

(i) Prevention. If the Annual Additions the Plan Administrator otherwise would allocate under the Plan to a Participant's Account for the Limitation Year would exceed the Annual Additions Limit, the Plan Administrator will not allocate the Excess Amount, but instead will take any reasonable, uniform action the Plan Administrator determines necessary to avoid allocation of an Excess Amount including: (1) suspending or limiting a Participant's additional Mandatory Contributions or Elective Deferrals; (2) reducing WSU's future Plan Contribution(s); or (3) suspending or limiting the allocation to a Participant of any Plan Contribution previously made to the Plan (exclusive of Elective Deferrals). If the Plan Administrator allocates to a Participant an Excess Amount, the Plan Administrator must dispose of the Excess Amount in accordance with Section 4.12(b)(ix).

(ii) Aggregation of WSU 403(b) Plans. If Annual Additions are credited to any other WSU Code Section 403(b) Plan in addition to those credited under this Plan for a Limitation Year, the sum of the Participant's Annual Additions for the Limitation Year under the other plan and this Plan may not exceed the Annual Additions Limit.

(iii) Aggregation where Participant Controls any Employer. If a Participant is in control of any other employer for a Limitation Year, the sum of the Participant's Annual Additions for the Limitation Year under this Plan, any other WSU Code Section 403(b) plan, any defined contribution plans maintained by the controlled employers, and any Code Section 403(b) plans of any other employers

may not exceed the Annual Additions Limit for the Limitation Year. The Plan Administrator determines “control” under Code Sections 414(b) or 414(c), as modified by Code Section 415(h), in accordance with the rules of Treas. Reg. Section 1.415(f)-1(f). A “defined contribution plan” means a defined contribution plan qualified under Code Sections 401(a) or 403(a), a Code Section 403(b) plan, or a simplified employee pension plan under Code Section 408(k). The Plan Administrator will provide written or electronic notice to Participants that explains the limitation in this Section 4.12(b)(iii) in a manner calculated to be understood by the average Participant and informs Participants of their responsibility to provide information to the Plan Administrator that is necessary to satisfy this Section. The notice will advise Participants that the application of the limitations in this Section will take into account information supplied by the Participant and that failure to provide necessary and correct information to the Plan Administrator could result in adverse tax consequences to the Participant, including the inability to exclude contributions to the Plan under Code Section 403(b). The notice will be provided annually, beginning no later than the year in which the Employee becomes a Participant.

(iv) Ordering Rules. If a Participant's Annual Additions under this Plan and any other plans aggregated with the Plan under this Section 4.12(b) result in an Excess Amount, such Excess Amount will consist of the Amounts last allocated. If the Plan Administrator allocates an Excess Amount to a Participant on an allocation date of this Plan which coincides with an allocation date of another plan, the Excess Amount attributed to this Plan will equal the product of: (1) the total Excess Amount allocated as of such date, multiplied by (2) the ratio of (a) the Annual Additions allocated to the Participant as of such date for the Limitation Year under the Plan to (b) the total Annual Additions allocated to the Participant as of such date for the Limitation Year under this Plan and the other aggregated plans.

(v) Definition of Annual Addition. An Annual Addition means the VIP Contributions credited to a Participant's Account under this Plan and employer contributions, elective deferrals, employee contributions, mandatory contributions, allocations under a simplified employee pension plan and forfeitures credited to any other plan aggregated with the Plan under this Section 4.12(b); provided that Age 50 Catch-up Contributions, distributed Excess Deferrals under Section 4.12(a)(v) and certain other amounts described in Treas. Reg. Section 1.415(c)-1(b) are excluded. For purposes of the dollar limitation under Section 4.12(b)(vi), Annual Additions also include amounts allocated to an individual medical account (as defined in Code Section 415(l)(2)) included as part of a pension or annuity plan maintained by WSU and contributions paid or accrued attributable to post-retirement medical benefits allocated to the separate account of a key-employee (as defined in Code Section 419A(d)(3)) under a WSU welfare benefit fund (as defined in Code Section 419(e)).

(vi) Definition of Annual Additions Limit. The Annual Additions Limit is the lesser of: (i) \$667,000 in 2023 and as adjusted in future Limitation Years under Code Section 415(d)), or (ii) 100% of the Participant's Compensation for the Limitation Year.

(vii) Definition of Excess Amount. An Excess Amount is an excess of a Participant's Annual Additions for a Limitation Year over the Annual Additions Limit.

(viii) Definition of Limitation Year. The Limitation Year means the calendar year. However, if the Participant is in control of an employer under Section 4.12(b)(iii), the Limitation Year is the Limitation Year as defined in the defined contribution plan controlled by the Participant.

(ix) Correction of Excess Amount. If a Participant's Account exceeds the Annual Additions Limit for the Limitation Year, then the Plan may correct such excess in accordance with Section 9.7(b). Alternatively, the Plan Administrator may hold the Excess Amount in a separate account. The Excess Amount held in the separate account is includible in the Participant's gross income or the taxable year in which the VIP Contributions exceed the Annual Additions Limit. This separate account will be treated as a separate contract to which Code Section 403(c) (or another application provision of the Code) applies. Amounts in the separate account may be distributed at any time, notwithstanding any other provisions of the Plan.

4.5 Rollover Contributions and Transfers.

(a) Eligible Rollover Contributions. To the extent provided in the Annuity Contracts and Custodial Account agreements, a Participant who is entitled to receive an Eligible Rollover Distribution from another Eligible Retirement Plan may request to have all or a portion of the Eligible Rollover Distribution paid directly or indirectly to the Plan. Such rollover contributions shall be made in the form of cash only. The Fund Sponsor may require such documentation from the distributing plan as it deems necessary to effectuate the rollover in accordance with Code Section 402 and to confirm that such other plan is an Eligible Retirement Plan.

(i) Eligible Rollover Distribution. An Eligible Rollover Distribution means any distribution of all or any portion of the Participant's Account Balance, except: (a) any distribution which is one of a series of substantially equal periodic payments (not less frequently than annually) made for the life (or life expectancy) of the Participant or the joint lives (or joint life expectancies) of the Participant and the Participant's designated beneficiary, or for a specified period of ten (10) years or more; (b) any required minimum distribution under Section 6.3; (c) the portion of any distribution which is not includible in gross income (determined without regard to the exclusion for net unrealized appreciation with respect to employer securities); (d) any hardship distribution; (e) any distribution which otherwise

would be an Eligible Rollover Distribution, but where the total distributions to the Participant during that calendar year are reasonably expected to be less than \$200 (treating a Participant's Roth deferral amount as separate plan for purposes of the \$200 amount); (f) any corrective distribution of excess amounts under Code Section 402(g), 401(k), 401(m), and/or 415(c) and income allocable thereto; (g) any loans that are treated as deemed distributions under Code Section 72(p) (h) dividends paid on employer securities described in Code Section 408(k); (i) the costs of life insurance coverage (P.S. 58 costs); (j) prohibited allocations treated as deemed distributions under Code Section 409(p); and (k) permissible withdrawals from a EACA described in Code Section 414(w). A portion of a distribution shall not fail to be an Eligible Rollover Distribution merely because the portion consists of after-tax employee contributions which are not includible in gross income. However, such portion may be transferred only to (i) an IRA or (ii) a qualified plan described in Code Sections 401(a) or 403(a), or (iii) a tax-sheltered annuity described in Code Section 403(b) that agrees to separately account for amounts so transferred, including separately accounting for the portion of such distribution which is includible in gross income and the portion of such distribution which is not so includible.

(ii) Eligible Retirement Plan. An Eligible Retirement Plan means an IRA, an annuity plan described in Code Section 403(a), a qualified trust described in Code Section 401(a), an arrangement described in Code Section 403(b), or an eligible deferred compensation plan described in Code Section 457(b) sponsored by a governmental employer which accepts the Participant's or alternate payee's Eligible Rollover Distribution. With regard to a Participant's designated Roth account, an Eligible Retirement Plan is a Roth IRA or another designated Roth account. In the case of a Beneficiary described in Section 6.5(c)(3), an Eligible Retirement Plan is limited to an IRA that has been established on behalf of the Beneficiary as an inherited IRA (within the meaning of Code Section 408(d)(3)(C)).

(iii) Separate Accounts. The Fund Sponsor shall establish and maintain for the Participant a separate Account for any Eligible Rollover Distribution paid to the Plan. No such rollover shall be taken into account in applying the limits of Section 4.4.

(iv) Roth Rollovers. A rollover contribution to the Plan may include Roth elective deferrals made to another plan, as adjusted for earnings in such plan; provided that such amounts must be directly rolled from the other plan to this Plan and the other plan must be a qualified plan under Code Section 401(a), a Code Section 403(b) plan or a government Code 457(b) plan.

4.6 Vesting of Contributions. Each contract and certificate issued in accordance with the provisions of the Plan is the property of the Participant. Amounts attributable to VIP Contributions are immediately vested and shall be nonforfeitable. However, VIP Contributions

based on a mistake of fact shall be returned to WSU if WSU so requests as provided in Section 8.6(a).

4.7 Account Statement. At least once a year the Fund Sponsor(s) will send each Participant a report summarizing the status of his or her Account. A Participant may obtain similar reports or illustrations upon Separation from Service or at any other time by writing directly to the Fund Sponsor(s).

4.8 No Reversion. Under no circumstances will any VIP Contributions revert to, be paid to, or inure to the benefit of, directly or indirectly, the WSU, except as provided in the second sentence of Section 10.5.

4.9 Military Service. This Section 4.9 applies to an Employee who: (1) has completed Qualified Military Service under USERRA; (2) the Employer has rehired under USERRA; and (3) is a Participant entitled to make-up contributions under Code Section 414(u). This Section 4.9 also applies to an Employee who dies or becomes disabled while performing Qualified Military Service.

(a) Compensation. For purposes of this Section 4.9, the Plan Administrator will determine an affected Participant's Compensation as follows. A Participant during his or her period of Qualified Military Service is deemed to receive Compensation equal to that which the Participant would have received had he or she remained employed by WSU, based on the Participant's rate of pay that would have been in effect for the Participant during the period of Qualified Military Service. If the Compensation during such period would have been uncertain, the Plan Administrator will use the Participant's actual average Compensation for the twelve (12) month period immediately preceding the period of Qualified Military Service, or if less, for the period of employment.

(b) Elective Deferrals. During a Participant's period of Qualified Military Service, the Plan Administrator must allow a Participant to make up Elective Deferrals to his or her Account. The Participant may make up the maximum amount of Elective Deferrals which he or she under the Plan terms would have been able to contribute during the period of Qualified Military Service (less any such amounts the Participant actually contributed during such period) and the Participant must be permitted to contribute any lesser amount as the Plan would have permitted. The Participant must make up any contribution under this Section 4.9(b) commencing on his or her Re-Employment Commencement Date and not later than five (5) years following the Re-employment Commencement Date (or if less, a period equal to three (3) times the length of the Participant's Qualified Military Service triggering such make-up contribution).

(c) Limitations. Contributions under this Section 4.9 are Annual Additions under Section 4.4(b) and are subject to the Elective Deferral Limit under Section 4.4(a) in the year to which such contributions are allocated, but not in the year in which such contributions are made.

(d) Differential Wage Payments. The Plan is not treated as failing to meet the requirements of any provision described in this Section 4.9 by reason of any contribution or benefit which is based on a Differential Wage Payment. The preceding sentence applies only if all Employees performing service in the uniformed services described in Code Section 3401(h)(2)(A) are entitled to receive Differential Wage Payments on reasonably equivalent terms and, if eligible to participate in a retirement plan maintained by the Employer, to make contributions based on the payments on reasonably equivalent terms (taking into account Code Sections 410(b)(3), (4), and (5)). The Plan Administrator operationally may determine, for purposes of any provision described in this Section 4.9, whether to take into account any Elective Deferrals, attributable to Differential Wage Payments.

(e) No Earnings. A Participant making any make-up contribution under this Section 4.9 is not entitled to an allocation of any Earnings on any such contribution prior to the time that WSU timely deposits the Participant's own make-up Elective Deferrals to the Plan.

(f) HEART Act Death Benefits. If a Participant dies while performing Qualified Military Service, the Participant's Beneficiary is entitled to any additional benefits (other than benefit accruals relating to the period of Qualified Military Service) provided under the Plan as if the Participant had resumed employment and then terminated employment on account of death.

4.10 Contribution Transmission. WSU will transmit to the Fund Sponsors all VIP Contributions as soon as is administratively practicable and within any time period required under applicable law.

SECTION 5. FUND SPONSORS AND FUNDING VEHICLES

5.1 The Fund Sponsors and Funding Vehicles. VIP Contributions are invested in one or more of the Funding Vehicles made available to Participants under this Plan and in accordance with any applicable law restricting investments by Participants not residing in the United States. A Participant or Beneficiary may allocate VIP Contributions among Funding Vehicles in any whole number percentages totaling one hundred percent (100%). Participants and Beneficiaries are solely responsible for the investment of their Account. If a Participant or Beneficiary fails to direct the investments of his or her Account, the Account will be invested in a Funding Vehicle selected by WSU for such non-directing Participants and Beneficiaries. WSU's current choice of Fund Sponsor(s) and Funding Vehicles is not intended to limit future additions or deletions by WSU of Fund Sponsors and Funding Vehicles. The Plan Administrator shall maintain a list of all Fund Sponsors under the Plan. Such list is hereby incorporated as part of the Plan. The Fund Sponsor(s) and WSU shall exchange such information as may be necessary to satisfy section 403(b) of the Code or other requirements of applicable law. In the case of a Fund Sponsor that is not eligible to receive contributions under the Plan (including a Fund Sponsor that has ceased to be a Fund Sponsor eligible to receive contributions under the Plan), WSU shall keep the Fund Sponsor informed of the name and contact information of the Plan Administrator in order to

coordinate information necessary to satisfy section 403(b) of the Code or other requirements of applicable law. In the event the Plan terms and the Funding Vehicles are in conflict, the Plan terms are controlling; provided that as to the timing or form of any Plan distribution, such timing or form must be permitted under the Funding Vehicle as well as under the Plan.

5.2 Allocation of Contributions. A Participant may allocate VIP Contributions among Funding Vehicles in any whole number percentages that equal 100 percent.

5.3 Funding Vehicle Exchange. A Participant may exchange all or a part of his or her Account between Funding Vehicles offered by a Plan Sponsor, subject to Fund Sponsor and/or Funding Vehicle contractual requirements, and to Code Section 403(b) and the regulations thereunder. However, effective on and following the execution of this Plan, an investment exchange to an investment with a Fund Sponsor that is not eligible to receive VIP Contributions under Section 5.1 is not permitted.

5.4 Third Party Trading. The Participant, or his or her Beneficiary in the event of the Participant's death, is responsible for directing all funds invested under this Plan, and cannot assign that responsibility to another party, except that a Participant or Beneficiary may assign that responsibility to a third party that has been given a power of attorney and directions may be given by the legal representative of a Participant or Beneficiary who is under a legal disability. Any investment direction under this section 5.4 must be given in accordance with applicable law and any reasonable Plan Administrator or Fund Sponsor requirements.

SECTION 6. BENEFITS

6.1 Benefits in General. The Participant is entitled to receive benefits under any of the Funding Vehicles at any time and in any form offered by the Fund Sponsors, not inconsistent with Code Section 403(b) and the regulations thereunder, and subject to the written consent of the Participant's spouse or state registered domestic partner under RCW 26.60 et seq ("domestic partner"), if any, in accordance with Section 6.5. However, distributions may be paid only after a Participant attains age 59 1/2, severs from employment with WSU and all Related Employers, dies or becomes disabled, or in the case of hardship. Hardship distributions are subject to the rules and restrictions set forth in Section 6.3. Distributions to a Participant made prior to attaining age 59 1/2 may be subject to early withdrawal penalties under the Code.

6.2 Death Benefits. On the death of a Participant, the entire value of the Participant's Account (or of the remaining Account) is payable to the Participant's Beneficiary or Beneficiaries. The Beneficiary may make an Election as to the time and form of payment under any payment option available under the Funding Vehicles, provided such payment options are consistent with Code Sections 403(b), 401(a)(9) and the regulations thereunder. A Beneficiary will make such Elections directly to the Fund Sponsor(s). However, to the extent such Account has previously been applied to purchase an annuity, payments shall be made only if and to the extent provided by the form of annuity. All death benefits are further subject to the required minimum distribution requirements of Section 6.4.

6.3 Hardship Distributions. Hardship distributions under Section 6.1 shall be approved only if the Participant has an immediate and heavy financial need or unforeseeable emergency, and the distribution is necessary to satisfy the need. In such cases, there shall be paid to such Participant out of his or her Account only such portion of the amount requested as is necessary to prevent or alleviate the hardship. The Plan Administrator's determination shall be final and binding.

The following are deemed to be immediate and heavy financial needs of the Participant: (a) medical expenses described in Code section 213(d) incurred by the Participant or his or her spouse, dependents, or primary beneficiary; (b) purchase (excluding mortgage payments) of a principal residence for the Participant; (c) payment of tuition, room and board for the next 12 months of post-secondary education for the Participant, his or her spouse, his or her children, his or her dependents, or primary beneficiary; (d) the payment of amounts necessary to prevent the eviction of the Participant from his or her principal residence or the foreclosure on the mortgage of his or her principal residence; (e) burial or funeral expenses for the Participant's deceased parent, spouse, children, dependents or primary beneficiary; (f) expenses for the repair of damage to the Participant's principal residence described in section 165 of the Code; or (g) expenses and losses (including loss of income) incurred by a Participant on account of a disaster declared by FEMA, provided the Participant's principal residence or principal place of employment at the time of the disaster was located in an area designated by FEMA for individual disaster assistance. For purposes of this Section 6.3, a "primary beneficiary" is an individual who is a named beneficiary under the Plan (whether by Participant designation or application of the Plan terms) and who has an unconditional right, on the Participant's death, to all or a portion of the Participant's Account. Under Secure 2.0 Act, and effective January 1, 2023, a Participant may self-certify they have a safe harbor event that constitutes a deemed hardship for purposes of taking a hardship withdrawal. They also may self-certify that the distribution is not in excess of the amount required to satisfy the financial need, and that they have no alternative means available to satisfy the financial need.

Hardship distributions will be deemed to be necessary to satisfy an immediate and heavy financial need of the Participant only to the extent that: (a) the distribution does not exceed the amount of the applicable need under the second paragraph of Section 6.3 including any amounts necessary to pay any federal, state or local taxes or penalties reasonable expected to result from the distribution; (b) the Participant has reasonably obtained all distributions, other than hardship distributions. Plan To obtain a hardship distribution after 2019, a Participant must represent in writing that he or she has insufficient cash or liquid assets reasonably available to satisfy the need and the Plan Administrator must not have actual knowledge to the contrary.

6.4 Minimum Distribution Requirements.

(a) Applicable Law. All distributions under this Plan will be made in accordance with Code Sections 403(b)(10) and 401(a)(9), as each is amended and in effect from time to time, and regulations thereunder. Notwithstanding anything to the contrary in this Section 7.3, required minimum distributions are subject to changes made under the SECURE Act and any regulations or other binding guidance issued thereunder.

(b) Lifetime Required Minimum Distributions. Participants who attained age 70 ½ in 2019 or earlier, , must have received distribution or commence distribution of his or her Account no later than April 1 following the calendar year in which the Participant attained age 70 1/2 or, if later, April 1 following the calendar year in which the Participant Separates from Service. For Participants who attain age 70½ in 2020, 2021 or 2022 required minimum distributions must begin no later than April 1 of the calendar year following the calendar year in which the Participant attains age 72, or, if later, by April 1 following the calendar year in which the Participant Separates from Service. For Participants who attain age 72 in 2023 or later the required minimum distributions must begin no later than April 1 of the calendar year following the calendar year in which the Participant attains age 73, or, if later, by April 1 following the calendar year in which the Participant Separates from Service. The annual lifetime minimum distribution amount will be calculated in accordance with Treas. Reg. §§1.401(a)(9)-9. The entire Account of each Participant will be distributed over a period not to exceed the life (or life expectancy) of the Participant or over the lives (or life expectancies) of the Participant and Designated Beneficiary. Notwithstanding the above, the Account for each Participant as of December 31, 1986, will be distributed in accordance with Treas. Reg. Section 1.403(b)-6(e)(6).

(c) Death Required Minimum Distributions. The annual death minimum distribution amount will be calculated in accordance with Treas. Reg. §§1.401(a)(9)-3 and 1.401(a)(9)-5.

(i) Death Before the Required Beginning Date. If the Participant dies prior to January 1, 2020 and before benefit payments are required to begin under Section 6.3(b), any benefits payable to a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by December 31 of the calendar year which contains the fifth (5th) anniversary of the Participant's death; or (b) beginning no later than December 31 of the calendar year following the calendar year of the Participant's death, over a period not exceeding the life expectancy of the Designated Beneficiary. If the Designated Beneficiary is the surviving spouse, payment may be delayed until the date the Participant would have attained age 70½.

If the Participant died in 2020, 2021 or 2022 and before benefit payments were required to begin under Section 6.3(b), any benefits payable to (or for the benefit of) a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by the end of the tenth (10th) full calendar year after the Participant's death; or (b) beginning no later than the end of the first (1st) full calendar year after the Participant's death over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the designated Beneficiary. If the Designated Beneficiary is the surviving spouse, the spouse may Elect to defer commencement of payments until the date the Participant would have attained age 72. Special rules apply as to payments to other (non-spouse) Designated Beneficiaries (10-Year rule). If the Beneficiary is not a Designated Beneficiary, or if a Designated Beneficiary fails to make a payment Election, payment will be made within five (5) years as described in Section 6.3(c)(i)(a).

If the Participant dies in 2023 or later and before benefit payments are required to begin under Section 6.3(b), any benefits payable to (or for the benefit of) a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by the end of the tenth (10th) full calendar year after the Participant's death; or (b) beginning no later than the end of the first (1st) full calendar year after the Participant's death over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the designated Beneficiary . If the Designated Beneficiary is the surviving spouse, the spouse may Elect to defer commencement of payments until the date the Participant would have attained age 73. Special rules apply as to payments to other (non-spouse) Designated Beneficiaries (10-Year rule). If the Beneficiary is not a Designated Beneficiary, or if a Designated Beneficiary fails to make a payment Election, payment will be made within five (5) years as described in Section 6.3(c)(i)(a).

(ii) Death After the Required Beginning Date. Upon the Participant's death after the time benefits are required to begin under Section 6.3(b), any remaining benefits will be distributed at least as rapidly as under the method of distribution in effect at the time of the Participant's death. Minimum distributions will be calculated based on the longer life expectancy of the Participant or his or her Designated Beneficiary. If there is no Designated Beneficiary, the minimum distributions will be based on the Participant's remaining life expectancy.

(d) Separate Treatment of Contracts and Accounts. In applying the foregoing minimum distribution rules, each Annuity Contract or Custodial Account shall be treated as an IRA and distribution shall be made in accordance with the provisions of Treas. Reg. §1.408-8, except as provided in Treas. Reg. §1.403(b)-6(e).

6.5 Application for Benefits; Spousal Consent. Procedures for receipt of benefits are initiated by writing directly to the Fund Sponsors. Benefits will be payable by the Fund Sponsors upon receipt of a satisfactorily completed application for benefits and supporting documents. The necessary forms will be provided to the Participant, the surviving spouse, or the Beneficiary by the Fund Sponsors. Any required consent of the Participant's spouse must be in writing, must acknowledge the effect of the Election or action to which the consent applies, and must be witnessed by a notary public or a Plan representative. Unless the consent expressly provides that the Participant may make further Elections without further consent of the spouse, the consent will be effective only with respect to the specific Election to which the consent relates. Spousal consent will be effective only with respect to that spouse. Spousal consent will not be required if it is established to the satisfaction of the Plan Administrator that there is no spouse, or that the spouse cannot be located.

6.6 Loans. Subject to the Code and terms of the Funding Vehicles, Plan loans are available to Participants before the commencement of benefit payments. Plan loans are subject to the spousal consent requirements of Section 6.5.

(a) Information Coordination Concerning Loans. Each Fund Sponsor is responsible for all information reporting and tax withholding required by applicable federal and state law in connection with distributions and loans. To minimize the instances in which Participants have taxable income as a result of loans from the Plan, the Plan Administrator shall take such steps as may be appropriate to coordinate the limitations on loans set forth in (b) below, including the collection of information from Fund Sponsors, and transmission of information requested by any Fund Sponsor, concerning the outstanding balance of any loans made to a Participant under the Plan or any other plan of WSU or any Related Employer. The Plan Administrator shall also take such steps as may be appropriate to collect information from Fund Sponsors, and transmission of information to any Fund Sponsor, concerning any failure by a Participant to repay timely any loans made to a Participant under the Plan or any other plan of WSU or any Related Employer.

(b) Maximum Loan Amount. No loan to a Participant under the Plan may exceed the lesser of:

\$50,000, reduced by the excess of (i) the highest outstanding balance on loans from the Plan to the Participant during the one-year period ending on the day before the date the loan is made over (ii) the outstanding balance on any loan from the Plan to the Participant on the date the loan is made or

one half of the present value of the Participant's Account.

For purposes of this Section 6.6(b), any loan from any other plan maintained by WSU and any Related Employer shall be treated as if it were a loan made from the Plan.

(c) Loan Terms. All Plan loans will require level amortization of principal and interest with quarterly (or more frequent) payments and over a payment term not exceeding five (5) years except where the loan is for the acquisition of the Participant's principal residence where a longer term may be available. Loan repayment will be by means of payroll deduction, AC or other means acceptable to the Plan Administrator and the Fund Sponsors. Plan loans will be treated as a directed investment of the borrower's Account as and when consistent with Fund Sponsor requirements.

6.7 Direct Rollover of Eligible Rollover Distributions.

(a) Direct Rollover. A Participant or the Beneficiary of a deceased Participant (or a Participant's spouse or former spouse who is an alternate payee under a domestic relations order, as defined in Code Section 414(p)(1)(B)) who is entitled to an Eligible Rollover Distribution from the Plan may make an Election to have any portion of that distribution paid directly to an Eligible Retirement Plan specified by the Participant or Beneficiary in a Direct Rollover. In the case of a distribution to a Designated Beneficiary who at the time of the Participant's death was neither the spouse of the Participant nor the spouse or former spouse of the participant who is an alternate payee under a domestic relations order, a Direct Rollover is payable only to an IRA that has been established on

behalf of the Beneficiary as an inherited IRA (within the meaning of Code Section 408(d)(3)(C)).

(b) Rollover and Tax Notice. Each Fund Sponsor within a reasonable time period (and within any period prescribed by applicable law) before making an initial Eligible Rollover Distribution, will provide an explanation to the Participant of his or her right to elect a Direct Rollover and the income tax withholding consequences of not electing a Direct Rollover.

(c) Election. A Participant (including for this purpose, a former Employee) may elect, at the time and in the manner prescribed by the Fund Sponsor, to have any portion of his or her Eligible Rollover Distribution from the Plan paid directly to an Eligible Retirement Plan specified by the Participant in a Direct Rollover. For purposes of this Section 6.7, a Participant includes as to their respective interests: (1) a Participant's surviving spouse, (2) the Participant's spouse or former spouse who is an alternate payee under a QDRO, or (3) any other Beneficiary of a deceased Participant who is a Designated Beneficiary under Treas. Reg. Section 1.401(a)(9)-4.

(d) Rollover and Withholding Notice. At least 30 days and not more than 180 days prior to the distribution of an Eligible Rollover Distribution, the Plan must provide a written notice (including a summary notice as permitted under applicable IRS guidance) explaining to the distributee the rollover option, the applicability of mandatory 20% federal withholding to any amount not directly rolled over, and the recipient's right to roll over within 60 days after the date of receipt of the distribution ("rollover notice"). A recipient of an Eligible Rollover Distribution (whether he/she elects a Direct Rollover or elects to receive the distribution), also may elect to receive distribution at any administratively practicable time which is earlier than 30 days following receipt of the rollover notice. The provisions of this Section 6.7(d) do not apply to distributions to a Beneficiary described in Section 6.7(c)(3).

(e) Default Rollover. The Fund Sponsor, in the case of a Participant who does not respond timely to the rollover notice, may make a Direct Rollover of the Participant's Account in lieu of distributing the Participant's Account.

(f) Definitions. The following definitions apply to this Section 6.7:

(i) Direct Rollover. A Direct Rollover means a payment by the Plan to the Eligible Retirement Plan the distributee specifies in his or her Direct Rollover election or in the case of an automatic rollover, to the IRA that the Plan designates.

(ii) Eligible Retirement Plan. An Eligible Retirement Plan means as defined in Section 4.5(a)(ii).

(iii) Eligible Rollover Distribution. An Eligible Rollover Distribution means as defined in Section 4.5(a)(i).

SECTION 7. ADMINISTRATION

7.1 Plan Administrator. WSU is the Plan Administrator, and has designated the WSU Human Resource Services to be responsible for the day to day administration of the Plan.

7.2 Authority of the Plan Administrator. The Plan Administrator has all the powers and authority conferred upon it herein and further shall have final authority to determine, in its discretion, all questions concerning eligibility and contributions under the Plan, to interpret all terms of the Plan, including any uncertain terms, to adopt Plan policies and procedures, and to decide any disputes arising under and all questions concerning administration of the Plan. Any determination made by the Plan Administrator shall be given deference, if it is subject to judicial review, and shall be overturned only if it is arbitrary and capricious. In exercising these powers and authority, the Plan Administrator will at all times exercise good faith, apply standards of uniform application, and refrain from arbitrary action.

7.3 Delegation of Authority. The Plan Administrator may delegate any power or powers to one or more other employees of WSU, or to any agent or independent contractor of WSU. Any such delegation shall be in writing, and may be obtained from the Plan Administrator.

SECTION 8. MISCELLANEOUS

8.1 Non-Alienation of Retirement Rights or Benefits. Except as otherwise provided in this Section 8, to the fullest extent permitted by law, no benefit under the Plan may at any time be subject in any manner to alienation, encumbrance, the claims of creditors or legal process. No Participant or Beneficiary will have the power in any manner to transfer, assign, alienate, or in any way encumber his or her Account or benefits under the Plan, or any part thereof, and any attempt to do so will be void and of no effect. The Plan Administrator will comply with any judgment, decree or order (including a property settlement agreement) that relates to the provision of child support, alimony payments, or the marital property rights of a spouse or former spouse, child or other dependent of a Participant and made pursuant to the domestic relations law of any state. Such payment shall be made without regard to whether the Participant is eligible for a distribution of benefits under the Plan. The Plan Administrator may pay from a Participant's Account an amount the Plan Administrator determines is lawfully demanded under a levy issued by the IRS with respect to a Participant or Beneficiary, or is sought to be collected by the U.S. Government under a judgment resulting from an unpaid tax assessment against the Participant or Beneficiary.

8.2 Plan Does Not Affect Employment. Nothing in this Plan is a commitment or agreement by WSU or by any Employee to continue his or her employment with WSU, or by WSU to rehire a retired Participant, and nothing in this Plan is a commitment on the part of WSU to continue the rate of compensation of any Employee for any period. All Employees will remain subject to discharge to the same extent as if the Plan had never been put into effect.

8.3 Claims of Other Persons. The Plan does not give any Participant, Beneficiary or any other person, firm, or entity of any type, any legal or equitable right against WSU or against

its past present or future officers, employees, or Board members, except for the rights that are specifically provided for in this Plan or created in accordance with the terms and provisions of this Plan.

8.4 Contracts and Certificates. In the event there is any inconsistency or ambiguity between the terms of the Plan and the terms of the contracts between the Fund Sponsors and WSU and/or the Participants and any certificates issued to a Participant under the Plan, the terms of the Plan control.

8.5 Requests for Information. Any request for information concerning eligibility, participation, contributions, or other aspects of the operation of the Plan should be in writing and directed to the Plan Administrator via WSU Human Resource Services. Requests for information concerning the Fund Sponsors, the Funding Vehicles, their terms, conditions and interpretations thereof, claims thereunder, any requests for review of such claims and service of legal process, may be directed in writing to the Fund Sponsors.

8.6 Mistaken Contributions or other Plan Failures.

(a) Mistake of Fact. If any VIP Contribution (or any portion of a contribution) is made to the Plan by a mistake of fact, then within one (1) year after the payment of the Plan Contribution, the Plan Administrator may return the amount of the mistaken contribution (net of any investment loss, but not increased by any investment income or gains) to WSU. Thereafter, the Plan Administrator will determine if any or all of such amount should be refunded to the affected Participant.

(b) Other Failures. If any VIP Contribution exceeds the Plan or Code limits or is otherwise not in accordance with the Plan terms, or if there are other Plan related failures, the Plan Administrator will make correction in accordance with the Plan and with the Employee Plans Compliance Resolution System under Rev. Proc. 2019-19 or any other successor or applicable guidance.

8.7 Governing Law. Except as provided under federal law, the provisions of the Plan are governed by and construed in accordance with the laws of the State of Washington.

SECTION 9. AMENDMENT AND TERMINATION

9.1 Amendment and Termination. The Board reserves the right at any time to amend or terminate the Plan, in whole or in part, or to discontinue any further VIP Contributions under the Plan. If the Plan is terminated or if VIP Contributions are discontinued, the Plan Administrator will notify all Participants, all Accounts will remain nonforfeitable, and all Salary Reduction Agreements that have been entered into will become void with respect to Compensation yet to be paid.

9.2 Distribution Upon Termination of the Plan. WSU may provide that, in connection with a termination of the Plan and subject to any restrictions contained in the Annuity

Contracts and Custodial Account agreements, all Accounts will be distributed, provided that WSU and any Related Employer on the date of termination do not make contributions to an alternative Code Section 403(b) contract that is not part of the Plan during the period beginning on the date of Plan termination and ending twelve (12) months after the distribution of all assets from the Plan, except as permitted by Code Section 403(b) and the regulations thereunder.

9.3 Limitation. Notwithstanding the provisions of Section 9.1, the Board shall not make any amendment to the Plan that operates to recapture for WSU any contributions previously made under this Plan except to the extent permitted by Section 8.6.

WASHINGTON STATE UNIVERSITY

Voluntary Investment Program (VIP)

As Amended and Restated
Effective January, 2024

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SECTION 1. ESTABLISHMENT OF VOLUNTARY INVESTMENT PROGRAM

1.1 Establishment of Program. The Board of Regents of Washington State University established a Washington State University Tax-Deferred Annuity Program as of January 1, 1983, as allowed under State of Washington RCW 28.B.10.480. This plan document sets forth the provisions of the Plan, as amended March, 2020 but with a general retroactive effective date of January 1, 2010 as provided for in Rev. Proc.2013-22. This plan is a governmental plan as defined in Code Section 414(d) and is intended to satisfy the provisions of Code Section 403(b).

SECTION 2. DEFINITIONS

The words and phrases defined in this Article have the following meanings throughout this plan document:

2.1 Account means the account maintained for the benefit of any Participant or Beneficiary under a Funding Vehicle. The Plan Administrator will establish and maintain such separate Accounts for each Participant as may be necessary to properly account for Pre-Tax Elective Deferrals versus Roth Elective Deferrals and the Earnings thereon, and otherwise as may be necessary for proper Plan administration.

2.2 Account Balance means the total benefit to which a Participant or a Beneficiary is entitled under all Funding Vehicles, taking into account all VIP Contributions made to the Funding Vehicle and all Earnings and expenses allocable to the Account, and any distributions made to the Participant or Beneficiary.

2.3 Annuity Contract means a nontransferable group or individual contract described in Code Section 403(b)(1) that is issued by a Fund Sponsor and that includes payment in the form of an annuity.

2.4 Beneficiary means the person(s), including one or more trusts or other entities the Participant designates in writing, contingently or successively, to receive the Participant's Account (or remaining Account) under the Plan in the event of the Participant's death. If the Participant is married or remarries, the Participant's designation (including a pre-existing designation in the case of remarriage) of someone other than the spouse as a primary Beneficiary requires the written consent of the spouse. Any such consent must be witnessed by a notary public. Unless the consent expressly provides that the Participant may designate an additional Beneficiary or Beneficiaries without further consent of the spouse, the consent will be effective only with respect to the specific designation to which the consent relates. Spousal consent will be effective only with respect to that spouse. Such consent will not be required if it is established to the satisfaction of the Plan Administrator that there is no spouse or that the spouse cannot be located. A Participant's Beneficiary designation must be made on a form provided for this purpose by the Plan Administrator or by a Fund Sponsor and must be on file with the Plan Administrator or Fund Sponsor. If a Participant fails to designate a Beneficiary, the Participant's Account (or remaining Account remaining on the Participant's death) will be paid in the following order of priority: (a) to the Participant's surviving spouse, and, if none; (b) to the Participant's surviving children and

lineal descendants, by right of representation and not per capita, and, if none; (c) to the Participant's surviving parents, and, if none; (d) to the Participant's estate. For purposes of Sections 6.4 and 6.7, a Designated Beneficiary means as described in Treas. Reg. Section 1.401(a)(9)-4 and, as applicable and the context requires, an "Eligible Designated Beneficiary" under the Secure Act.

2.5 Board means the Board of Regents of Washington State University.

2.6 Code means the Internal Revenue Code of 1986, as amended.

2.7 Compensation means W-2 taxable income and includes Post-Severance Compensation which consists of regular pay.

2.8 Custodial Account means the group or individual custodial account or accounts, described in section 403(b)(7) of the Code, Plan to hold regulated investment company stock issued by a Fund Sponsor.

2.9 Differential Wage Payment means as defined in Code Section 3401(h).

2.10 Earnings means the net income, gain or loss earned by an Account or with respect to a contribution or distribution, as the context requires. A Roth Elective Deferral Account will be credited and charged only with its own Earnings as attributable to Roth Elective Deferrals.

2.11 Election means any Participant or Beneficiary written election (including made in electronic form) under the Plan and which is made on/in the form the Plan Administrator or the Fund Sponsor provides for this purpose. An Election must be made in the manner and within the time period the Plan, the Plan Administrator, or the Fund Sponsor prescribe, and as is consistent with Code Section 403(b) or other applicable law.

2.12 Elective Deferral means a Participant's Pre-Tax elective deferrals or Roth elective deferrals (and as the context requires, Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals) which WSU contributes to the Participant's Account at the Participant's Election under a Salary Reduction Agreement, in lieu of the Participant receiving cash compensation.

2.13 Eligible Employee means any Employee of Washington State University, except nonresident aliens who receive no U.S.-source earned income.

2.14 Employee means each individual who is a common law employee of the State of Washington performing services for WSU, including an individual who is appointed or elected. This definition is not applicable unless the Employee's compensation for performing services for WSU is paid by the State of Washington. Further, a person occupying an elective or appointive public office is not an Employee unless such office is one to which an individual is elected or appointed only if the individual has received training, or is experienced, in the field of education.

A public office includes any elective or appointive office of the State of Washington. An individual receiving a Differential Wage Payment from WSU is treated as a WSU Employee.

2.15 Employment Commencement Date means the date on which the Employee first performs Service for WSU. The Re-Employment Commencement Date means the date on which the Employee first performs Service for WSU after WSU re-hires the Employee.

2.16 Fund Sponsor means an insurance, variable annuity, or investment company that provides Funding Vehicles to Participants under the Plan.

2.17 Funding Vehicles means the Annuity Contracts and Custodial Accounts available for investing contributions under this Plan and specifically approved by WSU under Section 5.1.

2.18 Includible Compensation means an Employee's compensation received from the Employer that is includible in the Participant's gross income for Federal income tax purposes (computed without regard to Code Section 911 relating to United States citizens or residents living abroad), including Differential Wage Payments, for the most recent period that is a Year of 403(b) Service. Includible Compensation also includes any Elective Deferral or other amount contributed or deferred by the Employer at the election of the Employee that would be includible in the Employee's gross income but for the rules of Code Sections 125, 132(f)(4), 402(e)(2), 402(h)(1)(B), 402(k), or 457(b). Includible Compensation does not include any Compensation other than Post-Severance Compensation, paid after Severance of Employment. The amount of Includible Compensation is determined without regard to any community property laws. Except as provided in Treas. Reg. Section 1.401(a)(17)-1(d)(4)(ii) with respect to eligible participants in governmental plans, the amount of Includible Compensation of any Participant taken into account in determining contributions will not exceed \$330,000, as adjusted for cost-of-living increases in accordance with Code Section 401(a)(17)(B) for periods after 2023.

2.19 IRA means an individual retirement account under Code Section 408(a) or an individual retirement annuity under Code Section 408(b).

2.20 IRS means the Internal Revenue Service.

2.21 Participant means any employee of WSU who participates in the Plan in accordance with Section 3.1.

2.22 Plan means the Washington State University Voluntary Investment Program as set forth in this document.

2.23 Plan Administrator is defined in Section 8.1.

2.24 Plan Year means the calendar year.

2.25 Post-Severance Compensation means Compensation paid after a Participant's Severance from Employment from WSU, to include regular pay, leave cash-outs, or deferred

compensation paid within the time period described herein. Any other payment paid after Severance from Employment is not Compensation even if payment is made within the time period described below. Post-Severance Compensation does not include severance pay, parachute payments under Code Section 280G(b)(2) or payments under a nonqualified unfunded deferred compensation plan unless the payments would have been paid at that time without regard to Severance from Employment. Post-Severance Compensation includes regular pay, leave cash-outs, or deferred compensation only to the extent WSU pays such amounts by the later of two and one-half (2 ½) months after Severance from Employment or by the end of the Limitation Year (under Section 4.12(b)(viii)) that includes the date of such Severance from Employment. Regular pay means the payment of regular Compensation for services during the Participant's regular working hours, or Compensation for services outside the Participant's regular working hours (such as overtime or shift differential), commissions, bonuses, or other similar payments, but only if the payment would have been paid to the Participant prior to a Severance from Employment if the Participant had continued in employment with WSU. Leave cash-outs means payments for unused accrued bona fide sick, vacation, or other leave, but only if the Employee would have been able to use the leave if employment had continued and if Compensation would have included those amounts if they were paid prior to the Participant's Severance from Employment. Deferred compensation means the payment of deferred compensation pursuant to an unfunded deferred compensation plan, if Compensation would have included the deferred compensation if it had been paid prior to the Participant's Severance from Employment, but only if the payment would have been paid at the same time if the Participant had continued in employment with WSU and only to the extent that the payment is includible in the Participant's gross income.

2.26 Qualified Military Service means as defined in Code Section 414(u)(5). Notwithstanding any provision in the Plan to the contrary, as to Qualified Military Service, the Plan will credit Service, the Employer will make VIP Contributions, and the Plan will provide benefits in accordance with Code Section 414(u).

2.27 Related Employer means WSU and any other entity which is related to WSU under Code Sections 414(b), (c), (m) or (o). WSU will determine which entities are Related Employers based on a reasonable, good faith standard and taking into account the special rules applicable under IRS Notice 89-23.

2.28 Salary Reduction Agreement (SRA) means a written agreement (including made in electronic form) between the Employee and WSU under which the Employee's Compensation is reduced by an amount equal to the Elective Deferrals that the Employee wishes to have made to his or her Account. An SRA shall be subject to such rules and restrictions as may be imposed by the Plan Administrator not inconsistent with Code Section 403(b) and the regulations thereunder.

2.29 SECURE Act and SECURE Act 2.0 means the Setting Up Every Community for Retirement Enhancement Act of 2019 and 2022.

2.30 Service means any period of time the Employee is in the employ of WSU, including any period the Employee is on an unpaid leave of absence authorized by WSU under a uniform policy applicable to all Employees.

2.31 Severance from Employment or “Separation from Service” occurs when an Employee ceases to be employed by WSU or a Related Employer that is eligible to maintain a section 403(b) Plan under Treas. Reg. Section 1.403(b)-2(b)(8), even if the Employee remains employed with another entity that is a Related Employer where either: (a) such Related Employer is not an eligible employer; or (b) the Employee is employed or in a capacity that is not employment with an eligible employer.

2.32 Spouse means the person to whom the Participant is legally married and for this Plan also includes a registered domestic partner under RCW 26.60 et seq or other applicable law.

2.33 Taxable Year means the taxable year of a Participant.

2.34 USERRA means the Uniformed Services Employment and Reemployment Rights Act of 1994, as amended.

2.35 VIP Contributions means Pre-Tax Elective Deferrals and/or Roth Elective Deferral contributions to the Plan by a Participant.

2.36 WSU means Washington State University.

2.37 Year of 403(b) Service means for purposes of determining Includible Compensation and for Qualified Organization Catch-up Deferrals, each full year during which an individual is a full-time Employee, plus fractional credit for each part of a year during which the individual is either a full-time Employee of the Employer for a part of a year or a part-time Employee of the Employer, determined under Treas. Reg. Section 1.403(b)-4(e). An Employee’s number of Years of 403(b) Service equals the aggregate of such years or parts of years. The work period is the Employer’s annual work period.

SECTION 3. ELIGIBILITY AND PARTICIPATION

3.1 Eligibility and Participation. All Eligible Employees may begin Plan participation as of their Employment Commencement Date or any later date they may elect by making an Election to enroll, which includes entering into a Salary Reduction Agreement (SRA). Participation will commence effective as of the first (1st) administratively practicable payroll date or payroll period on or following the Plan Administrator’s actual receipt of the Election. An Eligible Employee must make their Election in the form/format as provided by the Plan Administrator. Funding Vehicles selection must be made with the Fund Sponsor(s) as directed by the Plan Administrator.

3.2 Revision to SRA. A Participant may elect to stop Elective Deferrals, revise the amount of their Elective Deferrals, or change from Pre-Tax to Roth Elective Deferrals or vice versa (including any combination thereof) at any time by making an Election on a SRA.

3.3 Termination of Contributions. A Participant may not make additional VIP Contributions after: (a) the Participant ceases to be an Eligible Employee; (b) WSU terminates the Plan; or (c) as to a Taxable Year or Limitation Year, the Participant has reached the Elective Deferral Limit or the Annual Additions Limit for that Year.

SECTION 4. VIP CONTRIBUTIONS

4.1 VIP Contributions. A Participant's VIP Contributions may consist of any or all of the following Elective Deferrals:

(a) Pre-Tax Deferral. Pre-Tax Deferral means an Elective Deferral which is not a Roth Deferral.

(b) Roth Deferral. Roth Deferral means an Elective Deferral which the Participant irrevocably designates as a Roth deferral under Code Section 402A at the time of deferral and which is subject to income tax when made to the Plan. Except as the Plan otherwise provides, a Roth Deferral is treated as an Elective Deferral for all purposes under the Plan.

(c) Age 50 Catch-up Deferral. Age 50 Catch-up Deferral means an Elective Deferral by a Catch-up Eligible Participant and which exceeds the Annual Additions Limit under Section 4.4(b) or the Elective Deferral Limit under Section 4.4(a). A Catch-up Eligible Participant is a Participant who is eligible to make Elective Deferrals and who has attained age 50 or who will attain age 50 before the end of the Taxable Year in which he or she will make an Age 50 Catch-up Deferral. A Participant who dies or who incurs a Separation from Service before attaining age 50 is a Catch-up Eligible Participant in such Taxable Year. A Participant's Age 50 Catch-up Deferrals for a Taxable Year may not exceed the lesser of: (a) 100% of the Participant's Compensation for the Taxable Year when added to the Participant's other Elective Deferrals; or (b) the Catch-up Deferral dollar limit in effect for the Taxable Year (\$7,500 for 2023). After the 2023 Taxable Year, the IRS will adjust the Age 50 Catch-up Deferral dollar limit normally in multiples of \$500 under Code Section 414(v)(2)(C). A Participant's Age 50 Catch-up Deferrals are not subject to the Annual Additions Limit under Section 4.4(b) or to the Elective Deferral Limit under Section 4.4(a). Initially to be effective January 1, 2024, and postponed to January 1, 2026*, under Secure Act 2.0 all Age 50 Catch-up contributions must be processed as Roth Deferrals, for participants who earned \$145,000 or more in the prior plan year, to be adjusted in accordance with regulatory changes. (*IRS Notice issued on August 25, 2023 identified an administrative transition period through December 31, 2025. During this period, all catch-up contributions can be made as pre-tax or Roth contributions, based on Participant election.)

(d) Qualified Organization Catch-up Deferral. A Participant who has completed at least fifteen (15) Years of 403(b) Service with WSU is a Qualified Participant and may elect to make a Qualified Organization Catch-up Deferral. The elective Deferral Limit for a Qualified Participant increases by the lesser of: (i) \$3,000; (ii) \$15,000 reduced

by the Participant's Qualified Organization Catch-up Deferrals for prior Taxable Years; or (iii) the excess of \$5,000 multiplied by the Participant's Years of 403(b) Service with WSU over the Participant's deferral contributions made for prior Taxable Years pursuant to Code Sections 401(k), 408(k)(6), 408(p) or 403(b), other than under Code Section 414(v). A Qualified Organization Catch-up Deferral is subject to the Annual Additions Limit under Section 4.4(b) but is not subject to the Elective Deferral Limit under Section 4.4(a).

(e) Catch-up Ordering. A Participant who is eligible may elect to contribute both Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals. The Plan Administrator will treat any such amounts as first attributable to Qualified Organization Catch-up Deferrals.

4.2 Salary Reduction Minimum. A Participant's Salary Reduction Agreement must provide for minimum contributions of at least \$15.00 per pay period; provided, that a Participant is not required to make Elective Deferrals which exceed \$200 per Taxable Year.

4.3 Leave of Absence. During a leave of absence from WSU with pay, VIP Contributions will continue to be made in accordance with the Salary Reduction Agreement. No VIP Contributions will be made during a leave of absence without pay.

4.4 Maximum Contribution. VIP Contributions for a Participant for any calendar year, together with contributions for the Participant under any other plan subject to Code Sections 402(g) or 403(b), shall not exceed the Elective Deferral Limit and the Annual Additions Limit, except as permitted by Code Section 414(v) as to age 50 Catch-up Deferrals.

(a) Annual Elective Deferral Limitation. A Participant's Elective Deferrals for a Taxable Year may not exceed the Elective Deferral Limit. Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals are not subject to the Elective Deferral Limit.

(i) Definition of Elective Deferral Limit. The Elective Deferral Limit is the Code Section 402(g) limitation on each Participant's Elective Deferrals for each Taxable Year. The Elective Deferral Limit is \$22,500 in 2023, and in future years is subject to adjustment by the IRS normally in multiples of \$500 under Code Section 402(g)(4). However, in no event shall a Participant's Elective Deferrals exceed the Participant's Compensation for the Taxable Year. If the Participant's Taxable Year is not a calendar year, the Plan Administrator must apply the Code Section 402(g) limitation in effect for the calendar year in which the Participant's Taxable Year begins.

(ii) Definition of Excess Deferral. A Participant's Excess Deferral is the amount of Elective Deferrals for a Taxable Year which exceeds the Elective Deferral Limit.

(iii) Suspension after Reaching Limit. If the Plan Administrator determines a Participant's Elective Deferrals to the Plan for a Taxable Year would exceed the Elective Deferral Limit, the Plan Administrator will suspend the Participant's Elective Deferrals, if any, until the following January 1 and will pay to the Participant in cash the portion of the Elective Deferrals which would result in the Participant's Elective Deferrals for the Taxable Year exceeding the Elective Deferral Limit.

(iv) Correction. If the Plan Administrator determines a Participant's Elective Deferrals already contributed to the Plan for a Taxable Year exceed the Elective Deferral Limit, the Plan Administrator will distribute the Excess Deferrals as adjusted for Allocable Income, no later than April 15 of the following Taxable Year (or if later, the date permitted under Code Sections 7503 or 7508A).

(v) 415 Interaction. If the Plan Administrator distributes the Excess Deferrals by the April 15 deadline under Section 4.4(a)(iv), the Excess Deferrals are not an Annual Addition under Section 4.4(b), and the Plan Administrator may make the distribution irrespective of any other provision under this Plan or under the Code. Elective Deferrals distributed to a Participant as an Excess Amount in accordance with Section 4.4(b) are not taken into account in determining the Participant's Elective Deferral Limit.

(vi) More than One Plan. If a Participant participates in another plan subject to the Code Section 402(g) limitation under which the Participant makes elective deferrals pursuant to a 401(k) Plan, elective deferrals under a SARSEP, elective contributions under a SIMPLE IRA or salary reduction contributions to a 403(b) plan (irrespective of whether WSU maintains the other plan), the Participant may provide to the Plan Administrator a written claim for Excess Deferrals made to the Plan for a Taxable Year. The Participant must submit the claim no later than the March 1 following the close of the particular Taxable Year and the claim must specify the amount of the Participant's Elective Deferrals under this Plan which are Excess Deferrals. The Plan Administrator may require the Participant to provide reasonable evidence of the existence of and the amount of the Participant's Excess Deferrals. If the Plan Administrator receives a timely claim which it approves, the Plan Administrator will distribute the Excess Deferrals as adjusted for Allocable Income the Participant has assigned to this Plan, under this Section 4.4(a)(vi). If a Participant has Excess Deferrals because of making Elective Deferrals to this Plan and other WSU plans (but where the Elective Deferral Limit is not exceeded based on the Participant's Elective Deferrals to any single plan), the Participant for purposes of this Section 4.4(a)(vi) is deemed to have notified the Plan Administrator of this Plan of the Excess Deferrals.

(vii) Definition of Allocable Income. Allocable Income means Earnings allocable to the Excess Deferrals for and through the end of the Taxable Year in which the Participant made the Excess Deferral. To calculate Allocable Income for

the Taxable Year, the Plan Administrator will use a uniform method which reasonably reflects the manner used by the Plan Administrator to allocate Earnings to Participants' Accounts or the "alternative method" under Treas. Reg. Section 1.402(g)-1(e)(5)(iii).

(viii) Roth and Pre-Tax Deferrals. If a Participant who will receive a distribution of Excess Deferrals, in the Taxable Year for which the corrective distribution is made, has contributed both Pre-Tax Deferrals and Roth Deferrals, the Plan Administrator operationally will determine the Elective Deferral Account source(s) from which it will direct the Fund Sponsor to make the corrective distribution. The Plan Administrator also may permit the affected Participant to elect the source(s) from which the Fund Sponsor will make the corrective distribution. However, the amount of a corrective distribution of Excess Deferrals to any Participant from the Pre-Tax Deferral or Roth Deferral sources under this Section 4.4(a)(viii) may not exceed the amount of the Participant's Pre-Tax Deferrals or Roth Deferrals for the Taxable Year of the correction.

(b) Annual Code Section 415 Limit. The amount of Annual Additions which the Plan Administrator may allocate under this Plan to a Participant's Account for a Limitation Year may not exceed the Annual Additions Limit.

(i) Prevention. If the Annual Additions the Plan Administrator otherwise would allocate under the Plan to a Participant's Account for the Limitation Year would exceed the Annual Additions Limit, the Plan Administrator will not allocate the Excess Amount, but instead will take any reasonable, uniform action the Plan Administrator determines necessary to avoid allocation of an Excess Amount including: (1) suspending or limiting a Participant's additional Mandatory Contributions or Elective Deferrals; (2) reducing WSU's future Plan Contribution(s); or (3) suspending or limiting the allocation to a Participant of any Plan Contribution previously made to the Plan (exclusive of Elective Deferrals). If the Plan Administrator allocates to a Participant an Excess Amount, the Plan Administrator must dispose of the Excess Amount in accordance with Section 4.12(b)(ix).

(ii) Aggregation of WSU 403(b) Plans. If Annual Additions are credited to any other WSU Code Section 403(b) Plan in addition to those credited under this Plan for a Limitation Year, the sum of the Participant's Annual Additions for the Limitation Year under the other plan and this Plan may not exceed the Annual Additions Limit.

(iii) Aggregation where Participant Controls any Employer. If a Participant is in control of any other employer for a Limitation Year, the sum of the Participant's Annual Additions for the Limitation Year under this Plan, any other WSU Code Section 403(b) plan, any defined contribution plans maintained by the controlled employers, and any Code Section 403(b) plans of any other employers

may not exceed the Annual Additions Limit for the Limitation Year. The Plan Administrator determines “control” under Code Sections 414(b) or 414(c), as modified by Code Section 415(h), in accordance with the rules of Treas. Reg. Section 1.415(f)-1(f). A “defined contribution plan” means a defined contribution plan qualified under Code Sections 401(a) or 403(a), a Code Section 403(b) plan, or a simplified employee pension plan under Code Section 408(k). The Plan Administrator will provide written or electronic notice to Participants that explains the limitation in this Section 4.12(b)(iii) in a manner calculated to be understood by the average Participant and informs Participants of their responsibility to provide information to the Plan Administrator that is necessary to satisfy this Section. The notice will advise Participants that the application of the limitations in this Section will take into account information supplied by the Participant and that failure to provide necessary and correct information to the Plan Administrator could result in adverse tax consequences to the Participant, including the inability to exclude contributions to the Plan under Code Section 403(b). The notice will be provided annually, beginning no later than the year in which the Employee becomes a Participant.

(iv) Ordering Rules. If a Participant's Annual Additions under this Plan and any other plans aggregated with the Plan under this Section 4.12(b) result in an Excess Amount, such Excess Amount will consist of the Amounts last allocated. If the Plan Administrator allocates an Excess Amount to a Participant on an allocation date of this Plan which coincides with an allocation date of another plan, the Excess Amount attributed to this Plan will equal the product of: (1) the total Excess Amount allocated as of such date, multiplied by (2) the ratio of (a) the Annual Additions allocated to the Participant as of such date for the Limitation Year under the Plan to (b) the total Annual Additions allocated to the Participant as of such date for the Limitation Year under this Plan and the other aggregated plans.

(v) Definition of Annual Addition. An Annual Addition means the VIP Contributions credited to a Participant's Account under this Plan and employer contributions, elective deferrals, employee contributions, mandatory contributions, allocations under a simplified employee pension plan and forfeitures credited to any other plan aggregated with the Plan under this Section 4.12(b); provided that Age 50 Catch-up Contributions, distributed Excess Deferrals under Section 4.12(a)(v) and certain other amounts described in Treas. Reg. Section 1.415(c)-1(b) are excluded. For purposes of the dollar limitation under Section 4.12(b)(vi), Annual Additions also include amounts allocated to an individual medical account (as defined in Code Section 415(1)(2) included as part of a pension or annuity plan maintained by WSU and contributions paid or accrued attributable to post-retirement medical benefits allocated to the separate account of a key-employee (as defined in Code Section 419A(d)(3)) under a WSU welfare benefit fund (as defined in Code Section 419(e)).

(vi) Definition of Annual Additions Limit. The Annual Additions Limit is the lesser of: (i) \$667,000 in 2023 and as adjusted in future Limitation Years under Code Section 415(d)), or (ii) 100% of the Participant's Compensation for the Limitation Year.

(vii) Definition of Excess Amount. An Excess Amount is an excess of a Participant's Annual Additions for a Limitation Year over the Annual Additions Limit.

(viii) Definition of Limitation Year. The Limitation Year means the calendar year. However, if the Participant is in control of an employer under Section 4.12(b)(iii), the Limitation Year is the Limitation Year as defined in the defined contribution plan controlled by the Participant.

(ix) Correction of Excess Amount. If a Participant's Account exceeds the Annual Additions Limit for the Limitation Year, then the Plan may correct such excess in accordance with Section 9.7(b). Alternatively, the Plan Administrator may hold the Excess Amount in a separate account. The Excess Amount held in the separate account is includible in the Participant's gross income or the taxable year in which the VIP Contributions exceed the Annual Additions Limit. This separate account will be treated as a separate contract to which Code Section 403(c) (or another application provision of the Code) applies. Amounts in the separate account may be distributed at any time, notwithstanding any other provisions of the Plan.

4.5 Rollover Contributions and Transfers.

(a) Eligible Rollover Contributions. To the extent provided in the Annuity Contracts and Custodial Account agreements, a Participant who is entitled to receive an Eligible Rollover Distribution from another Eligible Retirement Plan may request to have all or a portion of the Eligible Rollover Distribution paid directly or indirectly to the Plan. Such rollover contributions shall be made in the form of cash only. The Fund Sponsor may require such documentation from the distributing plan as it deems necessary to effectuate the rollover in accordance with Code Section 402 and to confirm that such other plan is an Eligible Retirement Plan.

(i) Eligible Rollover Distribution. An Eligible Rollover Distribution means any distribution of all or any portion of the Participant's Account Balance, except: (a) any distribution which is one of a series of substantially equal periodic payments (not less frequently than annually) made for the life (or life expectancy) of the Participant or the joint lives (or joint life expectancies) of the Participant and the Participant's designated beneficiary, or for a specified period of ten (10) years or more; (b) any required minimum distribution under Section 6.3; (c) the portion of any distribution which is not includible in gross income (determined without regard to the exclusion for net unrealized appreciation with respect to employer securities); (d) any hardship distribution; (e) any distribution which otherwise

would be an Eligible Rollover Distribution, but where the total distributions to the Participant during that calendar year are reasonably expected to be less than \$200 (treating a Participant's Roth deferral amount as separate plan for purposes of the \$200 amount); (f) any corrective distribution of excess amounts under Code Section 402(g), 401(k), 401(m), and/or 415(c) and income allocable thereto; (g) any loans that are treated as deemed distributions under Code Section 72(p) (h) dividends paid on employer securities described in Code Section 408(k); (i) the costs of life insurance coverage (P.S. 58 costs); (j) prohibited allocations treated as deemed distributions under Code Section 409(p); and (k) permissible withdrawals from a EACA described in Code Section 414(w). A portion of a distribution shall not fail to be an Eligible Rollover Distribution merely because the portion consists of after-tax employee contributions which are not includible in gross income. However, such portion may be transferred only to (i) an IRA or (ii) a qualified plan described in Code Sections 401(a) or 403(a), or (iii) a tax-sheltered annuity described in Code Section 403(b) that agrees to separately account for amounts so transferred, including separately accounting for the portion of such distribution which is includible in gross income and the portion of such distribution which is not so includible.

(ii) Eligible Retirement Plan. An Eligible Retirement Plan means an IRA, an annuity plan described in Code Section 403(a), a qualified trust described in Code Section 401(a), an arrangement described in Code Section 403(b), or an eligible deferred compensation plan described in Code Section 457(b) sponsored by a governmental employer which accepts the Participant's or alternate payee's Eligible Rollover Distribution. With regard to a Participant's designated Roth account, an Eligible Retirement Plan is a Roth IRA or another designated Roth account. In the case of a Beneficiary described in Section 6.5(c)(3), an Eligible Retirement Plan is limited to an IRA that has been established on behalf of the Beneficiary as an inherited IRA (within the meaning of Code Section 408(d)(3)(C)).

(iii) Separate Accounts. The Fund Sponsor shall establish and maintain for the Participant a separate Account for any Eligible Rollover Distribution paid to the Plan. No such rollover shall be taken into account in applying the limits of Section 4.4.

(iv) Roth Rollovers. A rollover contribution to the Plan may include Roth elective deferrals made to another plan, as adjusted for earnings in such plan; provided that such amounts must be directly rolled from the other plan to this Plan and the other plan must be a qualified plan under Code Section 401(a), a Code Section 403(b) plan or a government Code 457(b) plan.

4.6 Vesting of Contributions. Each contract and certificate issued in accordance with the provisions of the Plan is the property of the Participant. Amounts attributable to VIP Contributions are immediately vested and shall be nonforfeitable. However, VIP Contributions

based on a mistake of fact shall be returned to WSU if WSU so requests as provided in Section 8.6(a).

4.7 Account Statement. At least once a year the Fund Sponsor(s) will send each Participant a report summarizing the status of his or her Account. A Participant may obtain similar reports or illustrations upon Separation from Service or at any other time by writing directly to the Fund Sponsor(s).

4.8 No Reversion. Under no circumstances will any VIP Contributions revert to, be paid to, or inure to the benefit of, directly or indirectly, the WSU, except as provided in the second sentence of Section 10.5.

4.9 Military Service. This Section 4.9 applies to an Employee who: (1) has completed Qualified Military Service under USERRA; (2) the Employer has rehired under USERRA; and (3) is a Participant entitled to make-up contributions under Code Section 414(u). This Section 4.9 also applies to an Employee who dies or becomes disabled while performing Qualified Military Service.

(a) Compensation. For purposes of this Section 4.9, the Plan Administrator will determine an affected Participant's Compensation as follows. A Participant during his or her period of Qualified Military Service is deemed to receive Compensation equal to that which the Participant would have received had he or she remained employed by WSU, based on the Participant's rate of pay that would have been in effect for the Participant during the period of Qualified Military Service. If the Compensation during such period would have been uncertain, the Plan Administrator will use the Participant's actual average Compensation for the twelve (12) month period immediately preceding the period of Qualified Military Service, or if less, for the period of employment.

(b) Elective Deferrals. During a Participant's period of Qualified Military Service, the Plan Administrator must allow a Participant to make up Elective Deferrals to his or her Account. The Participant may make up the maximum amount of Elective Deferrals which he or she under the Plan terms would have been able to contribute during the period of Qualified Military Service (less any such amounts the Participant actually contributed during such period) and the Participant must be permitted to contribute any lesser amount as the Plan would have permitted. The Participant must make up any contribution under this Section 4.9(b) commencing on his or her Re-Employment Commencement Date and not later than five (5) years following the Re-employment Commencement Date (or if less, a period equal to three (3) times the length of the Participant's Qualified Military Service triggering such make-up contribution).

(c) Limitations. Contributions under this Section 4.9 are Annual Additions under Section 4.4(b) and are subject to the Elective Deferral Limit under Section 4.4(a) in the year to which such contributions are allocated, but not in the year in which such contributions are made.

(d) Differential Wage Payments. The Plan is not treated as failing to meet the requirements of any provision described in this Section 4.9 by reason of any contribution or benefit which is based on a Differential Wage Payment. The preceding sentence applies only if all Employees performing service in the uniformed services described in Code Section 3401(h)(2)(A) are entitled to receive Differential Wage Payments on reasonably equivalent terms and, if eligible to participate in a retirement plan maintained by the Employer, to make contributions based on the payments on reasonably equivalent terms (taking into account Code Sections 410(b)(3), (4), and (5)). The Plan Administrator operationally may determine, for purposes of any provision described in this Section 4.9, whether to take into account any Elective Deferrals, attributable to Differential Wage Payments.

(e) No Earnings. A Participant making any make-up contribution under this Section 4.9 is not entitled to an allocation of any Earnings on any such contribution prior to the time that WSU timely deposits the Participant's own make-up Elective Deferrals to the Plan.

(f) HEART Act Death Benefits. If a Participant dies while performing Qualified Military Service, the Participant's Beneficiary is entitled to any additional benefits (other than benefit accruals relating to the period of Qualified Military Service) provided under the Plan as if the Participant had resumed employment and then terminated employment on account of death.

4.10 Contribution Transmission. WSU will transmit to the Fund Sponsors all VIP Contributions as soon as is administratively practicable and within any time period required under applicable law.

SECTION 5. FUND SPONSORS AND FUNDING VEHICLES

5.1 The Fund Sponsors and Funding Vehicles. VIP Contributions are invested in one or more of the Funding Vehicles made available to Participants under this Plan and in accordance with any applicable law restricting investments by Participants not residing in the United States. A Participant or Beneficiary may allocate VIP Contributions among Funding Vehicles in any whole number percentages totaling one hundred percent (100%). Participants and Beneficiaries are solely responsible for the investment of their Account. If a Participant or Beneficiary fails to direct the investments of his or her Account, the Account will be invested in a Funding Vehicle selected by WSU for such non-directing Participants and Beneficiaries. WSU's current choice of Fund Sponsor(s) and Funding Vehicles is not intended to limit future additions or deletions by WSU of Fund Sponsors and Funding Vehicles. The Plan Administrator shall maintain a list of all Fund Sponsors under the Plan. Such list is hereby incorporated as part of the Plan. The Fund Sponsor(s) and WSU shall exchange such information as may be necessary to satisfy section 403(b) of the Code or other requirements of applicable law. In the case of a Fund Sponsor that is not eligible to receive contributions under the Plan (including a Fund Sponsor that has ceased to be a Fund Sponsor eligible to receive contributions under the Plan), WSU shall keep the Fund Sponsor informed of the name and contact information of the Plan Administrator in order to

coordinate information necessary to satisfy section 403(b) of the Code or other requirements of applicable law. In the event the Plan terms and the Funding Vehicles are in conflict, the Plan terms are controlling; provided that as to the timing or form of any Plan distribution, such timing or form must be permitted under the Funding Vehicle as well as under the Plan.

5.2 Allocation of Contributions. A Participant may allocate VIP Contributions among Funding Vehicles in any whole number percentages that equal 100 percent.

5.3 Funding Vehicle Exchange. A Participant may exchange all or a part of his or her Account between Funding Vehicles offered by a Plan Sponsor, subject to Fund Sponsor and/or Funding Vehicle contractual requirements, and to Code Section 403(b) and the regulations thereunder. However, effective on and following the execution of this Plan, an investment exchange to an investment with a Fund Sponsor that is not eligible to receive VIP Contributions under Section 5.1 is not permitted.

5.4 Third Party Trading. The Participant, or his or her Beneficiary in the event of the Participant's death, is responsible for directing all funds invested under this Plan, and cannot assign that responsibility to another party, except that a Participant or Beneficiary may assign that responsibility to a third party that has been given a power of attorney and directions may be given by the legal representative of a Participant or Beneficiary who is under a legal disability. Any investment direction under this section 5.4 must be given in accordance with applicable law and any reasonable Plan Administrator or Fund Sponsor requirements.

SECTION 6. BENEFITS

6.1 Benefits in General. The Participant is entitled to receive benefits under any of the Funding Vehicles at any time and in any form offered by the Fund Sponsors, not inconsistent with Code Section 403(b) and the regulations thereunder, and subject to the written consent of the Participant's spouse or state registered domestic partner under RCW 26.60 et seq ("domestic partner"), if any, in accordance with Section 6.5. However, distributions may be paid only after a Participant attains age 59 1/2, severs from employment with WSU and all Related Employers, dies or becomes disabled, or in the case of hardship. Hardship distributions are subject to the rules and restrictions set forth in Section 6.3. Distributions to a Participant made prior to attaining age 59 1/2 may be subject to early withdrawal penalties under the Code.

6.2 Death Benefits. On the death of a Participant, the entire value of the Participant's Account (or of the remaining Account) is payable to the Participant's Beneficiary or Beneficiaries. The Beneficiary may make an Election as to the time and form of payment under any payment option available under the Funding Vehicles, provided such payment options are consistent with Code Sections 403(b), 401(a)(9) and the regulations thereunder. A Beneficiary will make such Elections directly to the Fund Sponsor(s). However, to the extent such Account has previously been applied to purchase an annuity, payments shall be made only if and to the extent provided by the form of annuity. All death benefits are further subject to the required minimum distribution requirements of Section 6.4.

6.3 Hardship Distributions. Hardship distributions under Section 6.1 shall be approved only if the Participant has an immediate and heavy financial need or unforeseeable emergency, and the distribution is necessary to satisfy the need. In such cases, there shall be paid to such Participant out of his or her Account only such portion of the amount requested as is necessary to prevent or alleviate the hardship. The Plan Administrator's determination shall be final and binding.

The following are deemed to be immediate and heavy financial needs of the Participant: (a) medical expenses described in Code section 213(d) incurred by the Participant or his or her spouse, dependents, or primary beneficiary; (b) purchase (excluding mortgage payments) of a principal residence for the Participant; (c) payment of tuition, room and board for the next 12 months of post-secondary education for the Participant, his or her spouse, his or her children, his or her dependents, or primary beneficiary; (d) the payment of amounts necessary to prevent the eviction of the Participant from his or her principal residence or the foreclosure on the mortgage of his or her principal residence; (e) burial or funeral expenses for the Participant's deceased parent, spouse, children, dependents or primary beneficiary; (f) expenses for the repair of damage to the Participant's principal residence described in section 165 of the Code; or (g) expenses and losses (including loss of income) incurred by a Participant on account of a disaster declared by FEMA, provided the Participant's principal residence or principal place of employment at the time of the disaster was located in an area designated by FEMA for individual disaster assistance. For purposes of this Section 6.3, a "primary beneficiary" is an individual who is a named beneficiary under the Plan (whether by Participant designation or application of the Plan terms) and who has an unconditional right, on the Participant's death, to all or a portion of the Participant's Account. Under Secure 2.0 Act, and effective January 1, 2023, a Participant may self-certify they have a safe harbor event that constitutes a deemed hardship for purposes of taking a hardship withdrawal. They also may self-certify that the distribution is not in excess of the amount required to satisfy the financial need, and that they have no alternative means available to satisfy the financial need.

Hardship distributions will be deemed to be necessary to satisfy an immediate and heavy financial need of the Participant only to the extent that: (a) the distribution does not exceed the amount of the applicable need under the second paragraph of Section 6.3 including any amounts necessary to pay any federal, state or local taxes or penalties reasonable expected to result from the distribution; (b) the Participant has reasonably obtained all distributions, other than hardship distributions. Plan To obtain a hardship distribution after 2019, a Participant must represent in writing that he or she has insufficient cash or liquid assets reasonably available to satisfy the need and the Plan Administrator must not have actual knowledge to the contrary.

6.4 Minimum Distribution Requirements.

(a) Applicable Law. All distributions under this Plan will be made in accordance with Code Sections 403(b)(10) and 401(a)(9), as each is amended and in effect from time to time, and regulations thereunder. Notwithstanding anything to the contrary in this Section 7.3, required minimum distributions are subject to changes made under the SECURE Act and any regulations or other binding guidance issued thereunder.

(b) Lifetime Required Minimum Distributions. Participants who attained age 70 ½ in 2019 or earlier, , must have received distribution or commence distribution of his or her Account no later than April 1 following the calendar year in which the Participant attained age 70 1/2 or, if later, April 1 following the calendar year in which the Participant Separates from Service. For Participants who attain age 70½ in 2020, 2021 or 2022 required minimum distributions must begin no later than April 1 of the calendar year following the calendar year in which the Participant attains age 72, or, if later, by April 1 following the calendar year in which the Participant Separates from Service. For Participants who attain age 72 in 2023 or later the required minimum distributions must begin no later than April 1 of the calendar year following the calendar year in which the Participant attains age 73, or, if later, by April 1 following the calendar year in which the Participant Separates from Service. The annual lifetime minimum distribution amount will be calculated in accordance with Treas. Reg. §§1.401(a)(9)-9. The entire Account of each Participant will be distributed over a period not to exceed the life (or life expectancy) of the Participant or over the lives (or life expectancies) of the Participant and Designated Beneficiary. Notwithstanding the above, the Account for each Participant as of December 31, 1986, will be distributed in accordance with Treas. Reg. Section 1.403(b)-6(e)(6).

(c) Death Required Minimum Distributions. The annual death minimum distribution amount will be calculated in accordance with Treas. Reg. §§1.401(a)(9)-3 and 1.401(a)(9)-5.

(i) Death Before the Required Beginning Date. If the Participant dies prior to January 1, 2020 and before benefit payments are required to begin under Section 6.3(b), any benefits payable to a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by December 31 of the calendar year which contains the fifth (5th) anniversary of the Participant's death; or (b) beginning no later than December 31 of the calendar year following the calendar year of the Participant's death, over a period not exceeding the life expectancy of the Designated Beneficiary. If the Designated Beneficiary is the surviving spouse, payment may be delayed until the date the Participant would have attained age 70½.

If the Participant died in 2020, 2021 or 2022 and before benefit payments were required to begin under Section 6.3(b), any benefits payable to (or for the benefit of) a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by the end of the tenth (10th) full calendar year after the Participant's death; or (b) beginning no later than the end of the first (1st) full calendar year after the Participant's death over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the designated Beneficiary. If the Designated Beneficiary is the surviving spouse, the spouse may Elect to defer commencement of payments until the date the Participant would have attained age 72. Special rules apply as to payments to other (non-spouse) Designated Beneficiaries (10-Year rule). If the Beneficiary is not a Designated Beneficiary, or if a Designated Beneficiary fails to make a payment Election, payment will be made within five (5) years as described in Section 6.3(c)(i)(a).

If the Participant dies in 2023 or later and before benefit payments are required to begin under Section 6.3(b), any benefits payable to (or for the benefit of) a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by the end of the tenth (10th) full calendar year after the Participant's death; or (b) beginning no later than the end of the first (1st) full calendar year after the Participant's death over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the designated Beneficiary . If the Designated Beneficiary is the surviving spouse, the spouse may Elect to defer commencement of payments until the date the Participant would have attained age 73. Special rules apply as to payments to other (non-spouse) Designated Beneficiaries (10-Year rule). If the Beneficiary is not a Designated Beneficiary, or if a Designated Beneficiary fails to make a payment Election, payment will be made within five (5) years as described in Section 6.3(c)(i)(a).

(ii) Death After the Required Beginning Date. Upon the Participant's death after the time benefits are required to begin under Section 6.3(b), any remaining benefits will be distributed at least as rapidly as under the method of distribution in effect at the time of the Participant's death. Minimum distributions will be calculated based on the longer life expectancy of the Participant or his or her Designated Beneficiary. If there is no Designated Beneficiary, the minimum distributions will be based on the Participant's remaining life expectancy.

(d) Separate Treatment of Contracts and Accounts. In applying the foregoing minimum distribution rules, each Annuity Contract or Custodial Account shall be treated as an IRA and distribution shall be made in accordance with the provisions of Treas. Reg. §1.408-8, except as provided in Treas. Reg. §1.403(b)-6(e).

6.5 Application for Benefits; Spousal Consent. Procedures for receipt of benefits are initiated by writing directly to the Fund Sponsors. Benefits will be payable by the Fund Sponsors upon receipt of a satisfactorily completed application for benefits and supporting documents. The necessary forms will be provided to the Participant, the surviving spouse, or the Beneficiary by the Fund Sponsors. Any required consent of the Participant's spouse must be in writing, must acknowledge the effect of the Election or action to which the consent applies, and must be witnessed by a notary public or a Plan representative. Unless the consent expressly provides that the Participant may make further Elections without further consent of the spouse, the consent will be effective only with respect to the specific Election to which the consent relates. Spousal consent will be effective only with respect to that spouse. Spousal consent will not be required if it is established to the satisfaction of the Plan Administrator that there is no spouse, or that the spouse cannot be located.

6.6 Loans. Subject to the Code and terms of the Funding Vehicles, Plan loans are available to Participants before the commencement of benefit payments. Plan loans are subject to the spousal consent requirements of Section 6.5.

(a) Information Coordination Concerning Loans. Each Fund Sponsor is responsible for all information reporting and tax withholding required by applicable federal and state law in connection with distributions and loans. To minimize the instances in which Participants have taxable income as a result of loans from the Plan, the Plan Administrator shall take such steps as may be appropriate to coordinate the limitations on loans set forth in (b) below, including the collection of information from Fund Sponsors, and transmission of information requested by any Fund Sponsor, concerning the outstanding balance of any loans made to a Participant under the Plan or any other plan of WSU or any Related Employer. The Plan Administrator shall also take such steps as may be appropriate to collect information from Fund Sponsors, and transmission of information to any Fund Sponsor, concerning any failure by a Participant to repay timely any loans made to a Participant under the Plan or any other plan of WSU or any Related Employer.

(b) Maximum Loan Amount. No loan to a Participant under the Plan may exceed the lesser of:

\$50,000, reduced by the excess of (i) the highest outstanding balance on loans from the Plan to the Participant during the one-year period ending on the day before the date the loan is made over (ii) the outstanding balance on any loan from the Plan to the Participant on the date the loan is made or

one half of the present value of the Participant's Account.

For purposes of this Section 6.6(b), any loan from any other plan maintained by WSU and any Related Employer shall be treated as if it were a loan made from the Plan.

(c) Loan Terms. All Plan loans will require level amortization of principal and interest with quarterly (or more frequent) payments and over a payment term not exceeding five (5) years except where the loan is for the acquisition of the Participant's principal residence where a longer term may be available. Loan repayment will be by means of payroll deduction, AC or other means acceptable to the Plan Administrator and the Fund Sponsors. Plan loans will be treated as a directed investment of the borrower's Account as and when consistent with Fund Sponsor requirements.

6.7 Direct Rollover of Eligible Rollover Distributions.

(a) Direct Rollover. A Participant or the Beneficiary of a deceased Participant (or a Participant's spouse or former spouse who is an alternate payee under a domestic relations order, as defined in Code Section 414(p)(1)(B)) who is entitled to an Eligible Rollover Distribution from the Plan may make an Election to have any portion of that distribution paid directly to an Eligible Retirement Plan specified by the Participant or Beneficiary in a Direct Rollover. In the case of a distribution to a Designated Beneficiary who at the time of the Participant's death was neither the spouse of the Participant nor the spouse or former spouse of the participant who is an alternate payee under a domestic relations order, a Direct Rollover is payable only to an IRA that has been established on

behalf of the Beneficiary as an inherited IRA (within the meaning of Code Section 408(d)(3)(C)).

(b) Rollover and Tax Notice. Each Fund Sponsor within a reasonable time period (and within any period prescribed by applicable law) before making an initial Eligible Rollover Distribution, will provide an explanation to the Participant of his or her right to elect a Direct Rollover and the income tax withholding consequences of not electing a Direct Rollover.

(c) Election. A Participant (including for this purpose, a former Employee) may elect, at the time and in the manner prescribed by the Fund Sponsor, to have any portion of his or her Eligible Rollover Distribution from the Plan paid directly to an Eligible Retirement Plan specified by the Participant in a Direct Rollover. For purposes of this Section 6.7, a Participant includes as to their respective interests: (1) a Participant's surviving spouse, (2) the Participant's spouse or former spouse who is an alternate payee under a QDRO, or (3) any other Beneficiary of a deceased Participant who is a Designated Beneficiary under Treas. Reg. Section 1.401(a)(9)-4.

(d) Rollover and Withholding Notice. At least 30 days and not more than 180 days prior to the distribution of an Eligible Rollover Distribution, the Plan must provide a written notice (including a summary notice as permitted under applicable IRS guidance) explaining to the distributee the rollover option, the applicability of mandatory 20% federal withholding to any amount not directly rolled over, and the recipient's right to roll over within 60 days after the date of receipt of the distribution ("rollover notice"). A recipient of an Eligible Rollover Distribution (whether he/she elects a Direct Rollover or elects to receive the distribution), also may elect to receive distribution at any administratively practicable time which is earlier than 30 days following receipt of the rollover notice. The provisions of this Section 6.7(d) do not apply to distributions to a Beneficiary described in Section 6.7(c)(3).

(e) Default Rollover. The Fund Sponsor, in the case of a Participant who does not respond timely to the rollover notice, may make a Direct Rollover of the Participant's Account in lieu of distributing the Participant's Account.

(f) Definitions. The following definitions apply to this Section 6.7:

(i) Direct Rollover. A Direct Rollover means a payment by the Plan to the Eligible Retirement Plan the distributee specifies in his or her Direct Rollover election or in the case of an automatic rollover, to the IRA that the Plan designates.

(ii) Eligible Retirement Plan. An Eligible Retirement Plan means as defined in Section 4.5(a)(ii).

(iii) Eligible Rollover Distribution. An Eligible Rollover Distribution means as defined in Section 4.5(a)(i).

SECTION 7. ADMINISTRATION

7.1 Plan Administrator. WSU is the Plan Administrator, and has designated the WSU Human Resource Services to be responsible for the day to day administration of the Plan.

7.2 Authority of the Plan Administrator. The Plan Administrator has all the powers and authority conferred upon it herein and further shall have final authority to determine, in its discretion, all questions concerning eligibility and contributions under the Plan, to interpret all terms of the Plan, including any uncertain terms, to adopt Plan policies and procedures, and to decide any disputes arising under and all questions concerning administration of the Plan. Any determination made by the Plan Administrator shall be given deference, if it is subject to judicial review, and shall be overturned only if it is arbitrary and capricious. In exercising these powers and authority, the Plan Administrator will at all times exercise good faith, apply standards of uniform application, and refrain from arbitrary action.

7.3 Delegation of Authority. The Plan Administrator may delegate any power or powers to one or more other employees of WSU, or to any agent or independent contractor of WSU. Any such delegation shall be in writing, and may be obtained from the Plan Administrator.

SECTION 8. MISCELLANEOUS

8.1 Non-Alienation of Retirement Rights or Benefits. Except as otherwise provided in this Section 8, to the fullest extent permitted by law, no benefit under the Plan may at any time be subject in any manner to alienation, encumbrance, the claims of creditors or legal process. No Participant or Beneficiary will have the power in any manner to transfer, assign, alienate, or in any way encumber his or her Account or benefits under the Plan, or any part thereof, and any attempt to do so will be void and of no effect. The Plan Administrator will comply with any judgment, decree or order (including a property settlement agreement) that relates to the provision of child support, alimony payments, or the marital property rights of a spouse or former spouse, child or other dependent of a Participant and made pursuant to the domestic relations law of any state. Such payment shall be made without regard to whether the Participant is eligible for a distribution of benefits under the Plan. The Plan Administrator may pay from a Participant's Account an amount the Plan Administrator determines is lawfully demanded under a levy issued by the IRS with respect to a Participant or Beneficiary, or is sought to be collected by the U.S. Government under a judgment resulting from an unpaid tax assessment against the Participant or Beneficiary.

8.2 Plan Does Not Affect Employment. Nothing in this Plan is a commitment or agreement by WSU or by any Employee to continue his or her employment with WSU, or by WSU to rehire a retired Participant, and nothing in this Plan is a commitment on the part of WSU to continue the rate of compensation of any Employee for any period. All Employees will remain subject to discharge to the same extent as if the Plan had never been put into effect.

8.3 Claims of Other Persons. The Plan does not give any Participant, Beneficiary or any other person, firm, or entity of any type, any legal or equitable right against WSU or against

its past present or future officers, employees, or Board members, except for the rights that are specifically provided for in this Plan or created in accordance with the terms and provisions of this Plan.

8.4 Contracts and Certificates. In the event there is any inconsistency or ambiguity between the terms of the Plan and the terms of the contracts between the Fund Sponsors and WSU and/or the Participants and any certificates issued to a Participant under the Plan, the terms of the Plan control.

8.5 Requests for Information. Any request for information concerning eligibility, participation, contributions, or other aspects of the operation of the Plan should be in writing and directed to the Plan Administrator via WSU Human Resource Services. Requests for information concerning the Fund Sponsors, the Funding Vehicles, their terms, conditions and interpretations thereof, claims thereunder, any requests for review of such claims and service of legal process, may be directed in writing to the Fund Sponsors.

8.6 Mistaken Contributions or other Plan Failures.

(a) Mistake of Fact. If any VIP Contribution (or any portion of a contribution) is made to the Plan by a mistake of fact, then within one (1) year after the payment of the Plan Contribution, the Plan Administrator may return the amount of the mistaken contribution (net of any investment loss, but not increased by any investment income or gains) to WSU. Thereafter, the Plan Administrator will determine if any or all of such amount should be refunded to the affected Participant.

(b) Other Failures. If any VIP Contribution exceeds the Plan or Code limits or is otherwise not in accordance with the Plan terms, or if there are other Plan related failures, the Plan Administrator will make correction in accordance with the Plan and with the Employee Plans Compliance Resolution System under Rev. Proc. 2019-19 or any other successor or applicable guidance.

8.7 Governing Law. Except as provided under federal law, the provisions of the Plan are governed by and construed in accordance with the laws of the State of Washington.

SECTION 9. AMENDMENT AND TERMINATION

9.1 Amendment and Termination. The Board reserves the right at any time to amend or terminate the Plan, in whole or in part, or to discontinue any further VIP Contributions under the Plan. If the Plan is terminated or if VIP Contributions are discontinued, the Plan Administrator will notify all Participants, all Accounts will remain nonforfeitable, and all Salary Reduction Agreements that have been entered into will become void with respect to Compensation yet to be paid.

9.2 Distribution Upon Termination of the Plan. WSU may provide that, in connection with a termination of the Plan and subject to any restrictions contained in the Annuity

Contracts and Custodial Account agreements, all Accounts will be distributed, provided that WSU and any Related Employer on the date of termination do not make contributions to an alternative Code Section 403(b) contract that is not part of the Plan during the period beginning on the date of Plan termination and ending twelve (12) months after the distribution of all assets from the Plan, except as permitted by Code Section 403(b) and the regulations thereunder.

9.3 Limitation. Notwithstanding the provisions of Section 9.1, the Board shall not make any amendment to the Plan that operates to recapture for WSU any contributions previously made under this Plan except to the extent permitted by Section 8.6.

FUTURE ACTION ITEM #6

Leased Space for WSU's Institute for Northwest Energy Futures
(Leslie Brunelli/Matt Skinner/Sandra Haynes)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Leased Space for WSU's Institute for Northwest Energy Futures

PROPOSED: That the Board of Regents authorize and delegate authority to the President or his designee to execute or commence a lease-to-purchase agreement to acquire essential office and laboratory space near the WSU Tri-Cities campus, with a lease period of four years from execution or commencement of the agreement.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

SUPPORTING
INFORMATION:

Background

As part of the 2023-25 State Operating budget, WSU received new funding of \$7.7 million for the biennium to form the Institute for Northwest Energy Futures (INEF).

Centered at Washington State University's Tri-Cities campus, the INEF will leverage scientific expertise throughout the WSU system, research partners such as the Pacific Northwest National Laboratory, and extramural public and private funders to guide this transformation while maintaining safe, economic, and reliable energy systems that reduce greenhouse gas emissions and produce more equitable social outcomes.

The INEF initiative will integrate new and existing insights in engineering, environmental studies, economics, and society to produce the objective research and analysis public and private decision makers need. This will leverage capabilities in power, hydrogen, and fuels technologies with expertise in economics, environmental and social science, data analytics, transportation logistics, and carbon management.

The institute will serve to bridge the gap between science and practice through its systems approach to researching and analyzing clean energy transition plans for policy makers and industry and communication of those plans to consumers.

Funding received will support the hire of essential faculty and staff to support the INEF and will enable WSU to acquire essential office and

laboratory space near the WSU Tri-Cities campus via a lease-to-purchase agreement.

Future Action

WSU is actively negotiating a lease-to-purchase agreement that will meet the space needs of the INEF at a cost that fits within the funds appropriated for this purpose. The total cost, while not final, is expected to exceed \$5 million in payments over 4 years. Execution or commencement of a lease-to-purchase agreement is contingent upon Board approval.

WSU expects to present the agreement terms and conditions as an action item at the November 2023 Board meeting.

Major Capital Projects						
Project Name	Project Budget			Construction Completion Date		Comments
	Initial	Current	Projected	Initial	Actual/Projected	
Completed Construction						
Spokane Phase One Building Renovation	\$15,000,000.00	\$16,500,000.00	\$16,500,000.00	May 2023	June 2023	
Johnson Hall Demolition	\$8,000,000.00	\$8,000,000.00	\$8,000,000.00	February 2023	March 2023	
Water Tank Replacement	\$8,000,000.00	\$8,000,000.00	\$8,000,000.00	June 2023	June 2023	
Construction						
Vancouver Life Sciences Building	\$57,100,000.00	\$69,264,000.00	\$69,264,000.00	August 2023	January 2024	
Design						
Taylor Sports Complex	\$2,400,000.00	\$8,400,000.00	\$8,400,000.00	December 2024	December 2024	
Schweitzer Engineering Hall	\$4,800,000.00	\$4,800,000.00	\$4,800,000.00	May 2026	May 2026	
Champions Center	\$2,000,000.00	\$2,000,000.00	\$2,000,000.00	December 2024	December 2024	
Knott Dairy Center Renovation	\$10,000,000.00	\$10,000,000.00	\$10,000,000.00	June 2025	June 2025	
Eastlick Abelson Bustad Renovation	\$22,000,000.00	\$22,000,000.00	\$22,000,000.00	June 2025	June 2025	
Pre-Design						
Pullman Life & Physical Sciences Building	\$500,000.00	\$500,000.00	\$500,000.00	August 2029	August 2029	

Report of Actions Taken		
Project Between \$1,000,000 - \$5,000,000		
Eastlick Teaching Labs Renovation	Final Completion	September 2022
Building Automation System Network and Panel Upgrade	Final Completion	June 2023
Bustad-HVAC Service Equipment Elements and Controls Upgrade	Final Completion	August 2023
Clark Hall Research Lab Renovation	Final Completion	August 2023
Demolish Troy/Wegner Bridge	Final Completion	August 2022
Valley Road & Grimes Way Playfield Upgrades	Project Completion	August 2023



Board Review

Washington State University Foundation

August 2023

Travis Pruit, CFA
Partner, Portland

Tim Westrich, CFA
Principal, Saint Louis

Sue Liu
Principal, Los Angeles

Justin Oliver
Associate, St. Louis

welcome to brighter

Trailing One-Year Results

WSUF Investment Portfolio
July 1, 2022 - June 30, 2023



WSUF contributes cash to the Endowment on a monthly basis.

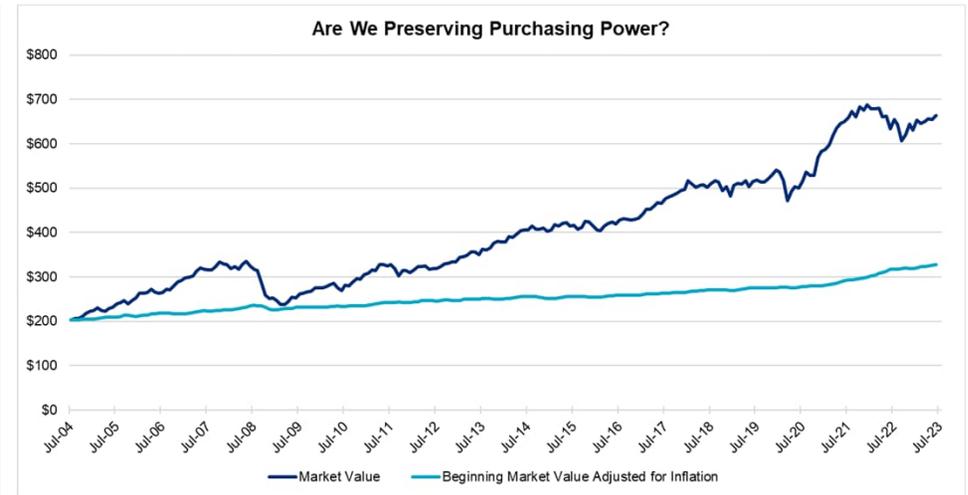
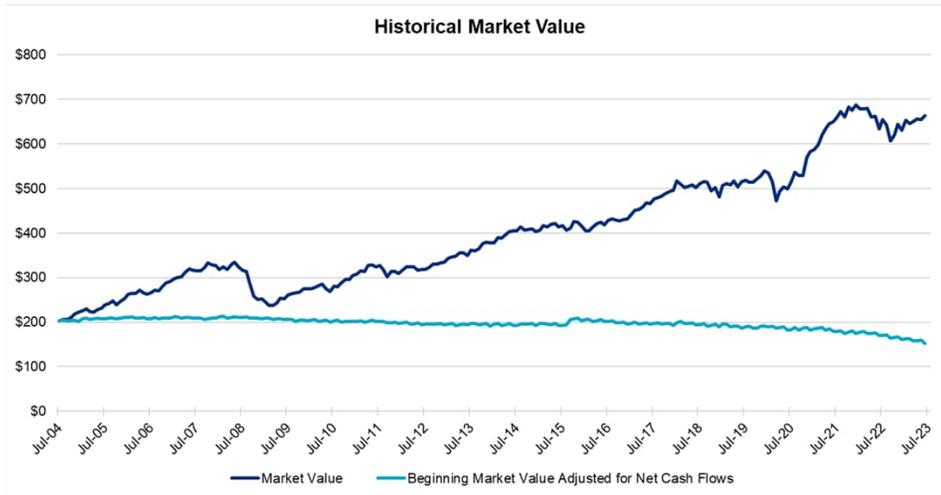
The Endowment distributes cash to WSU each quarter.

These include fees for custodial services, consulting, audit, tax prep, and other expenses.

Investment gains / losses are shown net of investment management fees.

- The investment portfolio increased by \$28.9 million over the trailing one-year period, with net cash outflows from the investment portfolio of \$18.9 million and \$47.9 million in investment gains.

Historical Market Values



- The long-term total rate of return should equal or exceed the endowment spending rate (5.5% as of the date of adoption of the investment policy) plus the increase in the Consumer Price Index.
- The WSUF spending policy is based on the average market value for the 36 months preceding and including the quarter ended prior to the distribution date, adjusted for new gifts on the first day of the distribution quarter.
- The WSUF investment portfolio has grown from approximately \$200 million in 2004 to approximately \$663 million as of June 30, 2023. Almost the entirety of that growth has come from investment gains, as contributions into the investment portfolio and distributions to WSU have offset.

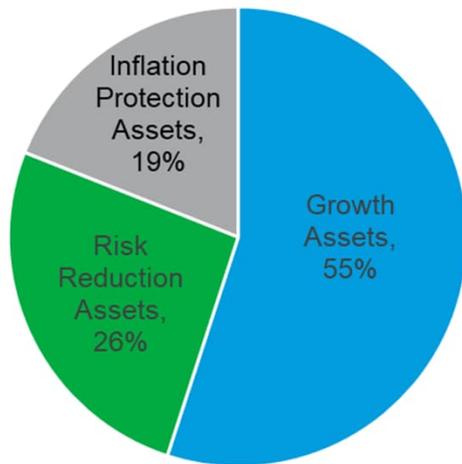
Endowment Performance

Name	Value \$(000)	% of Fund	Periods Ending 6/30/23							Since Inception	
			3 Mth	YTD	FYTD	1 Year	3 Year	5 Year	10 Year	Return	Date
Washington State University Foundation	662,917	100.0	2.9	6.5	7.5	7.5	11.6	7.2	7.3	5.8	Apr-00
Marketable Securities Composite	459,060	69.2	3.2	7.8	10.4	10.4	8.6	5.5	6.0	5.3	Sep-08
<i>Marketable Securities Policy Index</i>			<u>2.7</u>	<u>7.0</u>	<u>8.9</u>	<u>8.9</u>	<u>6.4</u>	<u>5.0</u>	<u>5.6</u>	<u>4.8</u>	
<i>Over/Under</i>			0.5	0.8	1.5	1.5	2.2	0.5	0.4	0.5	
Total Equity Composite	235,893	35.6	4.9	11.5	15.1	15.1	10.8	6.9	8.3	7.2	Jul-04
MSCI ACWI			<u>6.2</u>	<u>13.9</u>	<u>16.5</u>	<u>16.5</u>	<u>11.0</u>	<u>8.1</u>	<u>8.8</u>	<u>7.4</u>	
<i>Over/Under</i>			(1.3)	(2.4)	(1.4)	(1.4)	(0.2)	(1.2)	(0.5)	(0.2)	
US Equity Composite	125,168	18.9	7.3	13.6	17.2	17.2	12.8	10.1	11.3	7.1	Apr-00
<i>Dow Jones US Total Stock Market</i>			<u>8.4</u>	<u>16.2</u>	<u>18.9</u>	<u>18.9</u>	<u>13.7</u>	<u>11.3</u>	<u>12.2</u>	<u>6.9</u>	
<i>Over/Under</i>			(1.1)	(2.6)	(1.7)	(1.7)	(0.9)	(1.2)	(0.9)	0.2	
Global ex US Equity	110,725	16.7	2.3	9.2	12.9	12.9	8.6	3.4	5.4	4.2	Apr-00
MSCI ACWI ex US			<u>2.4</u>	<u>9.5</u>	<u>12.7</u>	<u>12.7</u>	<u>7.2</u>	<u>3.5</u>	<u>4.7</u>	<u>3.7</u>	
<i>Over/Under</i>			(0.1)	(0.3)	0.2	0.2	1.4	(0.1)	0.7	0.5	
Hedge Fund Composite	127,901	19.3	3.2	6.4	10.1	10.1	8.9	5.4	5.4	5.5	Jul-02
<i>HFR Fund of Funds</i>			<u>1.4</u>	<u>2.2</u>	<u>3.6</u>	<u>3.6</u>	<u>5.0</u>	<u>3.3</u>	<u>3.4</u>	<u>3.5</u>	
<i>Over/Under</i>			1.8	4.2	6.5	6.5	3.9	2.1	2.0	2.0	
Total Fixed Income Composite	54,544	8.2	(0.7)	2.2	0.6	0.6	(1.4)	1.3	1.7	4.5	Apr-00
<i>Bloomberg Barclays US Aggregate</i>			<u>(0.8)</u>	<u>2.1</u>	<u>(0.9)</u>	<u>(0.9)</u>	<u>(4.0)</u>	<u>0.8</u>	<u>1.5</u>	<u>3.9</u>	
<i>Over/Under</i>			0.1	0.1	1.5	1.5	2.6	0.5	0.2	0.6	
Cash Composite	9,352	1.4	0.5	1.5	2.7	2.7	0.9	0.7	0.3	1.0	Apr-05
<i>90-Day Treasury Bill</i>			<u>1.2</u>	<u>2.3</u>	<u>3.6</u>	<u>3.6</u>	<u>1.3</u>	<u>1.6</u>	<u>1.0</u>	<u>1.3</u>	
<i>Over/Under</i>			(0.7)	(0.8)	(0.9)	(0.9)	(0.4)	(0.9)	(0.7)	(0.3)	
Liquid Real Assets	31,369	4.7	(0.8)	0.5	(0.9)	(0.9)	8.7	3.8	2.3	2.5	Sep-05
Private Real Assets	64,698	9.8	0.7	2.5	5.0	5.0	17.1	5.2	6.7	2.0	Sep-05
Private Equity Composite	139,159	21.0	2.8	4.4	0.1	0.1	21.5	16.3	13.6	12.8	Jun-04
<i>Burgiss Global Private Equity Index</i>			<u>0.6</u>	<u>(1.5)</u>	<u>(8.1)</u>	<u>(8.1)</u>	<u>19.2</u>	<u>17.7</u>	<u>15.7</u>	<u>14.3</u>	
<i>Over/Under</i>			2.2	5.9	8.2	8.2	2.3	(1.4)	(2.1)	(1.5)	

- Some values for private equity and private real asset funds are not yet available for June 30, 2023
- The value for each private equity and private real asset fund is the most recent available value adjusted for actual cash flows.

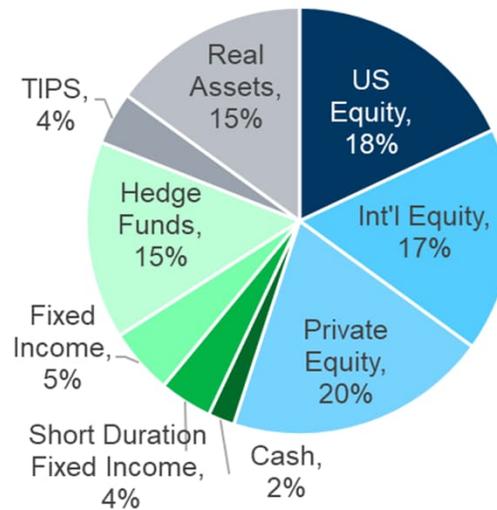
Asset Allocation

WSUF Target Asset Allocation
Big Picture Objectives



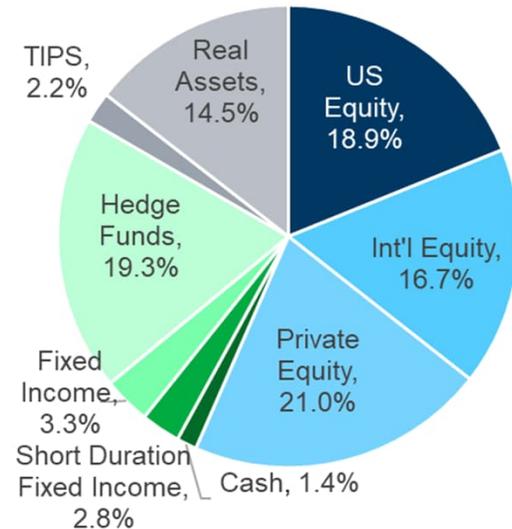
Growth assets (shown in blue) are equities, invested both in the US and around the world in public stocks and private partnerships. Equities should be the long-term driver of portfolio returns.

WSUF Target Asset Allocation
Asset Class Detail



Risk reduction assets (shown in green) are designed to protect the portfolio's market value and dampen volatility during difficult market conditions, while also earning a meaningful return.

WSUF Actual Asset Allocation
June 30, 2023



Note: Numbers may not add to 100% due to rounding.

Inflation Protection Assets (shown in grey) are expected to have a high correlation to unexpected inflation. These include real estate, natural resources, and Treasury Inflation Protected Securities (TIPS).

Important Notices

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AGENDA

Washington State University Board of Regents
Executive Session
Washington State University Pullman
CUB 204
Pullman, Washington
Thursday, September 14, 2023, 4:30 p.m.

- 4:30 p.m. I. Discussion of WSU Tri-Cities Lease
- 4:40 p.m. II. Pending Pac-12 Litigation
- 5:30 p.m. III. President's Contract
- 6:00 p.m. IV. Other Litigation Updates
- 6:15 p.m. V. Adjourn



AGENDA

Updated September 14, 2023

Washington State University Board of Regents
Washington State University Pullman
CUB 204
Pullman, Washington
Friday, September 15, 2023, 9:00 a.m.

I.	OPENING	<u>Section</u>
	A. Report from the Chair of the Board of Regents	
	B. Report from the President	
	C. Report from the Chancellor, WSU Pullman	
II.	CONSENT AGENDA	
III.	REPORTS FROM SHARED GOVERNANCE GROUPS	Reports
IV.	EXECUTIVE AND GOVERNANCE COMMITTEE REPORT	
	A. Action item:	
	1. 2024 Board of Regents Revised Meeting Schedule	E-1
V.	STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT	
	A. Action Items:	
	1. President's 2023-2024 Annual System Objectives	S-3
	2. WSU Pullman Strategic Plan	S-4
VI.	ACADEMIC AND STUDENT AFFAIRS COMMITTEE REPORT	
	A. Action Item:	
	1. Submit NWCCU Request for an Educational Location at the University of Nairobi	A-2
VII.	FINANCE AND ADMINISTRATION COMMITTEE REPORT	
	A. Action Items:	
	1. Amended Athletics Budget for Fiscal Year 2024	F-3
	2. WSU Vancouver, Fiscal Year 2024 Student Technology Fee Committee Allocations	F-4
	3. Proposed Revisions to WAC 504-45 (Public Records)	F-5
	4. WSU Pullman, College of Agricultural, Human, and Natural Resource Sciences, Knott Dairy Center Renovation, Project Budget Approval	F-6
	5. WSU Spokane, Biomedical and Health Sciences Building Phase II, Project Budget Approval	F-7
	6. WSU Pullman, College of Veterinary Medicine, Bustad Hall Renovation (Simulation-Based Education Program) Project Budget Approval	F-8
	7. WSU Pullman, Taylor Sports Complex, Project Budget Approval	F-9



- | | |
|---|------|
| 8. WSU Pullman, Taylor Sports Complex, Design Approval | F-10 |
| 9. WSU State Minor Capital Contracts Budget Approval | F-11 |
| 10. WSU Pullman, Voiland College of Engineering & Architecture, Schweitzer Engineering Hall, Increase Project Budget Approval | F-12 |
| 11. WSU Pullman, Voiland College of Engineering & Architecture, Schweitzer Engineering Hall, Increase Budget Approval | F-13 |

VIII. OTHER BUSINESS

IX. PUBLIC COMMENT PERIOD

X. ADJOURN

MINUTES
Board of Regents
May 5, 2023

The Board of Regents of Washington State University (WSU or University) met pursuant to call in Open Meeting at 9:00 a.m. on Friday, May 5, 2023, at WSU Health Sciences Spokane campus, Nursing Building, Room 205, Spokane, Washington.

Present: Lisa Schauer, Acting Chair; Regents Brett Blankenship, Enrique Cerna, Reanne Chilton, Judi McDonald, Doug Picha, Lura Powell, Jenette Ramos, Heather Redman, John Schoettler, and President Kirk H. Schulz.

I. OPENING

A. Report from the Chair of the Board of Regents. Acting Chair Lisa Schauer called the meeting to order and welcomed audience members. Acting Chair Schauer reminded the audience that members of the public were invited to view the meeting via YouTube and that a link was available on the Board of Regents website.

Acting Chair Schauer reported the month of May is Asian American, Native Hawaiian, and Pacific Islander Heritage Month. A month we celebrate and honor the culture and contributions of Asian Americans, Native Hawaiians, and Pacific Islanders. Acting Chair Schauer recognized Special Assistant to the Provost for Inclusive Excellence Trymaine Gaither for his LinkedIn post suggesting ways to better understand, honor, and celebrate Asian American, Native Hawaiian, and Pacific Islander Month.

Acting Chair Schauer reported that she and Regent Enrique Cerna recently attended the 2023 Association of Governing Boards Trusteeship meetings in San Diego, CA. She said it was a fantastic opportunity to network with other Higher Education board members and her fellow Board members to attend.

Acting Chair Schauer congratulated Regent Lura Powell for receiving the 2023 Tri-Cities Award. Acting Chair Schauer said this is a prestigious honor bestowed by the Tri-Cities Rotary and Kiwanis clubs to recognize outstanding service to the community. Regent Powell is widely known for her tireless efforts to enhance the quality of life in the Tri-Cities region, with a particular focus on science, technology, education, literacy, and combating human trafficking, and has earned a well-deserved reputation as a dedicated and passionate volunteer. Acting Chair Schauer said we are fortunate to have Regent Powell as one of our own.

Acting Chair Schauer 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:

Elson S. Floyd College of Medicine Pediatric Residency Program – President Schulz reported Providence and Washington State University are partnering to establish eastern Washington's first pediatric medical residency. The new residency is possible due to support from the Community Cancer Fund, Premera Blue Cross, Providence INWA Foundation donors, and Children's Miracle Network Hospitals. The program promises to improve the depth and breadth of overall children's healthcare in Spokane and foster aspiring physicians from the WSU Elson S. Floyd College of Medicine and other medical schools. President Schulz said launching Washington's first pediatric residency program east of the Cascades is a monumental step towards improving access to healthcare in our state and furthering WSU's land-grant mission of serving the public good. As nationwide healthcare demands continue to increase, providing residency training will develop a pipeline of physicians committed to ensuring care for communities on this side of the state and beyond.

Research Center in Everett - President Schulz reported WSU is partnering with Snohomish County to establish a \$6.5M research center dedicated to improving sustainable aviation fuels (SAF). President Schulz said it will be the world's first SAF repository committed to advancing SAF technologies and will be the only facility to collect, sample, and distribute SAF at a scale needed for use in the largest aircrafts. Dr. Joshua Heyne, a leading expert in SAF and current director of the WSU Tri-Cities Bioproducts Science and Engineering Laboratory, will lead the new center.

Center for Arts and Humanities Naming – President Schulz reported WSU alum, David Pollart, has recently invested more than \$1.5M in the Center for Arts and Humanities to support new educational programs, research, and creative activity that crosses traditional academic boundaries. His generous gift will also fund guest lectures, event series, and faculty fellowships to develop new exhibitions, performances, and other activities. In recognition of his support, the center will be named the David G. Pollart Center for Arts and Humanities. It will be one of four universities in the Pac-12 to have a named center for arts and humanities. President Schulz congratulated Mike Connell, Todd Butler, and the advancement team for aligning David's interest with this unique opportunity that will continue to advance arts and humanities at WSU.

WSU Athletics – President Schulz reported at the end of March Athletic Director Pat Chun was invited to testify before the United States House Subcommittee on Innovation, Data, and Commerce regarding Name, Image, and Likeness. In his remarks and response to questions from the members of the House, Chun highlighted the need for Congress to set national standards to protect the student-athlete experience. He emphasized WSU's support for student-athletes to operate under transparent national guidelines and made note of the classes and support services WSU offers student-athletes. President Schulz said Pat did a terrific job of representing WSU on this national stage, and his invitation from Cathy McMorris Rodgers is indicative of the strong relationships we've built with members of our Congressional delegation.

State Capital and Operating Budgets – President Schulz reported the state legislature funded nearly all of WSU's budget requests in their capital budget agreement, including \$40M to address deferred maintenance, \$13M for minor renovation and equipment purchases, \$40M to match philanthropic funds for VCEA Student Success building, and \$10M to begin renovation of Knott Dairy Center in Pullman. He said he was also pleased with the support WSU received in their operating budget agreement, which fully funds WSU requests to support nursing salaries, establish new academic programs in social work and public health, and partially funds the university's request to provide cost of living adjustment. President

Schulz congratulated the Office of External Affairs and Government Relations team and thanked Interim Vice President for External Affairs and Government Relations Chris Mulick. He said this kind of support is phenomenal and a testament to the incredible working relationships the team helped build in Olympia.

C. Report from the WSU Health Sciences Spokane Chancellor. Executive Vice President and Chancellor Daryll DeWald and Executive Vice Chancellor for Research Celestina Barbosa-Leiker provided the Regents updates on WSU Health Sciences Spokane local, regional, and statewide partnerships, campus leadership, enrollment, the College of Pharmacy and Pharmaceutical Sciences, the Elson S. Floyd College of Medicine landmark pediatrics residency program, the College of Nursing, Native American Health Sciences program and SP3NW WSU's Life Sciences Incubator.

D. Commendation for Student Regent Reanne Chilton

Acting Chair Schauer read Board of Regents resolution #230505-682 commending Student Regent Reanne Chilton for her service to the Board of Regents and WSU.

It was moved and seconded that the Board of Regents adopt resolution #230505-682. Carried. *(A copy may be requested from the President's Office.)*

II. CONSENT AGENDA.

Acting Chair Schauer reported that there were three items on the Consent Agenda.

- A) Approval of Minutes – March 10, 2023, Board of Regents Meeting
- B) Establishment of Departments in the College of Nursing
- C) Discontinue the Bachelor of Arts in Computer Science

Acting Chair Schauer 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 Tri-Cities, WSU Graduate and Professional Student Association, and the Administrative Professional Advisory Council—reviewed their reports as submitted. *(Exhibit A)*

IV. EXECUTIVE AND GOVERNANCE COMMITTEE REPORT. Acting Chair Schauer reported the Committee reviewed and discussed one Action Item and submitted the following for Board consideration:

Election of Officers

It was moved and seconded that Lisa Schauer be elected as Chair of the WSU Board of Regents for the year beginning July 1, 2023, and that Jenette Ramos be elected to serve as Vice Chair of the WSU Board of Regents for the year beginning July 1, 2023, with the understanding that she

shall act as Chair pro tempore in the absence of Chair, with the power to preside at the meetings and to sign all instruments required to be executed by the WSU Board of Regents. Carried. (*Exhibit B*)

V. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT. Regent Schoettler reported that the Strategic and Operational Excellence Committee reviewed and discussed one Information Item: Provost's Office Last Year Reflections and Current Horizon presented by Executive Vice President and Provost and Pullman Chancellor Elizabeth Chilton. Regent Schoettler further reported that the Committee held focused discussions on the 2023 legislative session provided by Interim Vice President for External Affairs and Government Relations Chris Mulick and a report from the Executive Vice President for Finance and Administration and CFO Leslie Brunelli and Chief Compliance and Risk Officer Sharyl Kammerzell.

VI. ACADEMIC AND STUDENT AFFAIRS COMMITTEE REPORT. Regent Cerna reported that the Academic and Student Affairs Committee reviewed two Future Action Items: Establish Departments in the College of Nursing presented by Executive Vice President and Provost and WSU Pullman Chancellor Elizabeth Chilton and Executive Vice President and WSU Health Sciences Spokane Chancellor Daryll DeWald and Discontinue the Bachelor of Arts in Computer Science Degree presented by Executive Vice President and Provost and WSU Pullman Chancellor Elizabeth Chilton. Following Board discussion, the Committee recommended both Future Actions be moved to the May 5, 2023, Consent Agenda for the Board's consideration.

VII. FINANCE AND COMPLIANCE COMMITTEE REPORT. Acting Chair Schauer reported that the Finance and Administration Committee reviewed and discussed three Information Items: Fiscal Year 2022 Financial Statement Audit Results, WSU Annual Financial Performance Report, and WSU System Budget Update presented by Executive Vice President for Finance and Administration and CFO Leslie Brunelli and Senior Associate Vice President for Finance and Administration and Deputy CFO Matt Skinner. Acting Chair Schauer further reported the committee reviewed and discussed nine Future Action Items: Fiscal Year 2024 Supplemental Operating Budget Request presented by Executive Vice President for Finance and Administration and CFO Leslie Brunelli, Senior Associate Vice President for Finance and Administration and Deputy CFO Matt Skinner, Executive Vice President and Provost and WSU Pullman Chancellor Elizabeth Chilton, and Interim Vice President for External Affairs and Government Relations Chris Mulick; Proposed Revisions to WAS 504-45 (Public Records) presented by Executive Vice President Brunelli, Associate Vice President Skinner, and Executive Director for Policy and Governance Danielle Hess; WSU Pullman, College of Engineering & Architecture, Schweitzer Engineering Hall, Facility and Infrastructure Budget Approval presented by Executive Vice President Brunelli, Associate Vice President Skinner, Associate Vice President for Facility Services Olivia Yang, and Executive Vice President and Provost and WSU Pullman Chancellor Elizabeth Chilton; WSU Pullman, College of Agriculture, Human, and Natural Resource Sciences, Knott Dairy Center Renovation, Project Budget Approval presented by Executive Vice President Brunelli, Associate Vice President Skinner, Associate Vice President for Facility Services Olivia Yang, and Executive Vice President and Provost and WSU Pullman Chancellor Elizabeth Chilton; WSU Spokane, Biomedical and Health Sciences Building Phase II, Design Phase and Site Preparation Approval presented by Executive Vice President Brunelli, Associate Vice President Skinner, Associate Vice President for Facility Services Olivia Yang, and Executive Vice President and WSU Health Sciences Spokane Chancellor Daryll DeWald; WSU Pullman, College of Veterinary Medicine, Bustad Hall Renovation (Simulation-Based Education Program) Project

Budget Approval presented by Executive Vice President Brunelli, Associate Vice President Skinner, Associate Vice President for Facility Services Olivia Yang, and Executive Vice President and Provost and WSU Pullman Chancellor Elizabeth Chilton; WSU Pullman, Taylor Sports Complex, Design Approval presented by Executive Vice President Brunelli, Associate Vice President Skinner, Associate Vice President for Facility Services Olivia Yang, and Athletic Director Pat Chun; WSU Pullman, Taylor Sports Complex, Project Budget Approval presented by Executive Vice President Brunelli, Associate Vice President Skinner, Associate Vice President for Facility Services Olivia Yang, and Athletic Director Pat Chun; and WSU Pullman, Taylor Sports Complex, Financing Plan Approval presented by Executive Vice President Brunelli, Associate Vice President Skinner, Associate Vice President for Facility Services Olivia Yang, and Athletic Director Pat Chun. Acting Chair Schauer further reported the Committee reviewed and discussed eight Action Items and submitted the following for Board consideration:

WSU Pullman, Taylor Sports Complex, Increase Design Phase Budget

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

It was moved and seconded that the Board of Regents adopt resolution 230505-683 and approve an increase of \$6,000,000 in the design phase budget for the WSU Pullman, Taylor Sports Complex and further delegate authority to the President or designee to enter into any and all contracts necessary to complete this phase of the project within the budgeted amount of \$8,400,000 as proposed. Carried. (*Exhibit C*)

WSU Pullman, College of Veterinary Medicine Abelson, Eastlick, and Bustad Building Renovation Project Budget Approval

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

It was moved and seconded that the Board of Regents adopt resolution 230505-681 and approve the WSU Pullman, Abelson, Eastlick, and Bustad building renovation with a total project budget not to exceed \$22,000,000 and authorize the project to proceed 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 project within the budget as proposed. Carried. (*Exhibit D*)

Tuition Rate Setting

It was moved and seconded that the Board of Regents set tuition rates for academic year 2023-2024 and establish a new tuition rate for the professional Doctor of Nursing Practice (DNP) program effective for academic year 2024-2025 as proposed. Carried. (*Exhibit E*)

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

It was moved and seconded that the Board of Regents approve housing and dining rates for academic year 2023-2024 as proposed. Carried. (*Exhibit F*)

WSU Pullman, Student Recreation Center Fee Increase

It was moved and seconded that the Board of Regents approve an increase in the WSU Pullman, Student Recreation Center fee beginning academic year 2023-24 as proposed. Carried. (*Exhibit G*)

Academic Year 2023-2024 Services and Activities Fee Rate Change

It was moved and seconded that the Board of Regents approve rate changes in campus Services and Activities fees for the academic year 2023-2024 as proposed. Carried. (*Exhibit H*)

Academic Year 2023-2024 and Summer 2023 Services and Activities Fee Committee Allocations

It was moved and seconded that the Board of Regents approve the allocation of Services and Activities fees for academic year 2023-2024 and summer 2023, as recommended by the student-led Services and Academic Fee Committees representing each of the WSU campuses as proposed. Carried. (*Exhibit I*)

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

It was moved and seconded that the WSU Board of Regents approve the allocations as recommended by the Pullman Undergraduate Student Technology Fee Committee for the 2024 fiscal year as proposed. Carried. (*Exhibit J*)

VIII. OTHER BUSINESS. Acting Chair Schauer reported the Regents met in Executive Session on Thursday, May 4, 2023, with legal counsel to discuss pending litigation involving the university. Acting Chair Schauer said the Board would not be taking action as a result of those discussions.

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

X. ADJOURNMENT. The meeting adjourned at 11:42 a.m.

Approved by the Board of Regents at its meeting held on September 15, 2023.

Chair, Board of Regents

Secretary, Board of Regents

May 5, 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 April 21, 2023, generous alumni and friends have contributed \$87,018,438 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 \$646,310,203 as of February 28, 2023.
- On March 28, Providence and WSU announced a partnership to establish eastern Washington's first pediatric medical residency. The new residency is made possible thanks to support from the Community Cancer Fund, Premera Blue Cross, Providence INWA Foundation donors and Children's Miracle Network Hospitals. The program promises not only to improve the depth and breadth of overall children's healthcare in Spokane, but also to foster aspiring physicians from the WSU Elson S. Floyd College of Medicine and other medical schools. Recruitment for the inaugural class will begin later this year with the first residents expected to begin their training in summer 2024.
- WSU Tri-Cities unveiled a new Cougar Pride statue on April 3, commissioned and funded by WSU alumnus and Crimson Laureate Gary Schneidmiller. The installation is a smaller replica of the Cougar Pride statue commissioned by Gary and installed on the northeast plaza outside Gesa Field at Martin Stadium in 2008. Recognizing an opportunity to further unify the unique Cougar spirit for faculty, staff, students, and alumni statewide, Gary commissioned four installations of Cougar Pride to also be installed on WSU campuses in Everett, Spokane, the Tri-Cities and Vancouver. WSU Tri-Cities is the first to receive this installation, which is located at the amphitheater outside of Collaboration Hall. Gary was joined at the ribbon-cutting by WSU President Kirk Schultz, WSU Tri-Cities Chancellor Sandra Haynes, statue artists Mike and Chester Fields, and ASWSUTC President Isaac Marroquin.
- WSU donors made 1,419 gifts—totaling \$468,584—during #CougsGive on April 12. Donations spanned 97 unique funding areas of the WSU system, with every campus and college receiving donor support on the day. The #CougsGive platform allows alumni and friends to sign up as “Cougar Ambassadors” to promote the day through peer advocacy. A record 486 constituents registered as ambassadors for this year's day of giving and, through social media posts, peer-to-peer sharing, and personal outreach, referred 322 individual gifts during the campaign—also a record total.
- 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, at WSU Vancouver.

May 5, 2023

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Report

SUBMITTED BY: Lester Barbero, WSUAA President-Elect 2022-2023
Mariah Maki, WSUAA Executive Director

2023 Top Ten Seniors

The Top Ten Seniors Awards program dates back to the early 1900s. Student Alumni Ambassadors and the WSU Alumni Association recognize the top ten students in five categories across the WSU system for exemplary achievements. There was a 64% increase in nominations this year. Recipients include:

Academics: Madison Neyland and Thomas Ballinger
Athletics: Jacob McKeon and Margaret "Meg" Montgomery
Campus Involvement: Gisselle Salazar and Madelynn Zadzora
Community Service: Elena Cervantes and Dylan Harbo
Visual and Performing Arts: Jake Berreth and Chloe Nealon

Cougs are Very Giving

The WSUAA raised \$38,725 from 100 gifts during this year's 24-hour CougsGive event. Highlights included generous matches from Jack '66 and Joy '67 Glover and Mark '95 and Janet '95 Schuster, who matched gifts up to \$10,000 and donated an additional \$10,000 after 50 gifts. Additionally, over 40 gifts to our 4 multicultural chapters supported engagement efforts. Many alum volunteers across the country helped amplify the messages through social channels as CougsGive Ambassadors.

We're Predicting a Fall to Remember—Mark Your Calendar with Some Important Dates

This year we are partnering with ASWSU, IFC/Panhellenic (Greek Life), and the Student Entertainment Board to bring you a reimagined Homecoming on October 13 and 14. The signature event for festivities surrounding the football game is a Pep Rally at the Lewis Alumni Centre, complete with fan interaction, local celebrities, a stage for live bands, and so much more.

We are thrilled to offer two PreGames this season. These are epic events before select away football games. This year we would love to have you join us on October 28 at Arizona State and November 11 at Cal. Connect with Cougs, enjoy great food and music, and hear from WSU leadership before heading to the game.

If you are in Pullman for select home football games, you should join us for The Feast. Each dinner features the incredible wines of a Cougar-connected winery, along with a four-course dinner prepared by Executive Chef LJ Klinkenberg and a team of talented students. Prior to the dinner, guests enjoy a reception at the Jordan Schnitzer Museum of Art, which includes an art gallery tour, wine, and appetizers. This year, Feast will be held on September 8 with Five Star (Cougar X), September 22 with Piolet Vintners, and November 3 with Tsillan Cellars.

If you enjoy fantastic Cougar-connected wine that supports WSUAA scholarships and other important initiatives, then you'll love the Cougar X Release Party. Five Star created this superb red blend, and the first time the public can purchase it is August 25 and 26 at Five Star in Walla Walla. Wine-By-Cougars Wine Club members are guaranteed a bottle (and can even add more to their order) in the September shipment.

WSUAA Member Benefits

WSUAA's **Member Appreciation Month** is in full swing. A few member offerings include: Cougar-themed Wordle, a Washington wine education seminar featuring our Wine-By-Cougars intern Katie Carstens, DJ Maki live for a fantastic music mix, exclusive access to past editions of the Cougar Collectors' Series wines, a financial education series hosted by BECU, and members-only shopping events at Adidas, Columbia, and Nike. If you have not yet joined the 45,000 members of our Alumni Association, this is the perfect time. For more information on Membership Appreciation Month, visit alumni.wsu.edu/MemberMonth.

Date *May 5, 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:

Zoe Higheagle Strong, Vice Provost for Native American Relations and Programs and Tribal Liaison to the president spoke to us. President Schulz spoke to us in our final senate meeting of the year. We appreciate the open lines of communication between faculty senate and leadership, and the letters President Schulz has sent out regarding WSU's financial health, athletics, and our national rankings.

This year we had three priorities: faculty well-being, the academic mission, and communication. Because issues related to institutional functioning came up frequently, that was a focus as well. Below are examples of some of what we worked on:

Faculty well-being: Approval of formation of an ad hoc committee to study step salary structures; improvements in Career Track faculty contracts; change from percent to flat amount salary increases.

Academic mission: Reviewed and approved new and revised courses and programs, and two new undergraduate degrees in cybersecurity and pharmacy; supported a robust faculty seed grant program.

Communication: Instituted a biweekly email; maintained constituent forum and senate blog; continued regularly scheduled meetings between the faculty senate executive committee, the president's office and the provost's office to address important issues in faculty affairs, academic affairs, budgets, enrollment, legislative priorities, and other institutional activities.

Institutional: Adopted a process for selecting future faculty regents nominees; advocated for purchase of US News membership to better understand their algorithm and how WSU can improve; added questions suggested by campus representatives to the HRS employee engagement survey; approved the university syllabus; continued to refine implementation of a new system for selecting senate committee members; elected the first-ever non-Pullman based chair elect; supported efforts to streamline the Graduate School Handbook.

May 5, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: ASWSUHS Accomplishments & Goals

SUBMITTED BY: Anna Schmidt

Welcome

Anna Schmidt introduction

Campus Development

We're identifying the best space for the Veterans Student Service Area.

We had a lot of success utilizing our newest ASWSUHS Executive position Director of Diversity and Inclusion by hosting training for professional staff and students.

Updating the Gender Inclusive restrooms signs upgrading them with an all-inclusive symbol.

Yakima

Identify funds and utilize donations to open a Camps Panty on the Yakima Campus in January. It's a service that 30% of WSU Yakima students utilize. It's also been a location to promote our student leadership.

Our Director of Yakima Relations collected a Student Satisfaction Survey that was completed by 20% of the students.

Health Service

We recently hosted our Community Health Fair at Frances Scott Elementary focusing on providing health education and information by WSU Health Science RSO's and community partners.

Students have voiced a need for contraceptive access. We met with both MultiCare and SRHD discussing recourses our students can benefit from.

Goals

This next year, we want to make sure our students know who we are, where we are located, and what we offer for our students. Exciting "Getting to Know You" activity.

Rebranding and structuring our Campus Committees with the effort to improve the development of student life on the WSU Health Science campus.

Thank You

Any Questions?

May 5, 2023

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Washington State University Graduate and Professional Student Association Report

SUBMITTED BY: Samantha Jaurequi Edgerton, Outgoing 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 held their general elections and a follow-up open application period. All College Representative positions have been filled for the 2023/2024 academic year. All but fourteen Senator seats have been filled. This is an extraordinary election turnout for this time of year, especially for the Senators.
- GPSA's Programming Committee hosted numerous events this spring on campus and in the community. We hosted several Writing Retreats, which were well attended, especially earlier in the semester. Many graduate students writing dissertations and theses appreciated having these set periods that included pizza and community. We also hosted two sold-out Spring Pottery Workshops, which provided graduate students with a needed break and allowed us to give funds to a local small business intentionally. Other highlights were our East Coast Swing Dance Night, which included beginner lessons followed by a social dance, and a special screening of *Paris is Burning* in partnership with the Kenworthy Performing Arts Centre in Moscow.
- In addition to working on food insecurity, the Community Affairs Committee hosted a clothing donation drive and an Earth Day clean-up at Sunnyside Park in Pullman.
- Cougar Day at the Capitol happened on January 23. 61 WSU students, including nine graduate students, visited Olympia and met with several legislators. The bills we advocated for include:
 - **HB1399:** Tuition waivers for Indigenous students.
 - **HB1069:** Implementing mental health counselor compact.
 - **HB1156:** Extending the terms of eligibility for the Washington College Grant.
 - **HB1559:** Student basic need bill, which includes affordable housing, food security, and childcare.
- The WSU Graduate School and GPSA hosted a ceremony on April 11, welcoming over 150 attendees. Thanks to the generous contributions of benefactors, the two organizations awarded \$71,400 to outstanding graduate students and academic advisors.
- Challenges:
 - We met with mixed results in our continuing efforts to bring awareness to the issue of Graduate and Professional student food insecurity. We held a referendum to increase graduate student fees by \$5 per semester to contribute to the Cougar Food Pantry fund, but it failed due to not meeting the minimum threshold of voters. However, we have budgeted enough to cover a similar amount for next

year, and we will hold another referendum for the graduate student fee increase at the next general election.

- We will continue to place a spotlight on the issue of food security. We want to give a special shout-out to the Graduate School and the College of Arts and Sciences for their donations and Alumni Engagement for being willing to help us with a potential fundraising effort.



May 5, 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:

- Our March meeting focused on the Employee Tuition Waiver Program.
- For our April meeting we hosted Ann Monroe, HRS Benefits Services Director and she discussed the Employee Assistance Program.
- April was AP Appreciation Week. We hosted system wide events on mental toughness, resiliency, and chair yoga, as well as the AP Appreciation Awards program.
- Congratulations to the winners of the APAC Appreciation Awards:
 - **Chris Cordodor**, Director of University Customer Relationship Management (CRM) Communications & Strategy; WSU Pullman
 - **Jennifer Ellsworth**, Cougar Health Services Executive Director, WSU Pullman
 - **LaRonda Zupp**, Student Services Coordinator / Advisor 1, WSU Vancouver
 - **Richard Miller**, Student Services Manager, WSU Pullman
 - **Derek Brown**, Research Support & Operations Manager, WSU Pullman
 - **Chris Sogge**, Director of the Center for Student Excellence, WSU Spokane

ACTION ITEM #1
Election of Officers
(Lisa Schauer)

May 5, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Election of Officers

PROPOSED: That Lisa Schauer be elected as Chair of the WSU Board of Regents for the year beginning July 1, 2023, and that Jenette Ramos be elected to serve as Vice Chair of the WSU Board of Regents for the year beginning July 1, 2023, with the understanding that she shall act as Chair pro tempore in the absence of the Chair, with the power to preside at the meetings and to sign all instruments required to be executed by the WSU Board of Regents.

SUBMITTED BY: Lisa Schauer, Acting Chair, Board of Regents

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

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

**WSU Pullman, Taylor Sports Complex
Increase Design Phase Budget
(Leslie Brunelli/Matt Skinner/Olivia Yang/Pat Chun)**

May 5, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Taylor Sports Complex, Increase Design Phase Budget

PROPOSED: That the WSU Board of Regents approve an increase of \$6,000,000 in the design phase budget for the WSU Pullman, Taylor Sports Complex and further delegate authority to the President or designee to enter into any and all contracts necessary to complete this phase of the project within the budgeted amount of \$8,400,000.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

**SUPPORTING
INFORMATION:**

As part of the Athletic Department's long-range plan, WSU identified the renovation of the existing Indoor Practice Facility, which was built in 2002, as a priority. The Taylor Sports Complex will replace the existing air supported structure with a new facility. This improved facility will allow all WSU athletic programs an indoor practice location in inclement weather. This facility is considered critical to allow WSU to continue to compete at the highest level with peer programs. Over the last several years, WSU Athletics has successfully secured pledges and cash donations for this project. As of April of 2023, there are \$21.8 million in gross cash contributions received, with an additional \$5.7 million in gross pledges outstanding over the next 5 years (both shown before fees, expenses, and allowances). To date, Athletics has received 79% of the total fundraising effort in cash. Gross cash contributions are projected to reach \$23.6 million by December 2023, and \$25.3 million by the end of December 2024. See attachment B.

The project team is projecting significant materials cost escalation on the structural components of this type of facility over the next six months. In order to maximize the funds available for the Taylor Sports Complex, the team would like to have the ability to lock in material pricing, delivery

dates, and on-site infrastructure preparation work at the appropriate time to avoid cost increases and schedule delays.

In November 2022, the Regents approved the Taylor Sports Complex Design Phase with a total budget of \$2.4 million. We are requesting an increase in the design phase budget of \$6 million, with a new total design phase budget of \$8.4 million.

Project Schedule:

September 2022	Regents Future Action for Design Phase
November 2022	Regents Approval of Design Phase
December 2022 – February 2023	Design Builder Procurement
Spring 2023	Design Begins
May 2023	Regents Action for Project Design Phase Budget Increase Regents Future Action for Budget, Financing, and Design Approval
September 2023	Regents Action for Project Budget, Financing, and Design Approval
Fall 2023	Construction Begins

Design Phase Budget:

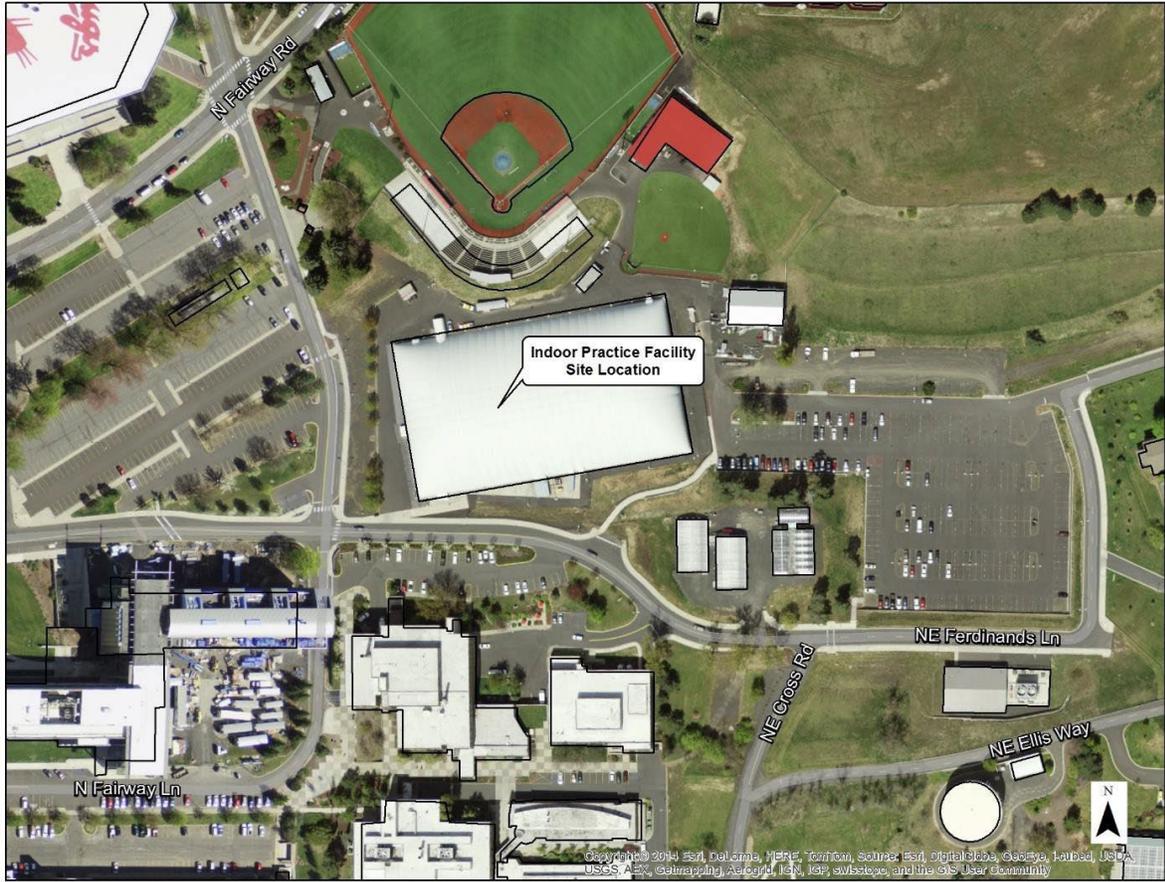
Design and Preconstruction Services	\$2,200,000
Early Material Procurement	\$6,000,000
Project Administration	\$100,000
Other	\$100,000
Total Design Phase Budget	\$8,400,000

Source of Funds:

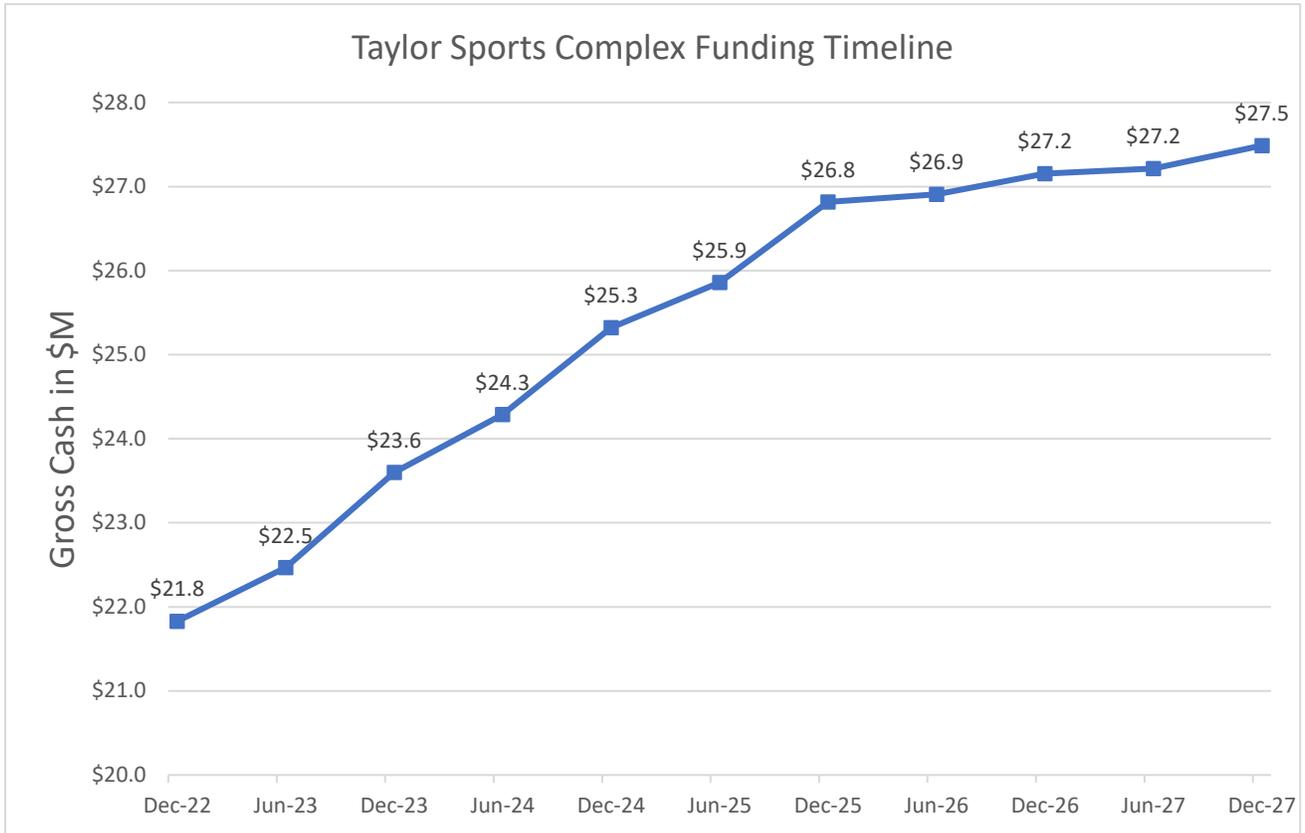
Donations	\$8,400,000
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ATTACHMENTS: Attachment A - Aerial Site
Attachment B - Taylor Sports Complex Pledge Schedule

Attachment A - Aerial Site



Attachment B – Taylor Sports Complex Pledge Schedule



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

BOARD OF REGENTS
WSU Pullman, Taylor Sports Complex
Approval of Increase in Design Phase Budget

Resolution #230505-683

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; and

WHEREAS, at the Board's November 2022 meeting, the Board approved the design phase for the Taylor Sports Complex, with a total cost not to exceed \$2,400,000; and

WHEREAS, due to the significant escalation in materials cost, there is now a need to lock in materials pricing to avoid cost increases and project delays;

NOW, THEREFORE, IT IS RESOLVED that the Board approves an increase in the design phase budget for the WSU Pullman, Taylor Sports Complex, and delegates authority to the President or designee to enter into any and all contracts necessary to complete the design phase of the project, including taking action to lock in materials pricing, within the new budgeted amount of \$8,400,000.

Signed the 5th day of May, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #2

WSU Pullman, College of Veterinary Medicine
Abelson, Eastlick, and Bustad Building Renovation
Project Budget Approval
(Leslie Brunelli/Matt Skinner/Elizabeth Chilton/Olivia Yang)

May 5, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, College of Veterinary Medicine, Abelson, Eastlick, and Bustad Building Renovation Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, Abelson, Eastlick, and Bustad building renovation with a total project budget not to exceed \$22,000,000 and authorize the project to proceed 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 project within the budget.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The predesign phase for the new Pullman Sciences Building in the heart of the Pullman campus has been completed. A long-term plan has been developed that includes enabling projects that will improve classroom and lab spaces in existing buildings, in order to empty Heald Hall in preparation for the new building. Per the long-term plan developed in the predesign phase, the enabling projects include renovations within Eastlick Hall, Abelson Hall, and Bustad Hall in the 2023-2025 biennium. Renovation of the selected spaces in these facilities will improve space utilization, provide improved research and teaching space, and meet growing student demand in high-needs areas. In addition, these renovations are necessary to complete the migration of research and teaching activities out of Heald Hall, which is slated for demolition. Completion of this project is necessary for the construction of a new Pullman Sciences Building on the site of Heald Hall.

Project Schedule:

May 2023	Regents Action for Design and Construction Approval
July 2023	Design Begins
September 2023	Regents Future Action for Design Approval
November 2023	Regents Action for Design Approval
April 2024 – June 2025	Construction

Project Budget:

Design	\$2,000,000
Construction (incl. contingency & sales tax)	\$19,000,000
Project Administration / Other	\$1,000,000

Total Project Budget **\$22,000,000**

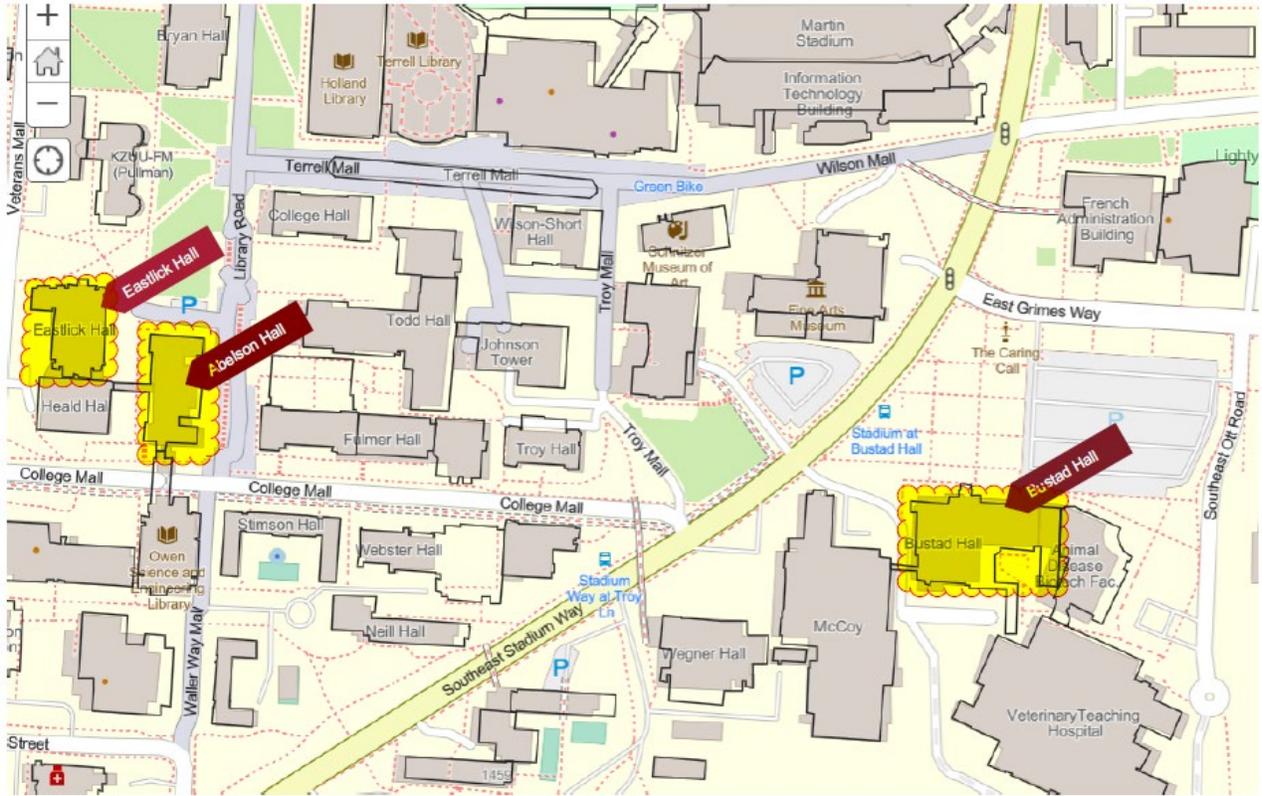
Source of Funds:

FY2023-25 State Funds \$22,000,000

Total Source of Funds **\$22,000,000**

ATTACHMENT: Attachment A – Aerial Site

Attachment A – Aerial Site



BOARD OF REGENTS
WSU Pullman, College of Veterinary Medicine
Abelson, Eastlick, and Bustad Building Renovation
Project Budget Approval

Resolution #230505-681

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:

1. Approves the project budget for the WSU Pullman, College of Veterinary Medicine, Abelson, Eastlick, and Bustad building renovation and authorizes the project to proceed using the design-build process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete the project within the budgeted amount of \$22,000,000.

Signed the 5th day of May, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #3

Tuition Rate Setting (Leslie Brunelli/Matt Skinner)

May 5, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Tuition rate setting for (a) academic year 2023-2024, and (b) academic year 2024-25 for the recently established professional Doctor of Nursing Practice (DNP) program

PROPOSED: That the WSU Board of Regents set tuition rates for academic year 2023-2024 and establish a new tuition rate for the professional Doctor of Nursing Practice (DNP) program effective for academic year 2024-25.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, 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 as determined by the Office of Financial Management 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.

A maximum tuition increase of 2.5% is proposed for the 2023-2024 academic year for resident and non-resident undergraduate and graduate students. OFM is expected to announce the undergraduate resident rate cap within days of the Regents' meeting. If the maximum rate as determined by OFM is less than 2.5 percent, the lower rate increase will be applied for resident and non-resident undergraduates and graduates.

Tuition rate changes for the 2023-24 academic year are also proposed for professional programs in Nursing, Pharmacy, and Medicine.

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 2.5 percent rate increases 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 March, the Board of Regents approved the re-designation of the

Doctor of Nursing Practice (DNP) from a graduate degree to a professional degree. To align with the re-designation and follow 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. A new professional DNP tuition rate effective for academic year 2024-25 is proposed for adoption 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 new students admitted to the professional DNP program starting in Fall 2024.

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

We are requesting that the Board approve the tuition rates as set forth above. This action item was presented to the Regents as a future action item at the March 2023 meeting.



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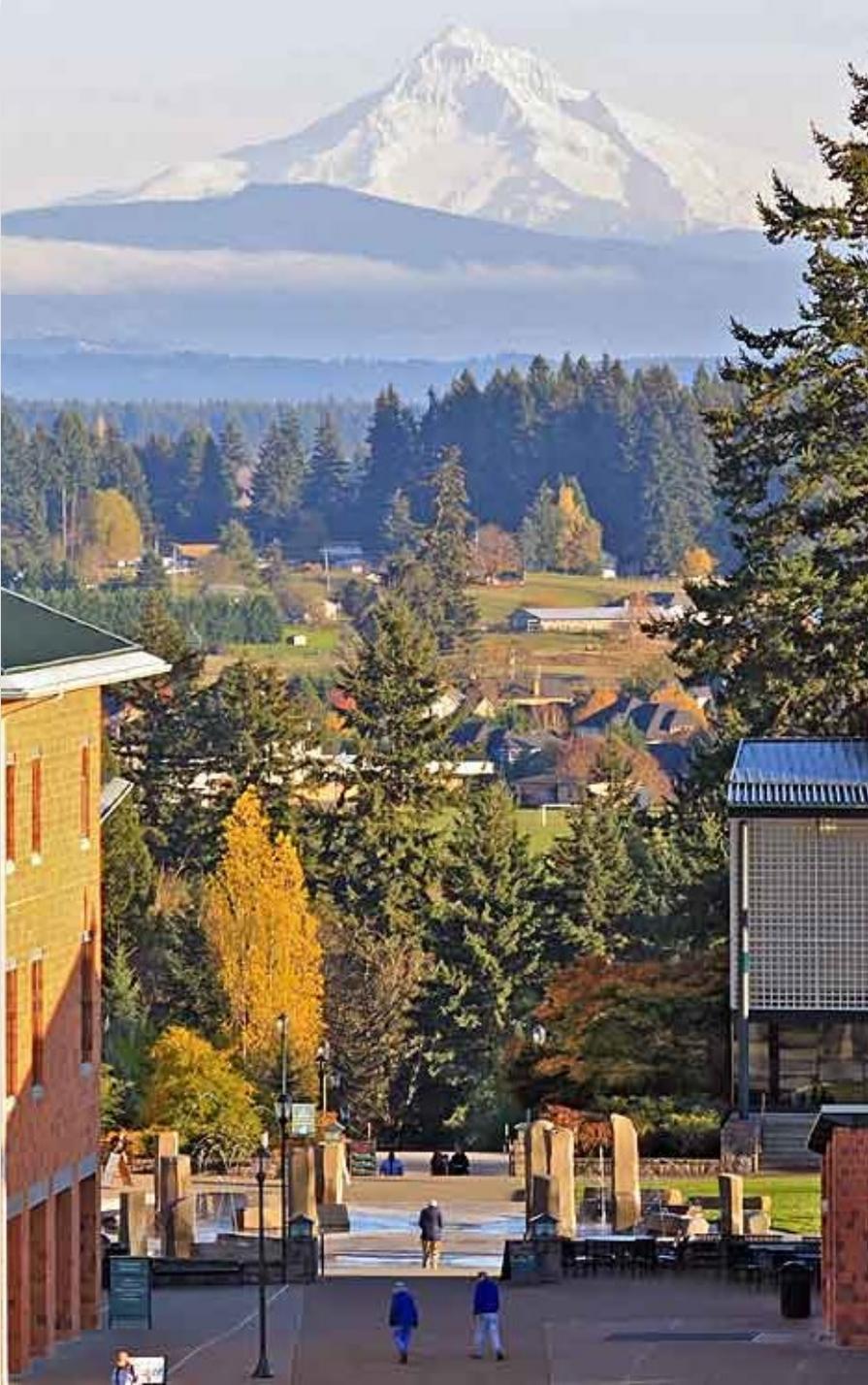
Academic Year 2023-2024 Tuition Rate Setting





AY 2023-2024 Tuition Rates

-
- Recap March Regent's Discussion & Considerations
 - Higher Education Price Index vs. WSU Tuition Increases
 - Summary of Proposed Tuition Actions
 - Feedback from Student Groups



Board Discussion and Considerations

-
- Balance Student Expectations with Institutional Strategic Initiatives and Inflationary Demands
 - Student Experience
 - Affordability
 - Predictability
 - Financial Sustainability



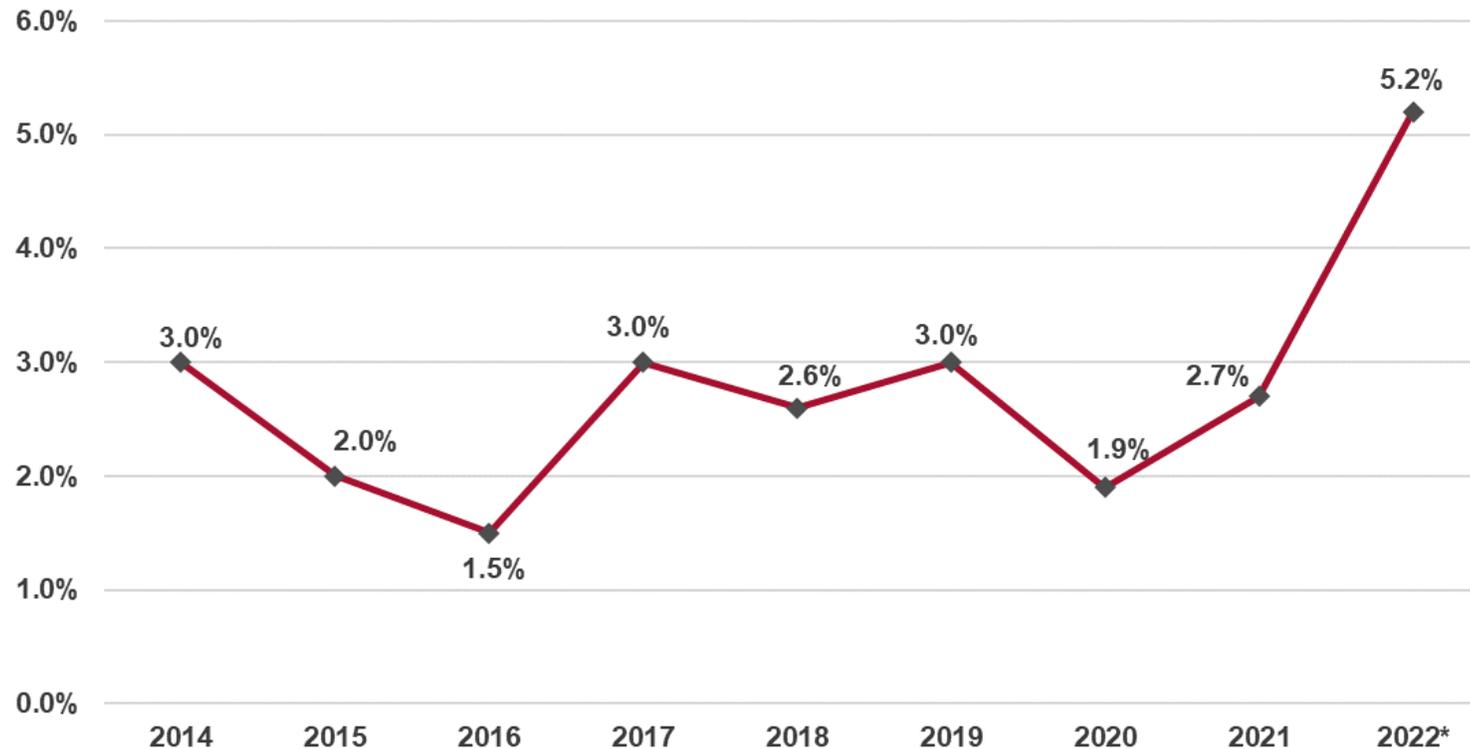
WASHINGTON STATE
UNIVERSITY

Higher Education Price Index



Higher Education Price Index (HEPI)

CommonFund measures the HEPI based on average relative level of prices in a fixed basket of goods and services purchased by colleges and universities each year, therefore more accurate than the CPI for the higher education industry.



*2022 data is an estimate

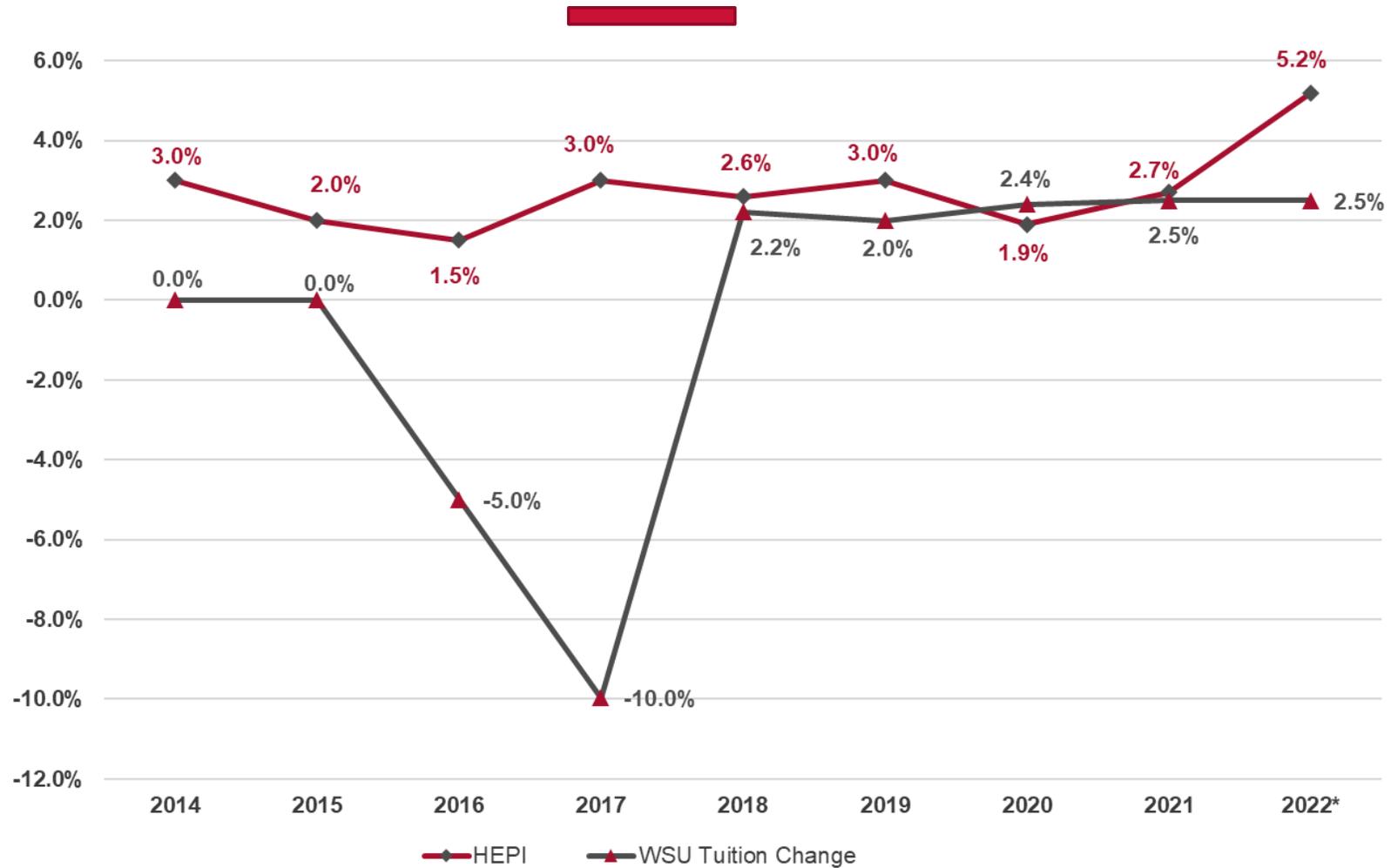
source: <https://www.commonfund.org/index/hepi-forecast-2022>

The factors that impact HEPI include:

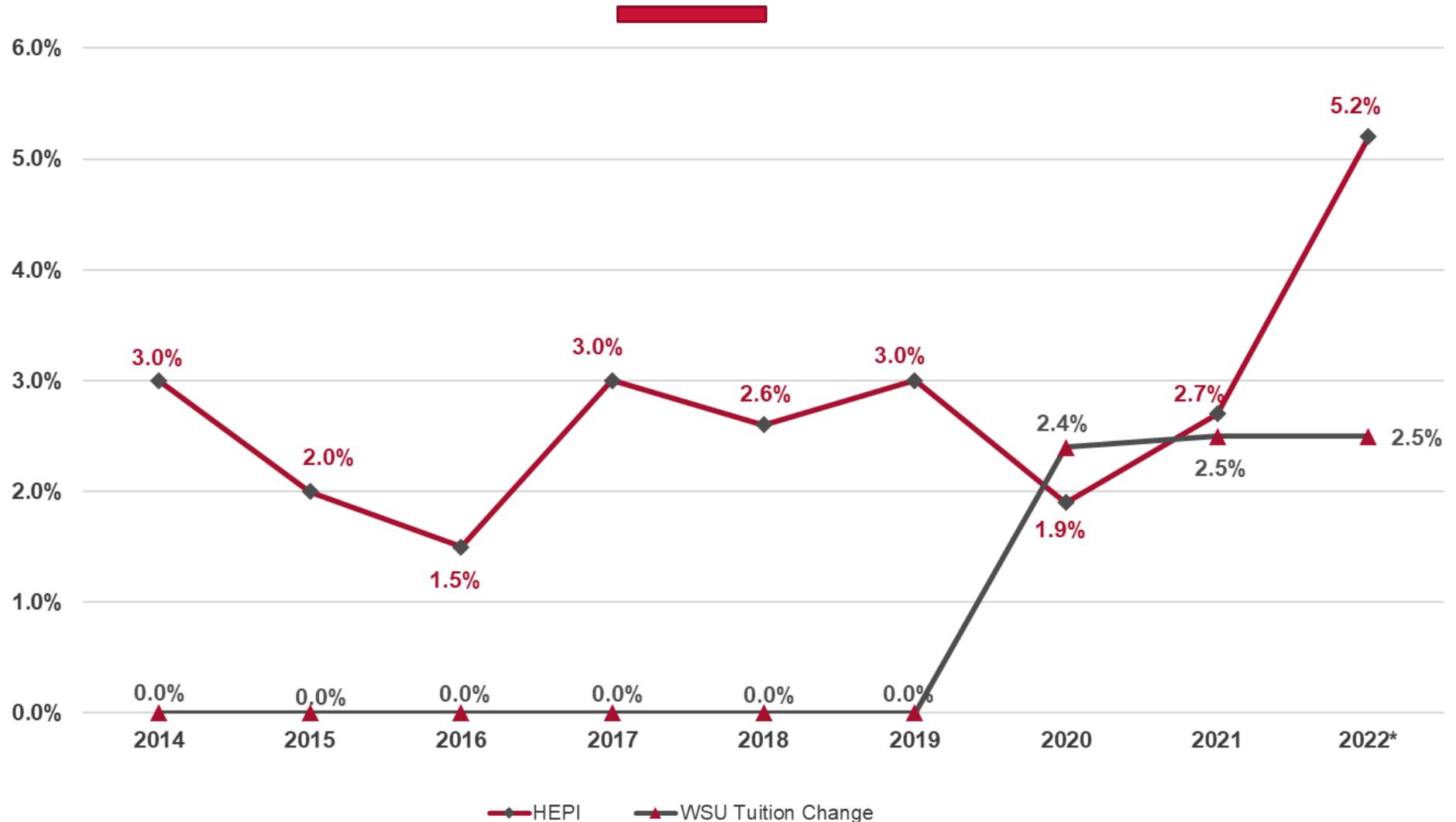
Salaries for faculty, administration, and other employees | Fringe benefits | Utilities | Supplies and materials | Miscellaneous services



HEPI vs. Resident Undergraduate Tuition Change

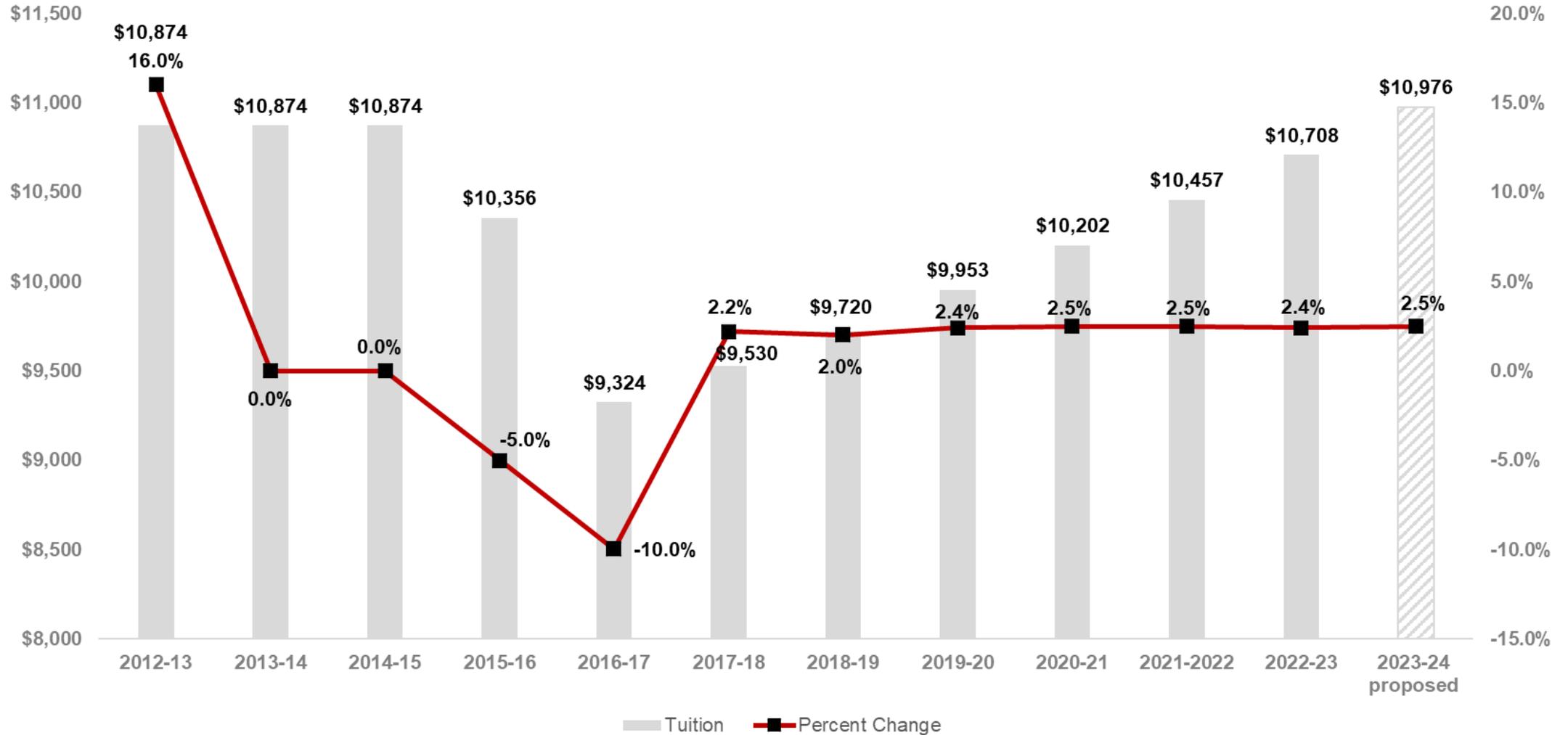


HEPI vs. Non-Resident UG & Res/Non-Res Graduate Tuition Change





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



Proposed Tuition Actions

- Undergraduate & Graduate Tuition Increase
- Master of Nursing Tuition Increase
- College of Pharmacy & Pharmaceutical Sciences -
Non-Resident Tuition Decrease
- Elson S. Floyd College of Medicine Tuition Increase
- Masters in Business Administration Tuition Increase
- Doctor of Nursing Practice (DNP) Tuition Rate Proposal



Current Tuition Rates and Proposed Changes

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%



Student Feedback

Types of Student Feedback Conducted – Academic Year 2023-24 tuition proposals were presented to the WSU Student Government Council (SGC) on April 21st. SGC is comprised of elected representatives of the undergraduate and graduate-professional students of Washington State University and is the official representative voice of the students attending all Washington State University campuses.

The SGC Steering Committee is preparing a memo to summarize feedback from this session to be shared with the Board of Regents.



Current Tuition Rates and Proposed Changes

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%



Student Feedback - Masters of Nursing

Students were notified of the proposed increase via email and offered an opportunity to respond via Qualtrics survey from March 28 – April 4, 2023. 80 individual students responded to the survey of a graduate student population of 264; 30% response rate.

Survey Q: What perceived impacts do you most identify as a result of the proposed tuition increase?

- 66% Response – Increased student stress and additional financial aid requirements
- 29% Response – Positive impacts; increased clinical opportunities and decreased faculty: student ratios.

Additional comments:

- Tuition increases are never desirable; however, students understand and find it reasonable and/or necessary.
- Students appreciate that WSU's nursing program is affordable as compared to other programs.

The last increase in Masters of Nursing Tuition was Fall 2012



Student Feedback - Pharm D Non-Res Decrease

- Doctor of Pharmacy application pools nationally are declining. By reducing the non-resident rate the college expects to increase enrollment of out-of-state students.
- Lowering non-resident rates has been utilized by other schools with success, and WSU's new rate will make it competitive with resident rates in neighboring states.
- The proposed tuition decrease has not been communicated broadly to students prior to its approval. College leadership are confident that a rate reduction will be well received.



Student Feedback ESFCOM

- Students were notified of the proposed AY2023-24 increase via the college portal and offered an opportunity to respond via Qualtrics survey from April 14 –April 25, 2023. 11 individual students responded to the survey (4.5%) from our current classes of 2024, 2025, and 2026 (240 students).
- Positive responses:
 - Tuition increase will support critical aspects to include Anatomy lab and professors, Case Base Learning (CBL), Art & Practice of Medicine (Clinical skills), Virtual Clinical Center, research facilities and library
 - 3.5 % increase is competitive with other medical schools
- Negative response:
 - Concerns surrounding increased loan and living costs during away/cross-campus rotations during the 4th year
 - Students asked for breakdown of where tuition dollars are spent
- Follow-on action:
 - Review scholarship criteria and examine if scholarships awards can be increased to offset tuition costs
 - Transparency with students to show where tuition increases were spent
 - Earlier notification of tuition increases to students

Planned 3% tuition increases were not implemented over the last two academic years due to affordability concerns and impacts of the pandemic.



Self-Sustaining MBA Programs Per Credit Hour Tuition Rates for AY 23-24



Current Tuition Rates and Proposed Changes

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%



Student Feedback - Self-Sustaining MBA Programs

An email was sent to all enrolled (922) Online MBA/Exec MBA students seeking comments about proposed increases. Student feedback and college responses are summarized below.

Student Feedback: 21 responses (2.3%)

- Feedback opposed to the increase cited concern about cost of living, the potential loss of company tuition reimbursement opportunities, or the program not meeting expectations. (18 total opposed)

The total increase for the complete OMBA/EMBA program is around \$1,000. Only new students beginning the program of fall 2023 will recognize the full impact of the increase over the course of their program. Current students will be less impacted over their final months in the program.

- This is only the 6th increase since the program's inception in 2008.





WASHINGTON STATE UNIVERSITY

DNP
—

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

- If approved, this tuition increase will only impact new students admitted fall of 2024.
- Current and continuing DNP students will be able to complete their program at Graduate Nursing Rates.





Discussion

ACTION ITEM #4

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

(Leslie Brunelli/Matt Skinner/Elizabeth Chilton/Ellen Taylor/Linda McDermott)

May 5, 2023

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 approve housing and dining rates for academic year 2023-2024.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, 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 review 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 recommended residence hall pricing structure. The new structure assigns each residence hall to a price level tier (1 – 4), and each room by type, available amenities, and perceived demand. The majority of the system's residence hall inventory is priced in tier 4. 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 \$.8 million. Total H&D System revenue is projected at \$69.5 million. As

noted in Attachment A, the percent change in the 2023-2024 recommended rates depends on the assigned pricing tier and type of room (e.g., 7.1% decrease for a double room with community bath in tier 4, to an increase of 7.4% for a suite style room with a shared bath in tier 2). The recommended changes for university owned apartments also depend on the assigned pricing tier and type of apartment unit. For example, the increase for a two-bedroom unfurnished apartment in price level tier 3 is 3.3%; a similar unit in price level tier 1 is 7.3%. Finally, the range of increase for dining plans is 4.4% – 4.5%.

The occupancy of the H&D System for academic year 2023-2024 is estimated at 4,400 in the residence halls and 1,600 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.

We are requesting that the Board approve these rates. This action item was presented to the Regents as a future action item at the March 2023 meeting.

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 Level	Tier 1	Tier 2	Tier 3	Tier 4
Base Cost	\$10,078	\$8,667	\$7,659	\$7,055
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	8,759	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	8,255	8,155	7,655
	Double	7,530	7,480	7,055
	Suite Double	7,580	7,530	7,105
	Suite Single	8,305	8,205	7,705

* 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	8,759	453	5.5%
Tier 4 Double, CB	6,912	7,055	143	2.1%
Tier 4 **	7,592	7,055	-537	-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 (Furnished)	50	45	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%

ACTION ITEM #5

WSU Pullman, Student Recreation Center Fee Increase
(Leslie Brunelli/Matt Skinner/Elizabeth Chilton/Ellen Taylor/Linda McDermott)

May 5, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Student Recreation Center Fee Increase

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

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & 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 current University Recreation Advisory Board, consisting of 14 voting seats, 10 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 Advisory Board, at their meeting on February 28, 2023, approved a 2.44% fee increase for academic year 2023-24. The motion to

approve the fee increase carried, Yes (9), No (2), Abstain (1). The majority representation and approval by the students on the Advisory Board reflects strong support from WSU Pullman students to sustain the quality operations of the SRC.

As noted in the table below, the fee will be \$168 per semester, up from \$164 per semester in 2022-2023. The summer fee will increase from \$96 to \$98 beginning summer 2024. The summer fee is prorated for students taking less than three credits.

Term	Current	Proposed	\$ Change	% Change
Fall & Spring	\$ 164.00	\$ 168.00	\$ 4.00	2.44%
Summer –				
1 credit	\$ 32.00	\$ 33.00	\$ 1.00	3.12%
2 credits	\$ 64.00	\$ 66.00	\$ 2.00	3.12%
3 or more credits	\$ 96.00	\$ 98.00	\$ 2.00	2.08%

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

We are requesting that the Board approve this increase. This action item was presented to the Regents as a future action item at the March 2023 meeting.

ATTACHMENT: Attachment A – Summary Information Regarding SRC Fee Increase

Attachment A – Summary Information Regarding SRC Fee Increase

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	2.44%	2.44%

Description of who pays the fee:
 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 \$96 for students enrolled in 3 or more credits. The summer fee is prorated for students taking less than 3 credits. The proposed fee beginning summer semester 2024 is \$98, 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?
 Student fees and memberships provide the revenue necessary to operate the SRC. The increase in the SRC mandatory student fee will assist in covering the \$2.48 million annual bond payment (expiring in 2032) and support continuing operations and standards. Even with a fee increase, the SRC is still facing significant budgetary challenges associated with lower enrollment, the inflationary impacts on operational costs, as well as deferred maintenance projects including replacement of the SRC roof, chiller, pool disinfection system, and flooring.

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	\$96.00	4.46%	\$7.00
2023-2024 Recommended	\$168.00	\$98.00	2.44%	\$4.00

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 Student Recreation Center 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 on the WSU Pullman campus. 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, including the impact of declining enrollment on revenue generation. The motion to approve the fee increase was approved by majority vote of student representatives of the Advisory Board on February 28, 2023.

ACTION ITEM #6

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

May 5, 2023

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 approve rate changes in campus S&A fees for the academic year 2023-2024.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & 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, and each campus retains 100% of its own S&A fees.

Process:

All WSU campuses have student-led S&A fee committees that have completed their deliberations for AY 2023-24. Each committee has independently recommended S&A fee rates for their campus. Committee rate recommendations have been reviewed by each campus chancellor and President Schulz before being brought as a recommendation to the Board of Regents for final approval.

The academic year 2023-24 S&A rate recommendations by campus are listed below. The table illustrates the annual amount paid by a full-time student. Fees are pro-rated for part-time students and summer session.

Campus	Current	Proposed	\$ Change	% Change
Everett	\$527	\$527	-	0%
Global Campus	\$373	\$373	-	0%
Pullman	\$559	\$579	\$20	3.5%
Spokane	\$582	\$582	-	0%
Tri-Cities	\$526	\$526	-	0%
Vancouver	\$559	\$581	\$22	4%

Memos documenting committee recommendations and leadership review are found here: <https://budget.wsu.edu/documents/2023/04/wsu-system-sa-allocation-details.pdf>

We are requesting that the Board approve the above rates. This action item was presented to the Regents as a future action item at the March 2023 meeting.

ACTION ITEM #7

Academic Year 2023-24 and Summer 2023 Services and Activities Fee Committee Allocations (Leslie Brunelli /Matt Skinner)

May 5, 2023

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: Leslie Brunelli, Executive Vice President, Finance & 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 following allocation totals as recommended by each campus committee have been reviewed by each campus chancellor and President Schulz before being brought as a recommendation to the Board of Regents for approval.

Campus	Allocation
Everett	\$137,476
Global Campus	\$1,420,561
Pullman	\$8,691,836
Spokane	\$1,057,215
Tri-Cities	\$657,505
Vancouver	\$1,826,843

Memos documenting detailed committee allocation recommendations and leadership review are found here:

<https://budget.wsu.edu/documents/2023/04/wsu-system-sa-allocation-details.pdf>

We are requesting that the Board approve these allocations. This action item was presented to the Regents as a future action item at the March 2023 meeting.

ACTION ITEM #8

WSU Pullman, Fiscal Year 2024 Undergraduate Student Technology Fee Committee Allocations (Leslie Brunelli/Matt Skinner/Elizabeth Chilton)

May 5, 2023

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: Leslie Brunelli, Executive Vice President, 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 conducted 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 were forwarded to ASWSU for consideration and have been endorsed by that body.

The following allocations as recommended by the Pullman Undergraduate Student Technology Fee Committee and endorsed by ASWSU have been reviewed by Chancellor Chilton and President Schulz and are recommended for approval by the Board of Regents.

PROJECT SPONSOR	REQUEST TITLE	Recommended Allocation
Academic Outreach and Innovation	Creative Corridor	\$117,491
Academic Success and Career Center	ASCC & Labor Market Insights Tool	\$10,870
Access Center	Access Center WiFi Improvement	\$36,923
CAHNRS	Cattle Lab Wireless Technology	\$31,604
CAHNRS	Troy G7 Projector System	\$14,053
Center for Civic Engagement	Community Engagement Software	\$8,000
College of Arts and Sciences	Allegro Classroom Upgrade Proposal	\$40,735
College of Arts and Sciences	Neill Hall 5W Upgrade	\$10,201
CougPrints	CougPrints Self Service Program	\$135,000
CUB	Radio Replacement	\$34,971
School of the Environment	WSU Virtual Ecology	\$19,203
Student Affairs	Student Digital Access Screens	\$15,625
VCEA	Palouse Aerospace	\$8,650
VCEA	IEEE - Electronics Equipment	\$2,433
VCEA	Expanding Crimson Robotics	\$36,383
VCEA	Sloan 249 CAD Lab Computer Replacement	\$45,000
VCEA	Digital Student Showcase & Collaboration Resource	\$10,400
VCEA	ASCE Student Chapter Room Technology Improvements	\$12,118
VCEA	Expanding Fiz Technology for Undergraduate Support	\$42,350
VCEA	Cougar Car Club Tool Fund	\$14,711
VetMed	Competitive Upgrade to Undergraduate Neuroscience	\$14,000
WSU Esports	Chinook Esports Lounge	\$58,801
	TOTAL	\$719,522

Memos documenting committee recommendations and leadership review are found here: <https://budget.wsu.edu/documents/2023/04/wsu-pullman-ugstf-documents.pdf>.

We are requesting that the Board approve these allocations. This action item was presented to the Regents as a future action item at the March 2023 meeting.

MINUTES
Board of Regents
June 7, 2022

The Board of Regents of Washington State University (WSU) met pursuant to call in Open Meeting at 7:00 a.m., Friday, June 9, 2023, at the Multicultural Center on the WSU Pullman Campus, Pullman, Washington.

Present: Regent Marty Dickinson, Chair; Regents, Brett Blankenship, Enrique Cerna, Reanne Chilton, Judith McDonald, Douglas Picha, Lura Powell, Jenette Ramos, Heather Redman, Lisa Schauer, and John Schoettler. Also present WSU staff members President Kirk Schulz, Provost and Pullman Chancellor Elizabeth Chilton, WSU Everett Chancellor Paul Pitre, WSU Vancouver Chancellor Mel Netzhammer, Vice President and WSU Health Sciences Spokane Chancellor Daryll DeWald, Executive Vice President for Finance and Administration and CFO Leslie Burnelli, Athletic Director Pat Chun, Sr. Associate Vice President for Finance and Administration Matt Skinner, Assistant Vice President for Business and Financial Services Jon Haarlow, Vice President for Strategy Planning and Analysis Christine Hoyt, Senior Assistant Attorney General Nathan Deen, and Executive Assistant to the Board of Regents Desiree Jacobsen.

Chair Dickinson opened the meeting and announced that the Regents would convene in an executive session to review the performance of a public employee. She further instructed the session would be closed and said it would conclude at 7:45 a.m. unless it was extended by further announcement. Chair Dickinson stated that if any action were to be taken due to these discussions, it would be taken during open session later in the day. Chair Dickinson asked that everyone but legal counsel leave the room.

At the conclusion of the executive session, the Regents reconvened in open session.

Executive Vice President for Finance and Administration Leslie Burnelli, Senior Associate Vice President for Finance and Administration Matt Skinner, Assistant Vice President for Business and Financial Services Jon Haarlow, and Athletic Director Pat Chun presented the following Action Items for Regents' consideration:

Action Item 1: Athletics Budget Adjustment Approval for Fiscal Year 2023. Following Board discussion, it was moved and seconded that the Board of Regents approve an Athletic Budget adjustment for Fiscal Year 2023 as proposed. Carried. *(Exhibit A)*

Action Item 2: Athletics Budget Transfers for Fiscal Year 2023. Following Board discussion, it was moved and seconded that the Board of Regents approve transfers necessary at Fiscal Year 2023 year-end to cover the Athletics Budget deficit balance as proposed. Carried. *(Exhibit B)*

Action Item 3: Athletics Budget Approval for Fiscal Year 2024. Following Board discussion, it was moved and seconded that the Board of Regents approve the Athletics Budget for Fiscal Year 2024 as proposed. Carried. *(Exhibit C)*

President Kirk Schulz and Senior Assistant Attorney General Nathan Deen presented the following Action Item for Regents' consideration:

Action Item 4: Delegation of Authority to Assign Athletics Media Rights. Following Board discussion, it was moved and seconded that the Board of Regents adopt resolution #230609-684 and approve a delegation of authority to President Schulz authorizing the President or his designee to approve, amend, and execute contracts or other agreements related to the University's athletic media rights as proposed. Carried. (*Exhibit D*)

The following presentations and focused discussions were reviewed:

- WSU Online Learning Portal – Mandatory Trainings provided by Laura Hamilton
- President Schulz – 2023-2024 Goals and Objectives provided by President Schulz
- WSU System Strategic Plan Progress Update provided by Christine Hoyt

Following the presentations, the Regents and university leadership held discussions on micro and macro trends in higher education, WSU's value proposition, and key strategic priorities.

Other Business: Chair Dickinson announced that the Regents met in Executive Session that morning to discuss the performance of a public employee. During that Executive Session, the Regents discussed and provided the President's annual review.

Public Comment: WSU Professor Glen Duncan submitted written comments to the Board.

The meeting adjourned at 3:20 p.m.

Approved by the Board of Regents at its meeting held September 15, 2023, at Pullman, Washington.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #1

Athletics Budget Adjustment Approval for Fiscal Year 2023 (Leslie Brunelli/Pat Chun)

June 9, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Athletics Budget Adjustment Fiscal Year 2023

PROPOSED: That the Board of Regents approve an Athletics budget adjustment for Fiscal Year 2023.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO
Pat Chun, Athletics Director

**SUPPORTING
INFORMATION:**

Fiscal Year 2023 (FY23) brought several financial challenges. While work continues closing FY23, multiple factors contributed to an increase in the anticipated FY23 budget overage: (1) a decrease in the Pac-12 Conference revenue distribution, (2) WSU Athletics revenues falling short of projection, (3) operational costs exceeding the approved budget and (4) transitions in Athletics CFO role. Based on the information available at this time, WSU Athletics is projected to end FY23 with a negative \$11.5 million variance to budget.

Decrease in the Pac-12 Conference Revenue Distribution

The Pac-12 Conference will experience a revenue shortfall due to media partner overpayments and a capital project cost overrun in the relocation of production operations.

As a result, the Pac-12 Conference revenue distribution for FY23 is expected to decrease by \$3.5 million per member institution. The decrease in the Pac-12 Conference revenue is also expected to negatively impact FY24 by \$4.0 million from the budgeted planning rate.

WSU Athletics Revenues Falling Short of Projection

For FY23, some areas exceeded budgeted revenue expectations, including ticket sales, concessions, royalties and sponsorships, and returns from endowed gifts. However, these positive variances were overshadowed by a series of incremental shortfalls. The Pac-12 distribution was twice re-forecasted during FY23 and is expected to result in a \$1.4 million shortfall on top of the \$3.5 million impact of the media

and relocation issues described above. Revenues from the student sport pass and fees were lower than budgeted due to decreased enrollment. Overall, revenues are forecast to fall short of budget by \$2.5 million for FY23.

Operational Costs Exceeding the Approved Budget

Operating expenses exceeded the approved budget in nearly every operational category except game guarantees. Rising inflation affected the cost of team travel, recruitment, game expenses, and other expenses creating a \$4.8 million overage. Additionally, financial aid expenses were \$0.4 million higher than anticipated due to an increased number of student athletes on athletic aid. Furthermore, compensation exceeded budget by \$0.3 million, due to contracted employees and labor expenses that increased as the result of new State of Washington laws regarding workforce compensation. Overall, total expenses are expected to exceed budget by \$5.5M.

Transitions in Athletics CFO Role

The Athletics CFO position is critical to facilitating the budget process, monitoring revenue and expenses against the budget, ensuring prompt reconciliation, updating forecasts, providing timely information to department leadership, and facilitating necessary adjustments to meet the approved budget. Given the current vacancy, WSU Athletics requested temporary assistance from the WSU Office of Finance and Administration. WSU Athletics is working collaboratively with Finance and Administration to ensure a detailed reporting of FY23 and FY24.

FY23 Budget Remediation and Improved Budget Monitoring and Financial Accountability

Athletics has implemented multiple immediate steps to mitigate additional budget shortfall at the conclusion of the 2023 fiscal year to include a hiring freeze, reductions in travel and professional development and advance approval of expenditures.

The Athletics Director and the Executive Vice President for Finance and Administration are working collaboratively to ensure a detailed reporting of FY23 actuals to the Board as the fiscal year closes and are developing improved budget monitoring and financial accountability measures.

Attachments:

FY23 Budget Forecast as of May 31, 2023
Proposed Calendar for Athletics Financial Oversight

FY23 Budget Forecast as of May 31, 2023

Athletics Budget - Projected				
	FY22 Actuals	FY23 Budget	FY23 Proj.	Variance
REVENUES:				
Ticket Sales	9.3	10.0	10.1	0.1
Contributions/Endowments	10.7	10.8	10.8	0.0
NCAA/Pac-12	38.7	40.7	39.3	-1.4
Royalties/Advert/Sponsor	4.9	4.1	4.2	0.1
Direct Institutional Support	0.0	1.4	1.4	0.0
Waviers/Student Fees	5.0	5.1	4.4	-0.7
Other Revenue	6.4	8.5	7.9	-0.6
Total Revenue	75.0	80.6	78.1	-2.5
EXPENSES:				
Compensation	29.1	29.4	29.7	-0.3
Scholarships	12.2	12.1	12.5	-0.4
Sport Programs	13.6	13.5	15.3	-1.8
Marketing/Fund Raising	1.5	1.9	2.0	-0.1
Debt Payments	10.8	10.0	10.0	0.0
Direct Admin/Dues	3.6	4.5	5.0	-0.5
Other Expense	12.2	10.2	12.6	-2.4
Total Expenses	83.0	81.6	87.1	-5.5
Net Income from Operations	-8.0	-1.0	-9.0	-8.0
Savings from Bond Proceeds	10.0	1.0	1.0	
Net Income After Financing	2.0	0.0	-8.0	-8.0

Pac-12 Shortfall	-3.5
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*There may be minor differences in subtotals shown above due to rounding to dollars million.

Accumulated Deficit			
	FY22 Actuals	FY23 Budget	FY23 Proj.
Cash Deficit without Capital Contributions and Donations at 6/30	(89.6)	(89.6)	(101.1)
Capital Donation Cash Balance at 6/30	38.0	42.9	37.0
Cash Deficit after Capital Contributions and Donations at 6/30	(51.6)	(46.7)	(64.1)

Proposed Calendar for Athletics Financial Oversight

	FY2023	FY2024
May 2023	Budget variance to actual identified Athletics CFO resigns	
	AVP for Finance & Administration begins work on FY23 actual and FY24 budget projection	
	Jon Haarlow appointed Interim Athletics CFO Search for new Athletics CFO begins with revised title and reporting	
June 2023	Board of Regents - Action Item - FY23 Budget Forecast Board of Regents - Action Item - Year End Transfers for FY2023	Board of Regents - Action Item - FY24 Budget Proposal
		Create new budget-to-actual reporting and dashboards Review Workday structure and alignment of budget responsibilities Review approval authority for hiring, compensation, operating and capital expenditures
	AD, EVPFA, Athletics CFO and Athletics Staff - Budget-to-Actual Review President, AD and EVPFA Meet	President, AD and EVPFA Meet
July 2023	Fiscal Year End Closeout	Refine and implement new budget-to-actual reporting and dashboards Begin documentation and training of policies and processes Develop and implement formal budgetary approval and documentation process EVPFA and Athletics CFO Meet
	AD, EVPFA, Athletics CFO and Athletics Staff - Budget-to-Actual Review President, AD and EVPFA Meet	Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
August 2023	Fiscal Year End Closeout complete Begin NCAA AUP Work President, AD and EVPFA Meet	Complete documentation and training of policies and processes Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
		EVPFA and Athletics CFO Meet
September 2023	Board of Regents - Information Item - FY23 Year End Actual Continue NCAA AUP Work President, AD and EVPFA Meet	Board of Regents - Information Item - FY24 Budget-to-Actual Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
October 2023	Equity in Athletics Disclosure Act (EADA) Reporting due to Department of Education - October 15, 2023 Complete NCAA AUP Work	Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
November 2023		EVPFA and Athletics CFO Meet
	Board of Regents - Information Item - FY23 Year End Actual (if necessary)	Board of Regents - Information Item - FY24 Budget-to-Actual Board of Regents - Information Item - Multi Year Budget Planning Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
December 2023		Begin preliminary work on FY25 budget development Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
January 2024	Complete Athletics Financial Statements	EVPFA and Athletics CFO Meet Board of Regents - Information Item - FY24 Budget-to-Actual FY25 budget development continues Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
	NCAA Annual Report Due - January 15, 2024	
February 2024		FY25 budget development continues Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
March 2024		EVPFA and Athletics CFO Meet Board of Regents - Information Item - FY24 Budget-to-Actual FY25 budget development continues Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
April 2024		Complete Board of Regents material for FY25 Budget Proposal Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
May 2024		EVPFA and Athletics CFO Meet Board of Regents - Information Item - FY24 Budget-to-Actual Board of Regents - Action Item(s) - FY24 Year End Board of Regents - Action Item(s) - FY25 Budget Proposal Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet
June 2024		Athletics Financial Oversight Meeting - Budget-to-Actual Review President, AD and EVPFA Meet

ACTION ITEM #2

Athletics Budget Transfers for Fiscal Year 2023 (Leslie Brunelli/Pat Chun)

June 9, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Fiscal Year 2023 Transfers to Cover Cumulative Athletic Department Deficit

PROPOSED: That the Washington State University Board of Regents approve transfers necessary at Fiscal Year 2023 year-end to cover the deficit balance.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO
Pat Chun, Athletics Director

**SUPPORTING
INFORMATION:**

Revised Code of Washington 28B.15.120 requires certain actions of state college and university boards related to the budgets of intercollegiate athletics programs. The statute provides that any transfers necessary at fiscal year-end to cover the deficit balance be approved by the Board.

The Athletics year end deficit transfer is calculated by taking the cash balance of the eight Athletic funds as of June 30, 2023. The cash on hand amount is a single point and time and may vary from the annual budget report that is prepared on an accrual accounting basis due to timing of revenue receipts or expenditure payments.

In accordance with RCW 28B.15.120 and given the potential timing issues around year end cash balances, the following schedule outlines the estimated, not to exceed transfers that will be made to cover the deficit.

The transfers are booked at year end to close the fund balance in athletics to zero and recorded as a due to the university obligation. At the start of the fiscal year, the transfers are reversed, so the cumulative deficit is properly recorded as an obligation of WSU Athletics.

Projected Cumulative Athletics Deficit for FY23* (74.1)

Projected Cash Transfer (based on April 30, 2023 cash balances)

Housing, Dining and Other Self-Sustaining auxiliaries	57.6
Parking and Transportation	5.0
Central, Non-Core Reserves	11.5
Total Available	74.1

*The projected deficit and related transfers include a \$10M buffer for timing payments in year-end cash activities.

ACTION ITEM #3
Athletics Budget Approval for Fiscal Year 2024
(Leslie Brunelli/Pat Chun)

June 9, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Athletics Budget Approval for Fiscal Year 2024

PROPOSED: That the Board of Regents approve the Fiscal Year 2024 Athletics budget.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO
Pat Chun, Athletics Director

SUPPORTING
INFORMATION:

In accordance with RCW 28B.15.120, state legislation, and to maintain compliance with the Athletics Plan for Fiscal Recovery, the Athletic annual operating budget is presented to the Board of Regents for approval.

FY23 brought financial challenges from Pac-12 revenue shortfalls and higher than anticipated expenditures. However, despite these challenges Athletics reaffirms its commitment to the updated financial plan as presented in May of 2022. A balanced budget, developing appropriate reserve funds, and establishing a repayment plan to pay down internal debt remain top priorities that Athletics will continue to work toward with the assistance of WSU Office of Finance & Administration. Athletics continues to gather key financial information about FY24 and presents this budget for approval based upon the latest information available. Balancing the operating budget for FY24 will require increased revenues and a series of significant operating reductions. At this point, the FY24 budget proposal is within approximately \$400K of being balanced (before consideration of the expected Pac-12 distribution change of \$4.0 million). Athletics will continue to work towards the goal of a balanced budget.

Revenues for FY24 are based on several key factors. Marquee home football matchups, a primary revenue driver, are expected to perform at peak levels as were experienced prior to the pandemic. Note that FY23 saw an increase in revenue from ticket sales and continued incremental growth as projected. Donor activity continues to progress, meeting

Athletics and WSU System fundraising goals year after year. All combined, the FY24 budget calls for \$83.0 million in operating revenues, a 6% increase from FY23 actual.

As noted with the FY23 budget update, the Pac-12 Conference revenue distribution has experienced a revenue shortfall due to media partner overpayments and a capital project cost overrun in the relocation of production operations. This is expected to decrease conference distributions by \$4.0 million for FY24 versus previous conference forecasts.

Expenses are projected based on current and historical analysis, taking into consideration schedule variations, market shifts, and changes to the college athletics landscape. To maintain a balanced budget while revenues from the Pac-12 conference are expected to decline for a second straight year and the impacts of inflation, the rising cost of travel, meals, equipment, the department will manage spending through updated policies around compensation, travel, and professional development. Total budgeted expenses are \$83.4 million, down \$3.7 million from FY23 projected actual, yet up \$1.8 million versus the original FY23 budget approved by the Board in May 2022.

Athletics remains committed to managing operations to budget expectations and closely monitoring potential impacts to current and future year budgets. In collaboration with the Executive Vice President for Finance and Administration, Athletics will reestablish a series of budget monitoring and financial accountability measures, and together they will provide an update to the Board of Regents at each Board meeting in the new fiscal year.

ATTACHMENT: Fiscal Year 2024 Budget with Athletics Pro Forma through Fiscal Year 2027

Fiscal Year 2024 Budget with Athletics Pro Forma through Fiscal Year 2027

Washington State University									
	FY19	FY20	FY21	FY22	FY23 (as of 5/25)	FY24	FY25	FY26	FY27
REVENUES:									
Ticket Sales	9.5	8.6	0.0	9.3	10.1	10.1	10.3	10.3	10.8
Contributions/Endowments	12.4	10.7	8.5	10.7	10.8	11.1	11.7	12.0	12.2
NCAA/Pac-12	34.2	34.7	22.5	38.7	39.3	42.1	45.9	47.7	49.0
Royalties/Advert/Sponsor	4.6	4.3	3.4	4.9	4.2	4.3	4.5	4.0	4.1
Institutional Support	0.0	0.0	0.0	0.0	1.4	2.4	2.5	2.6	2.6
Waivers/Student Fees	5.2	5.2	4.8	5.0	4.4	4.3	4.5	4.6	4.6
Other Revenue	5.8	6.6	0.8	6.4	7.9	8.7	8.3	8.3	8.5
Total Revenue	71.7	70.1	40.0	75.0	78.1	83.0	87.7	89.5	91.8
EXPENSES:									
Compensation	27.7	28.5	25.6	29.1	29.7	30.3	31.1	32.1	33.0
Scholarships	11.0	10.5	11.4	12.2	12.5	12.9	13.5	14.0	14.4
Sport Programs	11.4	10.7	7.4	13.2	15.3	12.7	14.2	14.7	15.2
Marketing/Fund Raising	1.8	1.3	1.2	1.5	2.0	1.8	2.0	2.1	2.1
Debt Payments	9.2	9.2	10.0	10.8	10.0	10.0	11.0	10.3	10.3
Direct Admin/Dues	4.7	4.6	4.6	3.6	5.0	4.6	4.7	5.0	5.1
Other Expense	10.3	12.5	4.8	12.6	12.6	11.1	11.2	11.3	11.7
Total Expenses	76.1	77.3	65.0	83.0	87.1	83.4	87.7	89.5	91.8
Net Income from Operations	(4.4)	(7.2)	(25.0)	(8.0)	(9.0)	(0.4)	0.0	0.0	0.0
Proceeds from Financing/Savings from Debt Refinance			35.6	10.0	1.0	0.0	0.0	0.0	0.0
Net Income After Financing	(4.6)	(7.1)	10.6	2.0	(8.0)	(0.4)	0.0	0.0	0.0

Pac-12 Shortfall	(3.5)	(4.0)
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* General Revenue Bond had \$1M payment for FY2023 (FY23 total Athletics debt service of \$11M). In 2021, WSU borrowed \$37.8M, of which \$1.9M was capitalized interest to cover payments in FY22 and FY23, for net bond proceeds of \$35.6M.

**There may be minor differences in subtotals shown above due to rounding to dollars million.

Accumulated Deficit						
	FY22 Actuals	FY23 Proj.	FY24	FY25	FY26	FY27
Cash Deficit without Capital Contributions and Donations at 6/30	(89.6)	(101.1)	(105.5)	(105.5)	(105.5)	(105.5)
Capital Donation Cash Balance at 6/30	38.0	37.0	40.6	11.5	14.0	15.0
Cash Deficit after Capital Contributions and Donations at 6/30	(51.6)	(64.1)	(64.9)	(94.0)	(91.5)	(90.5)

Action Item #4
Delegation of Authority to Assign Athletics Media Rights
(Kirk Schulz/Nathan Deen)

June 9, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Delegation of authority to President Schulz or designee to approve, amend, and execute contracts or other agreements related to the University's athletic media rights.

PROPOSED: That the Board of Regents approve a delegation of authority to President Schulz authorizing the President or his designee to approve, amend, and execute contracts or other agreements related to the University's athletic media rights.

SUBMITTED BY: Kirk Schulz, President

SUPPORTING INFORMATION: In order to facilitate future revenue sharing agreements with athletic conference partners, it will be necessary for the University to execute a contract or series of contracts and agreements regarding the use of its athletic media rights. The cumulative budgetary impact of said contracts or agreements will be well in excess of five million dollars (\$5,000,000), President Schulz's current delegated general contracting authority. It is highly likely business necessities will dictate that the execution of said contracts or agreements will need to occur on an expedited basis, a necessity difficult for the Board of Regents to manage as a body. Furthermore, as incoming Chair of the Pac-12 Conference Board of Directors with significant experience in NCAA and various Division 1 athletic conference governance and administration, President Schulz is uniquely qualified to responsibly execute University athletic media rights contracts or agreements in the best interests of the University. If the Regents agree to the proposed resolution, the resolution will supplement any current contracting delegations.

ATTACHMENT: Board Resolution 230609-684

BOARD OF REGENTS

Delegation of Authority to Assign Athletics Media Rights

Resolution #230609-684

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

WHEREAS, RCW 28B.10.528 gives the Board of Regents authority to delegate by resolution to the President of the University, or designee, powers and duties vested in or imposed upon the Board by law, and

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, BE IT RESOLVED that the Washington State University Board of Regents delegates authority to the President or designee to approve, amend, and execute contracts or other agreements related to the University's athletic media rights, said delegation being supplemental of any previous delegations;

PROVIDED, HOWEVER, that if the total cumulative budgetary impact of said contract(s) or agreement(s) is in excess of five million dollars (\$5,000,000), the President shall consult with the Chair of the Board of Regents, or in absence of the Chair, the Vice Chair of the Board of Regents, before executing the contract(s) or agreement(s).

PROVIDED FURTHER, that the delegation of authority provided for herein shall expire and be of no force and effect six months from today's date.

DATED this 9th day of June, 2023.

Chair, Board of Regents

Secretary, Board of Regents

MINUTES
Board of Regents
August 11, 2023

The Board of Regents of Washington State University (WSU or University) met pursuant to call in Open Meeting at 7:00 a.m. on Friday, August 11, 2023, at WSU Pullman, Pullman, Washington.

Participating electronically: Lisa Keohokalole Schauer, Chair; Regents Brett Blankenship, Enrique Cerna, Marty Dickinson, Judi McDonald, Isaac Marroquin, Doug Picha, Lura Powell, Jenette Ramos, Heather Redman, and John Schoettler. Staff participating electronically: Executive Vice President for Finance and Administration and CFO Leslie Brunelli, Director of Athletics Pat Chun, Senior Assistant Attorney General and Division Chief Nathan Deen, Assistant Vice President for Business and Financial Services Jon Haarlow, Executive Assistant to the Board of Regents Tracy Jordahl, President Kirk H. Schulz, Senior Associate Vice President and Deputy CFO Matt Skinner, Faculty Athletics Representative Nancy Swanger.

I. CALL TO ORDER

Chair Keohokalole Schauer called the Special Meeting of the Board of Regents to order.

Chair Keohokalole Schauer reminded the audience there would be a public comment period during the meeting, which would follow Executive Session and be for up to ten minutes and instructed anyone wishing to make public comment to sign up with the Board's Executive Assistant Tracy Jordahl.

II. ROLL CALL

III. EXECUTIVE SESSION (to discuss with counsel present pending or potential litigation, per RCW 42.30.110)

Chair Keohokalole Schauer announced that the Regents would convene in an executive session to discuss with counsel present pending or potential litigation, per RCW 42.30.110. She further instructed that the session would be closed and said it would conclude at 7:45 a.m. unless it was extended by further announcement. Chair Keohokalole Schauer stated that if any action were to be taken due to these discussions, it would be taken during open session at a future meeting.

At 7:45 a.m. Chair Keohokalole Schauer extended executive session to 8:05 a.m.

At the conclusion of the executive session, the Regents reconvened in open session.

There was no public comment.

IV. ADJOURN

The meeting adjourned at 8:06 a.m.

Approved by the Board of Regents at its meeting held September 15, 2023, in Pullman, Washington.

Chair, Board of Regents

Secretary, Board of Regents

MINUTES
Board of Regents
August 25, 2023

The Board of Regents of Washington State University (WSU or University) met pursuant to call in Open Meeting at 9:00 a.m. on Friday, August 25, 2023, at WSU Pullman, Pullman, Washington.

Participating electronically: Lisa Keohokalole Schauer, Chair; Regents Enrique Cerna, Marty Dickinson, Judi McDonald, Isaac Marroquin, Doug Picha, Lura Powell, Jenette Ramos, Heather Redman, and John Schoettler. Staff participating electronically: Executive Vice President for Finance and Administration and CFO Leslie Brunelli, Provost and Executive Vice President, WSU Pullman Chancellor Elizabeth Chilton, Interim Carson College of Business Dean Debbie Compeau, Senior Assistant Attorney General and Division Chief Nathan Deen, Executive Assistant to the Board of Regents Tracy Jordahl, Interim Vice President for Government Relations Chris Mulick, President Kirk H. Schulz, Executive Director for Budget, Planning, and Analysis Kelley Westhoff.

I. CALL TO ORDER

Chair Keohokalole Schauer called the Special Meeting of the Board of Regents to order.

Chair Keohokalole Schauer reminded the audience there would be a public comment period during the meeting, which would follow Executive Session and be for up to ten minutes and instructed anyone wishing to make public comment to sign up with the Board's Executive Assistant Tracy Jordahl.

II. Action Item 1: Fiscal Year 2024 State Supplemental Operating Budget Request

It was moved and seconded that the Washington State University Board of Regents approve the fiscal year 2024 state supplemental operating budget request and delegate authority to the President to approve changes or adjustments that may be needed before the final submission is presented to the Office of Financial Management.
Carried. (Exhibit A)

III. Public Comment Period

There was no public comment.

IV. ADJOURN

The meeting was adjourned at 9:18 a.m.

Approved by the Board of Regents at its meeting held September 15, 2023, in Pullman, Washington.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #1

Fiscal Year 2024 State Supplemental Operating Budget Request (Leslie Brunelli/Elizabeth Chilton/Chris Mulick)

August 25, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Fiscal Year 2024 State Supplemental Operating Budget Request

PROPOSED: That the Washington State University Board of Regents approve the fiscal year 2024 state supplemental operating budget request and delegate authority to the President to approve changes or adjustments that may be needed before the final submission is presented to the Office of Financial Management.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

SUPPORTING INFORMATION: The proposed request for the fiscal year 2024 state supplemental operating budget request is outlined below:

1. **Climate Commitment Act:**
WSU will request funding to support compliance with the climate commitment act enacted in the 2021 legislative session. This legislation sets greenhouse gas emission caps and provides for the purchase of offset credits (allowances) as a method for meeting compliance obligations. WSU received a base level of funding of \$1,718,000 beginning in FY-2023 for purchase of offset allowances and administration of the program. Offset credits are purchased through an auction process and WSU was not successful in acquiring any credits with our FY-2023 allocation. Market prices of the offset credits have increased substantially since the base funding was established, and penalties will be imposed if compliance is not achieved by November 2024. WSU will request funding for purchase of necessary allowances for calendar years 2023, 2024 and 2025.

Request amount: \$19.6 million biennially.

EXHIBIT A

2. Graduate Student Bargaining:
WSU is currently negotiating with academic student employees represented by the United Automobile, Aerospace, and Agricultural Implement Workers of America (UAW) to establish an initial collective bargaining agreement. WSU will seek funding for economic impacts of the collective bargaining agreement before submission of the supplemental operating budget.

Request amount: Cannot be estimated at this time as bargaining is currently underway and contracts are not final.

3. Supply Chain Management Degree:
Funding is requested to add a new Supply Chain Management major to the Bachelor of Arts in Business Administration. The pandemic and its aftermath demonstrated the need for effectively functioning supply chains, which are critical to our interconnected global economy. The addition to the workforce of skilled individuals with supply chain management expertise is crucial to sustaining the economic success of the state and region. This program would be offered in-person on the Everett and Vancouver campuses, with a focus on digitization of supply chain planning.

Request amount: \$1.95 million biennially

BOARD OF REGENTS

Fiscal Year 2024 State Supplemental Operating Budget Request

Resolution #230825-685

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

RESOLVED: That the Washington State University Board of Regents approve the Fiscal Year 2024 State Supplemental Operating Budget Request and delegate authority to the President to approve any changes or adjustments that may be needed before the final submission is presented to the Office Financial Management.

DATED this 25th day of August, 2023.

Chair, Board of Regents

Secretary, Board of Regents

September 15, 2022

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:

- For the second consecutive year, Washington State University achieved a new high-water mark with \$167,910,944 in total philanthropic activity during Fiscal Year 2023. This represents an increase of over eight percent growth in philanthropic support for WSU over last year's then-record total. Donors supported more than 1,000 different projects, initiatives, and funds system-wide, benefiting academic, research, and outreach efforts in every college and at each of the university's six campuses as well as research and extension centers across the state.
- The WSU Foundation's endowment market value was \$662,916,903 as of June 30, 2023, representing a 12-month return of 7.50%. The WSU Foundation also distributed a record \$24.8 million from the consolidated endowment fund to support scholarships, faculty positions, research, and outreach programs across the WSU system.
- The WSU Foundation Fall Meeting will be hosted on the WSU Pullman Campus, October 12 and 13, 2023. The meeting of the WSU Foundation Board of Directors will be held on October 13. Throughout the meetings, volunteers will engage with university and academic leadership, advancement staff, and students to learn about new initiatives and priorities, and to gain insights about how private support and donor engagement creates opportunities system-wide.
- The WSU Foundation's 43rd Annual Recognition Gala will recognize and celebrate WSU's new Crimson Benefactors and Laureates on Thursday evening, October 12 at Beasley.
- WSU Advancement's customer relationship management (CRM) database conversion came online on July 31. Our teams have been participating in orientation and training opportunities and provided other resources to help everyone acclimate to a new and robust CRM system. It cannot be overstated the significance of having our new Advance CRM system on-line. 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 project has represented a substantial but critical infrastructure investment for the WSU Foundation. Since October 2019, the WSU Foundation has hired 11 full-time information technology and data records positions and more than \$650,000 to convert its current CRM system with the latest version of Ellucian CRM Advance.

September 17, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Report

SUBMITTED BY: Lester Barbero, WSUAA President-Elect 2022-2023 (presenting)
Mariah Maki, WSUAA Executive Director

The WSU Alumni Association is pleased to report the following:

- This year, we are partnering with ASWSU, IFC/Panhellenic (Greek Life), and the Student Entertainment Board to bring you a reimagined Homecoming Pep Rally powered by BECU on October 13. Festivities will take place at the Lewis Alumni Centre, complete with fan interaction, WSU Leadership, and Athletics coaches and student-athletes, live music, food trucks, a beer garden, lip sync finals, interactive selfie stations around the Centre, and more. Stage events will be live-streamed so all WSU campuses can tune in to watch and enjoy.
- WSU's official tailgate party (the PreGame) is scheduled for Arizona State on October 28 and at Cal on November 11. Connect with Cougs, enjoy fantastic food and music, and meet WSU leadership before heading to the game. Each location will also hold a Friday evening reception for alumni and friends.
- Our exclusive Feast dinners are returning for select home game weekends. Each dinner features incredible Cougar-connected wines, along with a four-course dinner prepared by Executive Chef Mat Morgan and a team of talented students. Before each dinner, guests enjoy a gallery tour, wine, and appetizers at the Jordan Schnitzer Museum of Art, before being escorted to the dining room by the WSU Marching Band. 2023 Feasts will be held on September 15 with Five Star Cellars (Cougar X), September 22 with Piolet Vintners, and November 3 with Tsillan Cellars.
- The WSUAA is pleased to present Cougar X, the tenth release in the Cougar Collectors' Series. Cougar X is a limited-edition wine from the creative Cougs at Five Star Cellars in Walla Walla, WA. The wine was officially released last month and is available across the Pacific Northwest. Over 1,000 bottles went out in the September Wine-By-Cougars shipment and 275 guests attended the Release.
- WSUAA events have had incredible turnouts and participation across the nation this summer. Our free reading club, Well Read Cougs, and the Cougar Learning Consortium have seen increased participation. Several Cougar Day events also sold out or had record attendance, including Cougar Day at the Mariners, Everett Aquasox, and Tacoma Rainiers.
- Alaska Airlines is unveiling its newest Cougar plane to its fleet. In partnership with Alaska Airlines, we are excited to promote and bring WSUAA board and former board leadership to campus.

September 15, 2023

TO: All Members of the Board of Regents
SUBJECT: Faculty Senate Update
SUBMITTED BY: Eric Shelden, Faculty Senate Chair

The Faculty Senate is pleased to report the following:

- Since our previous report dated March 10, 2023, Faculty Senate leadership has changed. On August 16, Eric Shelden moved from Chair Elect to Chair, Christine Horne moved from Chair to Past Chair, and Tracy Klein began her term as Chair Elect. Matt Hudelson was reelected to the position of Executive Secretary, and Anna Schilter continues to serve as our Faculty Senate Principal Assistant.
- On April 5, Senate leadership joined the President's Task Force on US News and World Report Best College Rankings and on June 13, the Provost's WSU Artificial Intelligence (AI) Policy and Strategy Task Force.
- On April 27, Faculty Senate Leaders met with Chancellor Elizabeth Chilton and Provost Laura Hill to discuss priorities and goals for the 2023-2024 academic year.
- On May 22, Faculty Senate provided feedback on the formation of a WSU "Additional Location" in Nairobi, Kenya.
- On June 20, the Faculty Senate recommended Paul Skilton (WSU Vancouver) for inclusion on the President's fiscal oversight committee for Cougar Athletics, and on August 17 Tracy Klein (Faculty Senate Chair Elect) joined the President's Athletics Advisory Council.
- We are continuing to examine processes for reviewing new courses and degree proposals and are working to clarify relevant sections of the Education Policies and Procedures Manual. This fall, the Senate is piloting a revised process for review of course proposals. We anticipate that this revised process will enhance efficiency and transparency.
- The first Faculty Senate meeting of the 2023-2024 academic year will be held on September 21, 2023. Eric Shelden and Tracy Klein will preside via zoom from the Washington State University, Vancouver campus. President Schulz and Provost Chilton will address the senate and present in anticipation of the new academic year. Faculty Senate leadership will continue to meet regularly with President Schulz, Chancellor Chilton, and Provost office leadership.

September 15th, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: ASWSU Report

SUBMITTED BY: Luke Deschenes, President

The Associated Students of Washington State University (ASWSU) are pleased to report the following:

- At the time of our convening, all pivotal positions within ASWSU have been filled, including the Senate, Executive Staff, Judicial Board, and Election Board Chair.
- Our Diversity, Inclusion, and Veteran Affairs department has established a strong relationship with our multicultural committee partners. This will be showcased at our annual Multicultural Banquet on Friday, September 15th, with the goal of raising money for WSU's multicultural conferences (CASHE, SHAPING, VIBES).
- Our Legislative Affairs team has been working diligently to orchestrate Cougar Lobbying Team meetings, with the hope of sending 60-70 Pullman students to Olympia for Coug Day at the Capitol.
- The University Affairs Department has taken the charge of engaging students through events on campus and by providing a student voice on a variety of committees.
- Our Communications team has been able to increase our social media presence by over 1,000 followers since attaining control of the social medias.
- Our Director of Community Affairs has provided consistent communication with our community partners and has spearheaded our mission of community advocacy.
- Our Director of Health & Safety has been working with Joel Schwartzkopf (Assistant Vice Chancellor of Student Health & Well-Being), WSU PD, and local authorities to provide fentanyl testing strips to student groups on campus.
- The ASWSU Senate has been working to confirm all committee chairs and complete their mandatory trainings so that they are ready to dive into bills and resolutions.

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Washington State University (WSU) Graduate and Professional Student Association (GPSA) Report

SUBMITTED BY: Ajay Barman, President and Executive Board Chair, WSU GPSA

The WSU GPSA is pleased to report the following:

- Ajay Barman, GPSA President and Executive Board Chair
 - Marwa Aly, Executive Vice President and Budget Chair
 - Tathagata Pal, Vice President of Legislative Affairs and Chair of Legislative Affairs
 - Andrew David Sutherland, College Representative, Murrow College of Communication
 - Jeremy Boutin, College Representative at-large, The Graduate School
 - Madison Hönig, College Representative, College of Arts & Science (CAS)
 - Ashley Wells; College Representative at-large, College of Veterinary Medicine
 - Golrokh Maleki, College Representative, College of Education
 - Amir Hossein Moadab, College Representative, Carson College of Business
 - Sajjad Uddin Mahmud, College Representative, Voiland College of Engineering and Architecture (VCEA)
- **Summer Activities:** GPSA awarded at least 20 students with a travel grant who attended any conference or workshop during the summer. We arranged summer camp for 31 kids, including providing lunch for them. GPSA participated in the National Lentil Festival parade and chili-stirring event to get involved in the Pullman community. The GPSA programming committee hosted hiking, an ice-cream social, a BBQ, pottery, and a restaurant Friday between August 28- September 1 for the students.
 - **GPSA Executive Retreat:** GPSA organized an executive retreat on August 20, 2023, for our ten executive board members along with our advisors to outline the strategy for the academic year 2023-24.
 - **GPSA Senate orientation:** GPSA welcomed a full senate to New Senator Orientation on August 21, 2023, and completed our first Senate meeting on August 28, 2022. During the first senate meeting, the GPSA's budget for the 2023-24 academic year was presented. The total approved budget from the S & A Committee is \$473,160 for the academic year which is \$53,395 less than last year. Most of the money we received will be used for professional development, programming, travel grants, research exposition, and awards & scholarships for graduate and professional students.
 - **Legislative agenda:** GPSA is planning to work with city and university to address issues on public transportation, food security, and campus/community safety. At the WA state level, GPSA will lobby with the legislators for getting affordable childcare, better accessibility to campus parking for students, tele health opportunities, and financial aid for graduate and professional students. Finally, for the legislative agenda at the federal level, GPSA is focused on getting increased federal funding for research, tackling visa issues for international students, and holding mentors accountable.



September 15, 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:

- In July APAC hosted the annual APAC retreat in Pullman with system-wide participants attending both in-person and virtually from other locations. The retreat focused on team building as we have several new members as engagement increases. The later portion of the day involved a deep dive into the APAC strategic plan that ages out in 2025 as well as the data from the HRS Employee Engagement Survey.
- The first system-wide APAC monthly meeting for the 2023-2024 academic year was on September 7th hosting Human Resource Services, and President Schulz and Provost Chilton for a new year welcome and report on university updates.
- The APAC Executive Officers will be meeting with representatives from the Office of the President, the Office of the Provost and Vice President & Chief Human Resource Officer, Theresa Elliot Cheslek on September 19th, 2023.
- The priorities that APAC will be focusing on this year include:
 - Pay equity and inflation impact on employees
 - Staff resource equity across the whole WSU system
 - WSU Employee Tuition Waiver support for all Administrative Professionals system-wide with special attention provided to the needs of our Extension AP partners.
 - Employee Health and Wellness
 - DEI initiatives that are unique to AP staff as well as supporting the university's DEI action plans
- In support of employee health and wellness we are pleased to offer free virtual chair yoga classes weekly on Wednesday through the support of our UREC partners in support of continued system-wide access to resources for all Administrative Professionals.

ACTION ITEM #1

President's 2023-2024 Annual System Objectives
(Kirk Schulz)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed President's 2023-2024 Annual System Objectives

PROPOSED: That the Board of Regents accept the President's 2023-2024 Annual System Objectives

SUBMITTED BY: Kirk H. Schulz, President

SUPPORTING INFORMATION: Attached please find my proposed 2023-2024 Annual System Objectives. This document includes both Presidential Priorities and System Priorities. The Presidential Priorities include four objectives with strategies that I am personally moving forward this year, while the System Priorities will be executed by others under my leadership.

Progress will be demonstrated in two ways:

- 1) The "2023-2024 Annual System Objectives Implementation Report" will track completion of the Presidential and System Priorities and includes a contextual narrative. (See the Implementation Report under S-2)
- 2) Metrics for objectives that can be quantitatively measured have been identified with targets. Dashboard visualizations will be included with your November meeting materials.

ATTACHMENT: 2023-2024 Annual System Objectives

Washington State University Board of Regents Meeting Draft 2024-2025 Meeting Schedule

2024 DATE	2024 APPROVED LOCATION	2024 PROPOSED LOCATION	HIGHLIGHTED CAMPUS
January 25-26, 2024	Electronic	Seattle	Global
March 7-8, 2024	Tri-Cities	Tri-Cities	Tri-Cities
May 2-3, 2024	Spokane	Spokane	Spokane
June 6-7, 2024 (retreat)	Vancouver	Vancouver	Vancouver
September 19-20, 2024	Pullman	Pullman	Pullman
November 14-15, 2024	Vancouver	Seattle	Everett

BOARD OF REGENTS

2024 Revised Board of Regents Meeting Schedule

Resolution #230915-692

BE IT RESOLVED that the Board of Regents of Washington State University hereby adopts the following schedule of meeting dates for 2024:

<u>Date</u>	<u>Proposed Location</u>
January 25-26, 2024	Seattle
March 7-8, 2024	Tri-Cities
May 2-3, 2024	Spokane
June 6-7, 2024 (Retreat)	Vancouver
September 19-20, 2024	Pullman
November 14-15, 2024	Seattle

BE IT FURTHER RESOLVED that pursuant to RCW 28B.10.528, authority is hereby delegated to the President of the University or his designee to select and designate appropriate meeting places, establish meeting times, establish the agenda and prepare agenda items, dispatch all official notices to meet the state Open Public Meetings Act or other notice requirements, publish minutes and maintain records of meetings, and take other necessary action as required for the orderly conduct of Board meetings.

BE IT FURTHER RESOLVED that when a regular meeting is rescheduled, notice thereof will be given in conformance with the notice requirements specified by the Open Public Meetings Act for special meetings, with the understanding that special meetings may be called by the President of the Board or as otherwise provided by law.

BE IT FURTHER RESOLVED that the Board of Regents may convene Executive Sessions whenever it is deemed necessary in the interest of the University for the purpose of discussing matters or items for which Executive Sessions are authorized in RCW 42.30 as it now exists or may be amended hereafter.

DATED this 15th day of September, 2023.

Chair of the Board of Regents

Secretary of the Board of Regents

2023-2024 ANNUAL SYSTEM OBJECTIVES



The following annual objectives are designed to advance WSU towards the realization of our mission, vision, and strategic goals. Objectives have been organized in two primary categories: **Presidential Priorities** and **System Priorities**. Over the next year, **President Kirk Schulz** will personally oversee the progress of **Presidential Priorities** while **System Priorities** will be stewarded by assigned leads.

Progress will be demonstrated to the WSU system in two ways. First, an Implementation Report will be updated prior to each scheduled Board of Regents meeting. This report will contain an indicator of overall progress towards strategy completion, as well as contextual updates. Second, quantifiable metrics will be presented through dashboard visualizations that will be available on the strategic plan website at strategicplan.wsu.edu (available mid-November 2023).

PRESIDENTIAL PRIORITIES

Objective 1: Leverage the OneWSU system by establishing flexible and cost-effective solutions for the benefit of our students and faculty that more effectively utilize all our campus resources

▶ **Lead:** Kirk Schulz

▶ **Strategies:**

- ▶ Review WSU policies and processes with the intent to facilitate the opportunity for current students to access programs and courses across multiple campus locations
- ▶ Enable prospective students to complete a single undergraduate application that will allow admission to all WSU campuses by Fall 2025

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ Enrollment Management Plan
- ▶ WSU System Operating Principles: OneWSU and Operational Excellence

Objective 2: Improve the recognition of WSU's brand and enhance its reputation on a national level by implementing a sustainable marketing program

▶ **Leads:** Kirk Schulz, Phil Weiler

▶ **Strategies:**

- ▶ Conduct a quantitative market research study to establish a benchmark for brand awareness and reputation among internal and external audiences
- ▶ Using results from the research study, develop and execute a multi-year brand marketing strategy to reinforce areas of strength and address areas of concern
- ▶ Evaluate the staffing and service needs required to sustain an on-going system-wide marketing program
- ▶ Establish a recurring budget to support an on-going WSU marketing program

▶ **Metric:**

- ▶ Media Quality Index (MQI) target: 58.5
- ▶ Engagement rate targets: Facebook, 6.75%; X, 4%

▶ **Dashboard visualizations:**

- ▶ Media Quality Index score (earned media)
- ▶ Engagement rate (social media)

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure

PRESIDENTIAL PRIORITIES (CONTINUED)



Objective 3: Raise \$150M in new philanthropic funds

▶ **Lead:** Kirk Schulz, Mike Connell

▶ **Strategies:**

- ▶ Successfully recruit and engage volunteers in support of philanthropic initiatives at WSU
- ▶ Engage with WSU Foundation volunteers
- ▶ Cultivate and steward Principal Giving prospects and donors, in support of transformational gifts to WSU
- ▶ Implement Advance CRM (customer relationship management) technology for improved efficiency and efficacy of prospect management, gift receipting, and donor stewardship
- ▶ Collaborate with Advancement leadership to provide substantive training focused on fundraising for WSU System leadership (Chancellors, Vice Presidents, Deans, and appropriate academic leaders) and development professionals in the context of WSU's campaign

▶ Leverage the role of the system president to offer innovative and meaningful engagement to stakeholders, through in-person engagement in important markets, and individualized phone, email, video conference, and mail interactions

▶ **Metric:** Total dollars raised in FY2024

▶ **Dashboard visualization:** Dollars raised each month, starting in July

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principle: Fiscal Stewardship
- ▶ WSU Campus Strategic Plans

Objective 4: Expand WSU's presence in East Africa

▶ **Lead:** Kirk Schulz

▶ **Strategies:**

- ▶ Establish an additional educational location at the University of Nairobi
- ▶ Offer WSU's Ph.D. in Biomedical Sciences degree at the University of Nairobi

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, & Engagement
- ▶ WSU Campus Strategic Plans
- ▶ Enterprise Risk Management Plan, Top 20, International engagement and delivery of education and research risk

Objective 5: Find a new conference home for WSU Cougar Athletics

▶ **Lead:** Kirk Schulz.

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure



STRATEGIC DIRECTION 1: STUDENT ACCESS AND SUCCESS

Objective 1: Stabilize total undergraduate student enrollment and grow new student enrollment

- ▶ **Lead:** Saichi Oba
- ▶ **Strategies:**
 - ▶ Increase funding for general and need-based scholarships that are administered centrally. Identify strategies to replace waivers with scholarships to increase net tuition revenue
 - ▶ Translate recruitment and financial aid materials into Spanish
 - ▶ Promote and incentivize EDI training and education

- ▶ **Metrics:**
 - ▶ Stabilization in total undergraduate enrollment levels from Fall 2023 to Fall 2024
 - ▶ Increase new undergraduate enrollment by 4% from Fall 2023 to Fall 2024
- ▶ **Dashboard visualization:** Total and new undergraduate enrollment
- ▶ **Aligns to:**
 - ▶ System Strategic Plan Goal 2, Student Experience
 - ▶ WSU Campus Strategic Plans
 - ▶ Enrollment Management Plan
 - ▶ Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

Objective 2: Decrease undergraduate retention gap between the overall university student population and special categories of students (first-generation, low-income, and people of color).

- ▶ **Lead:** Bill Davis
- ▶ **Strategies:**
 - ▶ In partnership with Institutional Research and other units, identify campus peers who have closed retention gaps for students from our special categories of students
 - ▶ Each campus interviews peer institution leadership and identifies retention strategies that have evidence from assessment of sustained decreases in retention gaps

- ▶ Align strategies with the First Scholars Framework and implement high priority strategies at different campuses
- ▶ **Metric:** A decrease in the retention gap by 1%
- ▶ **Dashboard visualization:** First to second year retention (overall, and by special categories of students)
- ▶ **Aligns to:**
 - ▶ System Strategic Plan Goal 2, Student Experience
 - ▶ WSU Campus Strategic Plans
 - ▶ Enrollment Management Plan
 - ▶ Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

STRATEGIC DIRECTION 2: ACADEMIC AND RESEARCH EXCELLENCE

Objective 3: Increase research competitiveness and national standing

- ▶ **Lead:** Chris Keane/Kim Christen
- ▶ **Strategies:**
 - ▶ Grow the research and development support system to increase large multidisciplinary research proposals and creative activities
 - ▶ Expand PNNL and other National Laboratory collaborations to develop new initiatives that focus on environmental sciences, life/health sciences, and/or other emergent research areas that complement and extend WSU's research strengths nationally
 - ▶ Develop a systemwide plan for enhancing WSU research, scholarship, and creative activity in the full range of scholarly disciplines, including the arts and humanities. The plan should include prioritized areas for internal investment

- ▶ Develop a multi-year plan to strengthen, grow, and diversify research-active faculty and faculty-led collaborations/proposals.
- ▶ **Metric:**
 - ▶ Advance three positions from 78th in FY21 to 75th in FY24 as measured by the NSF's higher education research and development survey
- ▶ **Dashboard visualization:** Total R&D expenditures (5-year historical)
- ▶ **Aligns to:**
 - ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
 - ▶ WSU System Operating Principles: Fiscal Stewardship
 - ▶ WSU Campus Strategic Plans



STRATEGIC DIRECTION 3: IMPACT, COMMUNITY, AND GLOBAL ENGAGEMENT

Objective 4: Build and strengthen WSU's systems and processes to support WSU's application and recognition as a Carnegie Classified Community-Engaged Institution for the 2026 Cycle

▶ **Lead:** Laura Hill/Ben Calabretta

▶ **Strategies:**

- ▶ Develop and execute communication plan
- ▶ Convene and charge task force members
- ▶ Compile 50% of data required for Carnegie submission

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- ▶ WSU System Operating Principle: Community Partnerships
- ▶ WSU Campus Strategic Plans

STRATEGIC DIRECTION 4: DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Objective 5: Reduce faculty and staff race/ethnicity data reporting unknowns

▶ **Lead:** Lisa Guerrero

▶ **Strategies:**

- ▶ Develop a comprehensive, multi-faceted faculty and staff communication campaign about the importance and need for demographic reporting
- ▶ Following the communication effort and rollout of the improved identity categories, directed communications to go out to supervisors at the college, departmental, and unit-level asking them to encourage employees to complete the race/ethnicity reporting

▶ **Metrics:**

- ▶ Reduction of reporting unknowns for faculty from 32.7% to 10%
- ▶ Reduction of reporting unknowns for staff from 23.3% to 10%

▶ **Dashboard visualization:** Faculty and staff demographic breakdown by race/ethnicity and gender

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and infrastructure
- ▶ WSU Core Value: Equity, Diversity, Inclusion, and Belonging
- ▶ WSU Campus Strategic Plans
- ▶ Enterprise Risk Management Plan, Top 20, Diversity, Equity, and Inclusion and Compensation risks

Objective 6: Advance equity, diversity, and inclusion through continuation of the Cluster Hire in Racism and Social Inequality in the Americas Program

▶ **Lead:** Elizabeth Chilton, Lisa Guerrero

▶ **Strategies:**

- ▶ Conduct established proposal selection process each new academic year
- ▶ Lead selected department search committee members through trainings on how to conduct recruitment and retention practices more equitably and impactfully
- ▶ Continue network cohort meetings with each new group of faculty hired through the cluster hire program.
- ▶ Design and administer an assessment structure for the program beginning in the third year of the program

▶ **Metric:** Number of new faculty hired for the Fall 2024 Cluster Hire Program

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU Core Value: Equity, Diversity, Inclusion, and Belonging
- ▶ WSU Campus Strategic Plans
- ▶ Enterprise Risk Management Plan, Top 20, Diversity, Equity, and Inclusion risk



OPERATIONAL PRIORITY 1: FUNDING AND FISCAL STABILITY

Objective 7: Improve financial planning and resource allocation process through implementation of a system-wide budget planning process

▶ **Lead:** Leslie Brunelli

▶ **Strategies:**

- ▶ Complete external audit of financial statements for FY23, with prior year findings resolved, by 2023 calendar year end for presentation to the Board of Regents in January 2024
- ▶ Revise both the Management Discussion and Analysis and financial health metrics for clarity and use in strategic planning
- ▶ Provide relevant comparator data using IPEDS and Moody's financial ratio analysis
- ▶ Review current reporting capabilities to build new financial reporting tools for all funds, budget-to-actual variance, and quarterly financial statements
- ▶ Examine University funds balances to align budget and cash management expectations

- ▶ Develop quarterly financial report template for WSU leadership
- ▶ Create budget development calendar to include evaluation of enrollment trends and net tuition revenue, budget hearings, assessment of strategic reallocation, and establishment of all-funds budget
- ▶ Develop a comprehensive budget document for communication and execution of financial plan
- ▶ Begin development of core funds budget model

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principles: Fiscal Stewardship and Operational Excellence

Objective 8: Develop a long-term financial plan for Intercollegiate Athletics and achieve a balanced operating budget for the 2023-2024 fiscal year

▶ **Lead:** Leslie Brunelli, Pat Chun

▶ **Strategies:**

- ▶ Develop FY24 budget using current revenue expectations, including PAC-12 media shortfall, and FY23 budget-to-actual variance. Note that operating budget is expected to be in balance except for projected \$4M PAC-12 variance
- ▶ Establish monthly meetings to monitor budget execution and reinforce expectations for sound budget management. Additional meetings include representatives from the Board of Regents and Faculty Senate

- ▶ Report current financial performance to Board of Regents at each Finance & Administration Committee.
- ▶ Effective stewardship of donor-funded capital projects for the Taylor Indoor Practice Facility and the Champions Center
- ▶ Assess conference alignment implications for future budget planning

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure



OPERATIONAL PRIORITY 2: ONEWSU SYSTEM DEVELOPMENT AND SYSTEM PLANNING

Objective 9: Increase access to actionable data that empowers WSU staff to gain valuable insights and make informed and timely decision-making

▶ **Lead:** Chris Hoyt

▶ **Strategies:**

- ▶ Establish the institutional metrics that the WSU system will use in support of its mission and institutional priorities
- ▶ Develop and disseminate an annual report of trends in higher education to inform institutional decision-making and planning. The report will include macro and micro trends and document WSU's strategic position within each trend
- ▶ Execute Phase 2 of the Data Management Program (DMP) by expanding WSU's data governance communities of practice and evaluating enterprise data management solutions

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principles: Data-informed Decision-making and Operational Excellence
- ▶ Enterprise Risk Management Plan, Top 20, Data governance and institutional oversight risk

Objective 10: Create a strategic sustainability plan for the university system that will set measurable goals and targets for reducing the system's environmental impact, promote sustainable practices, and ensure a more resilient and equitable future for all stakeholders

▶ **Lead:** Jeanne Weiler

▶ **Strategies:**

- ▶ Establish a Presidential Sustainability Task Force
- ▶ Create an application process to form sub-committees focused on development of four core strategic goals
- ▶ Sub-committees to develop measurable core initiatives and action plans (three per sub-committee) focused on the four core strategies
- ▶ Presentation of Sustainability Action Plan to President and Board of Regents
- ▶ Adoption by Board of Regents of System-wide Sustainability Action Plan

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principle: Wellbeing

2023-2024 ANNUAL SYSTEM OBJECTIVES



The following annual objectives are designed to advance WSU towards the realization of our mission, vision, and strategic goals. Objectives have been organized in two primary categories: **Presidential Priorities** and **System Priorities**. Over the next year, **President Kirk Schulz** will personally oversee the progress of **Presidential Priorities** while **System Priorities** will be stewarded by assigned leads.

Progress will be demonstrated to the WSU system in two ways. First, an Implementation Report will be updated prior to each scheduled Board of Regents meeting. This report will contain an indicator of overall progress towards strategy completion, as well as contextual updates. Second, quantifiable metrics will be presented through dashboard visualizations that will be available on the strategic plan website at strategicplan.wsu.edu (available mid-November 2023).

PRESIDENTIAL PRIORITIES

Objective 1: Leverage the OneWSU system by establishing flexible and cost-effective solutions for the benefit of our students and faculty that more effectively utilize all our campus resources

▶ **Lead:** Kirk Schulz

▶ **Strategies:**

- ▶ Review WSU policies and processes with the intent to facilitate the opportunity for current students to access programs and courses across multiple campus locations
- ▶ Enable prospective students to complete a single undergraduate application that will allow admission to all WSU campuses by Fall 2025

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ Enrollment Management Plan
- ▶ WSU System Operating Principles: OneWSU and Operational Excellence

Objective 2: Improve the recognition of WSU's brand and enhance its reputation on a national level by implementing a sustainable marketing program

▶ **Leads:** Kirk Schulz, Phil Weiler

▶ **Strategies:**

- ▶ Conduct a quantitative market research study to establish a benchmark for brand awareness and reputation among internal and external audiences
- ▶ Using results from the research study, develop and execute a multi-year brand marketing strategy to reinforce areas of strength and address areas of concern
- ▶ Evaluate the staffing and service needs required to sustain an on-going system-wide marketing program
- ▶ Establish a recurring budget to support an on-going WSU marketing program

▶ **Metric:**

- ▶ Media Quality Index (MQI) target: 58.5
- ▶ Engagement rate targets: Facebook, 6.75%; X, 4%

▶ **Dashboard visualizations:**

- ▶ Media Quality Index score (earned media)
- ▶ Engagement rate (social media)

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure

PRESIDENTIAL PRIORITIES (CONTINUED)



Objective 3: Raise \$150M in new philanthropic funds

▶ **Lead:** Kirk Schulz, Mike Connell

▶ **Strategies:**

- ▶ Successfully recruit and engage volunteers in support of philanthropic initiatives at WSU
- ▶ Engage with WSU Foundation volunteers
- ▶ Cultivate and steward Principal Giving prospects and donors, in support of transformational gifts to WSU
- ▶ Implement Advance CRM (customer relationship management) technology for improved efficiency and efficacy of prospect management, gift receipting, and donor stewardship
- ▶ Collaborate with Advancement leadership to provide substantive training focused on fundraising for WSU System leadership (Chancellors, Vice Presidents, Deans, and appropriate academic leaders) and development professionals in the context of WSU's campaign

▶ Leverage the role of the system president to offer innovative and meaningful engagement to stakeholders, through in-person engagement in important markets, and individualized phone, email, video conference, and mail interactions

▶ **Metric:** Total dollars raised in FY2024

▶ **Dashboard visualization:** Dollars raised each month, starting in July

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principle: Fiscal Stewardship
- ▶ WSU Campus Strategic Plans

Objective 4: Expand WSU's presence in East Africa

▶ **Lead:** Kirk Schulz

▶ **Strategies:**

- ▶ Establish an additional educational location at the University of Nairobi
- ▶ Offer WSU's Ph.D. in Biomedical Sciences degree at the University of Nairobi

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, & Engagement
- ▶ WSU Campus Strategic Plans
- ▶ Enterprise Risk Management Plan, Top 20, International engagement and delivery of education and research risk

Objective 5: Find a new conference home for WSU Cougar Athletics

▶ **Lead:** Kirk Schulz

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure



STRATEGIC DIRECTION 1: STUDENT ACCESS AND SUCCESS

Objective 1: Stabilize total undergraduate student enrollment and grow new student enrollment

- ▶ **Lead:** Saichi Oba
- ▶ **Strategies:**
 - ▶ Increase funding for general and need-based scholarships that are administered centrally. Identify strategies to replace waivers with scholarships to increase net tuition revenue
 - ▶ Translate recruitment and financial aid materials into Spanish
 - ▶ Promote and incentivize EDI training and education

- ▶ **Metrics:**
 - ▶ Stabilization in total undergraduate enrollment levels from Fall 2023 to Fall 2024
 - ▶ Increase new undergraduate enrollment by 4% from Fall 2023 to Fall 2024
- ▶ **Dashboard visualization:** Total and new undergraduate enrollment
- ▶ **Aligns to:**
 - ▶ System Strategic Plan Goal 2, Student Experience
 - ▶ WSU Campus Strategic Plans
 - ▶ Enrollment Management Plan
 - ▶ Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

Objective 2: Decrease undergraduate retention gap between the overall university student population and special categories of students (first-generation, low-income, and people of color).

- ▶ **Lead:** Bill Davis
- ▶ **Strategies:**
 - ▶ In partnership with Institutional Research and other units, identify campus peers who have closed retention gaps for students from our special categories of students
 - ▶ Each campus interviews peer institution leadership and identifies retention strategies that have evidence from assessment of sustained decreases in retention gaps

- ▶ Align strategies with the First Scholars Framework and implement high priority strategies at different campuses
- ▶ **Metric:** A decrease in the retention gap by 1%
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 - ▶ Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

STRATEGIC DIRECTION 2: ACADEMIC AND RESEARCH EXCELLENCE

Objective 3: Increase research competitiveness and national standing

- ▶ **Lead:** Chris Keane/Kim Christen
- ▶ **Strategies:**
 - ▶ Grow the research and development support system to increase large multidisciplinary research proposals and creative activities
 - ▶ Expand PNNL and other National Laboratory collaborations to develop new initiatives that focus on environmental sciences, life/health sciences, and/or other emergent research areas that complement and extend WSU's research strengths nationally
 - ▶ Develop a systemwide plan for enhancing WSU research, scholarship, and creative activity in the full range of scholarly disciplines, including the arts and humanities. The plan should include prioritized areas for internal investment

- ▶ Develop a multi-year plan to strengthen, grow, and diversify research-active faculty and faculty-led collaborations/proposals.
- ▶ **Metric:**
 - ▶ Advance three positions from 78th in FY21 to 75th in FY24 as measured by the NSF's higher education research and development survey
- ▶ **Dashboard visualization:** Total R&D expenditures (5-year historical)
- ▶ **Aligns to:**
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 - ▶ WSU System Operating Principles: Fiscal Stewardship
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STRATEGIC DIRECTION 3: IMPACT, COMMUNITY, AND GLOBAL ENGAGEMENT

Objective 4: Build and strengthen WSU's systems and processes to support WSU's application and recognition as a Carnegie Classified Community-Engaged Institution for the 2026 Cycle

▶ **Lead:** Laura Hill/Ben Calabretta

▶ **Strategies:**

- ▶ Develop and execute communication plan
- ▶ Convene and charge task force members
- ▶ Compile 50% of data required for Carnegie submission

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- ▶ WSU System Operating Principle: Community Partnerships
- ▶ WSU Campus Strategic Plans

STRATEGIC DIRECTION 4: DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Objective 5: Reduce faculty and staff race/ethnicity data reporting unknowns

▶ **Lead:** Lisa Guerrero

▶ **Strategies:**

- ▶ Develop a comprehensive, multi-faceted faculty and staff communication campaign about the importance and need for demographic reporting
- ▶ Following the communication effort and rollout of the improved identity categories, directed communications to go out to supervisors at the college, departmental, and unit-level asking them to encourage employees to complete the race/ethnicity reporting

▶ **Metrics:**

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▶ **Dashboard visualization:** Faculty and staff demographic breakdown by race/ethnicity and gender

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and infrastructure
- ▶ WSU Core Value: Equity, Diversity, Inclusion, and Belonging
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Objective 6: Advance equity, diversity, and inclusion through continuation of the Cluster Hire in Racism and Social Inequality in the Americas Program

▶ **Lead:** Elizabeth Chilton, Lisa Guerrero

▶ **Strategies:**

- ▶ Conduct established proposal selection process each new academic year
- ▶ Lead selected department search committee members through trainings on how to conduct recruitment and retention practices more equitably and impactfully
- ▶ Continue network cohort meetings with each new group of faculty hired through the cluster hire program.
- ▶ Design and administer an assessment structure for the program beginning in the third year of the program

▶ **Metric:** Number of new faculty hired for the Fall 2024 Cluster Hire Program

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU Core Value: Equity, Diversity, Inclusion, and Belonging
- ▶ WSU Campus Strategic Plans
- ▶ Enterprise Risk Management Plan, Top 20, Diversity, Equity, and Inclusion risk



OPERATIONAL PRIORITY 1: FUNDING AND FISCAL STABILITY

Objective 7: Improve financial planning and resource allocation process through implementation of a system-wide budget planning process

▶ **Lead:** Leslie Brunelli

▶ **Strategies:**

- ▶ Complete external audit of financial statements for FY23, with prior year findings resolved, by 2023 calendar year end for presentation to the Board of Regents in January 2024
- ▶ Revise both the Management Discussion and Analysis and financial health metrics for clarity and use in strategic planning
- ▶ Provide relevant comparator data using IPEDS and Moody's financial ratio analysis
- ▶ Review current reporting capabilities to build new financial reporting tools for all funds, budget-to-actual variance, and quarterly financial statements
- ▶ Examine University funds balances to align budget and cash management expectations

- ▶ Develop quarterly financial report template for WSU leadership
- ▶ Create budget development calendar to include evaluation of enrollment trends and net tuition revenue, budget hearings, assessment of strategic reallocation, and establishment of all-funds budget
- ▶ Develop a comprehensive budget document for communication and execution of financial plan
- ▶ Begin development of core funds budget model

▶ **Aligns to:**

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Objective 8: Develop a long-term financial plan for Intercollegiate Athletics and achieve a balanced operating budget for the 2023-2024 fiscal year

▶ **Lead:** Leslie Brunelli, Pat Chun

▶ **Strategies:**

- ▶ Develop FY24 budget using current revenue expectations, including PAC-12 media shortfall, and FY23 budget-to-actual variance. Note that operating budget is expected to be in balance except for projected \$4M PAC-12 variance
- ▶ Establish monthly meetings to monitor budget execution and reinforce expectations for sound budget management. Additional meetings include representatives from the Board of Regents and Faculty Senate

- ▶ Report current financial performance to Board of Regents at each Finance & Administration Committee.
- ▶ Effective stewardship of donor-funded capital projects for the Taylor Indoor Practice Facility and the Champions Center
- ▶ Assess conference alignment implications for future budget planning

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure



OPERATIONAL PRIORITY 2: ONEWSU SYSTEM DEVELOPMENT AND SYSTEM PLANNING

Objective 9: Increase access to actionable data that empowers WSU staff to gain valuable insights and make informed and timely decision-making

▶ **Lead:** Chris Hoyt

▶ **Strategies:**

- ▶ Establish the institutional metrics that the WSU system will use in support of its mission and institutional priorities
- ▶ Develop and disseminate an annual report of trends in higher education to inform institutional decision-making and planning. The report will include macro and micro trends and document WSU's strategic position within each trend
- ▶ Execute Phase 2 of the Data Management Program (DMP) by expanding WSU's data governance communities of practice and evaluating enterprise data management solutions

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 1, Research, Innovation, and Creativity
- ▶ System Strategic Plan Goal 2, Student Experience
- ▶ System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principles: Data-informed Decision-making and Operational Excellence
- ▶ Enterprise Risk Management Plan, Top 20, Data governance and institutional oversight risk

Objective 10: Create a strategic sustainability plan for the university system that will set measurable goals and targets for reducing the system's environmental impact, promote sustainable practices, and ensure a more resilient and equitable future for all stakeholders

▶ **Lead:** Jeanne Weiler

▶ **Strategies:**

- ▶ Establish a Presidential Sustainability Task Force
- ▶ Create an application process to form sub-committees focused on development of four core strategic goals
- ▶ Sub-committees to develop measurable core initiatives and action plans (three per sub-committee) focused on the four core strategies
- ▶ Presentation of Sustainability Action Plan to President and Board of Regents
- ▶ Adoption by Board of Regents of System-wide Sustainability Action Plan

▶ **Aligns to:**

- ▶ System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
- ▶ WSU System Operating Principle: Wellbeing

ACTION ITEM #2

Review the 2023-2028 WSU Pullman Strategic Plan (Elizabeth S. Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Review the 2023-2028 WSU Pullman Strategic Plan

PROPOSED: That the Board of Regents review and approve the 2023-2028 WSU Pullman Strategic Plan

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

SUPPORTING INFORMATION: Attached is the 2023-2028 WSU Pullman Strategic Plan. The report articulates the following focus areas of the Pullman flagship campus, outlines the associated goals and objectives, and identifies the metrics that will be used to measure the plan's success.

- Equitable Student Success
- Innovation in Research and Creative Activities
- Employee Development, Wellness, and Belonging
- Community Engagement
- Institutional Effectiveness and Accessibility

The WSU Pullman Chancellor's Office and the twenty-two-member strategic plan committee representing the WSU Pullman campus are pleased to present the report to the Board of Regents for review and adoption. Pending the Board of Regents' approval, the plan will be formally initiated in October 2023, and yearly progress reports will be published each April.

Attachments:
WSU Pullman Strategic Plan Update
WSU Pullman Strategic Plan Draft



WASHINGTON STATE UNIVERSITY
PULLMAN

WSU PULLMAN STRATEGIC PLAN

September 2023



WSU PULLMAN

Strategic plan process overview

1. Initiation
2. Listening and feedback sessions
3. Data synthesizing
4. Identify goals and objectives
- 5. Finalize, review,
and release**
- 6. Implementation**





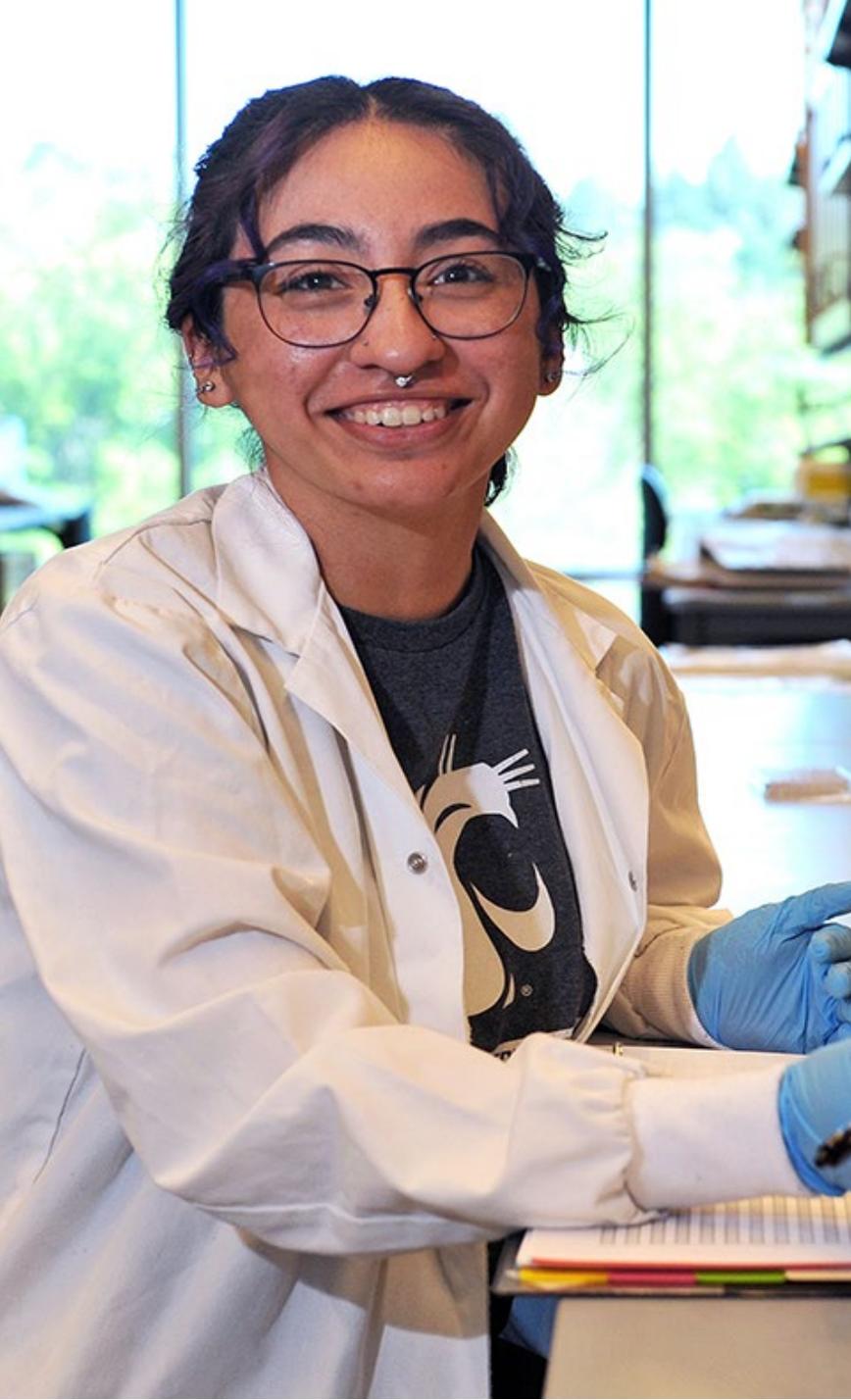
PULLMAN STRATEGIC PLAN

EQUITABLE STUDENT SUCCESS

GOAL 1 WSU Pullman will provide a safe and exceptional residential undergraduate, professional, and graduate student experience that supports the success of and provides opportunities for all Cougs.

METRICS WSU Pullman first-year retention rates (indicated by class year)

Number of doctoral degrees awarded at WSU Pullman



PULLMAN STRATEGIC PLAN

EQUITABLE STUDENT SUCCESS

GOAL 2 WSU Pullman will capitalize on its residential campus status to build upon a campus environment that fosters student personal growth, belonging, and safety.

METRIC WSU Pullman student engagement satisfaction rate



PULLMAN STRATEGIC PLAN
INNOVATION IN RESEARCH AND
CREATIVE ACTIVITIES

GOAL 1 WSU Pullman will foster an environment that encourages innovation, partnership, and disciplinary, inter- and transdisciplinary scholarship, establishing the campus as a hub of expertise in diverse areas of scholarly inquiry.

METRIC WSU Pullman research expenditures



PULLMAN STRATEGIC PLAN
INNOVATION IN RESEARCH AND
CREATIVE ACTIVITIES

GOAL 2 WSU Pullman will promote a campus culture that recognizes and celebrates the diverse forms of scholarship that lead to the betterment of society.

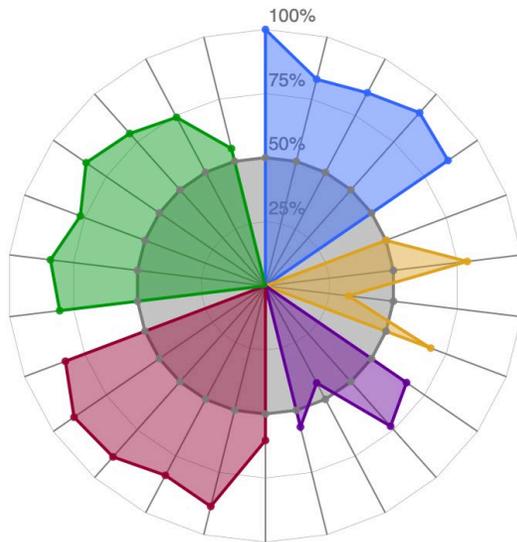
METRIC Number of faculty awards, prizes, grants, and commissions

PRODUCTIVITY RADAR



ALL ▾

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





PULLMAN STRATEGIC PLAN
EMPLOYEE DEVELOPMENT,
WELLNESS, AND BELONGING

GOAL 1 **WSU Pullman will recruit and retain a diverse workforce that advances its land-grant mission of serving the public good.**

METRIC *Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.*



PULLMAN STRATEGIC PLAN
EMPLOYEE DEVELOPMENT,
WELLNESS, AND BELONGING

GOAL 2 **WSU Pullman will establish a working environment and ethos that supports the wellness of all employees and creates enhanced opportunities for professional development and career enhancement.**

METRIC *Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.*



PULLMAN STRATEGIC PLAN
COMMUNITY ENGAGEMENT

GOAL 1 WSU Pullman will foster a warm and inclusive community that welcomes students, faculty, staff, visitors, and alumni to the Palouse, and provides them with lifelong learning opportunities and a sense of belonging.

METRIC Number of WSU Pullman students participating in community engagement (service, service-learning, educational outreach)



PULLMAN STRATEGIC PLAN
COMMUNITY ENGAGEMENT

GOAL 2 WSU Pullman will serve Pullman, the greater Palouse region, and beyond through our land-grant mission of research, education, and outreach to support the common good.

METRIC Percentage of WSU Pullman courses that utilize service-learning in their curriculum.



PULLMAN STRATEGIC PLAN
**INSTITUTIONAL EFFECTIVENESS
AND ACCESSIBILITY**

GOAL 1 **WSU Pullman will foster an accessible physical and cultural environment that promotes collaboration and innovation.**

METRIC Percentage of WSU Pullman classrooms, laboratory spaces, and conference rooms equipped for accessibility and virtual collaboration.



PULLMAN STRATEGIC PLAN
**INSTITUTIONAL EFFECTIVENESS
AND ACCESSIBILITY**

GOAL 2 WSU Pullman will align resources, processes, and policies with strategic priorities in an inclusive, well-articulated, and publicized process that is facilitated by the analysis and interpretation of data.

METRIC WSU Pullman percentage of space utilization per capita.

WSU PULLMAN STRATEGIC PLAN

Next steps

- Pending approval, release plan to WSU Pullman faculty, staff, students, and community members.
- Work with the Pullman Strategic Plan Implementation Council to develop scorecard, annual report material, and baselines for metrics.





WSU Pullman Strategic Plan

FINAL VERSION FOR BOARD OF REGENTS REVIEW

September 15, 2023

LAND ACKNOWLEDGEMENT

Washington State University (WSU) acknowledges that its locations statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. WSU Pullman is located on the homelands of the Nimiipuu (Nez Perce) Tribe and Palus people. The University expresses its deepest respect for and gratitude towards these original and current caretakers of the region. At WSU, we acknowledge our responsibility to establish and maintain relationships with these tribes and Native peoples, in support of tribal sovereignty and the inclusion of their voices in teaching, research, and programming.

WSU Pullman is not only the oldest and largest campus of the WSU system—as the flagship and fully residential campus, it serves as the cornerstone of innovation, creativity, research, and Cougar spirit for the system. Originally established as the “Washington Agricultural College, Experiment Station, and School of Science,” WSU has expanded tremendously over the course of its 132-year history, establishing four additional physical campuses across the state and a Global campus that serves students remotely from around the world.

When the legislature approved WSU’s original multi-campus system in 1989, they did so with the expectation that all campuses would develop focus areas directed at the needs of their distinct student bodies and communities. Following the completion of the WSU System Strategic Plan in 2020 and the subsequent OneWSU Initiative, it became clear that it was critical to have the first-ever WSU Pullman strategic plan in place, especially under a new dedicated campus leadership structure.

The attached report represents the work of a 21-member strategic planning committee. The committee conducted 28 listening and feedback sessions and a campus-wide survey. As a result, they identified five focus areas:

- Equitable Student Success
- Innovation in Research and Creative Activities
- Employee Development, Wellness, and Belonging
- Community Engagement
- Institutional Effectiveness and Accessibility

In the following strategic plan, each of these areas is outlined with concrete goals and objectives – and metrics designed to review our progress. This fall, I will work with the WSU Pullman Strategic Plan Advisory Council to develop the baseline numbers for our metrics, our annual goal, and the associated report cards and annual report that will detail WSU Pullman’s progress toward achieving its goals. As with all strategic planning efforts, the plan will undergo an annual review and feedback cycle to ensure its metrics are still accurately reporting the needs of WSU Pullman faculty, staff, students, and community members.

At our core, we are the flagship campus of Washington state’s land-grant institution. In that role, we have a special responsibility to support the mission of the WSU system. We must continue to ensure that education is accessible to all and that the impact of the innovative research and creative activity that happens at WSU Pullman is felt within our local community and around the globe.

Go Cougs!



Elizabeth S. Chilton
Chancellor, WSU Pullman
Provost and Executive Vice President, WSU System

HISTORY OF WSU PULLMAN

Nestled in the rolling hills of the Palouse, Washington State University was originally established in 1890 as the state's agricultural and science college. Two short years later, the Washington Agricultural School and Technical College welcomed an inaugural class of 59 students. For more than a century WSU saw unprecedented growth, establishing itself as the state college and land-grant university of Washington.

Over the past 30 years alone, WSU has seen incredible growth—going from a single flagship campus in Pullman to an evolving system of interconnected campuses in the growing population centers of Everett, Spokane, Tri-Cities, and Vancouver. In 2015, WSU added a new medical school to the system within the Health Sciences campus in Spokane, and in 2018, Academic Outreach and Innovation was elevated as WSU's sixth campus (WSU Global) formally led by a Chancellor.

Established under the mission of a true public service institution—to provide education to all, conduct scholarly inquiry that benefits society, and share expertise that boosts the lives of individuals and communities—WSU continues to have a tremendous impact on the communities it serves. WSU has a very strong brand and cultural presence across the state; as the WSU system grows and evolves, we seek opportunities for both strengthening and expanding that impact.

WSU PULLMAN TODAY

The largest of the six campuses in the WSU system, WSU Pullman saw a student enrollment of more than 19,000 in the fall of 2021. The campus serves as the headquarters for seven of the university's ten academic colleges and is the only residential campus in the WSU system. The campus is a bustling hub of research and creative activity centered in an agricultural and rural setting. WSU Pullman serves both the WSU system and its local community by:

- Being the largest employer in Whitman County, with nearly 5,000 permanent employees
- Standing as the only fully residential, public research university in eastern Washington
- Serving as the home of (to name a few):
 - Cougar Athletics
 - The Jordan Schnitzer Museum of Art WSU—the only university art museum in eastern Washington and the only art museum in Whitman County
 - Northwest Public Broadcasting, a service that reaches more than 3.6 million people throughout the northwest
 - One of only 32 accredited veterinary schools in the country
- Supporting the full range of academic disciplines and engaging in high quality sponsored research.

One of the most distinctive qualities of WSU Pullman is our culture and traditions and our ability to foster a strong sense of belonging. We encourage our students, faculty, and staff to ask themselves, “What if...?” when developing solutions to some of the world’s most pressing challenges and problems. This no-limits mentality allows everyone the opportunity to find themselves and their purpose at WSU Pullman. It is why world-renowned researchers, artists, and athletes come to WSU Pullman. Like all of WSU’s campuses and state-wide locations, everyone is welcome, respectful differences of thought are encouraged, and individuals have the opportunity to dedicate themselves to their passions and to societal needs.

WSU PULLMAN’S STRATEGIC PLAN

When the legislature approved WSU’s original multi-campus system, they did so with the expectation that all campuses would develop focus areas directed at the needs of their local communities. Due to limitations in infrastructure, many campuses found themselves dependent on the flagship campus to provide expertise—restricting their ability to pursue degree and research programs that would appeal to local constituencies and take advantage of community resources.

WSU is expanding its outreach through the growth of a unified system infrastructure known as OneWSU. This system supports the campuses as they evolve their individual identities and serve their constituencies, while also maintaining the quality of the WSU educational and experiential brand across the state. Like many public university systems, WSU seeks to provide appropriate level of autonomy of each campus location, while at the same time ensuring consistent branding, quality, and mission. Through the OneWSU system structure, WSU’s six campuses, six research and learning centers, and 39 extension centers join in a commitment to a set of OneWSU operating principles, establishing an overarching philosophy that unites the WSU system and consistently guides the institution’s day-to-day actions.

Key to the success of the OneWSU initiative is identifying the unique strengths and contributions of each campus in our system. Our flagship campus has a special role in our system and, building on the System Strategic Plan, this Pullman Strategic plan embraces the renewed opportunity to create an identity that best supports the needs of Pullman. With the appointment of an inaugural Chancellor of the Pullman campus and the establishment of a leadership structure for the campus, this Strategic Plan charts a course for success for the campus in the years to come.

PLANNING PROCESS

Appointed by President Schulz and Provost Chilton, the WSU Pullman Strategic Planning Committee began the work of developing a five-year strategic plan for the Pullman campus in January 2022. Over the course of two months, the committee tri-chairs hosted 28 listening and feedback sessions with faculty, staff, students, and community members. Additionally, the committee released a campus-wide feedback survey that garnered nearly 1,000 responses. Data and responses were compiled and reviewed by the tri-chairs, who determined five focus areas for the Pullman Strategic Plan:

- Equitable Student Success
- Innovation in Research and Creative Activities
- Employee Development, Wellness, and Belonging
- Community Engagement
- Institutional Effectiveness and Accessibility

These five areas encompass the entire WSU Pullman experience and are reflective of the priorities described by faculty, staff, students, and community members.

Following the establishment of the five focus areas, the committee broke into subgroups to develop goals, objectives, and intended outcomes for each area. The goals and objectives were refined and finalized, and supporting information was added to complete the plan.

GOALS AND OBJECTIVES

Equitable Student Success – *Aligns with the WSU System Strategic Plan, Goal 2*

Goal 1: WSU Pullman will provide a safe and exceptional residential undergraduate, professional, and graduate student experience that supports the success of and provides opportunities for all Cougs.

Objectives:

- Create a student experience that prepares Cougs for life beyond WSU.
- Establish a campus-wide seamless approach to student support, both in and out of the classroom.
- Prioritize degree programs that continue to meet the needs of society and student interest and foster post-graduation success.
- Ensure that WSU Pullman's academic policies remain informed by best pedagogical and student success practices.
- Work across academic and student affairs to develop a comprehensive, campus-wide program that builds out-of-the-classroom experiences to prepare students for a lifetime of learning.

Proposed Metrics:

- WSU Pullman first-year student retention rates (broken out by class year)
 - Include sub-metrics for first-gen, low-income, and students of color
- WSU Pullman four- and six-year graduation rates
- Doctoral degrees awarded at WSU Pullman

Goal 2: WSU Pullman will capitalize on its residential campus status to build upon a campus environment that fosters student personal growth, belonging, and safety.

Objectives:

- Ensure that all students have access to resources to meet their basic needs, including, but not limited to, housing, food, technology, safety, and support services.
- Invest in the comprehensive and holistic health and wellbeing of all students by providing services and resources that are accessible, inclusive, and contribute to the success and ensure the safety of our diverse student community.
- Provide faculty and staff with the resources they need to serve and support students effectively.
- Develop a sense of belonging and affinity to WSU Pullman through increased community building opportunities.

Proposed Metric:

- WSU Pullman student engagement satisfaction rate

Intended Outcome:

WSU Pullman is a vibrant, accessible, and technologically advanced campus that values diversity and inclusiveness and attracts deeply committed students who become lifelong ambassadors for the campus. Students are supported inside and outside of the classroom, are able to achieve their educational goals within a safe and secure learning environment, and feel a strong sense of belonging at WSU Pullman.

Innovation in Research and Creative Activities – Aligns with the WSU System Strategic Plan, Goal 1

Goal 1: WSU Pullman will foster an environment that encourages innovation, partnership, and disciplinary, inter- and transdisciplinary scholarship, establishing the campus as a hub of expertise in diverse areas of scholarly inquiry.

Objectives:

- Ensure that WSU supports a diverse portfolio of research, including basic, applied, and engaged scholarship, with an emphasis in cultivating areas of unique campus expertise.
- Increase engagement of faculty and students with industry partners and other external stakeholders.
- Enhance a sense of community that promotes and celebrates scholarly inquiry and external engagement.

Proposed Metric:

- WSU Pullman research expenditures

Goal 2: WSU Pullman will promote a culture that recognizes and celebrates the diverse forms of scholarship that lead to the betterment of society.

Objectives:

- Enhance recognition of the scholarly impact of faculty service, teaching, outreach, and community engagement.
- Promote the role of the arts on the WSU Pullman campus.
- Communicate research outcomes in accessible ways that include helping stakeholders understand the importance, value, and potential application of fundamental research and help market the campus and its people.

Proposed Metric:

- Number of faculty awards, prizes, grants, and commissions.

Intended Outcome:

WSU Pullman is developing and enhancing innovative research and creative activity that directly supports its communities and stakeholders. It stands as a premier research campus where all students, staff, and faculty can attain their aspirations and experience affinity to and a sense of belonging within WSU Pullman.

Employee Development, Wellness, and Belonging – *Aligns with the WSU System Strategic Plan, Goal 4*

Goal 1: WSU Pullman will recruit and retain a diverse workforce that advances its land-grant mission of serving the public good.

Objectives:

- Implement effective recruitment and retention strategies, utilizing practices designed to secure a more diverse candidate pool and new hires.
- Promote inclusion, diversity, equity, and a culture of belonging for faculty, staff, and students
- Enhance existing networking and mentoring programs to ensure employee success.

Proposed Metric:

- *Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.*

Goal 2: WSU Pullman will establish a working environment and ethos that supports the wellness of all employees and creates enhanced opportunities for professional development and career advancement.

Objectives:

- Develop a compensation structure that is competitive, equitable, and tied to employee performance.
- Collaboratively coordinate a comprehensive suite of training programs that are presented in an accessible manner and made available to all employees.
- Coordinate a program that supports (fiscally and logistically) professional development opportunities for employees.

Proposed Metrics:

- *Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.*

Intended Outcome:

WSU Pullman has a diverse workforce of highly talented, productive, engaged, and successful employees. It is staffed appropriately to support its operations and is providing an environment in which employees thrive.

Community Engagement – *Aligns with the WSU System Strategic Plan, Goals 3 and 4*

Goal 1: WSU Pullman will foster a warm and inclusive community that welcomes students, faculty, staff, visitors, and alumni to the Palouse, and provides them with lifelong learning opportunities and sense of belonging.

Objectives:

- Invest in the ongoing revitalization efforts of Pullman and the surrounding community.
- Support and encourage local business development through alumni relationships.
- Continue to nurture collaborative partnerships among the University, the City of Pullman, Whitman County, and local business and healthcare partners.

Proposed Metric:

- Number of WSU Pullman students participating in community engagement (service, service-learning, educational outreach)

Goal 2: WSU Pullman will serve Pullman, the greater Palouse region, and beyond through our land-grant mission of research, education, and outreach to support the common good.

Objectives:

- Create ongoing engagement opportunities with key community stakeholders to continually develop and refine the ways in which WSU Pullman can best contribute to the social and economic development of the Palouse.
- Improve social and industry connectivity between the University, Pullman and Moscow communities, and the region.
- Foster the Palouse region as a gold standard for rural community, culture, and arts.
- Engage community leaders in celebrating the cultural diversity of our communities and fostering a community where socially marginalized populations feel welcomed and valued.

Proposed Metric:

- Percentage of WSU Pullman course that utilize service-learning in their curriculum

Intended Outcome:

Centered in a true college town, WSU Pullman is the standard for rural excellence. Through strong partnerships in the region, WSU Pullman has created a welcoming environment for all who visit, and its commitment to belonging has inspired those who visit to stay as permanent residents.

Institutional Effectiveness and Accessibility – *Aligns with the WSU System Strategic Plan, Goal 4*

Goal 1: WSU Pullman will foster an accessible physical and cultural environment that promotes collaboration and innovation.

Objectives:

- Address significant and growing deferred maintenance by consolidating functions, optimizing underutilized spaces, and ensuring that the campus footprint is an appropriate size for its functions.
- Develop a master plan that addresses campus circulation challenges and barriers to access, enhances information technology, and considers future demands that will meet the needs of a diverse body of faculty, staff, and students.
- Create a series of physical learning hubs or communal areas throughout the WSU Pullman campus to facilitate communities of diverse learners.
- Ensure availability of and access to appropriate facilities that enable success in scholarly activity.

Proposed Metric:

- Percentage of WSU Pullman laboratory spaces, classrooms, and conference rooms equipped for accessibility and virtual collaboration.

Goal 2: WSU Pullman will align resources, processes, and policies with strategic priorities in an inclusive, well-articulated, and publicized process that is facilitated by the analysis and interpretation of data.

Objectives:

- Create a simple, transparent, inclusive, and accessible process to engage stakeholders in assessing facility and infrastructure needs.
- Prioritize improved data quality and collection processes, ensuring that all employees have access to and understand how to utilize the WSU's data resources.
- Ensure that all strategic decisions are data-informed.
- Prioritize transparent and open communications, both internally and externally.

Proposed Metric:

- WSU Pullman percentage of space utilization per capita.

Intended Outcome:

WSU Pullman is a well-informed and engaged community responsive to continually increasing access and equity. Planning processes and procedures at the institution are structured to enhance institutional effectiveness, efficiency, and success and prioritize the inclusion of input from community stakeholders.

CONCLUSION

This Strategic Plan for WSU Pullman builds on the work of the System Strategic Plan and advances a set of goals and objectives specifically for the Pullman campus. Key to the success of this plan is the identification of quantitative and qualitative data sources to ensure that we are meeting our goals. Successful strategic planning requires continual assessment and refresh, and we intend to engage in an annual review of our metrics once established.

It is also important to note that while this plan focuses on the Pullman campus, we are a university with a single accreditation and a single faculty—we are OneWSU. As such, it is our responsibility to continue to collaborate with our colleagues across the system to ensure the success of the institution and guarantee that we are fulfilling our land-grant mission to serve the state of Washington.

A special thank you to all faculty, staff, students, and community members who participated in the process of putting this plan together and for your contributions to our success.

WSU PULLMAN STRATEGIC PLANNING COMMITTEE

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WSU PULLMAN STRATEGIC PLAN ADVISORY COUNCIL

The WSU Pullman Strategic Plan Advisory Council will be responsible for overseeing the implementation of the Pullman Strategic Plan. The Council will serve in an ongoing advisory role to the Chancellor and will be responsible for tracking WSU Pullman's progress towards its goals and desired outcomes and for the production of an annual progress report. Council members will aid in aligning colleges, units, and areas with the Pullman plan.

The Council will be comprised of:

Standing members: Senior leaders responsible for, or have significant engagement with, the goal areas. In partnership with the goal leads, standing members will advise on metric targets, progress toward goals, make recommendations on enhancements to the plan, and provide counsel to the WSU Pullman Chancellor and their respective leadership team.

Goal leads: Goal leads serve as liaisons between the Advisory Council and the unit(s), college(s), committees, or task forces assigned to make progress on their respective goal area objectives. They are responsible for communicating to the Council the strategies and timelines that will be employed to achieve the system goal and objectives. They are also responsible for status reporting on progress made and for contributing to progress reports that will be provided to institutional leadership and the Board of Regents. Goal leads will lead a small team of subject matter experts and will be initially responsible for recommending the metrics associated with the objectives for their goal area.

Membership:

Standing members:

- **Equitable Student Success:** Ellen Taylor, Vice Chancellor, Student Affairs, WSU Pullman
- **Innovation in Research and Creative Activities:** Chris Keane, Vice President and Vice Chancellor, Research
- **Employee Development, Wellness, and Belonging:** Theresa Elliot-Cheslek, Vice President, Human Resource Services and Chief Human Research Officer
- **Community Engagement:** Chris Mulick, Interim Vice President, External Affairs and Government Relations
- **Institutional Effectiveness and Accessibility:** Vicky Murray, Associate Vice President, Public Safety, Business Affairs, and Campus Operations

Goal leads and teams

- **Equitable Student Success**
 - *Lead:* Sola Adesope, Associate Dean, College of Education
 - Tammy Barry, Vice Provost, Graduate and Professional Education
 - Michelle Lewis, Assistant Vice President, Enrollment Management
 - Lori Manzanares, Assistant Director, Dean of Students
 - Nick Garner, Director of Student-Athlete Innovation, Cougar Athletics
- **Innovation in Research and Creative Activities**
 - *Lead:* Mike Wolcott, Regents Professor, VCEA
 - Squeak Meisel, Chair, Department of Fine Arts
 - DJ Lee, Regents Professor, College of Arts and Sciences
 - Sita Pappu, Assistant Vice President, Office of Commercialization
- **Employee Development, Wellness, and Belonging**
 - *Lead:* Lisa Guerrero, Vice Chancellor, Equity and Inclusive Excellence, WSU Pullman
 - Angie Senter, Chair, APAC
 - Jennifer Klein, Interim Sr. Associate Vice President, Human Resource Services
 - Laura Lavine, Chair, Department of Entomology
- **Community Engagement**
 - *Lead:* Trymaine Gaither, Interim Director, Community and Public Relations, WSU Pullman
 - Ben Calabretta, Interim Director, Community and Civic Engagement, Student Affairs
 - Zoe Higheagle Strong, Vice Provost for Native American Relations and Tribal Liaison to the President
 - Mariah Maki, Executive Director, WSU Alumni Association
 - Bryan Kraft, Assistant Vice President, Innovation and Research Engagement
 - Megan Vining, Recreation Manager, Pullman Parks and Recreations
- **Institutional Effectiveness and Accessibility**
 - *Lead:* Kiara Drake, Assistant Director, Civil Rights and ADA Coordinator
 - Don Hulst, Executive Director, Facility Information Resource Management
 - Matthew Jeffries, Director, Campus Climate and Community Building, Student Affairs
 - Jon Manwaring, Assistant Director, Learning Innovations, Academic Outreach and Innovation

Ex-officio members

- Fran Hermanson, Executive Director, Institutional Research
- Chris Hoyt, Vice President, Strategy, Planning, and Analysis
- Hailey James, Campus Chief of Staff (administrative manager)
- Haley Klemmetson, Executive Assistant (administrative support)
- Marketing and communications representative

Proposal to Establish a WSU “Additional Location” in Nairobi, Kenya

Prepared by Craig Parks, Accreditation Liaison Officer
Supported by Dori Borjesson (Dean, College of Veterinary Medicine) and
Thomas Kawula (Director, Paul G. Allen School for Global Health)

Mission and Objectives

Washington State University (WSU) proposes to establish an additional educational location on the campus of the University of Nairobi in Nairobi, Kenya. The US Department of Education defines an *additional educational location* as a site operated by another institution of higher education through which the university offers the majority of credits needed for a degree. WSU has an established research presence in Nairobi to pursue research into infectious disease transmission and eradication. We would like to extend our existing Ph.D. in Biomedical Sciences degree to the site, though this proposal seeks only to formalize the location. Extension of the degree follows a separate process, the normal process at WSU for evaluating degree extension proposals. This process will be initiated if and only if we are approved to add Nairobi to the group of WSU degree-offering locations.

The disease environment in Kenya offers doctoral-level learning opportunities that cannot be replicated in the US. However, students who want to take advantage of these opportunities can only do so in brief visits that are scheduled around the Pullman-based coursework and independent study in which they are enrolled. The establishment of an educational location in Nairobi would allow students to remain on-site and complete their degree requirements while there.

WSU believes that the addition of a Nairobi site to our university system is consistent with our institutional mission. Animal health and its impact on humans is a fundamental component of our teaching, scholarship, and outreach. Most infectious diseases originate in animals and transmit to humans. Further, the spread among humans is more than ever an international problem. The last 20 years alone have witnessed emerging global disease threats in China (SARS-CoV-2), Guinea (ebolavirus), Uganda (West Nile virus), Saudi Arabia (MERS-CoV), Germany (E. coli O104:H4), and Brazil (Zika virus). The opportunity to train the next generation of disease experts in locations where viruses incubate is critical.

Authorization

Washington State University is governed by a Board of Regents. The Board reviewed and approved this proposal at its meeting of [DATE]. A memo of notification is attached. Prior to this, the WSU Faculty Senate Steering Committee, which oversees curricula and degree offerings, reviewed the proposal and provided feedback on May 22, 2023.

Educational Offerings

WSU hopes to offer its Ph.D. in Biomedical Sciences—Immunology and Infectious Diseases (IID) at the Nairobi location. The degree is available at our Pullman campus through our College of Veterinary Medicine as a collaboration between WSU’s Department of Veterinary Microbiology and Pathology, School of Molecular Biosciences, and Paul G. Allen School for Global Health, along with the USDA-ARS Animal Disease Research Unit based in Pullman. USDA scientists have joint appointments with WSU, including the ability to sit on dissertation committees. Extension of an existing degree to another location within the WSU system is approved by the Board of Regents upon recommendation by the WSU Faculty Senate. Should NWCCU approve our request to establish an additional location in Nairobi, the College of Veterinary Medicine will immediately submit a degree extension proposal to the Faculty Senate.

WSU requires that at least 18 credits of a doctoral program be graded. The Biomedical Sciences program fulfills this requirement through didactic courses on the deconstruction of research (3 credits), experimental design (1 credit), biomedical ethics (1 credit), and responsible conduct of research (1 credit). The remaining 12 required graded credits are earned through additional courses selected by the student and approved by the student's dissertation committee, which consists of a mentor and at least two other faculty members. The remainder of the student's course schedule consists of dissertation credits, which are pass/fail and typically deferred until the final oral defense. First-year students participate in lab rotations to become familiar with faculty expertise and choose a mentor. All students attend a yearly Leadership and Professional Development workshop series to acquire and refine their professional skills. All instruction will be face-to-face, though it is likely that a dissertation committee member will occasionally participate remotely in a final oral defense. This already occurs with some frequency at WSU because of our five-campus structure with doctoral-level educators on every campus. We are thus well-experienced at conducting well-functioning dissertation defenses with committee members at remote sites.

Eight (8) WSU program faculty have some form of joint appointment with the University of Nairobi that specifies extended residence at that campus. In fact, most of these faculty have Nairobi as their primary work location. We thus have sufficient personnel to offer all didactic courses each year, and to ensure that every student always has at least one dissertation committee member on site. Further, we expect more IID program faculty to seek joint appointments should this proposal be approved.

Should this proposal be approved, we expect that other colleges within the WSU system will eventually consider extending degree programs to Nairobi. However, for the immediate future, WSU has no plans to expand beyond this single doctoral degree.

Planning

Washington State University has a longtime research presence in Kenya and Tanzania. Our research initiatives include Global Health Kenya, Rabies Free Africa, Discovery and Exploration of Emerging Pathogens—Viral Zoonoses (DEEP VZN), the Center for Research in Emerging Infectious Diseases (CREID), and the Innovation Lab for Animal Health. We have a long-running National Institutes of Health (NIH) T32 postdoctoral training grant in infectious disease and microbial immunology that offers training opportunities with faculty in both countries. We also have two externally funded (NIH and United States Agency for International Development) training programs that are jointly managed by WSU and the University of Nairobi that support faculty co-mentorship of doctoral students studying infectious diseases. Annual research expenditures there by WSU faculty exceed \$25 million. Doctoral students increasingly seek involvement in these initiatives, but short-term visits are insufficient for the depth of experience the students wish to have. As well, in the wake of the SARS-CoV-2 pandemic, we have seen a surge in applications from students who want to pursue viruses in their natural habitat and understand how human-animal interaction facilitates transmission of the virus.

Because of this, in 2021 Biomedical Sciences program faculty approached the dean of the College of Veterinary Medicine with a request to consider the extension of their degree to Nairobi. She was supportive. The dean then met with the University ALO to discuss the international delivery of degrees. The ALO indicated that WSU would need accreditor approval to establish an international location before a plan to extend the degree could be prepared. The ALO approached the WSU president and the provost/executive vice president, both of whom indicated willingness to establish an educational site in Kenya. They in turn approached the WSU Board of Regents, who agreed to consider a request.

At that point, WSU Faculty Senate leadership was asked to provide input and reaction. After consideration of this input, the president submitted a formal request to the Board of Regents. The request was discussed at the [DATE] Board meeting and approved at the [DATE] meeting.

A proposal to extend the Biomedical Sciences degree will be submitted to the WSU Faculty Senate immediately after the University receives accreditor approval for the Nairobi location. It is possible that review will be sufficiently speedy to begin offering the degree in Nairobi in January 2024. However, the more likely timetable is an August 2024 degree launch.

Student Services

All university and college student services provided to Washington State University graduate students will be available to those in residence at Nairobi. Management of student enrollment, progress, and completion will be handled by the University's Office of Graduate and Professional Education (OGPE). OGPE is responsible for managing students at each of WSU's five physical campuses and thus already has in place a structure for the effective processing of physically dislocated students. The Integrated Programs in Biomedical Sciences (IPBS) unit within the College of Veterinary Medicine, which houses the Biomedical Sciences doctoral degree among others, offers a suite of professional development opportunities to its students. As with OGPE, IPBS is experienced at delivering services to students at multiple locations and will integrate the Nairobi site into its structure. The time difference between Pullman and Nairobi—10 hours—is an issue for real-time interactions, but this can be accommodated by meeting with students in their evening hours (e.g., 10 am Pullman/8 pm Nairobi).

WSU provides annual basic health insurance to all graduate students through United Healthcare Student Resources (UHCSR). The plan provides coverage while studying abroad, including emergency medical evacuation to the nearest necessary medical facility, and transport back to Washington if deemed necessary. The plan includes coverage for outpatient mental health care and substance use treatment. Healthcare providers in Nairobi accept the UHCSR plan. Students who are ill or injured, or who are dealing with a mental health crisis, can receive immediate treatment.

Physical Facilities and Equipment

In February 2023, WSU president Kirk Schulz visited both the University of Nairobi and leased workspace for WSU Global Health – Kenya at Padmore Place in Nairobi. He had the opportunity to tour laboratory facilities utilized by WSU-affiliated faculty members and other facilities supporting jointly funded federal research, including doctoral-level research. The Padmore office facilities house nearly 20 full-time employees who are part of the WSU Global Health – Kenya program. These staff members support funded research efforts through procurement, financing, human resources, information technology services, and administration. The facilities, equipment and training of these staff members are equivalent to that of similar staff members on the WSU Pullman campus. At the University of Nairobi, he toured facilities in Veterinary Medicine, Medicine, Agriculture and Engineering. The equipment used by WSU-affiliated faculty and students was modern and equal to equipment in similar units at WSU Pullman and WSU Spokane. There was also a sufficient amount of instrumentation for multiple doctoral students to complete their lab-based research in a timely manner.

Library and Information Resources

Students will have full access to all digital resources offered by the WSU Libraries system. Additionally, the University of Nairobi has agreed to grant WSU students full privileges with their library, which holds over 750,000 books, 163,000 e-book subscriptions, and 75,000 journal subscriptions. These two sets of resources will completely meet student need.

The University of Nairobi has a secure internet access structure that employs Microsoft Active Directory to identify and authenticate users and is secured by the ESET Protect MDR enterprise systems package. Through this WSU personnel can safely connect to WSU servers through our Global Protect VPN portal.

Faculty

Washington State University currently has 12 faculty experts in infectious disease with primary or significant responsibility for work in Africa. All have a history of successful mentoring of doctoral students. WSU also has a full-time administrative manager on-site in Nairobi. The current manager has held the position for seven (7) years and her responsibilities include grants and contracts oversight. Twelve faculty and an on-site administrative professional are more than sufficient to cover program instructional and mentoring needs and manage student funding and services. In fact, we expect other of the 34 full-time faculty members in the Biomedical Sciences program to pursue research and doctoral training opportunities in Nairobi once the degree is extended to that location.

The University of Nairobi has 14 academic departments within its Faculty of Health Sciences. Of these, seven (7) can potentially provide experts to assist our doctoral students: Public and Global Health; Human Anatomy and Physiology; Clinical Medicine and Therapeutics; Human Pathology; Diagnostic Imaging and Radiation Medicine; Medical Microbiology and Immunology; and Pharmacy. WSU allows doctoral students to add external faculty to the dissertation committee once the required composition is met. The availability of University of Nairobi faculty adds a unique and beneficial feature to the Biomedical Sciences program.

Budget

Washington State University has sufficient funding in place for the Nairobi site. Operations are funded entirely from federal and private grants that are specified for study of infectious diseases that originate in Africa. No state monies are applied to program operation and no grant funds are being diverted from other projects. As noted previously, annual expenditures in Africa exceed \$25 million. These expenditures include graduate student assistantships and tuition, laboratory maintenance, operating expenses including rent to the University of Nairobi, and a large proportion of personnel salaries.

It is plausible that external funding could decline to the point where it is no longer feasible to maintain the Nairobi location. As this funding provides most of a program faculty member's salary, reductions in grant-getting activity are unlikely. As well, our Biomedical Sciences program ranks third nationally in total grant funding, and first in funding from the Centers for Disease Control. This track record gives us confidence that the current financial model for Nairobi will endure. However, if for any reason we determine that we can no longer operate the Nairobi site, students will be relocated to the Pullman campus to complete their degrees. In effect, we would revert to the current structure of students in Pullman analyzing samples collected in Nairobi.

~~FUTURE~~-ACTION ITEM #2 (updated 9/14/23)
Establishment of an Educational Location at the University of Nairobi
(Elizabeth S. Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of an Educational Location at the University of Nairobi

PROPOSED: That the Board of Regents establish an educational location at the University of Nairobi

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

SUPPORTING
INFORMATION:

Washington State University (WSU) proposes to establish an additional educational location on the campus of the University of Nairobi in Nairobi, Kenya. The US Department of Education defines an additional educational location as a site operated by another institution of higher education through which the university offers the majority of credits needed for a degree.

WSU has an established research presence in Nairobi to pursue research into infectious disease transmission and eradication. We would like to extend our existing Ph.D. in Biomedical Sciences degree to the site. This current proposal seeks only to formalize the location which is the first required step in the process. Extension of the degree follows a separate process and will only be initiated if WSU is approved to add Nairobi to the group of WSU degree-offering locations.

The proposal required by the Northwest Commission on Colleges and Universities (NWCCU) to establish an additional educational location at the University of Nairobi is attached. The Faculty Senate Steering Committee reviewed the proposal and provided feedback on May 22, 2023. The Provost's Office has carefully reviewed the proposal and supports the same. Additionally, if the additional educational location is approved, the Provost's Office and the College of Veterinary Medicine will work collaboratively with various departments across the WSU system to carefully review the financial arrangements, business processes, legal obligations, and complete a risk assessment for inclusion in the degree extension proposal.

ACTION ITEM #1

Amended Athletics Budget for Fiscal Year 2024 Approval (Leslie Brunelli/Pat Chun)

September 14-15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Amended Athletics Budget for Fiscal Year 2024 Approval

PROPOSED: That the Board of Regents approve the Amended Fiscal Year 2024 Athletics budget.

SUBMITTED BY: Pat Chun, Athletics Director
Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The Board of Regents approved the FY2024 Athletics budget in June of 2023.

Revenue

As of August of 2023, revenues are tracking approximately \$.4 million higher than budget. The upward trend is driven by a slight increase to ticket sales and annual fundraising. Athletics saw a strong close in fundraising for operations in FY23 and there is momentum carrying into the FY24. Waivers/fees and royalty revenue appear to be trending downward while processing fees related to the forecast increase in ticket sales have been reforecast at a slight increase. Early forecasts on other areas such as NCAA/Pac-12 and sponsorship revenue appear to be on budget based on the information available at this time. Ticket revenue and donations continue to be the largest opportunity for growth in FY2024. Athletics will continue to monitor all revenues and will have updated revenue projections for the November 2023 meeting.

Expense

Updated expenditure approval processes have been put in place for operating expenses, excellence fund expenses, and new hires. Through the first month of FY24, expenditures are tracking with budget, including salaries and benefits. Athletics remains proactive in forecasting and anticipating potential impacts to current and future year budgets and will update the Board of Regents at the November 2023 meeting.

ATTACHMENT: FY24 Budget Forecast as of August 18, 2023
FY19-FY24 Review

FY24 Budget Forecast as of August 18, 2023

REVENUES:	June BOR	Jul-23	Variance	
Ticket Sales	10.1	10.3	0.2	A.
Contributions/Endowments	11.1	11.4	0.3	B.
NCAA/Pac-12	38.1	38.1	0.0	C.
Royalties/Advert/Sponsor	4.3	4.2	(0.1)	D.
Direct Institutional Support	2.4	2.4	0.0	E.
Waviers/Student Fees	4.3	4.2	(0.1)	F.
Other Revenue	8.7	8.8	0.1	G.
Total Revenue	79.0	79.4	0.4	

EXPENSES:				
Compensation	30.3	30.3	0.0	H.
Scholarships	12.9	12.9	0.0	I.
Sport Programs	12.7	12.7	0.0	J.
Marketing/Fund Raising	1.8	1.8	0.0	K.
Debt Payments	10.0	10.0	0.0	L.
Direct Admin/Dues	4.6	4.6	0.0	M.
Other Expense	11.1	11.1	0.0	N.
Total Expenses	83.4	83.4	0.0	

Net Income from Operations	(4.4)	(4.0)	0.4
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Pac-12 Shortfall	0.0	0.0	0.0
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Total	(4.4)	(4.0)	0.4
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- A. Ticket Sales and sales fees
- B. Annual Fund, Program donations tied to expense, Capital donations tied to expense, endowment distribution
- C. Pac-12 Media Distribution, Pac-12 Conference Operations Distribution, NCAA Revenue
- D. Royalty and Sponsorship Revenue
- E. Annual Direct Campus Support for Pac-12 Affiliation Fees
- F. Gender Equity Waivers and S&A Fees
- G. Ticket Facility Fees, Parking, Bowl Revenue, Facility Rentals, Concessions, Camps, Game Guarantees, In-Kind,
- H. Salaries and Benefits
- I. Fall/Spring/Summer Financial Aid and Waivers
- J. Team Travel, Recruiting, Team Equipment, Gameday Expense, Student Athlete Meals, Medical Expenses
- K. Marketing and Fundraising expenses
- L. Annual Debt Service
- M. Business Office, Administration, Pac-12 Affiliation Fees
- N. Custodial, Maintenance, Program Administrative costs, Camps, Bowl Expense, Excellence Accounts

**There may be minor differences in subtotals shown above due to rounding to dollars million.*

FY19-FY24 Review

Washington State University						
REVENUES:	FY19	FY20	FY21	FY22	FY23 (8/30)	FY24 (8/30)
Ticket Sales	9.5	8.6	0.0	9.3	10.2	10.3
Contributions/Endowments	12.4	10.7	8.5	10.7	12.7	11.4
NCAA/Pac-12	34.2	34.7	22.5	38.7	35.8	38.1
Royalties/Advert/Sponsor	4.6	4.3	3.4	4.9	4.6	4.2
Institutional Support	0.0	0.0	0.0	0.0	1.4	2.4
Waivers/Student Fees	5.2	5.2	4.8	5.0	4.4	4.2
Other Revenue	5.8	6.6	0.8	6.4	8.0	8.8
Total Revenue	71.7	70.1	40.0	75.0	77.1	79.4
EXPENSES:						
Compensation	27.7	28.5	25.6	29.1	29.5	30.3
Scholarships	11.0	10.5	11.4	12.2	12.3	12.9
Sport Programs	11.4	10.7	7.4	13.2	16.7	12.7
Marketing/Fund Raising	1.8	1.3	1.2	1.5	2.7	1.8
Debt Payments	9.2	9.2	10.0	10.8	10.0	10.0
Direct Admin/Dues	4.7	4.6	4.6	3.6	4.6	4.6
Other Expense	10.3	12.5	4.8	12.6	13.3	11.1
Total Expenses	76.1	77.3	65.0	83.0	89.0	83.4
Net Income from Operations	(4.4)	(7.2)	(25.0)	(8.0)	(11.9)	(4.0)
Proceeds from Financing/Savings from Debt Refinance			35.6	10.0	1.0	0.0
Net Income After Financing	(4.6)	(7.1)	10.6	2.0	(10.9)	(4.0)

* General Revenue Bond had \$1M payment for FY2023 (FY23 total Athletics debt service of \$11M). In 2021, WSU borrowed \$37.8M, of which \$1.9M was capitalized interest to cover payments in FY22 and FY23, for net bond proceeds of \$35.6M

June-23	FY19	FY20	FY21	FY22	FY23
Cash Deficit without Capital Contributions and Donations at 6/30	(89.8)	(95.6)	(81.7)	(89.6)	(102.0)
Capital Donation Cash Balance at 6/30	13.3	8.9	15.2	38.0	42.3
Cash Deficit after Capital Contributions and Donations at 6/30	(76.5)	(86.7)	(66.5)	(51.6)	(59.7)

*There may be minor differences in subtotals shown above due to rounding to dollars million.

ACTION ITEM #2

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

September 14, 2023

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 Vancouver Student Technology Fee Committee for the 2024 fiscal year.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

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

The Process

The Vancouver Student Technology Fee Committee is student led with a majority of votes assigned to students. The committee conducted hearings to review funding requests from a variety of university groups for technology projects that will benefit WSU Vancouver students.

The following allocations as recommended by the Vancouver Student Technology Fee Committee and have been reviewed by Chancellor Netzhammer and President Schulz and are recommended for approval by the Board of Regents.

REQUEST TITLE	APPROVED AMOUNT
Free Printing	\$2,500.00
Earbuds	\$212.00
Student Loaner Laptops	\$13,480.00
VFSC Podium Equipment	\$4,560.00
Virtual Computer	\$13,966.00
WiFi Modernization	\$88,000.00
Electronic Reader Board	\$5,580.00
Total	\$128,298.00

Memos documenting committee recommendations and leadership review are found here: <https://budget.wsu.edu/documents/2023/07/wsu-vancouver-student-tech-fee-documentation.pdf>

We are requesting that the Board approve these allocations. This action item was presented to the Regents as a future action item at the March 2023 meeting.

ACTION ITEM #3

Proposed Revisions to the Washington Administrative Code (WAC)
Chapter 504-45 – Public Records
(Leslie Brunelli/Danielle Hess)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed Revisions to the Washington Administrative Code (WAC)
Chapter 504-45 – Public Records

PROPOSED: That the Board of Regents approve proposed revisions to the Washington Administrative Code (WAC) Chapter 504-45 – Public Records.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

**SUPPORTING
INFORMATION:**

WSU's Office of Public Records is taking steps to improve and streamline its administrative processes, including updating administrative regulations, policies and procedures, and the office website. As part of this effort, the office is proposing revisions to WAC 504-45, which include the following:

- Clearly designating WSU's public records portal, NextRequest, as the preferred method for submitting requests;
- Specifically authorizing WSU to group requests for purposes of efficiency when it receives multiple requests from the same individual or organization;
- Clarifying WSU's authority to close requests as abandoned when a requester is not responsive or fails to pay invoiced costs;
- Allowing WSU to charge for staff time used in redacting police body camera footage;
- Authorizing WSU to accept credit and debit cards for payment of costs and to charge a service fee when required by the payment processor; and
- Revising the review procedure so that appeals go to the public records officer's supervisor.

A public hearing on the proposed amendments was held on August 9, 2023, and no written or oral comments were received. A redline version

of the proposed changes is available [here](#). If approved by the Regents, the revisions will take effect on or about October 19, 2023.

ATTACHMENT: Washington Administrative Code (WAC) Chapter 504-45 – Public Records – Clean Copy

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-020 Agency description—Contact information—Public records officer. (1) Washington State University is an institution of higher education, authority for which is located in chapter 28B.30 RCW. The system administrative offices and the main campus of the university are located at Pullman, Washington. Other campuses are located at Spokane, Tri-Cities, Vancouver, and Everett, Washington. There is also a global (online) campus. Agricultural research centers are located at Mt. Vernon, Prosser, Puyallup, Vancouver, and Wenatchee, Washington. Cooperative extension offices are maintained at the county seats of all counties in the state. The university also has operations offices at Seattle and Olympia, Washington.

(2) Any person wishing to request access to public records of the university, or seeking assistance in making such a request, should contact the university's public records office located at the Pullman administrative offices. Current contact information and additional information regarding release of public records, including costs, are available on the university's website at <https://wsu.edu>.

(3) The public records officer oversees compliance with the act, but another university staff member may process the request. Therefore, these rules refer to the public records officer or "designee." The public records officer or designee and the university provide the "fullest assistance" to requestors; ensure that public records are protected from damage or disorganization; and prevent fulfilling public records requests from causing excessive interference with essential functions of the university.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-020, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-020, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-020, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-030 Availability of public records. (1) Hours for inspection of records. Public records are available for inspection and copying by appointment during normal business hours of the university. For the purposes of this chapter, the normal business hours for the public records office are from 8:00 a.m. to noon and from 1:00 p.m. to

5:00 p.m., Monday through Friday, excluding the university's holidays and scheduled and emergency closure periods. Records must be inspected at the offices of the university.

(2) Index of records. An index of final orders, declaratory orders, interpretive statements, and policy statements entered after June 30, 1990, is available at the office of the university's rules coordinator at the Pullman campus. The university posts links to many of these records on its website at <https://wsu.edu>.

(3) Organization of records. The university maintains its records in a reasonably organized manner. The university takes reasonable actions to protect records from damage and disorganization. A requestor must not take university records from university offices without the permission of the public records officer or designee. Certain records are available on the university's website at <https://wsu.edu>. Requestors are encouraged to view the documents available on the website prior to submitting a records request.

(4) Making a request for public records.

(a) Any person wishing to inspect or copy public records of the university should make the request in writing on the university's public records portal, using the request form on the university's website, or by letter or email addressed to the public records officer

or designee. The university also honors in-person requests received by the public records office during normal business hours. The public records office records in-person verbal requests in writing and confirms the substance of the request with the requestor. The following information must be included in the request:

(i) Name of the person requesting records, unless the requestor wishes to remain anonymous;

(ii) Mailing address of requestor;

(iii) Other contact information, including telephone number and any email address;

(iv) Identification of the public records adequate for the public records officer or designee to locate the records; and

(v) The date of the request.

(b) If the requestor wishes to have copies of the records made instead of simply inspecting them, they should so indicate and make arrangements to pay for copies of the records or a deposit. Pursuant to RCW 42.56.120, standard photocopies or electronically produced copies are provided at the rates established in WAC 504-45-070. A requestor may also refer to the university's website at <https://wsu.edu> for current rates.

(c) A form is available for use by requestors at the public records office and on the university's website at <https://wsu.edu>. [Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-030, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-030, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-030, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-040 Processing of public records requests—General.

(1) Providing "fullest assistance." The university is charged by statute with adopting rules which provide for how it is to "provide full access to public records," "protect records from damage or disorganization," "prevent excessive interference with the essential functions of the agency," provide "fullest assistance" to requestors, and provide the "most timely possible action" on public records requests. The public records officer or designee processes requests in the order allowing the most requests to be processed in the most efficient manner. This may include grouping requests to help ensure university resources are being used efficiently, for example, when an

individual requestor, or one or more requestors from the same organization, makes multiple records requests.

(2) Acknowledging receipt of request. Within five business days of receipt of the request, the public records officer or designee does one or more of the following:

(a) Makes the records available for inspection or copying;

(b) If copies are requested and payment for the copies, if any, is made or terms of payment are agreed upon, sends the copies to the requestor;

(c) Provides a reasonable estimate of when records will be available;

(d) If the request is unclear or does not sufficiently identify the requested records, requests clarification from the requestor. Such clarification may be requested and provided by telephone, email, or mail. Based upon that clarification, the public records officer or designee may revise the estimate of when records will be available; or

(e) Denies the request.

(3) Consequences of failure to respond. If the university does not respond in writing within five business days of receipt of the request for disclosure, the requestor should consider contacting the

public records officer or designee to determine the reason for the failure to respond.

(4) Protecting rights of others. In the event that the requested records contain information that may affect rights of others and may be exempt from disclosure, the public records officer or designee may, prior to providing the records, give notice to such others whose rights may be affected by the disclosure. Such notice should be given so as to make it possible for those other persons to contact the requestor and ask them to revise the request, or, if necessary, seek an order from a court to prevent or limit the disclosure. The notice to the affected persons includes a copy of the request.

(5) Records exempt from disclosure. Some records are exempt from disclosure, in whole or in part. If the university believes that a record is exempt from disclosure and should be withheld, the public records officer or designee states the specific exemption and provides a brief explanation of why the record or a portion of the record is being withheld. If only a portion of a record is exempt from disclosure, but the remainder is not exempt, the public records officer or designee redacts the exempt portions, provides the nonexempt portions, and indicates to the requestor why portions of the record are being redacted.

(6) Inspection of records.

(a) Consistent with other demands, the university must promptly provide space to inspect public records. No member of the public may remove a document from the viewing area or disassemble or alter any document. The requestor must indicate which documents they wish the university to copy.

(b) The requestor must claim or review the assembled records within 30 days of the university's notification to them that the records are available for inspection or copying. The university notifies the requestor in writing of this requirement and informs the requestor that they should contact the university to make arrangements to claim or review the records. If the requestor or a representative of the requestor fails to claim or review the records within the 30-day period or make other arrangements, the university may close the request. Other public records requests can be processed ahead of a subsequent request by the same person for the same or almost identical records, which can be processed as a new request.

(7) Providing copies of records. After inspection is complete, the public records officer or designee makes any copies of records requested by the requestor or arranges for copying.

(8) Providing records in installments. When the request is for a large number of records, the public records officer or designee provides access for inspection and copying in installments, if they reasonably determine that it would be practical to provide the records in that way. If, within 30 days, the requestor fails to inspect the entire set of records or one or more of the installments, the public records officer or designee may stop searching for the remaining records and close the request.

(9) Completion of inspection. When the inspection of the requested records is complete and all requested copies are provided, the public records officer or designee indicates that the university has completed a diligent search for the requested records and made any located nonexempt records available for inspection.

(10) Closing withdrawn or abandoned request. The public records officer or designee may close the request and indicate to the requestor that the university has closed the request when the requestor:

(a) Withdraws the request;

(b) Fails to provide clarification within 30 days of a request for clarification;

(c) Fails to fulfill their obligations to inspect the records, which includes opening and downloading the records within 30 days; or

(d) Fails to pay the deposit or final payment for the requested copies within 30 days.

(11) Later discovered documents. If, after the university has informed the requestor that it has provided all available records, the university becomes aware of additional responsive documents existing at the time of the request, it must promptly inform the requestor of the additional documents and make them available for inspection or provide copies upon payment on an expedited basis.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-040, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-040, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-040, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-050 Processing of public records requests—Electronic records. (1) Requesting electronic records. The process for

requesting electronic public records is the same as for requesting paper public records.

(2) Providing electronic records. When a requestor requests records in an electronic format, the public records officer or designee provides the nonexempt records or portions of such records that are reasonably locatable in an electronic format that is used by the agency and is generally commercially available, or in a format that is reasonably translatable from the format in which the agency keeps the record.

(3) Customized access to databases. With the consent of the requestor, the university may provide customized access under RCW 43.105.355 if the record is not reasonably locatable or not reasonably translatable into the format requested. The university may charge a fee consistent with RCW 43.105.355 for such customized access. (See WAC 504-45-070.)

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-050, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-050, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-050, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-060 Exemptions. (1) The Public Records Act provides that a number of types of records are exempt from public inspection and copying. In addition, records are exempt from disclosure if any "other statute" exempts or prohibits disclosure. Requestors should be aware of the following exemptions, outside the Public Records Act, that restrict the availability of some records held by the university for inspection and copying. This is not an exhaustive list as numerous exemptions exist outside the act. The university's failure to list an exemption here does not affect the efficacy of any exemption.

(a) RCW 5.60.060 - Privileged communications;

(b) 20 U.S.C. 1232g - Family Education Rights and Privacy Act (FERPA);

(c) 42 U.S.C. 405 (c) (2) (vii) (1) - Social Security numbers;

(d) 45 C.F.R. parts 106 and 164 - Health Insurance Portability and Accountability Act of 1996 (HIPAA);

(e) Chapter 19.108 RCW and RCW 4.24.601 - Uniform Trade Secrets Act; and

(f) Chapter 10.97 RCW - Regarding criminal history information.

(2) The university is prohibited by statute from providing lists of individuals for commercial purposes.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-060, filed 11/20/17, effective 12/21/17; WSR 07-04-027, § 504-45-060, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-070 Costs of providing public records. (1) Costs for public records. There is no fee for inspecting public records. The following fees apply to copies of public records:

(a) Ten cents per page for records scanned into electronic format;

(b) Five cents for every four electronic files or attachments uploaded to an email, cloud storage service, or other electronic delivery system;

(c) Ten cents per gigabyte for transmitting records electronically;

(d) Fifteen cents per page for photocopies of public records and/or printed copies of electronic public records when requested;

(e) The actual cost of any digital storage media or device provided by the agency, the actual cost of any container or envelope used to mail the copies to the requestor, and the actual postage or delivery charge;

(f) For body worn camera footage, staff redaction time as provided in RCW 42.56.240 (14) (f); and

(g) Under RCW 42.56.130, the university may charge other copy fees authorized by statutes outside chapter 42.56 RCW.

(2) In addition to the charge imposed for providing public records and for the use by any person of university equipment, the university may include a customized service charge. The university charges for customized services pursuant to RCW 42.56.120(3). The customized service charge may reimburse the university up to the actual cost of providing the services in this section. The university provides the requestor the opportunity to amend their request in order to avoid or reduce the cost of a customized service charge. The university may require a deposit in an amount not to exceed 10 percent of the estimated cost of providing records for a request, or 10 percent of the estimated cost of staff redaction time for body worn camera footage, including a customized service charge. If the university makes a request available on a partial or installment

basis, the university may charge for each part of the request as it is provided.

(3) Payment. Payment may be made by credit or debit card, cash, check, or money order to the university. For payments made by credit or debit card, a service fee equivalent to the cost of processing the payment is charged.

(a) All required fees must be paid in advance of release of the copies or an installment of copies, or in advance of when a deposit is required. The university notifies the requestor of when payment is due.

(b) The university closes a request when a requestor fails by the payment date to pay in the manner prescribed for records, an installment of records, or a required deposit.

(4) Pursuant to RCW 42.56.120(2), the university declares that it would be unduly burdensome for it to calculate the actual costs it charges for providing copies of public records for the following reasons:

(a) Funds were not allocated for performing a study to calculate such actual costs and the agency lacks the necessary funds to perform a study and calculations;

(b) Staff resources are insufficient to perform a study and to calculate such actual costs; and

(c) A study would interfere with and disrupt other essential agency functions.

(5) The university's public records office publishes a schedule of fees on the university's website consistent with this rule. The university reserves the right to change its fees as allowed by RCW 42.56.120.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-070, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-070, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-070, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-080 Review of denials of public records. (1)

Petition for internal administrative review of denial of access. Any person who objects to the initial denial or partial denial of a records request may petition in writing (including email) to the public records officer for a review of that decision. The petition

must include a copy of, or reasonably identify, the written statement by the public records officer or designee denying the request.

(2) Consideration of petition for review. The public records officer immediately refers the petition to their supervisor, or a designee in the supervisor's absence, who considers the petition and either affirms or reverses such denial within two business days following the university's receipt of the petition, or within such other time as the university and the requestor mutually agree.

(3) Review by the attorney general's office. Pursuant to RCW 42.56.530, if the university denies a requestor access to public records because it claims the record is exempt in whole or in part from disclosure, the requestor may request the attorney general's office review the matter. The attorney general has adopted rules on such requests in WAC 44-06-160.

(4) Judicial review. Any person may request court review of denials of public records requests pursuant to RCW 42.56.550 at the conclusion of two business days after the initial denial regardless of any internal administrative appeal.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-080, filed 11/20/17, effective 12/21/17; WSR 08-08-055, § 504-45-080, filed

3/27/08, effective 4/27/08; WSR 07-04-027, § 504-45-080, filed
1/29/07, effective 3/1/07.]

ACTION ITEM #4

WSU Pullman, College of Agricultural, Human, and Natural Resource Sciences
Knott Dairy Center Renovation, Project Budget Approval
(Leslie Brunelli/ Olivia Yang/Elizabeth Chilton)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, College of Agricultural, Human, and Natural Resource Sciences (CAHNRS), Knott Dairy Center Renovation, Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, CAHNRS Knott Dairy Center Renovation with a total budget not to exceed \$10,000,000 and authorize the project to proceed 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 project within the budgeted amount.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The Knott Dairy Center has been operational since the early 1960s. Its function is directly related to the land-grant mission of the University, and it is a critical resource utilized for teaching, research, and extension. It is also a key source for milk production for Cougar cheeses and ice cream, which provides unique opportunities for WSU students and faculty while showcasing our program to the public.

The facility does not meet current and modern standards to optimally reflect the excellence that WSU represents and expects. Based upon the 2017-2021 Minor Capital Renewal (MCR) funded projects and recent repairs, rough estimates to address the outlined needs below are in the range of \$6 to 8 million in construction costs. This project will address the most critical areas required for continued operation and program growth such as replacement of deficient animal housing facilities and infrastructure components.

The Animal Sciences, the College of Veterinary Medicine, Campus Veterinary Office, Food Sciences, WSU Creamery, and the WSU Office of Research Assurances will all directly benefit from this capital investment. This investment will foster and enhance collaboration relating to agricultural sustainability initiatives that include soil, water, crops, air quality, technology, and environmental management.

WSU is recognized and commended for the unique opportunities that students have to observe how dairies can provide high-quality milk and utilize that milk to make exceptional products such as Cougar Gold cheese and Ferdinand’s ice cream. These products have built national recognition, won national awards, and received national coverage that accentuates and aligns with WSU excellence. These products and potential increases in production require investment into the KDC, which provides nearly 100% of the necessary milk and milk components.

Animal Sciences is a critical and high enrollment program within CAHNRS. It aligns with our land-grant mission, our state industry, and economic growth.

Project Schedule:

Design	October 2023 – May 2024
Construction	March 2024 - May 2025

Project Budget:

Professional Services	\$762,000
Construction	\$7,897,400
Project Management	\$635,000
Equipment/Furnishings	\$575,600
Other	\$130,000

Total Project Budget **\$10,000,000**

Source of Funds:

State Capital \$10,000,000

Total Source of Funds **\$10,000,000**

ATTACHMENT: Attachment A - Aerial Site

Attachment A - Aerial Site



BOARD OF REGENTS

WSU Pullman, College of Agricultural, Human, and Natural Resource Sciences
Knott Dairy Center Renovation, Project Budget Approval

Resolution #230915-686

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:

1. Approves the WSU Pullman, CAHNRS Knott Dairy Center Renovation with a total budget not to exceed \$10,000,000 and authorize the project to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete the project within the budgeted amount.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #5

WSU Spokane, Biomedical and Health Sciences Building Phase II Project Budget Approval (Leslie Brunelli/ Olivia Yang/Daryll DeWald)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Spokane, Biomedical and Health Sciences Building Phase II, Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Spokane, Biomedical and Health Sciences Building Phase II project budget not to exceed \$7,000,000 and authorize the project to proceed 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 this phase of the project within the budget.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

**SUPPORTING
INFORMATION:**

The Biomedical and Health Sciences Building Phase II, also referred to as the Team Health Education Building, will provide space for clinical education and create a transformative environment with opportunities for team health education with the regional workforce partners and health care professionals. The Team Health Education Building will serve as the focal point for experiential learning and clinical education through simulation and clinical research on the WSU Spokane Campus. The building will serve the Colleges of Medicine, Pharmacy and Pharmaceutical Sciences, and Nursing.

The Team Health Education Building will be a unique facility for team health education, as all three colleges will be able to run interdisciplinary (interprofessional) scenarios replicating real life events for students. The interdisciplinary simulations are currently something WSU is unable to accommodate due to limited space within the WSU health science campus and within the individualized departmental simulation rooms. Currently, most of the simulation facilities are used for skills development only, with limited room for scenario training. The building will also allow

the colleges to interact with professionals from health care provider systems within the Inland Northwest. The providers, including Providence, MultiCare, Chas Health, and Kaiser Permanente, have a desire to utilize the facility in the continual training of their employees in new procedures and techniques to improve health care. Team health training opportunities will position WSU as a leader in health sciences education, preparing health professionals for now and the future.

Project Schedule:

Design	July 2023-May 2024
Construction	March 2024-July 2024

Project Budget:

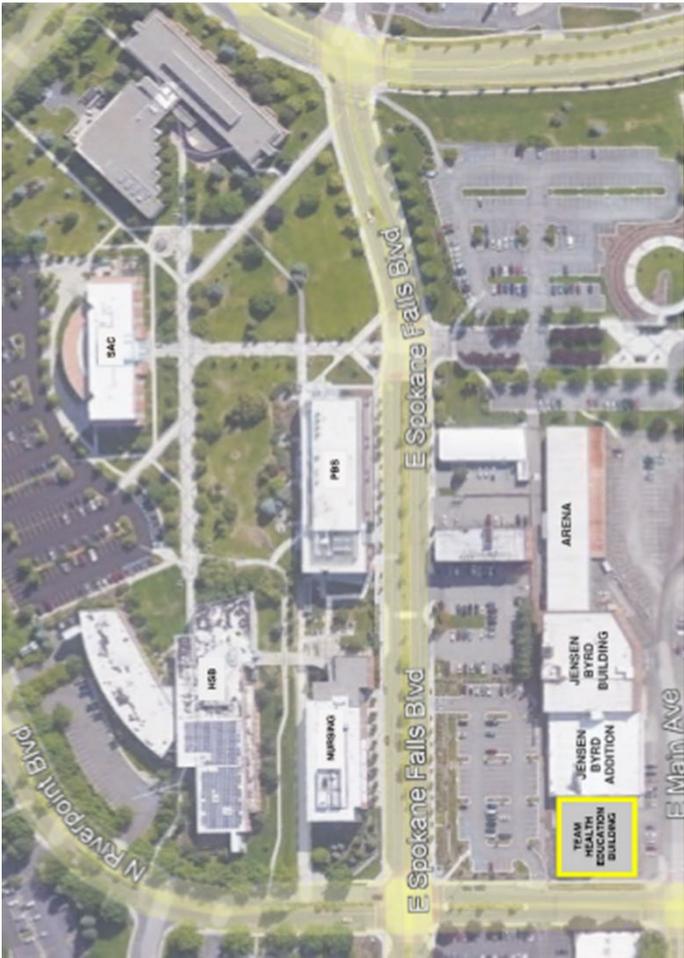
Design	\$2,500,000
Construction (incl. contingency & sales tax)	\$4,000,000
Project Management Fees	\$500,000
Total Project Budget	<u>\$7,000,000</u>

Source of Funds:

FY 2023-25 State Funds	\$7,000,000
Total Source of Funds	<u>\$7,000,000</u>

ATTACHMENT: Attachment A - Aerial Site

Attachment A – Aerial Site



BOARD OF REGENTS
WSU Spokane, Biomedical and Health Sciences Building Phase II
Project Budget Approval

Resolution #230915-687

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:

1. Approves the WSU Spokane, Biomedical and Health Sciences Building Phase II project budget not to exceed \$7,000,000 and authorize the project to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete this phase of the project, within the budgeted amount.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #6

**WSU Pullman, College of Veterinary Medicine -
Bustad Hall Renovation (Simulation-Based Education Program) -
Project Budget Approval
(Leslie Brunelli/ Olivia Yang/Elizabeth Chilton)**

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, College of Veterinary Medicine (CVM), Bustad Hall Renovation (Simulation-Based Education Program), Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, CVM, Bustad Hall renovation (simulation-based education program) with a total project budget not to exceed \$8,000,000 and authorize the project to proceed 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 project within the budget.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

**SUPPORTING
INFORMATION:**

This project is for the renovation of lab facilities in Bustad Hall that were vacated with the recent completion of the new Global Animal Health facility. These labs will be updated to enhance the Simulation-Based Education (SBE) program within CVM. The proposed project scope to renovate portions of Bustad Hall will provide the functioning teaching and storage space necessary for SBE to maintain its status as the only veterinary program accredited through the Society for Simulation in Healthcare. It is imperative that graduates demonstrate competence in a multitude of clinical skills, and SBE helps them achieve this competence.

Recent capital expenses have prioritized the CVM biomedical research mission. The CVM has few flexible education spaces for creative and innovative instructional design and delivery, which must be addressed if meaningful evolution of veterinary medical education is to be achieved at WSU. Investments in SBE will pay dividends in recruiting students and faculty to the CVM, creating educational research and incubator

opportunities, and establishing a safe environment conducive to deep learning.

Expansion and refinement of the SBE facilities could positively impact many WSU programs through future interdisciplinary collaboration. Creating renovated space for SBE will support CVM and the WSU College of Education, whose Athletic Training program regularly utilizes SBE’s programming services. Past interdisciplinary collaborations have also included Educational Psychology, Mechanical Engineering, and Bioengineering. Simulation can be a vital component to prepare graduates in a multitude of disciplines and contributes to educational equity by leveling the educational playing field for students from diverse backgrounds.

Project Schedule:

May 2023	Regents Future Action for Project Budget Approval
September 2023	Regents Action for Project Budget Approval Regents Future Action for Design Approval
November 2023	Regents Action for Design Approval
April 2024 - June 2025	Construction

Project Budget:

Construction (incl. contingency & sales tax)	\$5,650,000
Professional Services	\$600,000
Project Management	\$550,000
Moveable Equipment/Furnishings	<u>\$1,200,000</u>
 Total Project Budget	 <u>\$8,000,000</u>

Source of Funds:

FY2023-25 State Funds	<u>\$8,000,000</u>
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BOARD OF REGENTS
WSU Pullman, College of Veterinary Medicine -
Bustad Hall Renovation (Simulation-Based Education Program) -
Project Budget Approval

Resolution #230915-688

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:

1. Approves the WSU Pullman, CVM, Bustad Hall Renovation (simulation-based education program) with a total project budget not to exceed \$8,000,000 and authorize the project to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete the project, within the budgeted amount.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #7
WSU Pullman, Taylor Sports Complex
Project Budget Approval
(Leslie Brunelli /Olivia Yang/Pat Chun/Elizabeth Chilton)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Taylor Sports Complex Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, Taylor Sports Complex project with a total budget not to exceed \$ 27,500,000, authorize the project to proceed to design and construction, 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 project, within the budgeted amount.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

SUPPORTING
INFORMATION:

As part of the Athletic Department's long-range plan, WSU identified the renovation of the existing Indoor Practice Facility, which was built in 2002, as a priority. The Taylor Sports Complex will replace the existing air supported structure with a new facility. This improved facility will allow all WSU athletic programs an indoor practice location in inclement weather. This facility is considered critical to allow WSU to continue to compete at the highest level with peer programs.

Over the past several years, WSU Athletics has successfully secured pledges and cash donations for this project. As of April of 2023, there are \$22.8 million in gross cash contributions received, with an additional \$4.7 million in gross pledges outstanding over the next 5 years (both shown before fees, expenses and allowances). To date, Athletics has received 83% of the total fundraising effort in cash. Gross cash contributions are projected to reach \$23.6 million by December 2023, and \$25.3 million by the end of December 2024. See Attachment B.

Project Schedule:

September 2022	Regents Future Action for Design Phase
November 2022	Regents Approval of Design Phase
December 2022 – February 2023	Design Builder Procurement
Spring 2023	Design Begins
May 2023	Regents Action for Design Phase Budget Increase Regents Future Action for Project Budget, and Design Approval
September 2023	Regents Action for Project Budget and Design Approval
Fall 2023	Construction Begins

Project Budget

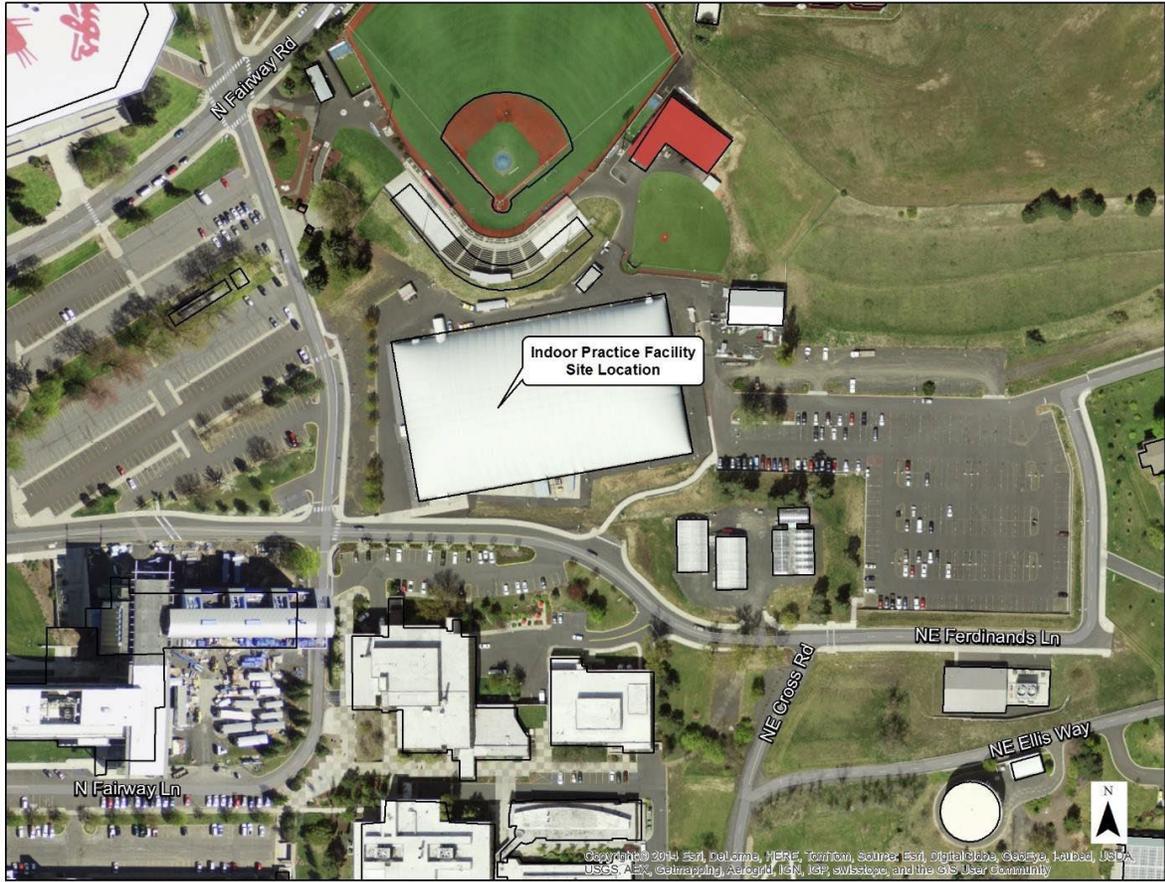
Design and Preconstruction Services	2,200,000
Early Material Procurement	6,000,000
Construction (including contingency & sales tax)	14,500,000
Project Administration	900,000
Moveable Equipment/Furnishings	700,000
Other	400,000
Design and Construction Project Budget	\$24,700,000

Source of Funds

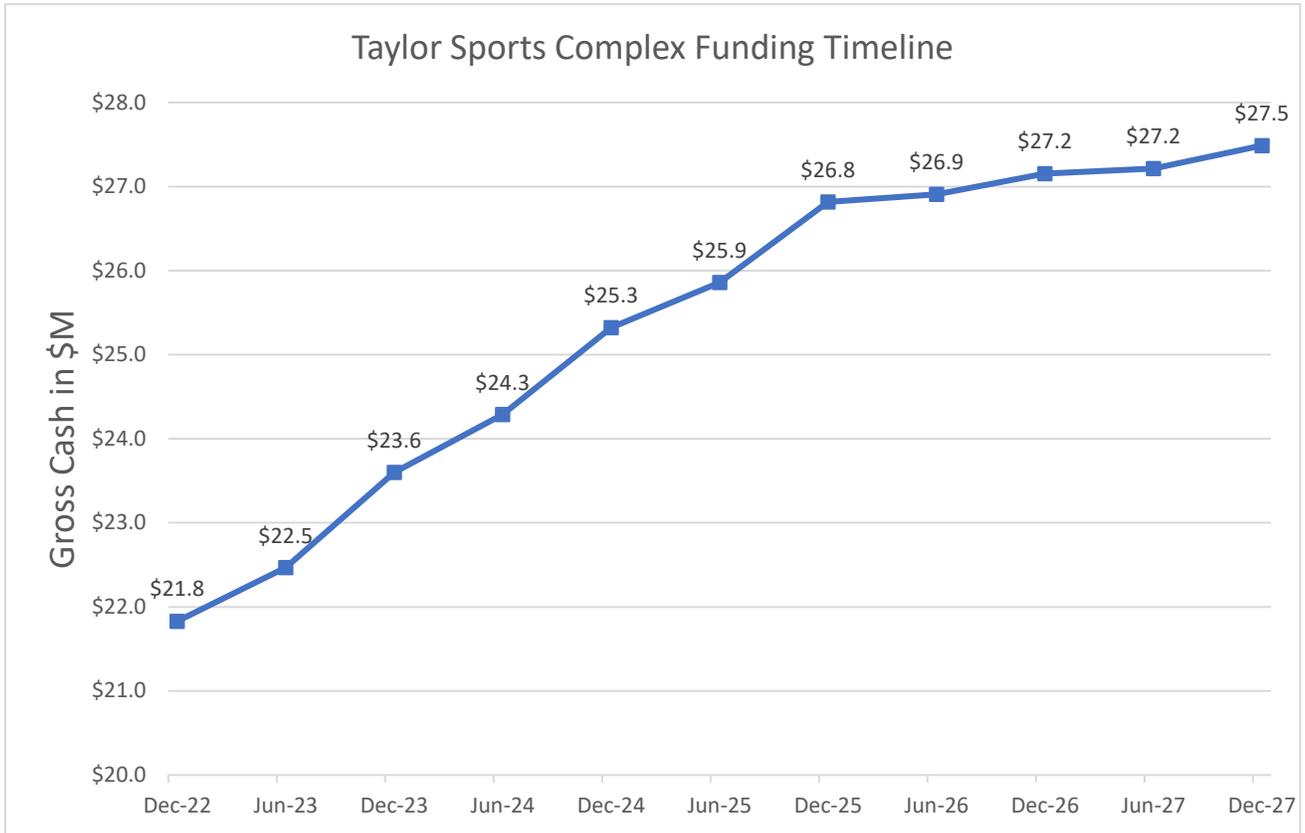
WSU Athletics has obtained gross donated cash and pledges of \$27.5 million for the Taylor Sports Complex. The project budget will be funded from available donated cash on hand for the project. Based on pledge schedule the total project budget is 24,700,000.

ATTACHMENTS: Attachment A - Aerial Site
Attachment B - Taylor Sports Complex Pledge Schedule

Attachment A - Aerial Site



Attachment B – Taylor Sports Complex Pledge Schedule



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

BOARD OF REGENTS
WSU Pullman, Taylor Sports Complex
Project Budget Approval

Resolution #230915-689

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:

1. Approves the WSU Pullman, Taylor Sports Complex project with a total budget not to exceed \$27,500,000 and authorize the project to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete the project, within the budgeted amount.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #8

WSU Pullman, Taylor Sports Complex
Design Approval

(Leslie Brunelli/Olivia Yang/ Pat Chun/Elizabeth Chilton)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Taylor Sports Complex, Design Approval

PROPOSED: That the WSU Board of Regents approve the schematic design for the WSU Pullman, Taylor Sports Complex.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

SUPPORTING

INFORMATION: As part of the Athletic Department’s long-range plan, WSU identified the renovation of the existing Indoor Practice Facility, which was built in 2002, as a priority. The Taylor Sports Complex would replace the existing air supported structure with a new facility. This improved facility will allow all WSU athletic programs to have an indoor practice location in inclement weather.

The new facility will be located at the same site as the existing air supported structure and will utilize as many existing utilities and foundation improvements as possible. The new facility will include multiple improvements that will enhance the types of training that can take place by multiple athletic programs in the facility.

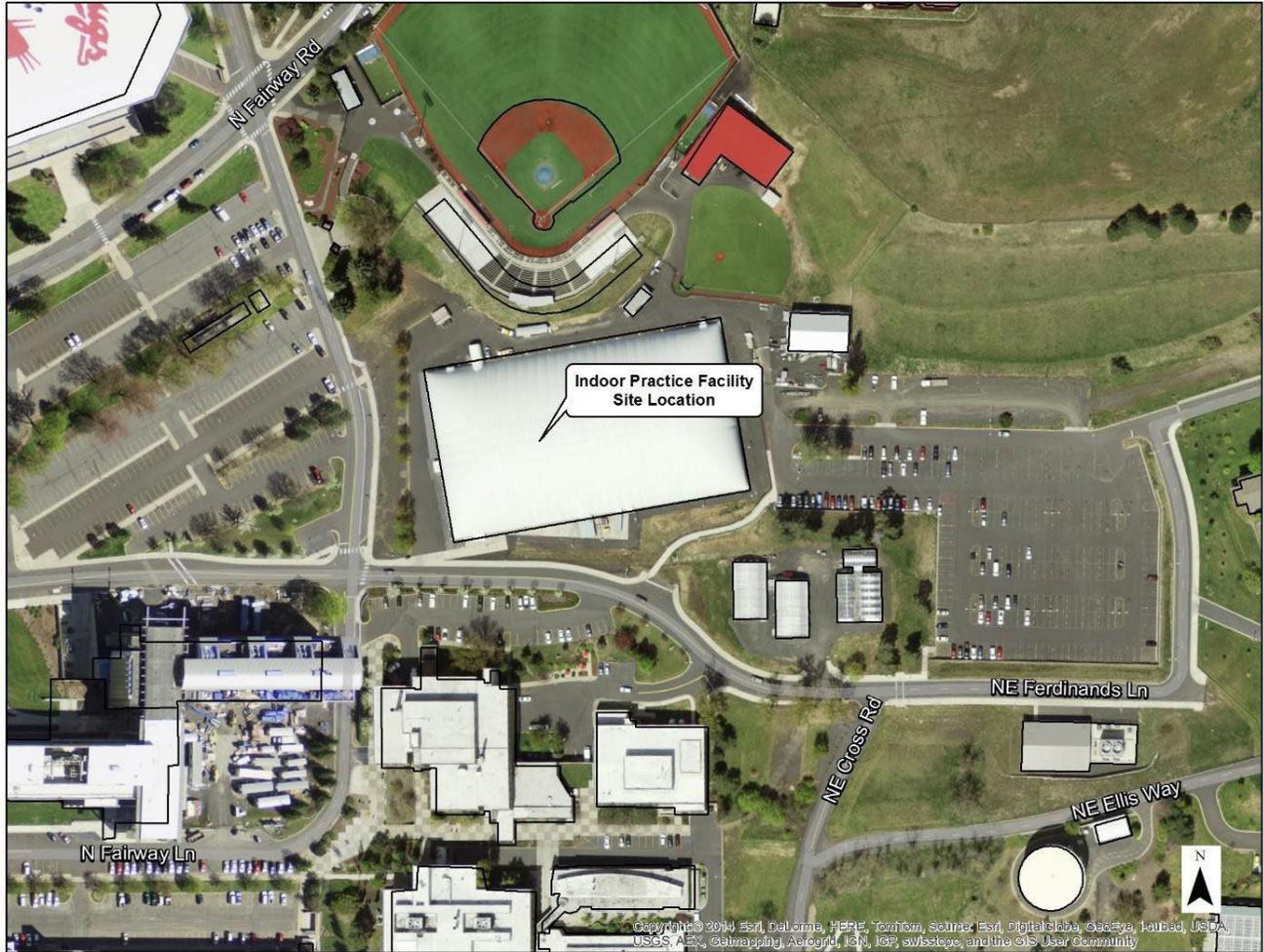
Project Schedule:

September 2022	Regents Future Action for Design Phase
November 2022	Regents Approval of Design Phase
December 2022 – February 2023	Design Builder Procurement
Spring 2023	Design Begins
May 2023	Regents Action for Project Design Phase Budget Increase Regents Future Action for Budget and Design Approval

September 2023	Regents Action for Budget and Design Approval
Fall 2023	Construction Begins

ATTACHMENT: Attachment A - Aerial Site

Attachment A – Aerial Site



ACTION ITEM #9

WSU State Minor Capital Contracts (Leslie Brunelli/ Olivia Yang/Elizabeth Chilton)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU State Minor Capital Contracts Approval

PROPOSED: That the WSU Board of Regents approve the WSU State Minor Capital Contracts and authorize the contracts to proceed 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 projects within the budgeted amounts.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

**SUPPORTING
INFORMATION:**

The 2023 State Legislature approved \$53M in state minor capital funds, of which \$40M is for building preservation (Minor Capital Renewal or MCR) and \$13M is for academic and research programs (Minor Capital Improvement or MCI).

The MCR and MCI appropriation includes hundreds of smaller projects, which cannot exceed \$2M by statute. In past biennia, these projects were contracted individually.

In the 2021 Legislature, WSU received authorization to pilot the use of design-build under \$2M. We used this pilot process on several projects in an effort to increase the utilization of smaller firms in the design-build arena. The results are gratifying regarding the value of dollars spent and delivery times.

We recently received feedback from our smaller general contractors and trade partners (mechanical and electrical contractors) that they have limited capacity to respond to our solicitations, whether for design-bid-build or under \$2M design-build procurement. Currently, it is not unusual for our smaller design-bid-build projects to receive no bids.

We propose bundling like projects into larger design-build contracts instead. This optimizes the buying power of the larger firms and will also allow us to make early purchase of long lead items. (Some of these long lead items take over a year). This approach will also allow us to optimize the current number of project staff in managing fewer large contracts.

In addition, we have recently asked firms pursuing our larger design-build contracts to lean into the support of small businesses by addressing barriers to small business access to capital and training. From our experience in the pilot design-build under \$2M, we recognize that firms pursuing our larger design-build projects are better positioned to efficiently and effectively help small businesses in addressing issues around access to capital (prompt pay, bonding assistance, etc.) and access to training (mentoring, networking, etc.).

The attachment shows the different state minor capital projects and the proposed contract bundling. The proposed contracts are:

1. Infrastructure Electrical \$5.150M
2. Infrastructure Chiller/Metering \$4.219M
3. Building Systems HVAC/BAS \$8.725M
4. Roofs \$2.3M
5. Tri-cities and RECs \$3.745M

Project Schedule

Design	October 2023 through March 2024
Construction	March 2024 through June 2025

Source of Funds:

State Capital	\$53,000,000
Total Source of Funds	<u>\$53,000,000</u>

ATTACHMENT: Attachment A – WSU State Minor Capital Contracts

BOARD OF REGENTS
WSU State Minor Capital Contracts

Resolution #230915-690

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:

1. Approves the WSU State Minor Capital Contracts and authorize the contracts to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete the projects within the budgeted amounts.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

Minor Capital Contracts

Project	Line Items	Building	Line Item Cost	Total Budget
Infrastructure - Electrical	5kV feeders	multiple	\$ 2,000,000	\$ 5,150,000
	GWSP Generator O/H or Replacement	GWSP	\$ 1,000,000	
	Remove OH power at Dairy Road	multiple	\$ 500,000	
	Replace starter and update controls	Well 6	\$ 150,000	
	Transformer renewal on upper floors	Webster	\$ 500,000	
	Dodgen Electrical Power Supply Stabilization (UPS and Generator)	Dodgen	\$ 1,000,000	
Infrastructure - Chiller/Metering	CHW Reserve (plant renewal, replace tower media, distribution pump rebuilds, clean CHW tank)	multiple	\$ 500,000	\$ 4,219,000
	Replace Chiller	SCUE	\$ 1,169,000	
	Energy Metering	multiple	\$ 1,800,000	
	Meter domestic water at housing facilities (MCR Funding)	multiple	\$ 375,000	
	Meter domestic water at housing facilities (Chiller Tax Funding)	multiple	\$ 375,000	
Building Systems - HVAC/BAS	Plumbing and Fire Life Safety renewal	FSHN	\$ 700,000	\$ 8,725,000
	Lighting, water pressure and air-handling renewal	Webster	\$ 675,000	
	HVAC Renewal	ETRL	\$ 2,000,000	
	Plumbing and heating renewal	Wilson-Short	\$ 1,200,000	
	Electrical, BAS and Steam renewal	Holland	\$ 2,500,000	
	BAS Network Upgrade	Multiple Buildings - Pullman	\$ 123,000	
	BAS Panel Upgrade & Desigo	Multiple Buildings - Pullman	\$ 985,000	
	BAS Network Upgrade	Multiple Buildings - Prosser/Puyallup	\$ 117,000	
	BAS Panel Upgrade & Desigo	Multiple Buildings - Prosser/Puyallup	\$ 125,000	
	BAS improvements	Multiple Buildings - Spokane	\$ 300,000	
Roofs	REPLACE ROOF OVER SHOPS	McCluskey Shops	\$ 1,700,000	\$ 2,300,000
	BUR (Built-Up Roofing) Renewal	Animal Science Lab	\$ 600,000	
Tri-Cities and RECs	Install emergency washing in 4021, a restroom in 4011 and tie both into septic	Chemical Storage and Vehicle Storage Buildings	\$ 40,000	\$ 3,745,132
	HVAC and Interiors	East Building - WSU Tri-Cities	\$ 895,000	
	Replace All Circulation Pumps in Penthouse (13)	Consolidated Information Center - WSU Tri-Cities	\$ 30,000	
	Greenhouse improvements	Prosser Site	\$ 700,000	
	Replace heating (heat pump)	J W Kalkus Office Lab Bldg - Puyallup	\$ 505,368	
	Master gardener parking lot security lighting or water line repairs	Master Gardener Building - Puyallup	\$ 90,000	
	Repair Roof and Fascia	Annex Lab - Wenatchee	\$ 67,382	
	roof repairs	Vehicle Storage Building - Mt Vernon	\$ 67,382	
	Repair HVAC System	ARTB	\$ 35,000	
	Shop Improvements	Lind	\$ 100,000	
	New environmental technology for climate controlled plant growth facilities	Puyallup	\$ 325,000	
	Classroom remodel	Floyd Building	\$ 590,000	
	Demo Relocatable Bldgs - Build Shelter for WSU Medicine Rural Outreach Vehicle	Tri-Cities	\$ 200,000	
	Install linear irrigation system	Othello	\$ 100,000	

+E3+E9+E14+E24+E26+

ACTION ITEM #10

WSU Pullman, Voiland College of Engineering & Architecture Schweitzer Engineering Hall Increase Project Budget Approval (Leslie Brunelli/ Olivia Yang/Elizabeth Chilton)

September 15, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Voiland College of Engineering & Architecture (VCEA),
Schweitzer Engineering Hall Increase Project Budget Approval

PROPOSED: That the WSU Board of Regents increase the WSU Pullman, VCEA
Schweitzer Engineering project budget and further delegate authority to
the President or designee to enter all contracts necessary for this phase of
the project with a total project budget not to exceed \$44,800,000.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

**SUPPORTING
INFORMATION:**

Schweitzer Engineering Hall is the vanguard of VCEA's revitalized precinct on the Pullman Campus. The new facility will consolidate student services and provide formal and informal learning spaces, including capstone studios and maker spaces, while supporting an interdisciplinary community that drives student and faculty success. VCEA's revitalized precinct will act as an innovation hub that reflects the vibrancy and importance of our college's impact on the world while supporting the needs of future students.

The project will be funded with a combination of state capital funds and private donations. No debt financing will be utilized for this project. As such, project construction will be phased and scaled to align with the receipt of donated funds, such that construction expenses do not exceed total donated funding on hand plus state capital appropriations at any point in time.

In November 2022, the Board approved \$4.8 million of donated funds for design for the Schweitzer Engineering Hall.

WSU's top request of \$40 million in state capital allocation was funded during the 2023 legislative session. The state capital funds will be available

for use beginning July 1, 2023. Receiving the state capital appropriation fulfills the first critical financial milestone to allow continued progress on the intended timeline.

Pledges for \$36.2 million have been secured with the first major group of matured pledges projected to materialize by August 2023. Active fundraising continues with the goal to increase overall pledge commitments. Of the pledges received, \$13.9 million cash has been collected to date, while \$22.3 million remains to be collected over the subsequent five-year horizon.

Estimated Project Budget:

Construction	\$67,618,200
Professional Services	\$3,928,800
Project Management	\$2,664,700
Moveable Equipment/Furnishings	\$3,610,800
Other	<u>\$2,177,500</u>
Total Project Budget	<u>\$80,000,000</u>

Source of Funds

State (\$30M for building + \$10M for utilities)	\$40,000,000
Donation (\$36.2M pledged to date)	<u>\$40,000,000</u>
Total Estimated Source of Funds	<u>\$80,000,000</u>

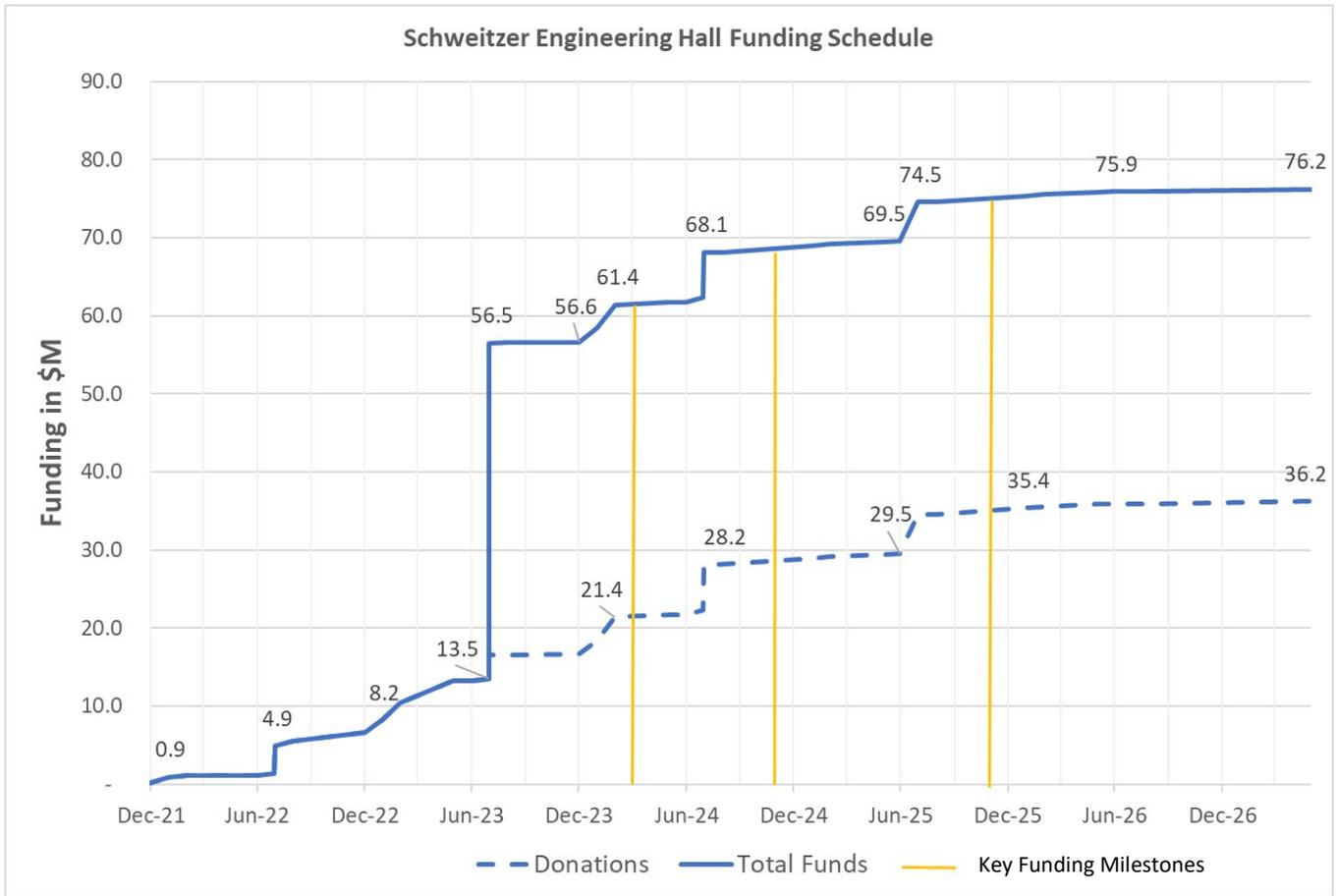
Project Schedule:

BOR Design Budget Approval*	November 2022
Progressive Design Build Team Selection Process	January-April 2023
Design	May 2023 – May 2024
Construction (includes utilities)	March 2024 – May 2026

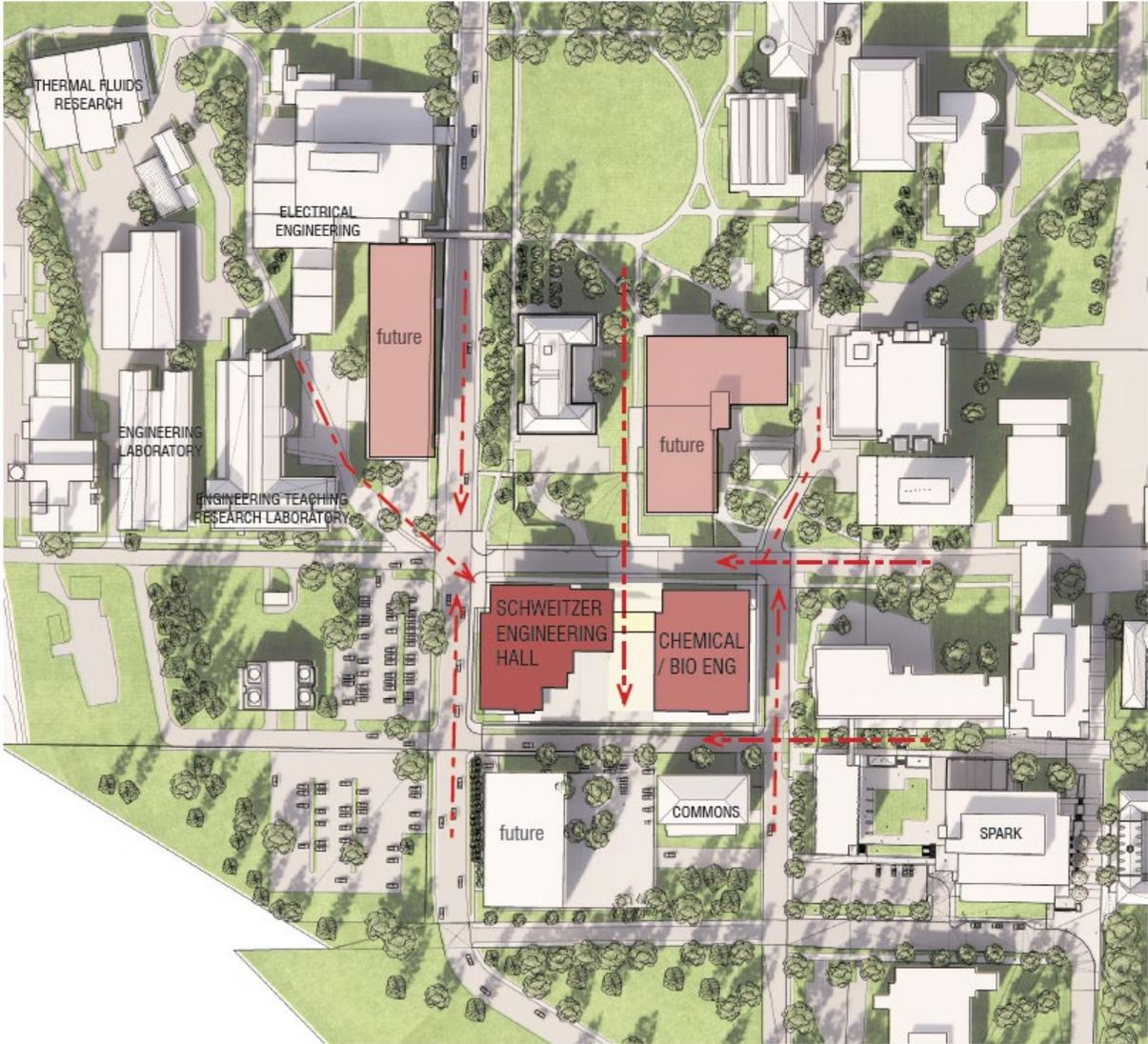
**Previous Board approval to proceed to design with the funding available (\$4.8M)*

ATTACHMENTS: Attachment A - Schweitzer Engineering Hall Funding Schedule
Attachment B - Aerial Site

Attachment A - Schweitzer Engineering Hall Funding Schedule



Attachment B - Aerial Site



BOARD OF REGENTS
WSU Pullman, Voiland College of Engineering & Architecture
Schweitzer Engineering Hall Increase Project Budget Approval

Resolution #230915-691

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:

1. Approves the project budget increase for the WSU Pullman, Voiland College of Engineering & Architecture Schweitzer Engineering Hall project; and
2. Delegates authority to the President or designee to enter into any and all contracts necessary for this phase of the project with a total project budget not to exceed \$44,800,000.

Signed the 15th day of September, 2023.

Chair, Board of Regents

Secretary, Board of Regents

~~FUTURE~~ ACTION ITEM #1 (updated 9/14/23)
WSU Pullman, Voiland College of Engineering & Architecture
Schweitzer Engineering Hall, Increase Budget Approval
(Leslie Brunelli /Olivia Yang/Elizabeth Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Voiland College of Engineering & Architecture (VCEA), Schweitzer Engineering Hall, Increase Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, Schweitzer Engineering Hall budget increase and further delegate authority to the President or designee to enter all contracts necessary for this phase of the project with a total project budget not to exceed \$76,200,000

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: Schweitzer Engineering Hall is the vanguard of VCEA's revitalized precinct on the Pullman Campus. The new facility will consolidate student services and provide formal and informal learning spaces, including capstone studios and maker spaces, while supporting an interdisciplinary community that drives student and faculty success. VCEA's revitalized precinct will act as an innovation hub that reflects the vibrancy and importance of our college's impact on the world while supporting the needs of future students.

The project will be funded with a combination of state capital funds and private donations. No debt financing will be utilized for this project. As such, project construction will be phased and scaled to align with the receipt of donated funds, such that construction expenses do not exceed total donated funding on hand plus state capital appropriations at any point in time.

In November 2022, the Board approved \$4.8 million of donated funds for design for the Schweitzer Engineering Hall.

In this September 2023 Regents meeting, we are requesting a Project Budget increase to \$44.8M to reflect the \$40M state capital appropriation.

\$36.2M of pledges have been secured, of which \$13.9M cash has been collected and \$22.3M are scheduled to be collected in the subsequent five year horizon in \$5 to 10M increments over six to eight month increments.

Pledges for \$36.2 million have been secured with the first major group of matured pledges projected to materialize by August 2023. Active fundraising continues with the goal to increase overall pledge commitments. Of the pledges received, \$13.9 million cash has been collected to date, while \$22.3 million remains to be collected over the subsequent five-year horizon.

Rather than requesting approval to increase the project budget each Regents meeting, we are requesting an overall approval at the total pledge level of \$76.2M, with the protocol that no contract work will be committed without supporting cash transferred to the project account.

Facilities Services has long had a practice that contracts or contract amendments may be issued only after cash has been transferred to a project account.

To further support the disciplined commitment of contracts, we will use a Project Agreement to validate the fund transfer (see Attachment C).

Project construction will be phased to align with the receipt of donated funds, such that contract commitments do not exceed total cash transferred to project account. The design build prime contractor will be a signatory to the Project Agreement.

Estimated Project Budget:

Construction	\$67,618,200
Professional Services	\$3,928,800
Project Management	\$2,664,700
Moveable Equipment/Furnishings	\$3,610,800
Other	<u>\$2,177,500</u>

Total Project Budget **\$80,000,000**

Source of Funds

State (\$30M for building + \$10M for utilities)	\$40,000,000
Donation (\$36.2M pledged to date)	<u>\$40,000,000</u>

Total Estimated Source of Funds **\$80,000,000**

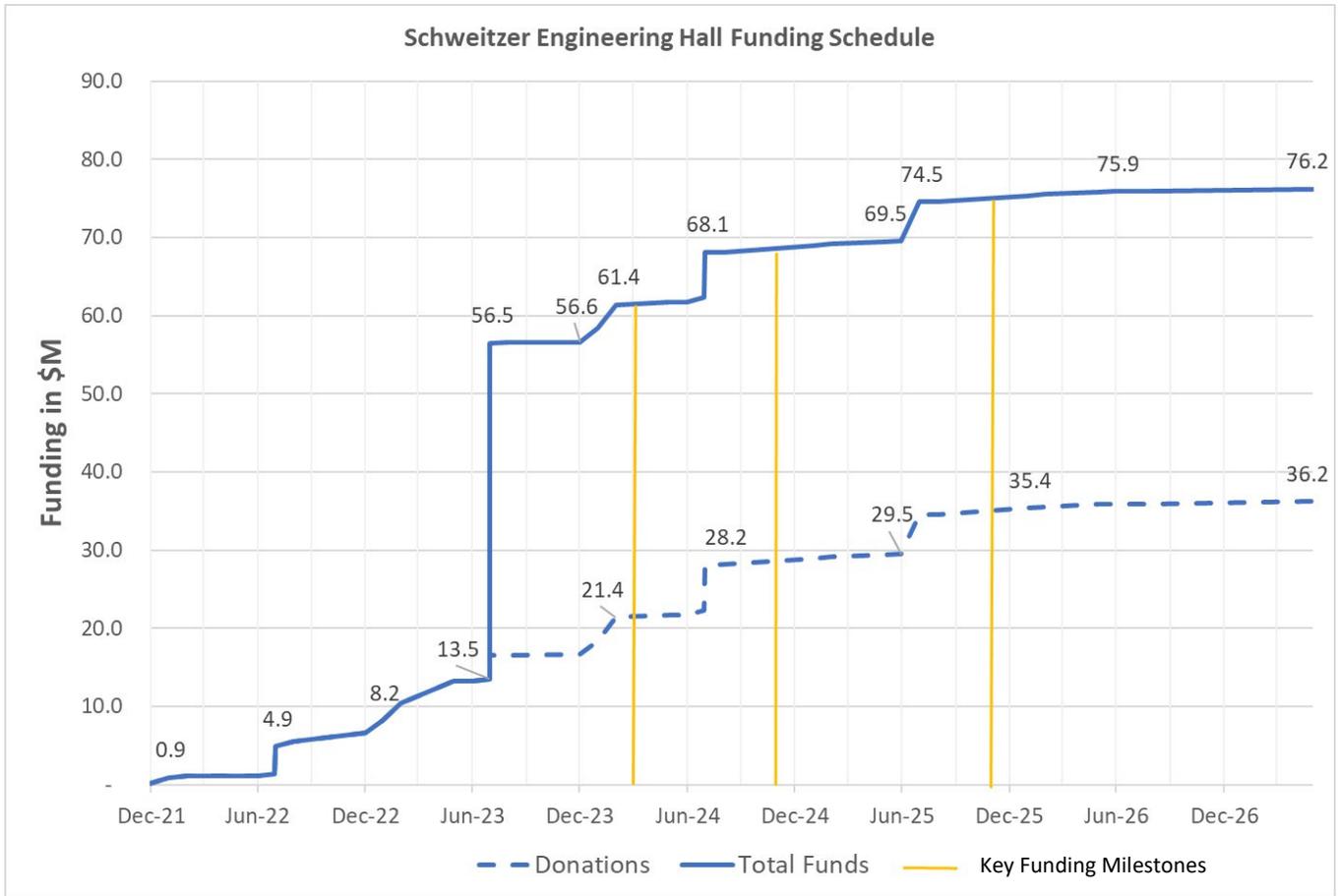
Project Schedule:

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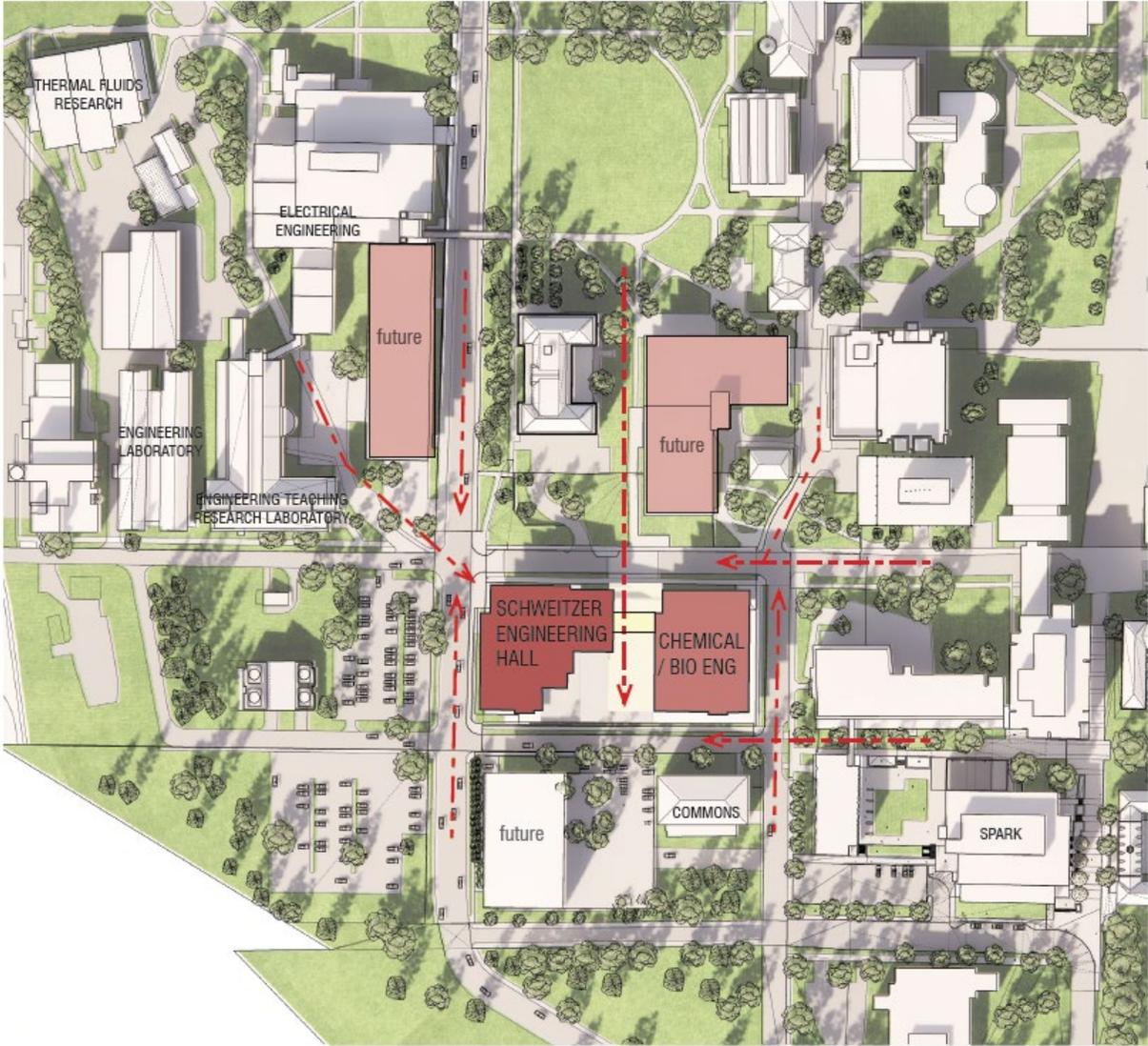
**Previous Board approval to proceed to design with the funding available (\$4.8M)*

ATTACHMENTS: Attachment A - Schweitzer Engineering Hall Funding Schedule
Attachment B - Aerial Site
Attachment C – Project Agreement

Attachment A - Schweitzer Engineering Hall Funding Schedule



Attachment B - Aerial Site



Attachment C

Project Agreement

A project agreement began as a "contract" between Facilities Services and the funding/user unit regarding the project's scope, schedule, and budget. It also functions as the internal control device used by Facilities to ensure that contract commitments are made to the extent that financial resources – funds in Facilities Services project accounts are in place. Facilities Services Contract Office issues no contract or contract amendment without this funding condition.

Project agreements are typically used for "major" projects (typically for projects over \$5M). A simplified version is used for smaller projects. However, depending on circumstances around a small project's scope, budget, or schedule, a form of project agreement can also be used.

Project agreements typically consist of some or all of these parts:

1. Project Charter: description of scope, schedule, and budget, as well as a listing of building committee members
2. Project Goals
Program Approval: A functional program is developed, and this document is approved at this phase.
3. Design Build Selection: naming individuals participating in the recommendation of the design-build team, following the procurement and selection process. This typically authorizes funding for initial programming work by the design-build team and other supporting work as needed (survey, soils, etc.)
4. Project Confirmation and design approval: naming individuals selected to participate in the design review, approval of design phase milestones, any deviations from program scope.
5. Detailed Design Documents: naming individuals selected to review and approve design phase milestones. This typically authorizes funding for the next design effort.
6. Construction Documents/Permit Set: preparation of construction/building permit documents and identification of any deviations from program scope, schedule, or budget.
7. Funding Plan: In response to donor-funded projects' needs, a new section identifies cash from pledges received and eligible for transfer into Facilities Services project account. A cash flow is developed based on, on the one hand, pledge to cash and, on the other hand, cash outflow of project expenditures. Part 7 Project Funding will be used more than once during the life of a project to document the transfer of funds from pledges, donor to Foundation, and Foundation to Facilities Services project account.