

MINUTES
Washington State University Board of Regents
November 17, 2023

The Board of Regents of Washington State University (WSU or University) met pursuant to call in open meeting at 8:05 a.m. on November 17, 2023, on the WSU Vancouver campus, Firstenburg Student Commons, room 103.

Present: Chair Lisa Keohokalole Schauer; Regents Brett Blankenship, Enrique Cerna, Marty Dickinson, Isaac Marroquin, Judi McDonald, Doug Picha, Lura Powell, Jenette Ramos, Heather Redman, John Schoettler; President Kirk H. Schulz

I. OPENING

A. Report from the Chair of the Board of Regents. Chair Lisa Keohokalole Schauer called the meeting to order.

Chair Schauer reported on Regents Dickinson's and Picha's reappointment to a second term, Regents' participation in campus and system events since September, acknowledged the start of Native American Heritage Month, and recognized and thanked several members of the WSU leadership team who were completing their service in their current roles or retiring.

B. Report from the President of the University. President Kirk Schulz provided an update sharing information on the recently concluded town halls held on each campus that featured the president and campus chancellor, recent groundbreaking events on the Pullman campus, system-wide events honoring Native American Heritage Month, enrollment, and the athletics conference.

C. Report from the WSU Pullman Chancellor. WSU Vancouver Chancellor Mel Netzhammer provided an update on Vancouver's revised land acknowledgment, the employee engagement survey and chancellor's campus communications, enrollment, the Office of Equity and Diversity, new and anticipated curriculum offerings, the opening of campus childcare, the installation of a lactation pod and gender-inclusive restrooms, and the development of a rapid-transit system connecting the Waterfront to the WSU Vancouver campus.

II. CONSENT AGENDA. Chair Schauer reported that there were two items on the Consent Agenda.

- A) Approval of Minutes – September 15, 2023, Board of Regents meeting
- B) Approval of Minutes – October 13, 2023, Board of Regent special meeting

Chair Schauer asked if any Regent wished to remove an item from the consent agenda to be considered separately. Hearing no requests, it was moved and seconded that the consent agenda be approved as submitted. Carried.

III. REPORTS FROM SHARED GOVERNANCE GROUPS. The following representatives from each of the University Shared Governance Groups provided an update on their respective areas:

- WSU Advancement
 - WSU Foundation Chair Lisa King
 - WSU Alumni Association President Lester Barbero
 - Vice President for Advancement and CEO Mike Connell
- Faculty Senate Chair Eric Sheldon
- Associated Students of WSU (ASWSU) Vancouver Vice President Samuel Crawford
- Graduate and Professional Student Association (GPSA) President Ajay Barman
- Administrative and Professional Advisory Council (APAC) Chair Angie Senter

IV. EXECUTIVE AND GOVERNANCE COMMITTEE REPORT. Chair Schauer reported that the committee reviewed and discussed one Action Item and submitted the following for Board consideration:

2024 Board of Regents Revised Meeting Schedule

It was moved and seconded that the Board of Regents adopt resolution 231117-694 and approve the revised 2024 meeting schedule as follows (resolution #: 231117-694):

<u>Date</u>	<u>Location</u>
January 25-26, 2024	Seattle
March 7-8, 2024	Tri-Cities
April 18-19, 2024	Spokane
June 6-7, 2024 (Retreat)	Vancouver
September 19-20, 2024	Pullman
November 14-15, 2024	Seattle

Carried. (Exhibit A)

V. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT. Committee Chair Regent Schoettler reported that the Strategic and Operational Excellence Committee reviewed and discussed one Information Item, Washington Resident Undergraduate Tuition Affordability presented by Executive Vice President for Finance and Administration/CFO Leslie Brunelli.

Regent Schoettler further reported that the committee reviewed and discussed four information items:

- WSU Vancouver Strategic Plan Update presented by WSU Vancouver Chancellor Mel Netzhammer and Campus Chef of Staff Sherri Bennett,
- Governmental Relations Updates presented by Interim Vice President for the Office of External Affairs and Government Relations Chris Mulick,
- Chief Compliance and Risk Officer Update presented by Chief Compliance and Risk Officer Sharyl Kammerzell,
- Regents' Distinguished Alumni Award presented by Associate Vice President for Advancement and WSU Alumni Association Executive Director Mariah Maki.

VI. ACADEMIC AND STUDENT AFFAIRS COMMITTEE REPORT. Committee Chair Regent Picha reported that the committee reviewed one Action Item and submitted the following for Board consideration:

NWCCU Year Six Accreditation Report

It was moved and seconded that the Board of Regents review and approve the Year Six Accreditation Report for NWCCU. Carried. (Exhibit B)

VII. FINANCE AND COMPLIANCE COMMITTEE REPORT. Committee Chair Regent Ramos reported that the Finance and Administration Committee reviewed and discussed three Information Items:

- Internal Audit Update presented by Chief Audit Executive Heather Lopez,
- Fiscal Year 2023 Financial Statement Audit Update presented by Brunelli and Senior Associate Vice President for Finance and Administration/Deputy CFO Matt Skinner,
- Athletics Budget Update Fiscal Year 2023 Update presented by Brunelli, Athletic Director Pat Chun, and Assistant Vice President for Business and Financial Services Jon Haarlow.

Regent Ramos further reported that the committee reviewed and discussed three Future Action Items:

- Proposed Academic Year 2024-2025 Tuition Rates presented by Brunelli,
- WSU Foundation Investment Policy Proposed Amendments presented by Brunelli and Vice President for Advancement and CEO Mike Connell,
- Delegation of Authority to Approve Residency Agreements presented by Brunelli and Executive Vice President for Health Sciences and WSU Spokane Chancellor Daryll DeWald.

Regent Ramos further reported that the committee reviewed five action items and submitted the following for Board consideration:

WSU Pullman, Athletics, Champions Center, Project Budget Approval

It was moved and seconded by the Board of Regents to 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 (resolution #231117-696). Carried. (Exhibit C)

WSU Pullman, Athletics, Champions Center, Design Approval

It was moved and seconded that the Board of Regents approve the schematic design for the WSU Pullman Champions Center. Carried. (Exhibit D)

WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Design Building Approval

It was moved and seconded that the Board of Regents approve the schematic design for the WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Building. Carried. (Exhibit E)

Proposed Amendments to the WSU Voluntary Investment Program

It was moved and seconded that the Board of Regents approve and adopt 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 designee(s) the authority to make such changes in the VIP plan document in substantial conformity with the versions presented at this meeting, to execute the plan in the University's name, and to take such other actions as deemed necessary or appropriate to implement the plan (resolution #231117-697). Carried. (Exhibits F, G)

Leased Space for WSU's Institute for Northwest Energy Futures

It was moved and seconded that the Board of Regents approve 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, with total lease-to-purchase payments not to exceed \$5.4 million, plus applicable inspection closing costs, and excluding annual taxes, utilities, and operating maintenance costs (resolution 231117-698). Carried. (Exhibit H)

Delegation of Authority to Approve Residency Agreements

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 approve 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, with total lease-to-purchase payments not to exceed \$5.4 million, plus applicable inspection closing costs, and excluding annual taxes, utilities, and operating maintenance costs (resolution 231117-695). Carried. (Exhibit I)

VIII. OTHER BUSINESS. Chair Schauer reported the Regents met in Executive Session on Thursday, November 16, with legal counsel to review the performance of a public employee and discuss pending litigation involving the university and the performance of a public employee. As a result of those discussions, Chair Schauer reported the Board had an Action Item and moved that the Board of Regents adopt resolution #231116-699 approving the request for defense of a university employee. Carried.

IX. PUBLIC COMMENT PERIOD. The following comments were made to the Board:

- WSU student Isabell Creelman, WSU divestment from fossil fuels;
- WSU student Beatrice Caffee, academic student employee negotiations.

X. ADJOURNMENT. The meeting adjourned at 10:04 a.m.

Approved by the Board of Regents at its meeting held on January 26, 2024.

Signed Copies Available in the Office of the System President

EXHIBIT A

BOARD OF REGENTS

2024 Revised Board of Regents Meeting Schedule

Resolution #231117-694

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>Location</u>
January 25-26, 2024	Seattle
March 7-8, 2024	Tri-Cities
April 18-19, 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 17th day of November 2023.

Chair of the Board of Regents

Secretary of the Board of Regents

EXHIBIT B



WASHINGTON STATE UNIVERSITY
Office of the Provost

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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Mission Fulfillment

The institution provides a one-page executive summary, which describes the institution's framework for its ongoing accreditation efforts. This might include evidence of institutional effectiveness, Core Themes, or other appropriate mechanisms for measuring fulfillment of its mission.

Washington State University monitors and addresses mission fulfillment through a coordinated system of internal and external assessment, evaluation, decision making, and planning.

Assessment

Internal assessment of undergraduate student learning outcomes is managed by the Office of Assessment for Curricular Effectiveness (ACE). ACE annually collects and analyzes data on student learning in undergraduate degree programs and WSU's general education curriculum, and reports on the analyses to central leadership and academic deans. Assessment in graduate programs is coordinated by the vice provost for graduate and professional education. Feedback is at the level of the academic unit, with elevation by the academic deans and central leadership as necessary. Professional degree programs manage their own assessment in accordance with professional accreditation requirements. External assessment of emerging educational needs is managed by the Office of Strategy, Planning, and Analysis (OSPA) in collaboration with the Provost's Office and the ALO.

Evaluation

Real-time evaluation of the institution's progress toward academic goals is led by OSPA. Objectives for each of the goal areas in the institutional strategic plan are presented and described in an online strategic plan dashboard that is publicly accessible. Each objective is monitored, its on-track status is indicated, and its current status is explained. Status is continuously updated as strategies are completed, revised, postponed, or discarded.

Decision Making

The current status of an objective forms the basis for institutional conversations about future steps. Each objective has a designated lead who fosters analysis of progress and evaluation of current strategy. Leads maintain some form of an internal planning group that, in collaboration with OSPA, contributes to the evaluation and subsequently helps identify the best course of action. Units and groups that are directly impacted by an objective are represented on the planning group. For academic objectives, this means that colleges, faculty, and students have representatives who assist with the process.

Planning

Long-term planning is managed by OSPA. The institution maintains a hierarchical planning structure whereby the system strategic plan articulates broad goals and objectives; campus and college strategic plans align to system goals and describe the plan to contribute and measure respective progress; and academic unit strategic plans detail how they will contribute to college and campus objectives. (Nonacademic units also develop strategic plans, under a structure that parallels the one described here.) At each level, plans are generated collectively with involvement of potentially every associate of the level's unit. Contribution occurs through various means but it is expected that at all levels there will be opportunities for open discussion. Goals are expected to be informed by both the internal and external assessments generated under the expiring plan, with internal assessments guiding refinement of ongoing initiatives, and external assessment helping to identify new initiatives to undertake.

Eligibility Requirements

The institution provides an attestation that it remains compliant with NWCCU's Eligibility Requirements. Citations and reports in support of specific Eligibility Requirements may be included in the Year Six and Year Seven reports as appropriate.

Washington State University is fully compliant with all of the 2020 Eligibility Requirements.

1. **Operational Status.** Washington State University has operated continuously since 1893.
2. **Operational Focus and Independence.** WSU is a public, non-profit, state-funded institution of higher education. It is governed by a board of regents. The regents independently appoint a president and delegate all other hiring decisions to that person. The board is responsible for setting institutional policy and ensuring adherence to accreditation standards.
3. **Authority.** Title 288 of the Revised Code of Washington designates Washington State University as a "state university" in Pullman, Washington, "to provide education in such fields as may be established therein from time to time by the board of regents or law, including instruction in agriculture or other industrial pursuits, mechanical arts, and the natural sciences" (288.30.015) and authorizes operation of its campuses (288.45).
4. **Institutional Effectiveness.** WSU publishes institutional dashboards that collectively document progress toward mission fulfillment. These dashboards are publicly accessible and updated either continuously or per academic period. The institution also maintains a program of regular external assessment to identify emerging academic needs, citizen needs, and best practices.
5. **Student Learning.** WSU publishes its institutional student learning outcomes on its website, and requires instructors to indicate in course syllabi the outcomes to which their course contributes. All undergraduates are required to complete a general education (UCORE) curriculum that is oriented around the institutional learning outcomes. The institution has an Office of Assessment for Curricular Effectiveness that assesses all undergraduate courses and degree programs and works with degree-granting units to improve their educational delivery.
6. **Student Achievement.** Through its office of Institutional Research, WSU collects and publishes disaggregated data on student admissions, enrollment, retention, graduation, degrees conferred, Pell grants received, federal loans received, and net cost. The data include comparisons with peer institutions. These data are publicly available through a dashboard. The dashboard also provides links to numerous national student achievement data sets (e.g., NSSE, IPEDS). The institution conducts regular surveys of alumni accomplishment, and results of these surveys are also accessible through the dashboard.
7. **Non-discrimination.** WSU maintains an institutional policy (Executive Policy 15) that prohibits discrimination and harassment and delineates the formal complaint process. The institution has a standing presidential Title IX Committee that advises him on non-discrimination matters and is chaired by the institution's lead Title IX Coordinator. All personnel are required to undergo annual training on discrimination and harassment, and individuals who are charged with making personnel-related decisions are required to undergo focused training on Title IX regulations.
8. **Institutional Integrity.** WSU maintains an institutional policy (Executive Policy 45) on ethical conduct. Faculty are subject to additional ethical standards as detailed in the Code of Professional Ethics specified in the *Faculty Manual*. All personnel are required to complete ethics training. In 2022 the institution established an Ethics Compliance Advisor position to assist personnel with interpretation of ethics requirements.

9. **Governing Board.** A 11-member board of regents, including a student regent and a faculty regent, has overall authority for governance of the University, with broad responsibilities for the University's financial and physical operations, academic programs, student affairs, and human resources. The board receives its authority from Chapter 28B.30 of the Revised Code of Washington, and is subject to the general laws governing state agencies. Regents are appointed by the governor with the consent of the Washington State Senate. Only the faculty regent may have a contractual or employment relationship with WSU; no regent may have a personal financial interest with WSU.
10. **Chief Executive Officer.** The University 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.
11. **Administration.** The president sets the general direction of WSU's state-wide system and appoints the provost and senior leadership as necessary to carry out presidential responsibilities. The president works with and through the vice presidents and executive vice presidents, the campus chancellors, the director of intercollegiate athletics, the director of internal audit, the accreditation liaison officer, and the senior assistant attorney general.
12. **Faculty.** WSU employs appropriately qualified faculty members sufficient in number to achieve its educational objectives, establish and oversee academic policies, and assure the integrity and continuity of its academic programs, wherever offered and however delivered. WSU has more than 1,500 faculty, in both full-time and part-time capacities, with a student to faculty ratio of approximately 15 to 1. The University has more than 900 tenured or tenure-track faculty. A national or international search is required for the hiring of a tenure-track faculty member, and a terminal degree is usually required. All faculty members are evaluated annually on their performance during the previous calendar year. Annual reviews are intended to be developmental as well as evaluative and to provide information about areas in which performance needs improvement.
13. **Educational Programs.** WSU offers 107 academic majors for undergraduates in 70 fields of study, along with 56 minor-only programs and 36 certificate programs. Graduate students can choose from among 61 doctoral degree programs and 90 master's degree programs, as well as 30 graduate certificates. Professional students can pursue the DVM, PharmD, MD, or DNP, along with 8 professional certificates. Mission-appropriate content and rigor is assured by curricular review processes, with additional oversight provided by the Faculty Senate's program approval process and, for graduate degrees, the Graduate School. WSU offers only recognized fields of study and uses standard degree designators and CIP codes.

14. Library and Information Resources. The WSU Libraries collection is comprised of 2.6 million bound and electronic titles. Libraries is a member of the Orbis-Cascade consortium, which provides patrons with access to another 30 million titles available for loan from other consortium institutions. Collection levels support the needs of disciplines based on the level of degree offered by WSU. Campus-specific libraries maintain core collections to support the academic programs at those campuses. In Pullman, Holland/Terrell Library is open until 11:45pm Sunday – Thursday and until 7:45pm Friday and Saturday, and Owen Science and Engineering Library is open until 10:45pm Sunday – Thursday and until 5:45pm Friday and Saturday. Campus libraries at Spokane, Tri-Cities, and Vancouver are open during normal business hours, though students at the Spokane campus have 24/7 access to the library with their ID card. Reference services support the research and information needs of constituents, available on all campuses via email, telephone, and in person.
15. Physical and Technology Infrastructure. The physical facilities at all WSU campuses are accessible, safe, secure, and support the University's mission and goals. Since our last comprehensive review in 2018, WSU has opened or is building five (5) new facilities that primarily service our educational mission, completed major renovation of a sixth, and secured funding to build a seventh. Also, we have developed and codified a plan for emergency continuation of operations in response to a catastrophe that necessitates extended closure of a campus. WSU Information Technology Services (ITS) provides the university community with comprehensive, reliable, and secure technology systems to meet the expectations and needs of faculty, staff, and students across all campuses. Since our last comprehensive review our student information system and personnel management system have undergone significant upgrades.
16. Academic Freedom. WSU publishes and adheres to policies, approved by its governing board, regarding academic freedom and responsibilities that protect its constituencies from inappropriate internal and external influences, pressures, and harassment. Students' rights to free speech and assembly, and the responsibilities that those rights entail, are specifically described in the Student Handbook for Community Standards. For faculty, the *Faculty Manual*, maintained by the Faculty Senate and approved by the board of regents, clearly affirms academic freedom and also protects the rights of staff and administrators.
17. Admissions. Admission requirements are described in the WSU Catalog and on the university website. Admissions requirements are consistent across all publication forms (catalog, web, admissions materials). Admission policies and procedures are uniform for all students. The process is governed by institutional policies that apply to all students. The Office of Admissions is responsible for the evaluation of academic credentials in the admission process and for notifying applicants of their admission status.
18. Public Information. Through its website, WSU makes publicly available information on its mission; admission requirements and procedures; grading policy; information on academic programs and courses; names, titles, and academic credentials of administrators and faculty; rules and regulations for student conduct; rights and responsibilities of students; tuition, fees, and other program costs; refund policies and procedures; opportunities and requirements for financial aid; and the academic calendar.

19. Financial Resources and Planning. Through active, strategic management, WSU has demonstrated accountability, sustainability, and resilience in budget management. The university has continued to improve efficiencies and reduce costs while also providing more access to Washington students and increasing the number of students enrolled, as well as increasing its grant and contract funding. These actions have resulted in increased assets, increased capital and net assets, and increased operating revenues. The university is required to annually document its fiscal position, including reserves, risks, debt obligations, and funding breadth, through independently audited financial statements.
20. Financial Accountability. The Washington State Auditor's Office annually performs an accountability audit of WSU. The audit evaluates internal controls and determines whether or not the university has complied with state laws and regulations as well as its own internal policies and procedures. The Auditor's Office also audits the university's financial statements. The most recent audit concluded the financial statements present fairly, in all material respects, the respective financial position of the university.
21. Disclosure. WSU discloses to the Commission all required information. The director of institutional accreditation is the university's Accreditation Liaison Officer (ALO) and is responsible for communicating all required information to the Commission.
22. Relationship with NWCCU. WSU fully accepts the NWCCU standards for accreditation and policies of the commission and agrees to comply with these standards and policies. WSU agrees that the commission may, at its discretion, make known the nature of any action, positive or negative, regarding the institution's status with the commission to any agency or members of the public requesting such information.
23. Institutional Capacity. WSU is a moderately sized, research intensive, land grant university and operates accordingly. Its enrollment, resources, and infrastructure all compare favorably to other land grant institutions of similar size. Enrollment planning is driven by current classroom and faculty capacities and a mandate to maintain acceptable student/faculty ratios and avoid evening and weekend class scheduling.

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 of the university to serve as the secretary of the board and the executive vice president for finance and administration, or another individual at the board's discretion, to serve as the treasurer. 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	2022-2029
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, staff, and alumni 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), Graduate and Professional Student Association, the Administrative Professional Advisory Council, and the Alumni Association Board. 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

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/>

Chairs and Directors' Forums

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 counselors, 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 which 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, after

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

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

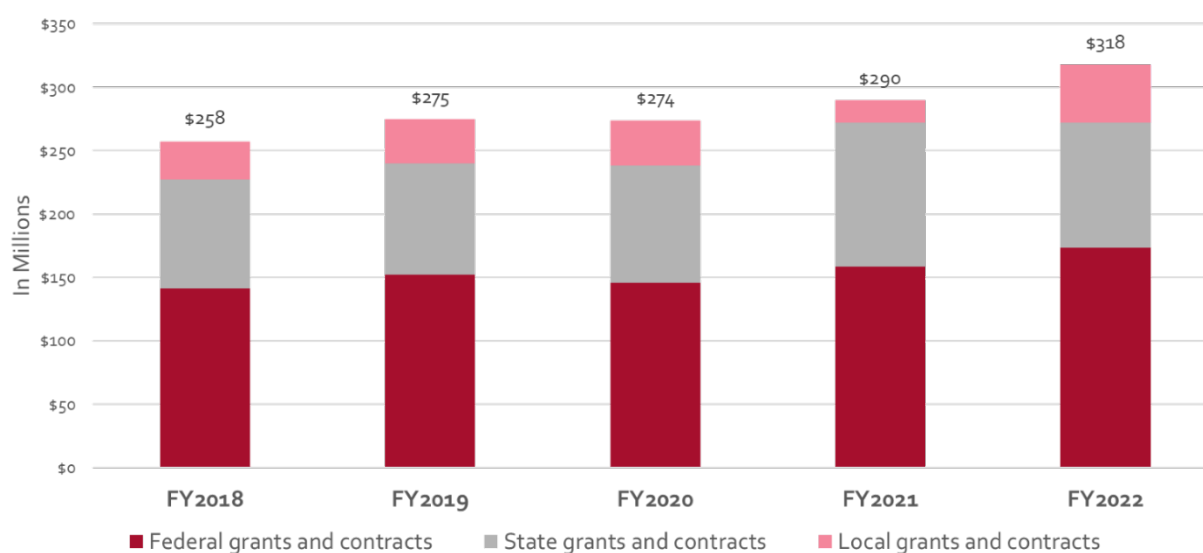
Housing and Dining is a significant auxiliary within the WSU system, operating at the Pullman campus. Finance and Administration meets with Housing and Dining leadership throughout the year to monitor performance. The Housing and Dining system's financial statements are audited by an independent accounting 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							
University investments	Fair value	Less than 1 year	1-5 years	6-10 years	More than 10 years	Effective duration	Credit rating	
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

Moving Forward

The institution must provide its reflections on any additional efforts or initiatives it plans on undertaking as it prepares for the Year Seven Evaluation of Institutional Effectiveness Report

We have identified four (4) areas that need focused attention in advance of our Year Seven report and subsequent site visit.

Student Healthcare

As discussed in Standard 2.G.1, we are prioritizing improvement of student access to healthcare services systemwide. In time for the Year Seven report, we hope to have at least a set of doable solutions that can be shared in the report. As noted, a plan is in place to assemble a committee that will develop recommendations.

Reduce Retention Gaps

WSU has identified reduction of retention gaps as the primary priority for the Student Experience portion of our system strategic plan. Analysis of our disaggregated data shows that first-generation, Pell-eligible, and students of color drop out after the first year more frequently than do other students. We have set a goal of reducing the gap by 1% each year until it is closed. This work began at the start of AY23-24 and is launching with careful study and conversations with institutional peers who have made progress on this problem. We will formally report on accomplishments to date in the Year Seven report. Also, we are in the midst of a multi-year cluster hire program that is designed to expand the number of faculty from underrepresented groups. Such faculty are crucial as mentors and models for underrepresented students. A year from now the program will be far enough along that we will be able to share some early results.

Improve Attractiveness to Underrepresented Groups

Considering the demographics of Washington, WSU's rate of enrollment of underrepresented groups should be better than it is. To address this, we have begun a two-component initiative to translate all recruitment and financial aid materials into Spanish, and grow a robust program of need-based scholarship opportunities. The translation portion will almost certainly be completed in time to present in the Year Seven report. The scholarship portion requires identification of and closure with donors who are interested in need-based support. We hope to have some successes to present in the report, but recognize the challenges inherent in rapidly securing donations.

Education of Academic Leadership

Our efforts to educate leaders of academic units (deans, chairs, directors) and the Faculty Senate on accreditation matters and policies has frankly been inconsistent. This has sometimes led to unnecessary, duplicative, or misdirected work in the preparation and review of proposals for new or revised degrees. Given the need to rapidly respond to emerging workforce needs and evolving student interests, this is an inefficiency that negatively impacts students and the public. We are in the early stages of developing a framework to fix this and expect to be able to discuss it in the Year Seven report.

EXHIBIT C

BOARD OF REGENTS

WSU Pullman, Athletics, Champions Center, Project Budget Approval

Resolution #231117-696

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

NOW, THEREFORE, IT IS RESOLVED that the Board:

1. Approves the WSU Pullman, Champions Center Project with a total budget not to exceed \$9,400,000 and authorizes 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 17th day of November, 2023.

Chair, Board of Regents

Secretary, Board of Regents

EXHIBIT D

WSU Pullman, Athletics, Champions Center, Design Approval

November 17, 2023

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

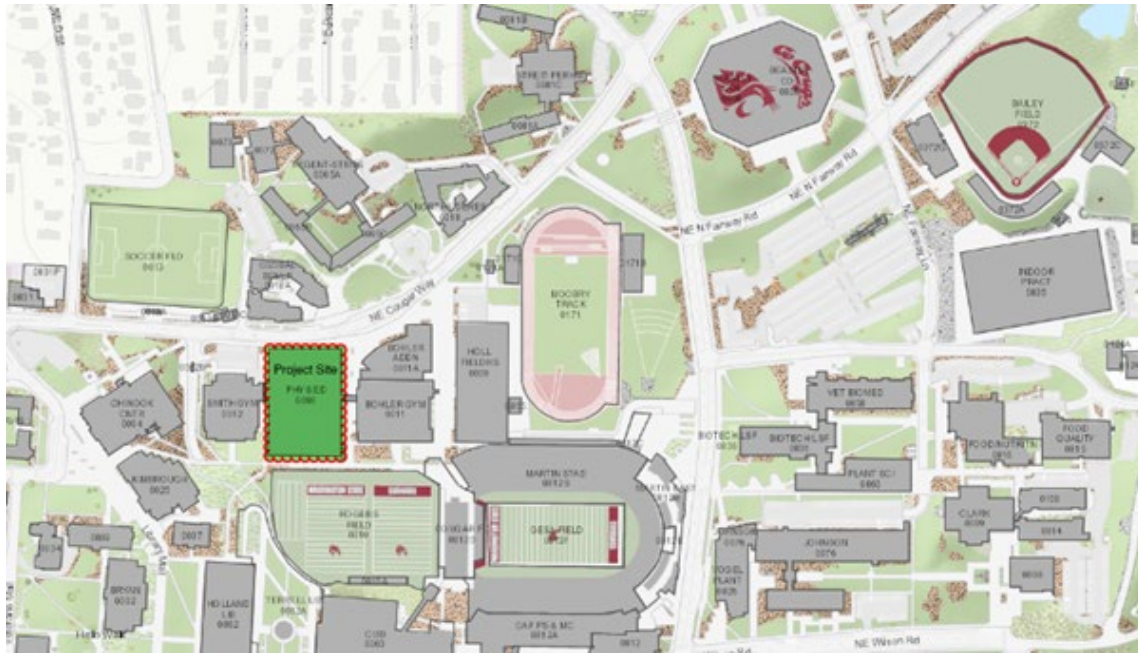


EXHIBIT E

WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Building, Design Approval

November 17, 2023

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

EXHIBIT E

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

EXHIBIT E

Attachment A – Aerial Site



EXHIBIT F

BOARD OF REGENTS

Amendments to the Washington State University Voluntary Investment Program

Resolution #231117-697

WHEREAS, the Washington State University (WSU) Board of Regents (Board) has authority pursuant to RCW 28B.10.400 through 28B.10.480; RCW 28B.30.095, and RCW 28B.30.150 to establish and govern retirement plans for eligible employees; and

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

NOW, THEREFORE, IT IS RESOLVED that the Board:

1. Approves and adopts the amended and restated WSU Voluntary Investment Program plan documents as proposed; and
2. Delegates authority to the President or designee to make changes as needed in substantial conformity with the versions of the plan documents presented at this meeting, to execute the plan in the University's name, and to take such other actions as deemed necessary or appropriate to implement the plan.

Dated this 17th day of November, 2023.

Chair of the Board of Regents

Secretary to the Board of Regents

EXHIBIT G

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.

EXHIBIT H

BOARD OF REGENTS

Leased Space for WSU's Institute for Northwest Energy Futures

Resolution #231117-698

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 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:

Authorizes and delegates 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, with total lease-to-purchase payments not to exceed \$5.4 million, plus applicable inspection closing costs, and excluding annual taxes, utilities, and operating maintenance costs.

Signed the 17th day of November, 2023.

Chair, Board of Regents

Secretary, Board of Regents

EXHIBIT I

BOARD OF REGENTS

Delegation of Authority to Approve Residency Agreements

Resolution #231117-695

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 delegates authority to the President or designee to approve agreements related to the establishment and operation of medical residency programs when the total costs to the University are estimated to be less than \$15,000,000.

Signed the 17th day of November, 2023.

Chair, Board of Regents

Secretary, Board of Regents