

MINUTES
Washington State University Board of Regents
April 19, 2024

The Board of Regents of Washington State University (WSU or University) met pursuant to call in open meeting at 8:36 a.m. on April 19, 2024, at WSU Spokane, Spokane Academic Center, room 241-245, Spokane, Washington.

Regents present: Chair Lisa Keohokalole Schauer; Regents Brett Blankenship, Enrique Cerna, Marty Dickinson, Isaac Marroquin, Judi McDonald, Doug Picha, Lura Powell, Jenette Ramos, 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 the Regents' participation in campus and system events since March, inviting Regents to share their experiences; celebrated WSU students who would graduate in May; and outlined focus areas for the Regents in the upcoming academic year.

B. Report from the WSU Spokane Chancellor. WSU Spokane Chancellor Daryll DeWald provided an overview of the three colleges on the health sciences campus, WSU Health Sciences' statewide footprint, current enrollment, research enterprise, budget revenue and expenditures, the current state of healthcare services in Washington and WSU's current solutions to address the shortage.

C. Commendation for Regent Heather Redman. Chair Schauer read Board of Regents resolution #240419-712 commending Regent Redman for her service to the Board of Regents and WSU.

It was moved and seconded that the Board of Regents adopt resolution #40419-712. Carried.

II. CONSENT AGENDA. Chair Schauer reported that there was one item on the Consent Agenda: approval of minutes – March 8, 2024, Board of Regents 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 the University Shared Governance Groups provided an update on their respective areas:

- WSU Advancement

- WSU Alumni Association President Lester Barbero
- Vice President for Advancement and CEO Mike Connell
- Faculty Senate Chair Eric Sheldon
- Associated Students of Health Sciences President Anna Schmidt
- Graduate and Professional Student Association (GPSA) President Ajay Barman
- Administrative and Professional Advisory Council (APAC) President Angie Senter

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

Board of Regents Election of Officers

It was moved and seconded by the Board of Regents re-elect Lisa Schauer as Chair of the WSU Board of Regents for the year beginning July 1, 2024, and that Jenette Ramos be re-elected to serve as Vice Chair of the WSU Board of Regents for the year beginning July 1, 2024, with the understanding that she shall act as Chair pro tempore in the absence of the Chair, with the power to preside at the meetings and to sign all instruments required to be executed by the WSU Board of Regents. Carried.

Proposed Board of Regents Bylaws Updates

It was moved and seconded by the Board of Regents approve the proposed revisions to the Board of Regents Bylaws, eliminating the future action item requirement for agenda items, except for certain enumerated items and others as designated by the Board Chair. Carried. (Exhibit A)

V. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT. Regent Dickinson reported on behalf of Committee Chair Regent Schoettler that the committee reviewed and discussed four Information Items:

- Semi-Annual Compliance and Risk Management Update presented by Chief Compliance and Risk Officer Sharyl Kammerzell;
- WSU Research Enterprise presented by Provost Elizabeth Chilton and Interim Vice President for Research Mike Wolcott;
- WSU Human Resource Services presented by Vice President and Chief Human Resource Officer Theresa Elliot-Cheslek;
- Artificial Intelligence Council Overview and Update presented by Provost Chilton, Interim Vice Provost for Academic Engagement and Student Achievement Bill Davis, and Associate Dean of Students and Director of the Center for Community Standards Karen Metzner.

Regent Dickinson further reported that the committee reviewed one Action Item and submitted the following for Board consideration:

WSU Spokane Strategic Plan

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 the 2024-2029 WSU Spokane Strategic Plan. Carried. (Exhibit B)

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

Proposed Revisions to Washington Administrative Code (WAC) 504-24-030 Undergraduate Housing Requirement

It was moved and seconded that the Board of Regents adopt revisions to the Washington Administrative Code (WAC) 504-24-030 Undergraduate Housing Requirement for the WSU Pullman campus. Carried. (Exhibit C)

Proposed Revisions to Washington Administrative Code (WAC) 504-26 Standards of Conduct for Students

It was moved and seconded that the Board of Regents adopt revisions to the Washington Administrative Code (WAC) 504-26 Standards for Conduct for Students. Carried. (Exhibit D)

Establish a Master of Veterinary Anatomic Pathology Degree

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 establish a Master's of Veterinary Anatomic Pathology degree for the WSU Pullman campus. Carried.

Establish a Bachelor of Science in Public Health Degree

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 establish a Bachelor of Sciences in Public Health degree for the WSU Pullman, Spokane, and Vancouver campuses. Carried.

Establish a Bachelor of Arts in Social Work Degree

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 establish a Bachelor of Arts in Social Work degree for the WSU Tri-Cities campus. Carried.

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

- Internal Audit Update presented by Chief Audit Executive Heather Lopez;
- Restatement and Renegotiation of Commercialization Contract for Cosmic Crisp® presented by Executive Vice President for Finance and Administration and CFO Leslie Brunelli; Sharyl Kammerzell; College of Agricultural, Human, and Natural Resource Sciences (CAHNRS) Senior Associate Dean Scot Hulbert; Director of Innovation and Commercialization for CAHNRS Jeremy Tamsen; Associate Dean for Research Leslie Edgar;
- Fiscal Year 2024 Financial Performance Update presented by Brunelli, Senior Associate Vice President and Deputy CFO Matt Skinner, Assistant Vice President for Business and Planning Chris Jones;
- Fiscal Year 2025 Budget Development Update presented by Brunelli;
- Fiscal year 2024 Athletics Financial Performance presented by Brunelli, Assistant Vice President for Business and Financial Services and Athletics CFO Jon Haarlow, Interim Athletics Director Anne McCoy.

Regent Ramos further reported that the committee reviewed and discussed one Future Action Item, BAVI/Range Faculty Practice Plan presented by Brunelli, DeWald, Skinner, Executive Director for Policy and Governance Danielle Hess, Dean of Elson S. Floyd College of Medicine James Record.

Regent Ramos further reported that the committee reviewed thirteen Action Items and submitted the following for Board consideration:

Services and Activities Fee Rate Changes for Academic Year 2024-2025

It was moved and seconded by the Board of Regents authorize rate changes in campus service and activities fees for the academic year 2024-2025. Carried.

Campus	Current	Proposed	\$ Change	% Change
Everett	\$527	\$548	\$21	4%
Global Campus	\$373	\$373	\$0	0%
Pullman	\$579	\$596	\$17	3%
Spokane	\$582	\$582	\$0	0%
Tri-Cities	\$526	\$526	\$0	0%
Vancouver	\$581	\$592	\$11	2%

Services and Activities Fees Committee Allocations for Summer of 2024 and Academic Year

It was moved and seconded that the Board of Regents approve the allocation of service and activities fees for the academic year 2024-2025 and summer 2024, as recommended by the student-led S&A fee committees representing each of the WSU campuses. Carried.

Campus	Allocation
Everett	\$115,678
Global Campus	\$1,563,568
Pullman	\$9,209,175
Spokane	\$976,359
Tri-Cities	\$793,612
Vancouver	\$1,838,506

Proposed Chinook Student Center Mandatory Student Fee Rate Change

It was moved and seconded that the Board of Regents authorize a rate change for the Chinook Student Center mandatory student fee effective fall semester 2024. Carried.

	Resident	Non-Resident
Current Rate (Semester)	\$98	\$98
Proposed Rate (Semester)	\$103	\$103
\$ Increase	\$5	\$5
% Increase	5%	5%

Proposed Compton Union Building Mandatory Student Fee Rate Change

It was moved and seconded that the Board of Regents authorize a rate change for the Compton Union Building mandatory student fee, effective fall semester 2024.

	Current Rate	Proposed Rate	\$ Increase	% Increase
Full Time (Semester)	\$120	\$130	\$10	8.33%

Summer (1 credit)	\$72	\$78	\$6	8.33%
Summer (2 credits)	\$48	\$52	\$4	8.33%
Summer (3+ credits)	\$24	\$26	\$2	8.33%

* Rates reflected represent both resident and non-resident fees

Proposed Student Recreation Center Mandatory Student Fee Rate Change

It was moved and seconded that the Board of Regents authorize a rate change for the Student Recreation Center mandatory student fee effective fall semester 2024. Carried.

	Current Rate	Proposed Rate	\$ Increase	% Increase
Rate (Semester)	\$168	\$175	\$7	4%
Summer (1 credit)	\$33	\$35	\$2	6%
Summer (2 credits)	\$66	\$69	\$3	4.5%
Summer (3+ credits)	\$98	\$102	\$4	4%

WSU Vancouver, Technology Fee Committee Allocations for Fiscal Year 2025

It was moved and seconded that the Board of Regents approve the allocations as recommended by the Vancouver Student Technology Fee Committee for the 2025 fiscal year. Carried.

Project Name	Approved Allocation
Free Printing for Students	\$6,500
Earbuds for Students	\$217
Student Loaner Laptops	\$10,383
Workstations for Students	\$4,410
Recreation Center Software	\$10,464
Electronic Reader Board	\$6,250
Firstenburg Student Commons Projectors	\$7,543
Student Virtual Computer	\$6,000
WiFi Modernization	\$83,805
Total	\$135,571

Proposed Revision to the Board of Regents Debt Management Policy

It was moved and seconded that the Board of Regents approve the proposed revisions to the Board of Regents Debt Management Policy (BOR5) (resolution #240419-709). Carried. (Exhibit E)

Workday Contract Renewal

It was moved and seconded that the Board of Regents authorize the renewal of WSU's contract with Workday and delegate authority to the President or designee to execute the contract for a term of up to 10 years, with a total cost of \$22.3 million, plus any incremental annual costs resulting from an increase in the number of WSU employees, if applicable (resolution #240419-711). Carried.

2025-2027 State Capital Budget Request

It was moved and seconded that the Board of Regents approve the state capital budget request for FY2025-2027 and delegate authority to the President or designee to approve any adjustments that may be needed before submission to the Office of Financial Management (resolution #240419-710). Carried. (Exhibit F)

Proposed Revision to WAC 504-50 – Small Works Roster

It was moved and seconded that the Board of Regents approve revisions to WAC 504-50, implementing updated provisions of RCW 39.04.151 regarding the small works roster. Carried. (Exhibit G)

Fiscal Year 2025 Athletics Budget

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 the fiscal year 2025 athletics budget as proposed. Carried. (Exhibit H)

Tuition Rate for Master's of Energy Conscious Construction Degree

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 set tuition rates for the Master of Energy Conscious Construction for academic year 2024-25 as presented. Carried. (Exhibit I)

Establishing the WSU Pullman Cougs Against Hunger Student Food Pantry Fee

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 the establishment of a new mandatory fee of \$5 per semester, fall and spring, for full-time Pullman graduate and professional students, beginning in the fall of 2024. Carried.

VIII. OTHER BUSINESS. Chair Schauer reported the Regents met in Executive Session on Thursday, April 18, 2024, with legal counsel to review the performance of a public employee and discuss pending or potential litigation involving the University. As a result of those discussions, Chair Schauer reported the Board had three Action Items:

Chair Schauer announced that Washington State University President Kirk Schulz has shared his intentions to retire as WSU's 11th president in June 2025. This has been a long-term discussion with the Board of Regents, starting in June 2023, with the intention to provide the Regents with ample time to ensure a smooth leadership transition. The Regents have had the opportunity to review the proposed restated employment agreement with President Schulz, which has been revised to state a conclusion date of June 30, 2025

Action Item #1

It was moved and seconded that the Board of Regents approve the proposed restated employment agreement between the Board of Regents of Washington State University and Kirk H. Schulz, President, with the amended appointment to conclude on June 30, 2025, shortening the contract by one year. Carried. (Exhibit J)

Chair Schauer noted that in accordance with the Board of Regents Bylaw III.2, she was establishing the Presidential Search Advisory Committee. The chair will be Jenette Ramos, Vice Chair of the Board of Regents. Regent Ramos will be joined by Regent Cerna, Regent Powell, and Regent Blankenship as representatives for the Board of Regents. In total, the committee will consist of 25 members. The committee will advise the Board of Regents on matters relating to the search for a new President of Washington State University. To help guide this search process, Presidential Search Guidelines were developed with collected input from the Regents.

Action Item #2

It was moved and seconded that the Board of Regents approve the Presidential Search Guidelines as proposed. Carried. (Exhibit K)

In February, the Board of Regents Executive Committee interviewed three national executive search firms capable of assisting the Board of Regents and the Presidential Search Advisory Committee in identifying and recruiting a new President for Washington State University.

Through this process, the search firm of Isaacson, Miller emerged as the best suited to assist WSU with this important undertaking.

Action Item #3

It was moved and second that the Board of Regents approve the Executive Committee recommendation to appoint the executive search firm, Isaacson, Miller, to assist with the hiring and recruitment of WSU's next President and delegate authority to the President or his designee to execute a contract with Isaacson, Miller (resolution #40419-713. Carried.

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

- WSU student, Andre Diehl, effect of budget cuts on teaching for graduate students and undergraduate students
- WSU student, Abigail Eaker, concerns about the status of our research institution
- WSU student, Steve Cassidy, prioritizing WSU's research and teaching mission\
- WSU student, Carla De Lira, academic directive of WSU
- WSU student, Alexander Messick, WSU's impact on services to the state of Washington
- WSU faculty, Donna Potts, concerns of the WSU chapter of American Association of University Professors
- WSU student, Ryan Culp, fossil fuel divestment
- WSU student, Katherine Tate, fossil fuel divestment

X. ADJOURNMENT. The meeting was adjourned at 12:06 p.m.

Approved by the Board of Regents at its meeting held on September 20, 2024.

Signed Copies Available in the Office of the System President

ATTACHMENT

BOR Bylaws Section 12 – Proposed Redline

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

- a. Agenda items may be submitted only by an appropriate University official as follows: *Regents, President, Provost and Executive Vice President, Executive Vice Presidents, Vice Presidents, Chancellors, Chief Audit Executive, Chief Compliance Officer, other University officials as requested by the President, and the Senior Assistant Attorney General.*
- b. All items submitted to the Board for action must first be submitted to and discussed by the appropriate Committee, as provided in Article III of these Bylaws. The Board may take action at the same meeting (which typically occurs the day after the Committee meetings), unless the item pertains to one of the following, at least one (1) Committee meeting prior to the meeting at which action will be requested, except:
 - i. tuition and fees
 - ii. housing and dining rates
 - iii. changes to university retirement programs
 - iv. sale or lease of real estate
 - v. capital projects
 - vi. system or campus strategic plans
 - vii. athletics budget
 - viii. operating or capital budget requests for submission to the legislature
 - ix. issuance of debt
 - x. adding or abolishing an academic college, department, or school
 - i. ~~Items of a routine nature may be discussed by the appropriate Committee and brought before the Board at the same meeting in which action will be requested; and~~
 - ii. ~~The Board Chair may suspend the requirement outlined in this Subsection as to any action item brought before the Board.~~

Except as provided in paragraph c below, an action item pertaining to any of the above subject areas must first be submitted to the appropriate Committee as a future action item at least one (1) Committee meeting prior to the meeting at which action will be requested.

- c. The Board Chair may suspend the future action item requirement in paragraph b as to any item listed and may apply the future action item requirement in paragraph b to items other than those listed.
- d. The Board may make use of a consent agenda for any item that the Board has determined to be “routine” or matters about which the Board commonly concurs. Items on the consent agenda will not be discussed prior to action. However, if any Board member believes that any item on the consent agenda requires discussion, that Board member may remove the item from the consent agenda merely by requesting the same.
- e. All items to be included in the agenda of a regular meeting must be submitted in writing no later than ten (10) days prior to the Board meeting to the Secretary of the Board, who shall be responsible for preparation and distribution of the agenda, except as otherwise allowed by Article II, Section 5 of these Bylaws.



WASHINGTON STATE UNIVERSITY
SPOKANE

WSU Spokane
Strategic Plan
2024- 2029

Draft for WSU Board of Regents
March 20, 2024

HONORING OUR REGION'S FIRST PEOPLES

Washington State University Spokane acknowledges that its campus and its educational and clinical sites statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. There are 37 federally recognized Tribes that historically shared their traditional homelands and waterways in what is now Washington State. Of these, 29 are federally recognized Tribes in Washington, with the remaining Tribes in Idaho, Montana, and Oregon, some of which represent 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. Additionally, WSU Spokane has established the Native American Health Sciences program for Native American students pursuing health sciences programs as well as guide our relationship and engagement with our regional Tribes. 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 dispossession 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 dispossession 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.

BACKGROUND

Washington State University Spokane was established as the then-called Riverpoint Campus in 1987 and, since opening its first building in 1994, has expanded to a 45-acre footprint in Spokane's beautiful riverfront University District.

Nestled in the heart of Spokane's metropolitan center, WSU Spokane serves as headquarters for three of the University's health sciences-focused colleges: the Elson S. Floyd College of Medicine, the College of Nursing, and the College of Pharmacy and Pharmaceutical Sciences. In 2010, the WSU Board of Regents designated WSU Spokane as the system's health sciences campus, with its colleges collectively generating more than \$35 million in annual research funding toward WSU's status as a Carnegie R1 Doctoral University.

Home to more than 1,400 undergraduate, graduate, and professional students, the colleges at WSU Spokane support health sciences education and research statewide through system campuses in Everett, Tri-Cities, Vancouver, and Yakima, furthering WSU's land-grant mission. Offering more than 25 undergraduate, professional, and doctoral degree programs in pharmacy, nursing, medicine, nutrition and exercise physiology, speech and hearing sciences, and several graduate degree programs through the College of Education, the colleges at WSU Spokane are fueling a pipeline of health care professionals ready to serve communities in every corner of our state.

Through this strategic plan, WSU Spokane will be uniquely positioned to support its three colleges in expanding their capacity to solve Washington's health care crisis. The core focus of this plan is to collaboratively and sustainably advance the opportunities and areas with the most scalability and potential impact with an eye toward developing and supporting research and educational programs that prepare students who are ready to serve our communities from the day they graduate.

PLANNING CONTEXT

This strategic plan promotes the iterative and collaborative development and implementation of WSU's vision for the health sciences by focusing on the opportunities and strategies that will enable WSU to efficiently and effectively contribute to the health care workforce, research, and programming required to address the health care needs of communities around the state. Additionally, this plan connects the health sciences college-level plans to the WSU system-wide strategic plan by establishing shared milestones metrics for measuring progress in meeting campus and institutional goals and by identifying the systematic and scalable support WSU Spokane can provide its resident colleges in the areas of:

- Student Success and Support
- Research Partnership and Infrastructure
- Community Engagement and Partnerships
- Organizational Capacity and Effectiveness

OUR COMMITMENT TO OUR COMMUNITY

At WSU Spokane, we believe that the future of health education and care is diverse, equitable, and inclusive—for those who teach, research, study, give, and receive care—in every interaction, every day. As a campus community, we are committed to actively closing opportunity gaps, reducing bias, and removing barriers for those we serve—students, faculty, staff, and all individuals across our state. Our commitment is not just a vision; it's a roadmap ingrained in every aspect of this strategic plan, informing our mindset, our work, and our decision-making. This plan supports the holistic ownership and measurement of our progress through specific initiatives and trackable outcomes to transform our commitment into tangible results.

OUR MISSION

To collaboratively convene, support, and catalyze leadership, inclusivity, and excellence in health care education, research, and scholarship while engaging with our community to address growing health care needs across Washington and beyond.

OUR ENVISIONED FUTURE

Our Vision

Washington State University Spokane will be an innovative, responsive, and integrated learning environment dedicated to transforming health care for rural and underserved communities in Washington and beyond.

Vivid Descriptions

Upon successful implementation of this strategic plan, WSU Spokane will be recognized among all stakeholders as:

- An active and highly engaged community, centered around a shared value of service to the unique and shifting health needs in every corner of our growing, vibrant state.
- A learning environment grounded in trust, respect, commitment, and recognition, cultivated to support evidence-based, real-world, experiential health sciences learning on all WSU campuses.
- An atmosphere where faculty and staff collaborate with one another and future health professionals, growing together as individuals and in teams to actively address the most pressing health challenges facing Washington's communities near and far.
- A powerful and productive epicenter of research inspired by the specific health concerns of Washingtonians that, through the exploration of new possibilities, seeking of new answers, and generation of new discoveries, improves the quality of life for all people everywhere.

Goal One: Student Success & Support

Foster an environment of inclusivity, learning, and growth that attracts new students to the health care professions, increases student success, and develops a health care workforce equipped to address our community's most pressing health issues from day one.

Aligns with the WSU System Strategic Plan Goal 2: Student Experience

Objectives & Strategies

Increase enrollment in programs with capacity at WSU Spokane with an eye toward supporting, eliminating barriers for, and increasing enrollment among prospective students from underrepresented communities.

- Develop and implement a Strategic Enrollment Management Plan for the WSU Spokane campus.
- Develop a coordinated communication, recruitment, matriculation, and onboarding process for prospective and admitted students.
- Develop and strengthen pipelines and academic enrollment incentives for students from underrepresented communities.

Streamline and expand campus services to support students' mental, physical, financial and social well-being.

- Develop and implement a comprehensive health and wellness services program accessible to WSU Spokane students at all locations.
- Address challenges experienced by students from underrepresented communities.
- Develop and enhance student financial services, scholarship, and employment programs to improve students' financial wellbeing.
- Identify, facilitate, and support student-led programming to enhance student social well-being.

Streamline and expand campus services to support academic success.

- Expand and enhance academic success and accommodation services in collaboration with campus and college partners.
- Identify and pursue opportunities for tailored academic support programs.
- Strengthen and coordinate career development and graduate school application services.
- Support the colleges in meeting reasonable and appropriate accommodations for students with disabilities in academic and clinical settings.
- Expand service-learning and co-curricular programs to enhance interprofessional learning and student engagement.

Metrics

- Student enrollment, retention, and graduation rates with a specific focus on first-generation students, students of color, and veteran students.
- Student Engagement Survey satisfaction rate
- Post-graduation employment placement and salary metrics including percentage of students of students from Washington and job placement rate in Washington

- Program specific degree completion metrics

Goal Two: Research

Promote increased research in the health sciences across the university by providing a state-of-the-art, reliable, efficient, and effective research infrastructure

Aligns with the WSU System Strategic Plan Goal 1: Research, Innovation & Creativity

Objectives & Strategies

Optimize existing campus research capabilities to support research excellence and interdisciplinary collaboration.

- Identify centers of excellence in areas of programmatic strength with funding potential.
- Foster an environment of collaborative engagement and scholarship to support interdisciplinary research and mentorship.

Identify and invest in research opportunities that improve health and wellbeing in Washington and beyond.

- Secure seed funding for high-priority research areas.
- Cultivate external partnerships to support research applications and funding.
- Leverage research programs and achievements to enhance regional and national leadership reputation.

Increase investment in research infrastructure.

- Establish a financial model that supports increased investment in research core facilities
- Develop processes to support sustainable research infrastructure.
- Identify research data security needs.

Metrics

- Total research proposals
- Total grant and contract awards
- Total number patents
- Amount of private and philanthropically funded research
- Number of collaborations and mentorships across health sciences colleges
- Number of external partnerships
- F&A campus expenditures

Goal Three: Community Engagement & Partnerships

In collaboration with the colleges, foster partnerships and engage in communities throughout Washington to improve the lives of people.

Aligns with the WSU System Strategic Plan Goal 3: Outreach, Extension, Service & Engagement

Objectives & Strategies

Expand and deepen engagement and outreach with regional communities, clinical partners, nonprofits, government agencies, tribes, businesses, and alumni.

- Deepen relationships and increase collaboration with regional tribal communities to address health needs and priorities.
- Partner with college programs to enhance faculty, staff, student, and alumni involvement in K-12 enrichment programs that increase exposure to careers in the health sciences.
- Increase community involvement of WSU Spokane leaders and employees to better support the mission of regional community organizations.
- Identify and promote mutually beneficial opportunities for learning about and better serving our communities, especially in support of WSU system goals and in partnership with WSU Extension.

Actively engage community members, clinical partners, businesses, nonprofits, government agencies, tribes, and alumni in the vision and impact of the health sciences.

- Create opportunities for community-based engagement in WSU's research and innovative technologies
- Facilitate local leaders, policymakers, current and prospective donors, and health professionals' engagement with faculty, students, and alumni.
- Increase community involvement in campus decisions and activities.

Grow contributions to economic development and human health in collaboration with local and regional partners.

- Implement campus-wide mechanisms for identifying, assessing and communicating the regional impact and value of WSU education, research, outreach, service and engagement.
- Increase alignment of health sciences priorities with the needs, challenges and opportunities in Spokane and eastern Washington.
- Establish mechanisms for evaluating and meeting local workforce development needs in human health fields.
- Coordinate brand communication activities with WSU system communications to enhance reach and impact of storytelling.

Metrics

- Number of community members serving on WSU Spokane advisory boards
- Number of employees trained to understand and adhere to the Executive Policy 41
- Number of WSU employees serving on community boards
- Number of student and employee community service projects and hours
- Number of alumni participating in WSU programs and continuing education opportunities

Goal Four: Organizational Capacity & Effectiveness

Responsibly cultivate and steward all resources – physical, financial, human, and intellectual-- to build a top-tier campus that enhances and supports the land-grant, educational, research, and clinical missions of its colleges and attracts philanthropic investment.

Aligns with the WSU System Strategic Plan Goal 4: Institutional Effectiveness and Infrastructure

Objectives & Strategies

**Support the recruitment, retention, and engagement of exceptional faculty, staff, and students —
– to advance health sciences education and research.**

- Use an equity lens to examine and update campus practices and policies.
- Expand diversity, equity, and inclusion training opportunities for faculty, staff, and students.
- Improve access to professional development and pathways to career advancement.
- Support the recognition of high-achieving faculty and staff.

Maintain, improve, and expand the infrastructure and physical capacity of the campus and its remote sites to support students, faculty, and staff and meet institutional and program goals.

- Evaluate, streamline, and update internal processes and systems to increase equity, organizational efficacy, and transparency.
- Develop an approach to new employee onboarding, with a focus on fostering an engaged workforce and inclusive campus culture.
- In partnership with WSU system leadership, advocate for the creation of a sustainable, future-forward model for the reinvestment of Facilities and Administrative funds in the campus.
- Assess, improve, or expand functionality, accessibility and availability of experiential learning, simulation, classroom, and laboratory spaces on campus and at remote sites with an eye toward inter- and intra-professional education.
- Evaluate campus and remote site information technology systems and capacity to determine improvements to services and security.

Increase funding and support for campus initiatives and infrastructure.

- Establish a comprehensive and aspirational development plan to increase philanthropic funding for priority campus initiatives and infrastructure from philanthropic and private sources.
- Establish a comprehensive and aspirational development plan that engages donors to support responsive growth and capacity building to address future workforce gaps and community needs.

- Support the pooling of resources across the WSU system to increase campus operational and programmatic efficiencies.
- Seek additional public-private partnerships to maximize initiatives, goals, and sustainability.

Metrics

- Culture of philanthropy (Leadership and employee giving)
- Philanthropic contributions
- Enrollment in new academic programs
- Retention and graduation rates by admit type
- Employee demographics
- Employee engagement survey metrics

AMENDATORY SECTION (Amending WSR 23-07-069, filed 3/13/23, effective 4/13/23)

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

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

(a) The student has attended an institution of higher education as a regularly enrolled student for at least two (~~(regular)~~) full-time semesters or three (~~(regular)~~) full-time quarters (excluding summer sessions) following high school graduation or equivalent;

(b) The student is living with immediate family in a family situation (~~((mother and/or father))~~) i.e., parent(s); legal guardian(s); aunt or uncle; or grandparent(s) within 40 miles of their respective campus;

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

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

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

[Statutory Authority: RCW 28B.30.150. WSR 23-07-069, § 504-24-030, filed 3/13/23, effective 4/13/23; WSR 20-23-059, § 504-24-030, filed 11/16/20, effective 12/17/20. Statutory Authority: RCW 28B.30.095, 28B.30.125 and 28B.30.150. WSR 95-07-044, § 504-24-030, filed 3/8/95, effective 4/8/95. Statutory Authority: RCW 28B.30.095, 28B.30.125, 28B.30.150 and chapter 28B.19 RCW. WSR 87-12-013 (Order 87-1), § 504-24-030, filed 5/26/87. Statutory Authority: RCW 28B.30.125 and 28B.30.150. WSR 80-07-015 (Order 80-2, Resolution No. 6/80-15), § 504-24-030, filed 6/11/80; Order 77-2, § 504-24-030, filed 8/3/77; Order 73-7, § 504-24-030, filed 10/5/73; Order 73-6, § 504-24-030, filed 8/1/73; Order 4, § 504-24-030, filed 10/20/71; Order 3, § 504-24-030, filed 8/5/71.]

Exhibit D

AMENDATORY SECTION (Amending WSR 22-23-142, filed 11/21/22, effective 1/1/23)

WAC 504-26-010 Definitions. Words and phrases used in the standards of conduct regardless of their associated gender identity include all genders. Words and phrases used in the standards of conduct in the singular or plural encompass both the singular and the plural, unless the context clearly indicates otherwise. For purposes of the standards of conduct, the following definitions apply:

(1) Academic integrity hearing board. Teaching faculty and student representatives who(~~(, collectively,)~~) are authorized by the university to review an instructor's determination that a student violated university academic integrity policies and whether or not the outcome proposed by the instructor is in keeping with the instructor's published policies.

(2) Academic integrity violation. A violation of the university's academic integrity expectations, which is defined as:

(a) Use of unauthorized materials in taking quizzes, tests, or examinations, or giving or receiving unauthorized assistance by any means, including talking, copying information from another student, using electronic devices, or taking an examination for another student.

(b) Use of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments.

(c) Acquisition or possession of tests or other academic material belonging to a member of the university faculty or staff when acquired without the permission of the university faculty or staff member.

(d) Fabrication, which is the intentional invention or counterfeiting of information in the course of an academic activity. Fabrication includes, but is not limited to:

(i) Counterfeiting data, research results, information, or procedures with inadequate foundation in fact. The office of research must be consulted in matters involving alleged research misconduct as that term is defined in the university's executive policy 33.

(ii) Counterfeiting a record of internship or practicum experiences.

(iii) Submitting a false excuse for absence or tardiness or a false explanation for failing to complete a class requirement or scheduled examination at the appointed date and time.

(e) Engaging in any behavior for the purpose of gaining an unfair advantage specifically prohibited by a faculty member in the course syllabus or class discussion.

(f) Scientific misconduct. Falsification, fabrication, plagiarism, or other forms of dishonesty in scientific and scholarly research are prohibited. Complaints and inquiries involving cases of scientific misconduct are managed according to the university's policy

for responding to allegations of scientific misconduct. A finding of scientific misconduct is subject to sanctions by CCS. The policy for responding to allegations of scientific misconduct (executive policy 33) may be reviewed by contacting the office of research.

(g) Unauthorized collaboration on assignments.

(h) Intentionally obtaining unauthorized knowledge of examination materials.

(i) Plagiarism. Presenting the information, ideas, or phrasing of another person as the student's own work without proper acknowledgment of the source. This includes submitting a commercially prepared paper or research project or submitting for academic credit any work done by someone else. The term "plagiarism" includes, but is not limited to, the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

(j) Unauthorized multiple submission of the same work.

(k) Sabotage of others' work.

(l) Tampering with or falsifying records.

(m) Violating any other academic rule or standards specified in published course policies.

(3) Appeals board. The group of students, faculty, and staff, collectively, authorized in accordance with WAC 504-26-115 to consider appeals from a university conduct board's or conduct officer's determination as to whether a student has violated the standards of conduct and any sanctions assigned.

(4) Brief adjudication. The process by which a conduct officer may adjudicate student conduct matters that are not resolving allegations that would constitute Title IX sexual harassment within the university's Title IX jurisdiction, and where possible sanctions do not include suspension for more than 10 instructional days, expulsion, loss of recognition, or revocation of degree. Also referred to as a "conduct officer hearing" or "brief adjudicative proceeding."

(5) CCR. The university's office of compliance and civil rights.

(6) CCS. The university's center for community standards.

(7) Complainant. Any person who is the alleged victim of prohibited student conduct, whether or not such person has made an actual complaint.

(8) Conduct board. The group (~~of students, faculty, and staff, collectively~~) or individual authorized in accordance with WAC 504-26-110 to adjudicate certain student conduct matters.

(9) Conduct officer. A university official authorized by the dean of students or their designee to initiate, manage, and/or adjudicate certain student conduct matters in accordance with WAC 504-26-401 and 504-26-402.

(10) Faculty member. For purposes of this chapter, any person hired by the university to conduct classroom or teaching activities or who is otherwise considered by the university to be a member of its faculty.

(11) Full adjudication. The process by which a conduct board adjudicates matters involving possible suspension of greater than 10 instructional days, expulsion, loss of recognition, revocation of degree, or other matters as determined by the university. Also referred to as "formal adjudication," "formal (or full) adjudicative proceeding," or "conduct board hearing."

(12) Gender identity. Having or being perceived as having a gender identity, self-image, appearance, behavior, or expression, whether or not that gender identity, self-image, appearance, behavior, or expression is different from that traditionally associated with the sex assigned to the person at birth.

(13) Member of the university community. Includes any person who is a student, faculty member, university official, any person employed by the university, or any person with a relationship with the university, including guests of and visitors to the university. A person's status in a particular situation is determined by the dean of students or designee.

(14) Parties. The parties to a student conduct proceeding must include the university and the respondent. The parties in a student conduct matter where the allegations, if true, would constitute Title IX sexual harassment within the university's Title IX jurisdiction must also include the complainant(s). The university may designate other complainants as parties to conduct proceedings including, but not limited to, harmed parties. The dean of students or their designee determines party status for complainants.

(15) Recognized or registered student organization. A group of students, collectively, that has complied with the formal requirements for university recognition or registration.

(16) Respondent. A student or recognized or registered student organization alleged to have violated these standards of conduct.

(17) Standards of conduct. The standards of conduct for students outlined in this chapter.

(18) Student. For the purposes of this chapter, any person who:

(a) Is enrolled in at least one undergraduate, graduate, or professional studies course at the university;

(b) Has been notified of their acceptance for admission but has not yet registered for their course(s);

(c) Is eligible to reenroll in classes without reapplying.

(19) Title IX. Title IX of the Education Amendments Act of 1972, 20 U.S.C. 1681 and its implementing 34 C.F.R. Part 106.

(20) University. Washington State University.

(21) University official. Any person employed by the university, performing assigned administrative or professional responsibilities.

(22) University premises. All land, buildings, facilities, vehicles, websites, and other property in the possession of or owned, used, or controlled by the university (including adjacent streets and sidewalks), including its study abroad program sites, as well as university-sponsored or hosted online platforms.

[Statutory Authority: RCW 28B.30.150. WSR 22-23-142, § 504-26-010, filed 11/21/22, effective 1/1/23; WSR 21-07-057, § 504-26-010, filed

3/15/21, effective 4/15/21; WSR 18-23-083, § 504-26-010, filed 11/19/18, effective 12/20/18; WSR 17-13-049, § 504-26-010, filed 6/15/17, effective 7/16/17; WSR 16-08-014, § 504-26-010, filed 3/28/16, effective 4/28/16; WSR 15-01-080, § 504-26-010, filed 12/15/14, effective 1/15/15; WSR 11-11-031, § 504-26-010, filed 5/11/11, effective 6/11/11; WSR 07-11-030, § 504-26-010, filed 5/8/07, effective 6/8/07; WSR 06-23-159, § 504-26-010, filed 11/22/06, effective 12/23/06.]

AMENDATORY SECTION (Amending WSR 22-23-142, filed 11/21/22, effective 1/1/23)

WAC 504-26-100 Presiding officers. Full adjudicative proceedings are conducted by the conduct board and are presided over by an individual who is licensed to practice law in the state of Washington and has judicial training. The presiding officer's role is to ensure a fair and impartial process and is limited to making procedural and evidentiary rulings and handling logistical and other matters related to facilitating the proceedings to ensure compliance with legal requirements. The presiding officer must transmit a full and complete record of the proceedings to CCS and the conduct board, including such comments upon demeanor of witnesses as the presiding officer deems relevant, in accordance with RCW 34.05.461. The presiding officer does not vote (~~(and is not considered for purposes of creating a quorum of the conduct board)~~).

[Statutory Authority: RCW 28B.30.150. WSR 22-23-142, § 504-26-100, filed 11/21/22, effective 1/1/23; WSR 18-23-083, § 504-26-100, filed 11/19/18, effective 12/20/18; WSR 17-13-049, § 504-26-100, filed 6/15/17, effective 7/16/17; WSR 15-11-041, § 504-26-100, filed 5/14/15, effective 6/14/15; WSR 15-01-080, § 504-26-100, filed 12/15/14, effective 1/15/15; WSR 12-04-049, § 504-26-100, filed 1/30/12, effective 3/1/12; WSR 06-23-159, § 504-26-100, filed 11/22/06, effective 12/23/06.]

AMENDATORY SECTION (Amending WSR 22-23-142, filed 11/21/22, effective 1/1/23)

WAC 504-26-105 Recruitment, appointment, and term of conduct and appeals board members. A committee comprised of students, staff, and/or faculty members and convened by the dean of students selects a pool of members of the university community to serve as conduct board members and appeals board members. Pool members are approved by the university president and must be in good standing with the university. Pool members serve a maximum term of four calendar years but may apply to serve another four-year term after a break of two years. Terms of pool members are staggered. CCS is not involved in the (~~recruitment~~

~~or application~~) selection processes for board members. CCS may assist in the recruitment process for board members.

[Statutory Authority: RCW 28B.30.150. WSR 22-23-142, § 504-26-105, filed 11/21/22, effective 1/1/23; WSR 18-23-083, § 504-26-105, filed 11/19/18, effective 12/20/18.]

AMENDATORY SECTION (Amending WSR 22-23-142, filed 11/21/22, effective 1/1/23)

WAC 504-26-110 Composition of conduct board. A conduct board (~~((must consist of at least three members. A quorum of three is needed to hear a matter))~~) may consist of one person or multiple persons selected from the pool of approved university community members in accordance with WAC 504-26-105. The presiding officer is not a member of the conduct board (~~((and therefore is not considered for purposes of determining whether there is a quorum. A minimum of one conduct board member hearing a matter must be a student. The remaining members may be students, or full time or part time faculty or staff of any rank or classification. When the complainant or respondent is enrolled at a particular campus, at least one member of the conduct board must be from that campus))~~). No conduct board member may serve on a case if the member previously served on a board in a case involving the same complainant or respondent.

[Statutory Authority: RCW 28B.30.150. WSR 22-23-142, § 504-26-110, filed 11/21/22, effective 1/1/23; WSR 20-07-075, § 504-26-110, filed 3/16/20, effective 4/16/20; WSR 18-23-083, § 504-26-110, filed 11/19/18, effective 12/20/18.]

AMENDATORY SECTION (Amending WSR 22-23-142, filed 11/21/22, effective 1/1/23)

WAC 504-26-415 Procedure for academic integrity violations. (1) Initial hearing.

(a) When a responsible instructor believes that an academic integrity violation has occurred, the instructor must assemble the evidence and, upon reasonable notice to the respondent of the date, time, and nature of the allegations, make reasonable attempts to meet with the respondent suspected of committing an academic integrity violation.

(b) If the respondent admits that they committed an academic integrity violation, the instructor assigns an outcome in keeping with published course policies and notifies CCS in writing, including the allegations, the respondent's admission, and the sanctions assigned.

(c) If the instructor is unable to meet with the respondent or if the respondent disputes the allegation(s) and/or the outcome proposed by the instructor, the instructor must make a determination as to

whether the respondent did or did not commit an academic integrity violation based on a preponderance of the evidence standard, meaning that it is more likely than not that the violation occurred. If the instructor finds that the respondent was in violation, the instructor must provide the respondent and CCS with a written determination, the evidence relied upon, and the sanctions assigned.

(d) The respondent has 21 calendar days from the date of the decision letter to request review of the instructor's determination and/or sanction(s) assigned to the academic integrity hearing board.

(2) Review.

(a) Upon timely request for review by a respondent who has been found by their instructor to have committed an academic integrity violation, the academic integrity hearing board must make a separate and independent determination of whether or not the respondent is responsible for committing an academic integrity violation and/or whether the outcome proposed by the instructor is in keeping with the instructor's published course policies.

(b) The academic integrity hearing board must consist of a minimum of (~~three~~) one member (~~s. A quorum of three is needed to review a matter. A minimum of one academic integrity hearing board member must be an enrolled student. The remaining members may be students, or full time or part time faculty of any rank or classification~~). No academic integrity hearing board member may serve on a case if the member previously served on a board in a case involving the same student.

(c) The academic integrity hearing board is empowered to provide an appropriate remedy for a respondent including arranging a withdrawal from the course, having the respondent's work evaluated, or changing a grade where it finds that:

(i) The respondent is not responsible for violating academic integrity policies; or

(ii) The outcome assigned by the instructor violates the instructor's published policies.

(d) Academic integrity hearing board proceedings.

(i) Any respondent appealing a responsible instructor's finding of an academic integrity violation is provided written notice of an academic integrity hearing board hearing in accordance with WAC 504-26-035. The written notice must include:

(A) The specific complaint, including the university or instructor academic integrity policy or regulation allegedly violated;

(B) The approximate time and place of the alleged act that forms the factual basis for the violation;

(C) The time, date, and place of the hearing;

(D) A list of the witnesses who may be called to testify, to the extent known; and

(E) A description of all documentary and real evidence to be used at the hearing, to the extent known, including a statement that the respondent must have the right to inspect the documentation.

(ii) Time for hearings.

(A) Academic integrity hearing board hearings are scheduled not less than seven calendar days after the respondent has been sent notice of the hearing.

(B) Requests to extend the time and/or date for hearing must be addressed to the chair of the academic integrity hearing board, and must be copied to CCS. A request for extension of time is granted only upon a showing of good cause.

(iii) Academic integrity hearing board hearings are conducted according to the following procedures, except as provided by (d) (iv) of this subsection:

(A) Academic integrity hearing board hearings are conducted in private.

(B) The instructor, respondent, and their advisor, if any, are allowed to attend the entire portion of the hearing at which information is received (excluding deliberations). Admission of any other person to the hearing is at the discretion of the academic integrity hearing board chair.

(C) In academic integrity hearings involving more than one respondent, the academic integrity hearing board chair may permit joint or separate hearings at the chair's discretion.

(D) In hearings involving graduate respondents, board memberships are comprised to include graduate students and graduate teaching faculty to the extent possible.

(E) The responsible instructor and the respondent may arrange for witnesses to present relevant information to the academic integrity hearing board. Witnesses must provide written statements to the conduct officer at least two weekdays before the hearing. The respondent is responsible for informing their witnesses of the time and place of the hearing. Witnesses provide information to and answer questions from the academic integrity hearing board, the responsible instructor, and the respondent, as appropriate. The respondent and/or responsible instructor may submit written questions to be answered by each other or by other witnesses. Written questions are submitted to, and asked by, the academic integrity hearing board chair. This method is used to preserve the educational tone of the hearing and to avoid creation of an unduly adversarial environment, and to allow the board chair to determine the relevancy of questions. Questions concerning whether potential information may be received are resolved at the discretion of the academic integrity hearing board chair, who has the discretion to determine admissibility of information.

(F) Pertinent records, exhibits, and written statements may be accepted as information for consideration by an academic integrity hearing board at the discretion of the chair.

(G) Questions related to the order of the proceedings are subject to the final decision of the chair of the academic integrity hearing board.

(H) After the portion of the hearing concludes in which all pertinent information is received, the academic integrity hearing board determines (by majority vote) whether or not the respondent is more likely than not responsible for violating the academic integrity

policy and/or whether the outcome proposed by the instructor is in keeping with the instructor's published course policies.

(I) The respondent is notified of the academic integrity hearing board's decision within 20 calendar days from the date the matter is heard. The respondent must receive written notice of the decision, the reasons for the decision (both the factual basis therefore and the conclusions as to how those facts apply to the academic integrity policies), and the sanction.

(iv) If a respondent to whom notice of the hearing has been sent (in the manner provided above) does not appear at the hearing, the information in support of the complaint is presented and considered in the respondent's absence, and the board may issue a decision based upon that information.

(v) The academic integrity hearing board may for convenience, or to accommodate concerns for the personal safety, well-being, and/or fears of confrontation of any person, provide separate facilities, and/or permit participation by telephone, audio tape, written statement, or other means, as determined in the sole judgment of the chair of the academic integrity hearing board to be appropriate.

(vi) The written decision of the academic integrity hearing board is the university's final order. There is no appeal from findings of responsibility or outcomes assigned by academic integrity hearing board.

(3) If the reported violation is the respondent's first offense, CCS ordinarily requires the respondent to attend a workshop separate from, and in addition to, any academic outcomes assigned by the instructor.

(4) If the reported violation is the respondent's second offense, the respondent is ordinarily referred for a full adjudicative hearing in accordance with WAC 504-26-403, to determine appropriate sanctions, which may include expulsion from the university.

(5) If the instructor or academic integrity hearing board determines that the act of academic dishonesty for which the respondent is found responsible is particularly egregious in light of all attendant circumstances, the instructor or academic integrity hearing board may direct that the respondent's case be referred to the conduct board with a recommendation for expulsion from the university even if it is the respondent's first offense.

(6) Because instructors and departments have a legitimate educational interest in the outcomes, reports of academic integrity hearing board and/or conduct board hearings must be reported to the responsible instructor and the chair or dean.

[Statutory Authority: RCW 28B.30.150. WSR 22-23-142, § 504-26-415, filed 11/21/22, effective 1/1/23; WSR 21-07-057, § 504-26-415, filed 3/15/21, effective 4/15/21; WSR 18-23-083, § 504-26-415, filed 11/19/18, effective 12/20/18.]

IMPORTANT: To ensure accuracy, always use track-changes when editing this draft.

Washington State University Board of Regents Policy Manual

Board of Regents Policy #5
Revision Approved by the Board of Regents, ~~January 30, 2015~~ <Date TBD> **DRAFT #3**

Board of Regents Debt Management Policy

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1.0 Purpose and Policy

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In accordance with the provisions of RCW 28B.10.022, 28B.10.300-330, 28B.30.700-780, 28B.140 and 39.94, the Board of Regents (the "Regents") of Washington State University (the "University") 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. Operating or capital leases are not considered financing contracts for the purposes of this policy.

This policy states the principles that ~~will~~ govern 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.

2.0 Debt Subject to Policy

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Debt, as the term pertains to this policy, means University obligations for the repayment of borrowed money incurred to fund the construction or acquisition of capital assets, infrastructure and any other University purpose approved by the Regents. This includes, but is not limited to, University general revenue bonds, revenue bonds for various auxiliaries, and any public-private project that would impact the University's credit. It does not include state general obligation bonds or state certificates of participation benefitting the University, ~~whether or not~~ except when such obligations are reimbursable by the University.

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Washington State University Board of Regents Policy Manual

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Board of Regents Debt Management Policy

3.0 Governing Principles

- No debt ~~will be is~~ issued without prior approval of the Regents, except that the Regents have delegated authority to the University President or designee to issue refunding bonds when the threshold provisions in Section 5.0 of this policy are met. (See Board of Regents Policy on Delegation of Authority, Appendix 6).
- The University ~~will comply~~ complies with all applicable laws, regulations, and bond covenants.
- Debt is a limited resource that ~~will be is~~ used to fund only capital projects that are consistent with the University's mission and strategic priorities, and its capital plan(s).
- The maturity and term of debt repayment ~~will be is~~ determined on the basis of expected availability of resources; other ~~long term~~ goals and obligations of the borrowing unit and the University; useful life of the assets being financed; and market conditions at the time of financing.
- The University ~~will establish~~ es an internal compliance plan and ~~will engage~~ s in regular debt monitoring under that plan, to ensure compliance with this policy, bond resolutions, and other requirements.
- The University ~~will perform~~ s sensitivity analysis to evaluate varying cost and revenue drivers and discuss such analysis at the time of requesting additional debt and/or annual debt reporting to the Board of Regents. Such drivers ~~will include~~, but are not limited to, enrollment deviations, tuition and fee variations, state and federal appropriation changes, sponsored research anomalies all as compared to current year budget, while reflecting varying market assumptions.
- The University's overall debt status and outlook ~~will be is~~ reported to the Regents, at least annually, consistent with the requirements herein.

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4.0 Debt Issuance Principles

- In general, new debt ~~will be is~~ secured by the general revenues of the University; but the University may secure debt by a specified revenue stream when legally and financially feasible for a specific project or purpose.
- For each project to be financed, the University ~~will identify~~ identifies a source of repayment, sufficient in security and amount to support debt service over the life of the financing, as well as operating costs.
- The University ~~will seek~~ s to maintain national credit ratings for general revenue bonds in the Aa/AA range and ~~will employ~~ s financial ratios consistent with major credit rating agency criteria to confirm that it is operating within parameters that ~~will support~~ the desired credit rating.

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Board of Regents Debt Management Policy

4.0 Debt Issuance Principles (cont.)

- The University ~~will seeks~~ to maintain a debt burden ratio below 7.5%, where debt burden is defined as the total annual debt service payment as a % of total operating costs.
- Financings ~~will be~~ are coordinated, to the extent practical, to minimize the fixed costs of debt issuance.
- In general, fixed rate debt ~~will be~~ is utilized, but the University may incur debt bearing interest at variable rates when appropriate for a particular financing plan, and taking into account bond market conditions, the University's liquidity position, and risks associated with variable rate debt (including interest rate risk, remarketing risk, and liquidity renewal risk).
- The University will not enter into any derivative transactions without first adopting a derivatives policy.

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5.0 Refinancing and Refunding Principles

Refinancing of obligations may be considered:

- If it relieves the University of covenants, payment obligations, constraints, or reserve requirements that limit flexibility;
- To consolidate debt into a general revenue pledge and/or reduce the cost and administrative burden of managing many small outstanding obligations, after demonstration of the proposed benefits; or
- If the net present value ("NPV") savings to the University exceeds minimum ~~thresholds~~ thresholds, when measured as a percentage of the par amount of debt to be refinanced, and the refinancing supports the strategic need of the University.

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Refunding Thresholds

- If the refunding is being done for debt service savings, ~~C~~current refunding (i.e. refinancing completed up to 90 days prior to the first call date to final maturity for the ~~bonds~~ obligations) may be considered when NPV savings are expected to meet the following thresholds: 1% for one to five years. 3% for more than five years.

Years Between Call Date	Present Value Standard
1-2	1%
3-4	2%
5-6	3%
7+	4%

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Board of Regents Debt Management Policy

5.0 Refinancing and Refunding Principles (cont.)

Refunding Thresholds (cont.)

- If the refunding is being done for debt service savings, Advance refunding (i.e. refinancing completed more than 90 days prior to the first call date for the ~~bonds obligations~~) may be considered when NPV savings are expected to meet the following thresholds: 3% for one to five years, 5% for over five years.

<u>Years Between Call Date and Final Maturity Date</u>	<u>Present Value Standard</u>
<u>1-2</u>	<u>1%</u>
<u>3-4</u>	<u>2%</u>
<u>5-6</u>	<u>3%</u>
<u>7-8</u>	<u>4%</u>
<u>9+</u>	<u>5%</u>

The Board of Regents has delegated authority to the President or designee to issue refunding obligations when the refunding threshold provisions above are met or exceeded. See Board of Regents Policy on Delegation of Authority (BOR2), Appendix 6. The Executive Vice President for Finance and Administration is the President's designee for purposes of this delegation.

6.0 Responsibilities

The Board of Regents is responsible for:

- Reviewing and approving any capital project to be considered for financing,
- Reviewing and authorizing each individual debt financing transaction, except for the issuance of refunding obligations as stated in Section 5.0, and
- Approving this policy and any changes to this policy.

The Executive Vice President ~~of~~for Finance and Administration is responsible for:

- Implementing this policy,
- Establishing an internal compliance plan for all debt management and issuance,
- Retaining expert advisors as needed to assist with the issuance and administration of debt.

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Board of Regents Debt Management Policy

6.0 Responsibilities

The Executive Vice President ~~of~~ Finance and Administration is responsible for (cont.):

- Analyzing and presenting recommendations to the President and the Regents in connection with each proposed debt financing transaction, including:
 - Identification of source of repayment for each project, together with pro forma financial statements and assumptions relating thereto, and
 - Internal coverage requirements for each project and/or auxiliary providing repayment;
- Issuing refunding obligations as set forth in Section 5.0.
- Overseeing management of daily activities relating to debt and debt issuance, including coordination with legal and financial advisors to prepare and review the documents necessary for bond issuance and rating agency communication;
- Ensuring the University fulfills its continuing disclosure obligations, monitors compliance with bond covenants and IRS regulations, and invests unspent bond funds prudently; and
- Fulfilling the reporting requirements of this policy.

If at any time the Executive Vice President for Finance and Administration becomes aware of and substantiates concerns about project revenue streams or ability of a project or auxiliary to meet debt service or coverage requirements on outstanding or proposed debt, and/or the ability of the University to meet internal compliance targets or service outstanding or proposed debt, ~~he or she shall~~ they must report such concerns at the next meeting of the Board of Regents, and ~~shall~~ must periodically report thereafter until the concerns have been fully addressed and resolved.

7.0 General Reporting Requirements

At least annually, the Executive Vice President for Finance and Administration ~~will~~ provides a report to the Regents detailing:

- All outstanding debt (by series and auxiliary, where applicable),
- The amount of outstanding principal, interest rates, maturity dates, debt-service requirements, and changes in outstanding debt since the previous year's report;
- Key covenants and ratios as selected by the Executive Vice President for Finance and Administration or requested by the Board, such as: identified in the University's internal compliance plan, to include, at a minimum:

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Washington State University Board of Regents Policy Manual

Board of Regents Policy #5
Revision Approved by the Board of Regents, ~~January 30, 2015~~ <Date TBD> **DRAFT #3**

Board of Regents Debt Management Policy

- Ratio of cash and investments to debt; ~~unrestricted net assets to debt (University wide)~~;
- Ratio of debt service to operating expenses (University-wide);
- Debt service coverage (University-wide and by auxiliary);
- Comparative ratios (same as above) showing University comparison to the rating category medians and to peer institutions with the same or similar ratings;
- For any variable rate debt, the status and remaining term of any letter of credit or similar liquidity source;
- For any derivatives, an overview of terms and the "mark-to-market" value;
- Any known or anticipated new debt issuance; and
- Any restructuring or refinancing opportunities, including any completed refundings and related cost savings, if applicable.

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Washington State University Board of Regents Policy Manual

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Board of Regents Debt Management Policy

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- 1.0 Purpose and Policy
- 2.0 Debt Subject to Policy
- 3.0 Governing Principles
- 4.0 Debt Issuance Principles
- 5.0 Refinancing and Refunding Principles
- 6.0 Responsibilities
- 7.0 General Reporting Requirements

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1.0 Purpose and Policy

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In accordance with the provisions of RCW 28B.10.022, 28B.10.300-330, 28B.30.700-780, 28B.140 and 39.94, the Board of Regents (the "Regents") of Washington State University (the "University") 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. Operating or capital leases are not considered financing contracts for the purposes of this policy.

This policy states the principles that ~~will~~ govern 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.

2.0 Debt Subject to Policy

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Debt, as the term pertains to this policy, means University obligations for the repayment of borrowed money incurred to fund the construction or acquisition of capital assets, infrastructure and any other University purpose approved by the Regents. This includes, but is not limited to, University general revenue bonds, revenue bonds for various auxiliaries, and any public-private project that would impact the University's credit. It does not include state general obligation bonds or state certificates of participation benefitting the University, ~~whether or not~~ except when such obligations are reimbursable by the University.

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Washington State University Board of Regents Policy Manual

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Board of Regents Debt Management Policy

3.0 Governing Principles

- No debt ~~will be is~~ issued without prior approval of the Regents, except that the Regents have delegated authority to the University President or designee to issue refunding bonds when the threshold provisions in Section 5.0 of this policy are met. (See Board of Regents Policy on Delegation of Authority, Appendix 6).
- The University ~~will comply~~ complies with all applicable laws, regulations, and bond covenants.
- Debt is a limited resource that ~~will be is~~ used to fund only capital projects that are consistent with the University's mission and strategic priorities, and its capital plan(s).
- The maturity and term of debt repayment ~~will be is~~ determined on the basis of expected availability of resources; other ~~long term~~ goals and obligations of the borrowing unit and the University; useful life of the assets being financed; and market conditions at the time of financing.
- The University ~~will establish~~ es an internal compliance plan and ~~will engage~~ s in regular debt monitoring under that plan, to ensure compliance with this policy, bond resolutions, and other requirements.
- The University ~~will perform~~ s sensitivity analysis to evaluate varying cost and revenue drivers and discuss such analysis at the time of requesting additional debt and/or annual debt reporting to the Board of Regents. Such drivers ~~will include~~, but are not limited to, enrollment deviations, tuition and fee variations, state and federal appropriation changes, sponsored research anomalies all as compared to current year budget, while reflecting varying market assumptions.
- The University's overall debt status and outlook ~~will be is~~ reported to the Regents, at least annually, consistent with the requirements herein.

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4.0 Debt Issuance Principles

- In general, new debt ~~will be is~~ secured by the general revenues of the University; but the University may secure debt by a specified revenue stream when legally and financially feasible for a specific project or purpose.
- For each project to be financed, the University ~~will identify~~ identifies a source of repayment, sufficient in security and amount to support debt service over the life of the financing, as well as operating costs.
- The University ~~will seek~~ s to maintain national credit ratings for general revenue bonds in the Aa/AA range and ~~will employ~~ s financial ratios consistent with major credit rating agency criteria to confirm that it is operating within parameters that ~~will support~~ the desired credit rating.

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Board of Regents Debt Management Policy

4.0 Debt Issuance Principles (cont.)

- The University ~~will seeks~~ to maintain a debt burden ratio below 7.5%, where debt burden is defined as the total annual debt service payment as a % of total operating costs.
- Financings ~~will be~~ are coordinated, to the extent practical, to minimize the fixed costs of debt issuance.
- In general, fixed rate debt ~~will be~~ is utilized, but the University may incur debt bearing interest at variable rates when appropriate for a particular financing plan, and taking into account bond market conditions, the University's liquidity position, and risks associated with variable rate debt (including interest rate risk, remarketing risk, and liquidity renewal risk).
- The University will not enter into any derivative transactions without first adopting a derivatives policy.

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5.0 Refinancing and Refunding Principles

Refinancing of obligations may be considered:

- If it relieves the University of covenants, payment obligations, constraints, or reserve requirements that limit flexibility;
- To consolidate debt into a general revenue pledge and/or reduce the cost and administrative burden of managing many small outstanding obligations, after demonstration of the proposed benefits; or
- If the net present value ("NPV") savings to the University exceeds minimum ~~thresholds~~ thresholds, when measured as a percentage of the par amount of debt to be refinanced, and the refinancing supports the strategic need of the University.

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Refunding Thresholds

- If the refunding is being done for debt service savings, ~~C~~current refunding (i.e. refinancing completed up to 90 days prior to the first call date to final maturity for the ~~bonds~~ obligations) may be considered when NPV savings are expected to meet the following thresholds: 1% for one to five years. 3% for more than five years.

Years Between Call Date	Present Value Standard
1-2	1%
3-4	2%
5-6	3%
7+	4%

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Board of Regents Debt Management Policy

5.0 Refinancing and Refunding Principles (cont.)

Refunding Thresholds (cont.)

- If the refunding is being done for debt service savings, Advance refunding (i.e. refinancing completed more than 90 days prior to the first call date for the ~~bonds obligations~~) may be considered when NPV savings are expected to meet the following thresholds: 3% for one to five years, 5% for over five years.

<u>Years Between Call Date and Final Maturity Date</u>	<u>Present Value Standard</u>
<u>1-2</u>	<u>1%</u>
<u>3-4</u>	<u>2%</u>
<u>5-6</u>	<u>3%</u>
<u>7-8</u>	<u>4%</u>
<u>9+</u>	<u>5%</u>

The Board of Regents has delegated authority to the President or designee to issue refunding obligations when the refunding threshold provisions above are met or exceeded. See Board of Regents Policy on Delegation of Authority (BOR2), Appendix 6. The Executive Vice President for Finance and Administration is the President's designee for purposes of this delegation.

6.0 Responsibilities

The Board of Regents is responsible for:

- Reviewing and approving any capital project to be considered for financing,
- Reviewing and authorizing each individual debt financing transaction, except for the issuance of refunding obligations as stated in Section 5.0, and
- Approving this policy and any changes to this policy.

The Executive Vice President ~~of~~for Finance and Administration is responsible for:

- Implementing this policy,
- Establishing an internal compliance plan for all debt management and issuance,
- Retaining expert advisors as needed to assist with the issuance and administration of debt.

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- For any derivatives, an overview of terms and the "mark-to-market" value;
- Any known or anticipated new debt issuance; and
- Any restructuring or refinancing opportunities, including any completed refundings and related cost savings, if applicable.

Exhibit F

WASHINGTON STATE UNIVERSITY									
2025-27 State Capital Budget Funding Request and Associated 10 Year Plan									
2025-27				Next	10 Yr Plan				
Priority	Project	Class	Stage	2025-27	2027-29	2029-31	2031-33	2033-35	
1	Minor Capital Preservation (MCR)	Preservation	pool	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000	\$ 40,000,000
2	Minor Capital Program (MCI & Omnibus Equip.)	Program	pool	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
3	New Integrated Sciences Building (includes Heald Demo) - Pullman	Program	D/C	\$ 25,000,000	\$ 50,000,000	\$ -	\$ -	\$ -	\$ -
4	New Team-Health Education Building (includes \$10M demo/Ignite) - Spokane	Program	C	\$ 58,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
5	General University Classrooms - System-Wide	Preservation	D/C	\$ 3,500,000	\$ -	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000
6	Wireless Enhancement - System-Wide	Preservation	D/C	\$ 3,500,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -
7	East Building Lab Renovations - Tri-Cities	Preservation	D/C	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
8	Central Chiller Plant Upgrade - Vancouver	Preservation	D/C	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
9	WADDL Facility Replacement - Puyallup	Program	D	\$ 3,000,000	\$ 20,000,000	\$ -	\$ -	\$ -	\$ -
10	TFREC Plant Growth Facility - Wenatchee	Program	D/C	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
11	VCEA Phase II Study - Pullman	Program	PD	\$ 500,000	\$ 15,000,000	\$ 50,000,000	\$ -	\$ -	\$ -
12	New Dairy Study - Pullman	Program	PD	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
13	Clean Buildings Performance Standard Energy Efficiency Improvements - CBPS	Preservation	D/C	\$ 5,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
2025-27 State Capital Budget Request				\$ 175,000,000					
14	McCoy Renovation	Program		\$ -	\$ 500,000	\$ 5,000,000	\$ 37,000,000	\$ -	\$ -
15	Fulmer Complex Renovations	Preservation		\$ -	\$ -	\$ 10,000,000	\$ 15,000,000	\$ 60,000,000	\$ -
16	System-wide Building Systems	Preservation		\$ -	\$ -	\$ 10,000,000	\$ -	\$ -	\$ -
17	New VCEA Engineering Lab Facility	Program		\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -
18	Biomedical and Health Sc Building Ph II (Spokane)	Program		\$ -	\$ 5,000,000	\$ 5,000,000	\$ 40,000,000	\$ -	\$ -
19	Pullman Student Success	Preservation		\$ -	\$ -	\$ 10,000,000	\$ -	\$ -	\$ -
20	Wegner Hall Renovation	Preservation		\$ -	\$ -	\$ -	\$ 3,000,000	\$ 25,000,000	\$ -
21	Murrow Hall Renovation	Preservation		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Sub Total				\$ 175,000,000	\$ 175,500,000	\$ 175,000,000	\$ 175,000,000	\$ 175,000,000	\$ 175,000,000
Operating Cost for 50% of Everett Building M&O (Assumes Permanent)				\$ 792,000	\$ 792,000	\$ 792,000	\$ 792,000	\$ 792,000	\$ 792,000
22	Preventive Maintenance Budget to Capital (Assumes Permanent)			\$ 10,115,000	\$ 10,115,000	\$ 10,115,000	\$ 10,115,000	\$ 10,115,000	\$ 10,115,000
Target Reappropriation				\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
				\$ 190,907,000	\$ 191,407,000	\$ 190,907,000	\$ 190,907,000	\$ 190,907,000	\$ 190,907,000

Additional Notes:

3. New Integrated Sciences Building (includes Heald Demo) - Pullman	
2025-27	Design (new facility), Heald Demolition and site prep
2027-29	Construction (new facility)

9. WADDL Facility Replacement - Puyallup	
2025-27	Design
2027-29	Construction (including demo of existing facility)

11. VCEA Phase II Study - Pullman	
2025-27	Pre-design and planning
2027-29	Design and enabling project necessary to empty Dana (e.g., Thermal Fluids)
2029-31	Construction (Dana renovation)

14. McCoy Renovation	
2027-29	Pre-design
2029-31	Design (McCoy renovation)
2031-33	Construction (McCoy renovation)

15. Fulmer Complex Renovations	
2029-31	Design and construction (Fulmer Synthesis renovation)
2031-33	Construction (Fulmer Syn renovation) / Design (Fulmer renovation)
2033-35	Construction (Fulmer renovation)

17. New VCEA Engineering Lab Facility	
2031-33	Design (new facility)
2033-35	Construction (new facility)

18. Biomedical and Health Sc Building Ph II (Spokane)	
2027-29	Demo and prep site
2029-31	Design
2031-33	Construction

20. Wegner Hall Renovation	
2031-33	Design (Wegner renovation)
2033-35	Construction (Wegner renovation)

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Office of Policies, Records, and Forms

WAC 504-50-010 Purpose and authority. This chapter of the Washington Administrative Code is adopted pursuant to RCW (~~(39.04.155)~~) 39.04.151, authorizing Washington State University to utilize a statewide small works roster in accordance with RCW 37.04.151(1)-(2) or to adopt procedures to ((award contracts for construction, building, renovation, remodeling, alteration, repair, or improvement of real property in lieu of other procedures for such work with an estimated cost of three hundred thousand dollars (\$300,000) or less. The University, in establishing a small works roster, shall use the procedures set forth in this chapter.)) establish one or more small works rosters for different specialties, categories of anticipated work, or geographic areas served by contractors on the roster that have registered for inclusion on that particular roster. [Statutory Authority: RCW 28B.30.150. WSR 09-19-071, § 504-50-010, filed 9/15/09, effective 10/16/09. Statutory Authority: RCW 39.04.155. WSR 01-13-103, § 504-50-010, filed 6/20/01, effective 7/21/01.]

WAC 504-50-020 Project construction cost. Whenever the estimated cost of any construction(~~((... or improvement of real property))~~) does not exceed three hundred fifty thousand dollars (~~(((\$300,000))\$350,000)~~), the University is authorized to use the statewide small works roster, or a WSU established small works roster in lieu of public advertisement for bids. In the event that the legislature further increases the small works roster limit, the University is authorized to use the small works roster for any projects up to the legislatively authorized limit. No project shall be broken into units or phases for the purpose of avoiding the maximum dollar amount of a contract that may be met using the small works roster. [Statutory Authority: RCW 28B.30.150. WSR 09-19-071, § 504-50-020, filed 9/15/09, effective 10/16/09. Statutory Authority: RCW 39.04.155. WSR 01-13-103, § 504-50-020, filed 6/20/01, effective 7/21/01.]

~~((WAC 504-50-030 Creation of small works roster or rosters. The University may create a single general small works roster, or it may create a small works roster for different specialties or categories of anticipated work. The rosters may make distinctions between contractors based upon different geographic areas served by the contractors.))~~ [Statutory Authority: RCW 39.04.155. WSR 01-13-103, § 504-50-030, filed 6/20/01, effective 7/21/01.]

NEW SECTION

WAC 504-50-032 Procedures for use. Procedures must be established for securing telephone, written, or electronic quotations from contractors on the appropriate statewide or WSU established small works rosters to assure that a competitive price is established and to award contracts to the lowest responsible bidder. Detailed plans and specifications are not required as part of the bid invitation. Bids may be solicited from all appropriate contractors on the statewide or WSU established rosters, or, alternatively, if the estimated cost of the work is less than one hundred fifty thousand dollars (\$150,000), the University may direct contract with small businesses as defined by RCW 39.04.010. In the event that the legislature further increases the small business limit, the University is authorized to use small businesses for any projects up to the legislatively authorized limit. Procedures must be established for rotation, notification, and annual publication of small works contracts awarded and contractors contacted for direct negotiation pursuant to RCW 39.04.200.

~~((WAC 504-50-040 Notice of small works rosters and solicitation of contractors. At least once per year, the University shall publish, in a newspaper of general circulation within the counties where small works are expected to be performed, a notice of the existence of any rosters, and shall solicit the names of contractors for such roster or rosters.))~~
[Statutory Authority: RCW 39.04.155. WSR 01-13-103, § 504-50-040, filed 6/20/01, effective 7/21/01.]

NEW SECTION

WAC 504-50-042 Administration. The associate vice president for facilities services, on behalf of the board of regents, is authorized to establish procedures for university use of the statewide and WSU established small works rosters.

~~((WAC 504-50-050 Contractors application form information required. In response to the notifications above, or at any time, contractors desiring to be included on a small works roster established by Washington State University, may submit a completed application in a format prescribed by the director, department of facilities operations. Copies of the form may be obtained from the department of facilities operations and will contain the following information:~~

- ~~(1) Name of contracting firm, including designation as corporation, partnership, sole proprietorship, or otherwise;~~
- ~~(2) Address of contracting firm;~~

Office of Policies, Records, and Forms

- ~~(3) Telephone number;~~
- ~~(4) Fax number;~~
- ~~(5) Email address;~~
- ~~(6) State contractor's license number;~~
- ~~(7) Name of the owner or chief operating officer;~~
- ~~(8) State of Washington department of revenue tax number;~~
- ~~(9) Indication of type of construction firm by categories enumerated on the form;~~
- ~~(10) An indication of those counties, enumerated on the form, in which the contractor is interested in being considered for projects;~~
- ~~(11) Indication of whether contractor is certified as a minority or women's business enterprise pursuant to chapter 326-20 WAC;~~
- ~~(12) Three references of satisfactorily completed contracts of a value of not less than twenty five thousand dollars within the past two years.~~

~~Upon receipt of the application, the University shall evaluate the qualifications of the firm for inclusion on the small works roster, enter the information set forth therein into its small works roster, and send a copy of the information which is entered to the applicant contractor. Contractors should not consider themselves to be enrolled in a small works roster until they have received this verification.~~

~~It is the responsibility of the contractor to notify the agency of any incorrect information set forth on the notice of verification and to notify the agency of any change in the information set forth in its application, as such changes may occur from time to time.)~~

[Statutory Authority: RCW 28B.30.150. WSR 09-19-071, § 504-50-050, filed 9/15/09, effective 10/16/09. Statutory Authority: RCW 39.04.155. WSR 01-13-103, § 504-50-050, filed 6/20/01, effective 7/21/01.]

~~((**WAC 504-50-060 Qualification requirements.** To qualify for placement on the Washington State University small works roster, contractors must demonstrate the following in experience and qualifications:~~

- ~~(1) Be a licensed contractor in the state of Washington;~~
- ~~(2) Have successfully completed at least three projects, each with a value of not less than twenty five thousand dollars within the past two years;~~
- ~~(3) Have two years experience in the area of expertise for which listing is sought.)~~

[Statutory Authority: RCW 28B.30.150. WSR 09-19-071, § 504-50-060, filed 9/15/09, effective 10/16/09. Statutory Authority: RCW

39.04.155. WSR 01-13-103, § 504-50-060, filed 6/20/01, effective 7/21/01.]

~~((WAC 504-50-070 Denial or removal of contractors from small works roster Reasons, notice, and hearing. A contractor may be denied placement on or, after such placement, may be removed from a small works roster for any of the following reasons:~~

- ~~(1) The information set forth in the contractor's application is not accurate;~~
- ~~(2) The contractor fails to notify the University of any changes in the information set forth in its original application for placement on the small works roster within thirty days of the effective date of such change;~~
- ~~(3) The contractor has failed to respond to five solicitations for bids on jobs offered through the small works roster;~~
- ~~(4) The contractor's past performance has demonstrated the firm not to be a responsible bidder as defined in RCW 39.04.350;~~
- ~~(5) The contractor fails to complete and return to the University any periodic update submitted by the University to determine the contractor's ongoing interest in maintaining its placement on the small works roster.~~
- ~~(6) Whenever the University believes that grounds exist for denying an application for placement on a small works roster, or removing the name of a contractor from a small works roster, notice of said grounds shall be given to the contractor by first class mail. If the contractor fails to object or request a hearing within twenty days after the mailing of said notice, then the denial or removal shall be made effective.))~~

[Statutory Authority: RCW 28B.30.150. WSR 09-19-071, § 504-50-070, filed 9/15/09, effective 10/16/09. Statutory Authority: RCW 39.04.155. WSR 01-13-103, § 504-50-070, filed 6/20/01, effective 7/21/01.]

~~((WAC 504-50-080 Procedures for use. When using a Small Works Roster, the University shall obtain telephone, written, or electronic quotations for public works contracts from contractors on the appropriate small works roster to assure that a competitive price is established and to award contracts to the lowest responsible bidder, as defined in RCW 39.04.350, as follows:~~

- ~~(1) A contract awarded from a small works roster need not be advertised. Invitations for quotations shall include an estimate of the scope and nature of the work to be performed as well as materials and equipment to be furnished. However, detailed plans and specifications need not be included in the~~

~~invitation. This paragraph does not eliminate other requirements for architectural or engineering approvals as to quality and compliance with building codes. Quotations may be invited from all appropriate contractors on the appropriate small works roster. As an alternative, quotations may be invited from at least five contractors on the appropriate small works roster who have indicated the capability of performing the kind of work being contracted, in a manner that will equitably distribute the opportunity among the contractors on the appropriate roster. In those cases where there are fewer than five contractors on the appropriate small works roster, quotations will be invited from all contractors on the roster.~~

~~(2) If the estimated cost of the work is from one hundred fifty thousand dollars to three hundred thousand dollars, the University may choose to solicit bids from less than all the appropriate contractors on the appropriate small works roster but must also notify the remaining contractors on the appropriate small works roster that quotations on the work are being sought. The University has the sole option of determining whether this notice to the remaining contractors is made by:~~

- ~~(a) Publishing notice in a legal newspaper in general circulation in the area where the work is to be done;~~
- ~~(b) Mailing a notice to these contractors; or~~
- ~~(c) Sending a notice to these contractors by facsimile or other electronic means.~~

~~(3) For purposes of this resolution, "equitably distribute" means that the University may not favor certain contractors on the appropriate small works roster over other contractors on the appropriate small works roster who perform similar services. At the time bids are solicited, the University representative shall not inform a contractor of the terms or amount of any other contractor's bid for the same project.~~

~~(4) A written record shall be made by the University representative of each contractor's bid on the project and of any conditions imposed on the bid. Immediately after an award is made, the bid quotations obtained shall be recorded, open to public inspection, and available by telephone inquiry.~~

~~(5) The University shall award the contract for the public works project to the lowest responsible bidder provided that, whenever there is a reason to believe that the lowest acceptable bid is not the best price obtainable, all bids may be rejected and the University may call for new bids.)~~

[Statutory Authority: RCW 28B.30.150. WSR 09-19-071, § 504-50-080, filed 9/15/09, effective 10/16/09. Statutory Authority: RCW 39.04.155. WSR 01-13-103, § 504-50-080, filed 6/20/01, effective 7/21/01.]

~~FUTURE ACTION ITEM #1 11~~
FY25 Athletics Budget Approval
(Leslie Brunelli/Anne McCoy/Jon Haarlow)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Athletics Budget Approval for FY25

SUBMITTED BY: Anne McCoy, Interim Athletics Director
Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: In accordance with RCW 28B.15.120, state legislation, and to maintain compliance with Athletics Plan for Fiscal Recovery, the Athletic annual operating budget is presented to the Board of Regents for approval.

Introduction

Washington State University Athletics is committed to providing its student-athletes with a world-class collegiate experience. As a member of the Pac-12 Conference, WSU was aligned alongside the top academic and athletic institutions in the nation. That changed August 4, 2023, when it was confirmed the Pac-12 had failed to secure a long-term media rights agreement and 10 of the 12 universities departed through conference realignment, leaving only Washington State and Oregon State as Pac-12 members beginning July 2024.

The lack of a media rights agreement drastically impacts the Athletics budget going forward, resulting in significant revenue decreases to the FY25 Athletics budget, as well as future years. The NCAA has granted a two-year grace period for the Pac-12 to operate with only the two schools, before requiring it to be at the NCAA minimum of eight schools beginning with the 2026 academic year.

The resulting conference instability has forced Washington State to pursue opportunities with scheduling affiliations, media rights, and other revenue generating opportunities that would typically be secured at the conference level. The fiscal challenges have resulted in a reduced budget the Athletics is presenting to the WSU Board of Regents for FY25.

Revenues

Revenue forecasts for FY25 are based on current contracts, historical sales, ongoing media discussions, and close collaboration with the Pac-12 conference. Ticket sales, contributions, and game-related revenues are based off prior year actuals, taking into consideration a shift in conference affiliation. Additionally, conference and NCAA distributions continue to be a primary revenue source, while royalties and advertising combine to be the second highest revenue category for FY25.

Expenses

To ensure a balanced budget for FY25, Athletics reduced expenses to match forecasted incoming revenues. Therefore, Athletics decreased its operating expense budget more than \$10M, decreasing from above \$85M to \$74M. These reductions focused on the necessity to maintain the highest-level student-athlete experience, while still achieving financial savings. Furthermore, reductions were made in consideration of schedule variations, market shifts, and changes to the college athletics landscape. As such, compensation, sport program expense, and external programs will each experience a decrease in available resources.

Summary

While conference realignment and the overall college athletics landscape remains incredibly fluid, Athletics continues its commitment to budgetary expectations while monitoring potential impacts to current and future year budgets. In collaboration with the Executive Vice President for Finance and Administration, Athletics continues their series of budget monitoring and financial accountability measures, and together will provide updates to the Board of Regents throughout the fiscal year. Athletics continues to gather key financial information about FY25 and presents this budget for approval based upon the latest information available.

Attachment A

ATHLETIC REVENUE	FY24 Budget	FY24 Recast 3/1/24	FY25	Changes
Student Services & Activities Fee	0.1	0.1	-	(0.1)
Media Rights	26.8	26.8		(26.8)
Conference Distribution	9.7	18.0	38.4	20.4
REVENUE ITEMS CONFERENCE/SETTLEMENT	36.6	44.8	38.4	(6.4)
Ticket Sales - Admissions Net of Tax	7.7	7.5	7.0	(0.5)
Student Sports Pass	2.6	2.4	1.5	(0.9)
Contributions	10.5	9.5	7.8	(1.7)
Program/Concessions	1.1	1.3	0.8	(0.5)
Guarantee Revenue	0.3	0.3	-	(0.3)
Other Revenue	2.5	3.6	1.1	(2.6)
REVENUE ITEMS WITH PROJECTED CHANGE	24.7	24.6	18.2	(6.4)
Endowments	0.9	0.9	0.9	-
NCAA Distribution	1.6	1.6	1.6	-
Royalties/Advertising	4.2	4.3	4.3	-
Student Fees - Debt Service	0.7	0.7	0.7	-
Direct Institutional Support - \$\$\$	2.4	2.4	2.5	0.1
REVENUE ITEMS WITH MINIMAL CHANGE	9.8	10.0	10.1	0.1
REVENUE BEFORE OFFSETS	71.0	79.4	66.7	(12.7)
Sports Camp Revenue	0.4	0.4	0.4	-
Direct Institutional Support - GE Waivers	3.4	3.4	3.4	-
Indirect Institutional Support	0.5	0.5	0.5	-
In Kind Contributions	1.6	1.6	1.6	-
Bowl Revenue	2.6	-	1.6	1.6
REVENUE ITEMS = EXPENSE	8.4	5.8	7.4	1.6
TOTAL REVENUE	79.4	85.2	74.0	(11.2)
ATHLETIC EXPENSE				
Scholarships	9.4	9.0	8.3	(0.6)
Compensation	30.2	30.6	25.5	(5.1)
Debt	10.1	10.1	11.0	1.0
TOTAL ADMINISTRATION	49.6	49.6	44.9	(4.7)
Recruiting	1.6	1.9	1.9	-
Team Travel	4.5	5.1	3.8	(1.3)
Equipment	0.6	0.7	0.7	-
Game Expenses	2.6	2.6	2.0	(0.6)
Medical Costs	1.4	1.6	1.6	(0.0)
Student Athlete Meals	1.0	1.3	1.3	-
TOTAL SPORTS PROGRAMS	11.7	13.2	11.3	(1.9)
Direct Admin Expense	2.0	3.2	1.9	(1.4)
Dues and Memberships	2.6	2.9	0.1	(2.8)
DIRECT ADMIN EXPENSE	4.6	6.1	2.0	(4.2)
Guarantee Expense	1.6	1.8	1.8	-
Fund Raising/Marketing	1.2	1.2	0.9	(0.3)
Spirit Groups	0.2	0.2	0.1	(0.1)
Other Expense	6.1	7.2	5.8	(1.5)
TOTAL OTHER EXPENSE	9.0	10.4	8.6	(1.9)
EXPENSE BEFORE OFFSETS	75.0	79.4	66.7	(12.7)
Sports Camp Expense	0.4	0.4	0.4	-
Scholarships - GE Waivers	3.4	3.4	3.4	-
Indirect Institutional Support	0.5	0.5	0.5	-
In Kind Contributions	1.6	1.6	1.6	-
Bowl Expense	2.6	-	1.6	1.6
EXPENSE ITEMS = REVENUE	8.4	5.8	7.4	1.6
TOTAL EXPENSE	83.3	85.2	74.0	(11.2)
				-
Net Income from Operations	(3.9)	-	-	-

Attachment B

Washington State University							
	FY19	FY20	FY21	FY22	FY23	FY24 (3/27)	FY25
REVENUES:							
Ticket Sales	9.5	8.6	0.0	9.3	10.2	9.9	8.5
Contributions/Endowments	12.4	10.7	8.5	10.7	12.7	10.4	8.8
NCAA/Pac-12	34.2	34.7	22.5	38.7	35.9	46.3	40.1
Royalties/Advert/Sponsor	4.6	4.3	3.4	4.9	4.6	4.3	4.3
Institutional Support	0.0	0.0	0.0	0.0	2.4	2.4	2.5
Waivers/Student Fees	5.2	5.2	4.8	5.0	4.4	4.1	4.0
Other Revenue	5.8	6.6	0.8	6.4	8.9	7.7	5.9
Total Revenue	71.7	70.1	40.0	75.0	79.0	85.2	74.0
EXPENSES:							
Compensation	27.7	28.5	25.6	29.1	29.8	30.7	25.5
Scholarships	11.0	10.5	11.4	12.2	12.3	12.4	11.7
Sport Programs	11.4	10.7	7.4	13.2	16.8	14.3	11.3
Marketing/Fund Raising	1.8	1.3	1.2	1.5	2.6	1.8	0.9
Debt Payments	9.2	9.2	10.0	10.8	11.0	10.1	11.0
Direct Admin/Dues	4.7	4.6	4.6	3.6	4.6	6.1	2.0
Other Expense	10.3	12.5	4.8	12.6	13.7	9.9	11.6
Total Expenses	76.1	77.3	65.0	83.0	90.9	85.2	74.0
Net Income from Operations	(4.4)	(7.2)	(25.0)	(8.0)	(11.9)	0.0	0.0
Proceeds from Financing/Savings from Debt Refinanci			35.6	10.0	0.0	0.0	0.0
Net Income After Financing	(4.6)	(7.1)	10.6	2.0	(11.9)	0.0	0.0

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

Exhibit I

	Credits	1	3	9	12	15	18
Tuition by credit	\$	850	\$ 2,550	\$ 7,650	\$ 10,200	\$ 12,750	\$ 15,300
University Overhead	11% \$	93.50 \$	280.50 \$	841.50 \$	1,122.00 \$	1,402.50 \$	1,683.00
Student Aid	4% \$	34.00 \$	102.00 \$	306.00 \$	408.00 \$	510.00 \$	612.00
Strategic Reallocation	2% \$	17.00 \$	51.00 \$	153.00 \$	204.00 \$	255.00 \$	306.00
Global Campus	5% \$	42.50 \$	127.50 \$	382.50 \$	510.00 \$	637.50 \$	765.00
College	10% \$	85.00 \$	255.00 \$	765.00 \$	1,020.00 \$	1,275.00 \$	1,530.00
Department	\$	- \$	- \$	- \$	- \$	- \$	-
Total Deductions	\$	272.00 \$	816.00 \$	2,448.00 \$	3,264.00 \$	4,080.00 \$	4,896.00
Net Revenue	\$	578.00 \$	1,734.00 \$	5,202.00 \$	6,936.00 \$	8,670.00 \$	10,404.00

Zero Energy Design Designation Awarded Schools

<https://www.mcmorrowreports.com/doe-reveals-first-ae-post-secondary-programs-to-gain-zero-energy-design-designation/>

<https://www.energy.gov/eere/buildings/us-doe-zero-energy-design-designation-recognized-programs>

Comparable Tuition Rates

School	Resident	Non-Resident	Notes	ZEDD	Links
University of Southern California MS	\$2,137	\$2,137	In person building science MS degree - 48 credit hours over two years. In-state and out-of-state same tuition.	YES	https://arch.usc.edu/master-of-building-science https://catalogue.usc.edu/content.php?catoid=16&navoid=6342
Northeastern University MS	\$1,801	\$1,801	In person building science MS degree - 32 credit hours over two years. In-state and out-of-state same tuition.	NO	https://catalog.northeastern.edu/graduate/engineering/civil-environmental/sustainable-building-systems-mssbs/ https://studentfinance.northeastern.edu/billing-payments/tuition-and-fees/
University of Oregon MS	\$771	\$1,149	In person building science MS degree - 45 credit hours over two years. (cost adjusted using 1.5 conversion factor)	NO	https://archenvironment.uoregon.edu/architecture/grad/msarch https://registrar.uoregon.edu/tuition-fees/graduate
Ball State University Certificate in High-Performance Buildings	\$451	\$676	Online Certificate - 12 credits hours over one semester - Only focused on rating systems	YES	https://www.bsu.edu/academics/collegesanddepartments/online/academic-programs/graduate-certificates/high-performance-building-design https://www.bsu.edu/academics/collegesanddepartments/online/costs/graduate
University of Massachusetts Department of Environmental Conservation MS	\$647	\$1,482	In person building science MS degree - 30 credit hours over one year.	NO	https://bct.eco.umass.edu/academics/graduate-studies-sustainable-building-systems/professional-masters-m-s/ https://www.umass.edu/bursar/tuition/graduate-tuition

University of Massachusetts Department of Environmental Conservation Certificate	\$647	\$1,482	Hybrid Certificate - 15 credit hours. Not listed on their global campus.	NO	https://bct.eco.umass.edu/academics/certificate-in-sustainable-building-construction/	https://www.umass.edu/bursar/tuition/graduate-tuition
UT Austin College of Architecture	\$474	\$911	In person building science MS degree - 48 credit hours over two years.	NO	https://soa.utexas.edu/sustainable-design/mssd	https://utexas.app.box.com/s/tgdm9dmkz3s5671ej21evwzk9c6d500
Appalachian State MS Sustainable Building Design and Construction	\$319	\$903	In person building science MS degree - 36 credit hours over two years.	YES	https://stbe.appstate.edu/programs/graduate-program	https://financialaid.appstate.edu/estimated-graduate-2023-24-cost-attendance
University of Miami Certificate in Sustainable and Resilient Design	\$2,421	\$2,421	In person Certificate - 15 credit hours. Nothing on their Global Campus. In-state and out-of-state same tuition.	YES	https://www.arc.miami.edu/academics/certificates/index.html	https://gradprof.miami.edu/cost/graduate-costs/index.html
Illinois Institute of Technology High Performance Buildings (M.HPB.)	\$1,712	\$1,712	In person building science MS degree - 30 credit hours over one year. Joint with Engineering. In-state and out-of-state same tuition.	YES	https://www.iit.edu/academics/programs/high-performance-buildings-mhpb	https://www.iit.edu/student-accounting/tuition-and-fees/future-tuition-and-fees/mies-campus-graduate
University of Washington	\$711	\$711	Online MS - 42 credit hours - Energy Infrastructure and Management (cost adjusted using 1.5 conversion factor)	NO	https://www.energy-infrastructure.uw.edu/	https://www.washington.edu/opb/tuition-fees/current-tuition-and-fees-dashboards/graduate-tuition-dashboard/
Iowa State University	\$458	\$1,160	In person Master of Design in Sustainable Environments - 35 credit hours over one year.	NO	https://www.registrar.iastate.edu/sites/default/files/uploads/fees/IFall%202023%20-%20Spring%202024/GRAD%20Standard.pdf	https://www.design.iastate.edu/academics/graduate-programs/master-of-design-in-sustainable-environments/
AVERAGES	\$935	\$1,338				

WSU Global	\$652	\$652
WSU Pullman	\$663	\$1,421

Proposal to Offer a New Degree Program or Extend an
EXISTING DEGREE TO GLOBAL CAMPUS

Degree Title:	Master of Energy Conscious Construction
Academic Program:	Engineering
Academic Plan:	Professionally oriented
Number of Credits:	30
Department(s) or Program(s):	School of Design and Construction
College(s):	Voiland College of Engineering and Architecture
Campus(es):	Pullman
Method of Instructional Delivery:	Online via Global Campus

Contact Name:	Kelly Newell	Email Address:	knewell@wsu.edu
Contact Phone:	509-335-4247	*Proposed start date:	Summer 2024

***Proposed Start Date:** Approval must be received from the Northwest Commission on Colleges and Universities before the program may be advertised or recruited for. Financial aid may not be available until the program has been approved by the Department of Education subsequent to NWCCU approval.

SIGNATURES: The names typed below certify that the relevant academic and campus officials have reviewed and approved this proposal:

Chair Signature:	Jason Peschel (by email confirmation to Kelly Newell)	Date:	Approved xx-xx-xx
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Everett Chancellor:		Date:	
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Spokane Chancellor	Elizabeth Chilton (by email confirmation to Kelly Newell)	Date:	Approved xx-xx-xx
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Tri-Cities VCAA		Date:	
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Vancouver VCAA		Date:	
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Dean Signature:	Mary Rezac (by email confirmation to Kelly Newell)	Date:	Approved xx-xx-xx
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VP Global Campus:	David Cillay (by email confirmation to Kelly Newell)	Date:	Approved xx-xx-xx
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Provost Office:		Date:	
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Comments:
Attached: Projected Student Numbers Financial Projections

For Registrar's Office Use Only:					
Current CIP Code:		New CIP Code:		Date:	

Send completed form in Word format to: provost.deg.changes@wsu.edu

This template asks you to answer the array of questions about your proposed program that are important to your department, your college, the Faculty Senate, the State of Washington, accreditors and other external stakeholders.

By placing all proposals in a similar format, this template provides a common standard for comparison, ensuring that all potential programs can be evaluated in an equitable fashion. It can be used to determine whether or not a program is feasible within the university's academic and financial situation, and if it will have the resources to further the University's objective of providing high quality education and scholarship.

This template is also a framework to think about the viability of your ideas. It can thus be a tool for strengthening both your proposal and the resulting program itself, since a program that is starved for either students or resources from its inception is not likely to become a high quality program.

Here are some of the things to consider as you complete the template:

What are the aspirations for the reputation of this program – local, regional, national? What will it take to make that a reality?

Who are you trying to attract with this new program? Will it bring new students to the university, better meet the needs of current students in the department, or draw students away from other departments?

How strong is the demand for education of this kind, and in what specific careers will someone who receives such an education find meaningful employment?

How many students do you need to attract to break even, and can both the market and WSU's capacity support this number?

Providing good answers to hard questions maximizes the likelihood that a new program will not just win acceptance by the Faculty Senate and administration, but will ultimately be successful in attracting students and placing graduates. The analyses in the Demand, Financial and Library workbooks will assist you in creating a persuasive proposal. The findings in each area, and their basis or justification, should be summarized in the proposal itself.

Proposal

Mission and Core Themes (Strategic Goals):

Provide a clear statement of the nature and purposes of the new degree in the context of WSU's mission and core themes (strategic plan).

The Master's of Energy Conscious Construction (MECC) program provides a comprehensive foundation in building science, focused on high-performing energy-efficient residential building design and construction in the state of Washington. It covers all phases of the design process from pre-design through construction and post occupancy evaluation. This interdisciplinary program is developed as a collaboration between the School of Design and Construction, the School of Mechanical and Materials Engineering, and Washington State University's nationally recognized Extension Energy Program.

This program aligns WSU with Washington State's initiatives to significantly reduce greenhouse gas emissions from buildings through the Climate Commitment Act. More than half of residential buildings in WA were built before 1980 and residential buildings consume 23% of all energy. Washington State's residential energy code (WSEC-R) is one of the most advanced in the nation, but for effective implementation by a trained workforce, it must be coupled with accessible education focused on energy-efficient buildings. No comprehensive emphasis in this area is currently offered by colleges and universities in the state.

Our innovative MECC program helps advance the WSU mission as a land-grant university in service to society through extending knowledge that will create future leaders in energy-efficient buildings and application of knowledge that will enhance the quality of life and the economy of the state, nation and world.

The faculty members in the MECC program are leading experts in their respective disciplines. Our faculty members teach and conduct research activities in energy-efficient carbon-neutral building design, construction, and operation. Creating this program will bring this expertise together leveraging the Voiland College of Engineering and Architecture unique structure of having design, engineering, and construction disciplines under the same college.

By offering the proposed degree online, WSU creates access to high-quality degrees in a high-demand discipline to those who may not be able to avail themselves of the physical campus degree. The Global Campus degree serves rural students, working professionals, and those who are place-bound for diverse reasons.

Educational Offerings:

Describe the degree program, including the total number of credits required. Provide the four-year degree plan (undergraduate) or appropriate plan of study (graduate and professional).

Please note that all courses for the degree must be approved before the degree will be reviewed by the Catalog Subcommittee.

The online program will allow place-bound students the same opportunity to earn a master's degree as students who are not. In addition, the program gives access to students who prefer the convenience of the Global Campus without having to relocate. As a professionally oriented master's degree, the program is designed to meet the needs of aspiring and working professionals and adult learners. It will also provide opportunities for working professionals to refresh and update their skills and for those seeking to change careers. It offers all the opportunity to raise their credentials to WSU standards.

Additionally, the School of Design and Construction has created two relevant and desirable certificate programs at the undergraduate and graduate levels that will appeal to students in the Voiland College who desire upgraded credentials but are not interested in a full degree program.

Currently, the only graduate programs in the SDC are the Masters of Arts in Interior Design and the Master of Architecture, both of which are offered in-person and focus on the broader areas of knowledge in their respective disciplines. This 30-credit hour program has a one-year and two-year pathway and will cater to:

- Existing students completing our undergraduate programs who desire to extend their stay an additional year to receive a specialized degree on top of their undergraduate degree.
- Existing students completing our graduate programs who desire to extend their stay an additional year and receive a second graduate degree in a specialized area.
- New students who will join WSU specifically for this degree.

See Exhibit A for degree plans

See Exhibit B for new course development and delivery schedule.

Provide descriptive information regarding (the) method(s) of instructional delivery (percent face-to-face, hybrid, distance, and/or competency-based).

This degree will be delivered online, asynchronously via the Global Campus LMS infrastructure.

Students will access all courses via online delivery and will utilize 16-week semester-based courses.

Students enrolled in SDC 511: Field Inspection and SDC 513: Comprehensive Design Experience respectively will have online synchronous interactions with our faculty, primarily design crits, student presentations, and lectures by subject matter experts. The comprehensive design experience will count as the capstone experience to fulfill the requirements for the degree.

Assessment of Student Learning and Student Achievement

*** For graduate programs, please contact the Graduate School before completing this section.**

Please provide a list and description of expected student learning outcomes.

School of Design and Construction faculty are working with Scott Avery at the WSU Office of Assessment of Teaching and Learning to formulate a comprehensive assessment plan for this degree in time for the degree to become operationalized.

For undergraduate programs, provide the department's plan for assessing student learning outcomes. Describe briefly how information on student learning will be collected and incorporated into existing processes for evaluating student learning in the department. Please attach the plan and a curriculum matrix.

N/A

Please indicate as appropriate:

- Assessment of this program will be incorporated into an existing assessment plan. Please attach a copy of the existing plan.
- A draft assessment plan is attached.
- A curriculum matrix is attached.
- A draft assessment plan being created in concert with the Office of Assessment of Teaching and Learning and will be available prior to degree launch.

Planning:

Describe plans and include descriptions which provide evidence of:

1. The need for the change

A professionally oriented master's degree program is an academic degree that prepares or enhances the preparation of a student in a particular profession by increasing competency in a set of knowledge and skills required in practice. These professions are typically licensed or government-regulated and often require the members of the profession to be externally accredited. Professions such as architecture, landscape architecture, construction management, engineering, often require a degree for licensing. The professionally oriented master's degree program relies heavily on a competency curriculum that strongly aligns with regional and national competency gaps. In our case, we align with competencies identified by the Department of Energy Energy-Efficiency and Renewable Energy Office. Students will have hands-on experiences, industry engagement, and a final capstone experience that brings together all the knowledge they have obtained and applies it to an actual project. This Master's of Energy Conscious Construction (MECC) is a new addition to graduate studies in the School of Design and Construction as well as the Voiland College of Engineering and Architecture, thus providing opportunity that has not existed previously.

2. The student population to be served

Provide realistic justification for the projected FTE.

How can transfer students articulate smoothly into the program and complete it with approximately the same number of total credits as students who enter WSU as freshmen?

Please describe specific efforts planned to recruit and retain students who are persons of color, disabled, or whose gender is underrepresented in this discipline.

The Global Campus primarily serves working adults seeking additional skills and educational attainment. The Global Campus employs numerous recruiters and marketing professionals who seek appropriate students for all degree programs, though the Voiland College of Engineering and Architecture (VCEA) and the School of Design and Construction (SDC) will be primarily responsible for marketing and recruiting directly related to this specific degree program.

Projecting online graduate enrollments in any major is difficult and an inexact science. However, based on the demand in the workforce, conferrals at competitive programs and WSU, and the performance of other recently launched online master's programs at WSU, we anticipate the enrollment to reach approximately 25 in year 5. The program needs approximately 15 students enrolled in the MECC taking 30 credits per year to reach stasis and become profitable. We anticipate reaching that enrollment level by year 3.

Currently the SDC has recruited and retained diverse graduate students in our programs. We will continue to reach out to the underrepresented groups in the workforce and professional associations and social media, etc. The VCEA is a recipient of the Bronze Award for the 2019 inaugural American Society of Engineering Education (ASEE) Diversity Recognition Program which was created to publicly recognize those engineering and engineering technology colleges that make significant, measurable progress in increasing the diversity, inclusion, and degree attainment outcomes of their programs. The VCEA continues to administer several programs that engage in providing opportunity for the underserved.

The new MECC program requires for graduation the completion of 30 credit hours. Students who complete the undergraduate certificate in ECC can transfer 9 of the 15 credits towards the master program thereby requiring that they complete an additional 21 credit hours to earn the master's degree. Students who complete the graduate certificate in ECC can transfer all 12 credits towards the master program thereby requiring that they complete an additional 18 hours to earn the master's degree.

Enrollment predictions are difficult to produce with accuracy, however based on conferrals at regional programs and existing online programs coupled with the demand analysis for jobs in this area, with targeted and focused marketing strategies, VCEA believes this program will meet enrollment targets as articulated in the budget. As with all online degree programs, enrollment will be closely monitored and should enrollment targets not be met, after every effort to recruit students has been exhausted, the program will be sunset and phased out slowly to ensure all students have the opportunity to complete their degree.

In addition to the desirability of the degree program itself, the two undergraduate and graduate certificates undergoing approval should draw enrollments to the courses that will supplement the full-degree-seeking enrollments and those numbers are not included in the budget projections.

3. Procedures used in arriving at the decision to change (e.g., consultation with advisory boards, input from industry or employers, commissioned studies, faculty task force, etc.).

The decision to offer the degree was based on the growing regional and national demand for expertise in energy-efficient residential design and construction targeting the competency gaps outlined by the Department of Energy. This is supported by new initiatives in the state of Washington such as Climate Commitment Act, feedback from industry professionals, feedback from research scientists at national labs, and \$750,000 of federal funding from the Department of Energy Office of Energy Efficiency and Renewable Energy (EERE) under the Building Technologies Office (BTO) Award Number DE-EE0009746. Additionally, WSU Institutional Research indicates a drop in graduate students' numbers and opportunities such as this online degree will assist in attracting more graduate students to WSU.

The Voiland College of Engineering and Architecture (VCEA) is highly positioned to fulfill this demand having design, engineering, and construction management housed within a single college as well as access to the nationally recognized WSU Extension Energy Program resulting in shared resources, allowing efficient delivery of the proposed programs. However, to date, the benefits of VCEA's shared structures have not been leveraged for interdisciplinary programs.

The goal of providing that education to design, construction, and engineering students and industry professionals is met with the creation of the Master's of Energy Conscious Construction (MECC) degree and the ECC certificates at the undergraduate and graduate levels. Additionally, the Global Campus has commissioned numerous market demand analyses in overall need for programs in the Spokane area, Washington State, and the Pacific Northwest. Those studies refer to energy-efficient design and construction as high-demand areas in terms of degrees, professional certificates, and jobs. Please review Exhibit G.

4. Organizational arrangements required within the institution to accommodate the change.

The School of Design and Construction (SDC) plans to leverage existing faculty and teaching resources, for the online Master of Energy Conscious Construction (MECC) to minimize additional costs, if any. The content is being developed using funds from the Department of Energy Office of Energy Efficiency and Renewable Energy (EERE) under the Building Technologies Office (BTO) Award Number DE-EE0009746. In addition, the current marketing and recruiting efforts will be expanded to the online degree, including, but not limited to:

- Alumni
- Advisory board
- Governments (state, local)
- Design and Construction Organizations and Corporations
- SDC Partners in professional practice
- Graduates of the B. S., M.ARCH, and M.A degrees

The program architecture is as follows: the master's program will be directed by Omar Al-Hassawi, Assistant Professor in the School of Design and Construction for oversight to whom faculty and students are accountable. He is responsible for the management of any changes to the program. The SDC Admissions and academic advisors, led by Jaime Rice will be responsible for the admissions process, academic advising, coaching, and remediation (if needed) as informed by the assessment and evaluations. The Global Campus team provides technical support.

5. Lay out a three-year timetable for implementation, including hiring plans, partnership contracts if needed, facilities modification, recruiting, and other elements of implementation. Provide dates for each step.

2022-2023	Course development (see course development schedule, Exhibit B) Begin marketing/recruitment for certificates Begin offering the online certificates Spring 2023
2023-2024	Continue course development Continue marketing/recruitment for certificates and professional master's degree Begin assessment of certificates
2024-2025	Begin offering the online master's degree Summer 2024 Monitor enrollment in individual courses; revise frequency of offerings as indicated Continue marketing

Budget:

Attach the Financial Worksheet with five-year FTE, revenue and expenditure projections. Fully account for costs such as staff support, training, library, facilities and so on.

<p>Please describe the funding picture narratively, including funding sources, department, college and/or campus commitments, investments already made, one-time costs, facilities costs (labs, classrooms, offices, telecom etc.) and library costs.</p> <p>The department is not planning to hire any new faculty to support the online degree. Instead, the courses will be taught by existing faculty in concert with their on-campus courses or necessary thought leaders (i.e., adjuncts) will receive stipends to teach specific content.</p> <p>Additionally, the department is proposing \$850 per credit to be in line with current online degree trends. This additional tuition revenue will incentivize the department and college and support the growth of the program through marketing and corporate relation activities and continuous program improvement.</p> <p>Two summer courses, one fall course, and one spring course taught in the undergraduate and graduate Energy Conscious Construction Certificates will be shared with this degree for resource efficiency purposes. Additionally, students begin the master's program in the summer which makes sharing summer courses with the certificates a viable approach.</p> <p>Please see Exhibits C and D for the budget model details and enrollment projections.</p>
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Student Services:

<p>Describe the capacity of student support services to accommodate the change at this location. Include a description of admissions, financial aid, advising, library, tutoring and other services specific to this request.</p> <p>The Global Campus provides comprehensive student services, often in collaboration and cooperation with the centralized units, to ensure student success. Included are dedicated recruiters, transfer credit evaluation, career counseling, financial aid, e-tutoring, student involvement, and tech support for online students. The Global Campus is also skilled in working with students to match their goals with the programs and services offered by WSU.</p> <p>Additionally, WSU Global Campus personnel are the experts on adult and contemporary distance learners and provide specialized services to meet the needs of these unique students.</p> <p>WSU Global Campus creates opportunities for meaningful student engagement through unique student involvement activities offered virtually and face-to-face. The Global Campus provides a robust infrastructure of support programs to assist students enrolled at any degree level, VCEA SDC will provide extensive advising to the students enrolled and will handle all admissions decisions.</p>

Describe the implications of the change for services to the rest of the student body.

Adding online courses and creating access to a new degree program adds opportunity and options for student success and flexibility that accommodates students' needs. Current students should not be negatively affected by the delivery of this new degree program and modality. Additionally, students and faculty from other WSU campuses will be able to participate in the courses (teaching and learning) when appropriate.

Physical Facilities and Equipment:

Outline the provision/s made for physical facilities and equipment at the proposed location that will support the program and its projected growth. Include videoconferencing and other technologies that support course delivery as well as classrooms, labs, and office space.

None. All online courses are fully supported by AOI and the Global Campus through the Learning Management System.

Library and Information Resources:

Using the Library Analysis form, describe the availability and adequacy of library and information resources for this degree, degree level, and location. Note plans to address gaps.

See Exhibit E for support from Library

Faculty:

List the educational and professional qualifications of the faculty relative to their individual teaching assignments.

List the anticipated sources or plans to secure qualified faculty and staff.

Existing and stipend/adjunct faculty will develop and teach the online courses. All faculty teaching online are held to the same qualifications as faculty on the physical campuses. Deans and Directors are directly responsible for the hiring of all teaching faculty and ensure credentials are appropriate for the program and will hire faculty using normal hiring processes. Content experts will be given a stipend and rank of adjunct faculty for delivery of the coursework that is beyond the capacity of the current faculty.

Impact on Other Locations/Programs:

Briefly describe any impacts on other WSU programs and locations, and how you came to these conclusions (who was consulted?). If there are potential adverse impacts, describe how these will be addressed. Consider such things as: reallocation of faculty time, reallocation of AMS courses, impact of blended courses, internal competition, "cannibalization" of other programs, curricular effects for other degrees, effects on recruitment markets for other campuses. Indicate how such problems will be addressed for each campus or department affected.

The faculty from the Voiland College involved in delivering this degree will be paid in the summer for their efforts in delivering content in the Fall and/or Spring. All SDC prefix courses are new course numbers and names. The ARCH and ID prefix courses are courses that have not been taught in their respective programs and have been reutilized for the purposes of this degree. ARCH 531 is currently offered in Master of Architecture program with similar learning outcomes and a separate global campus section will be offered to students in the MECC. The Mechanical and Materials Engineering program are reutilizing ME 419 and ME 597 for the purpose of this degree as well as electives to students in their undergraduate and graduate degrees.

Sustainability

What are the plans for continuing the program past 5 years if the goals for enrollment are not met, or other circumstances prevent the execution of the plan described here?

All new online degree programs will be evaluated continuously for enrollment and financial metrics. Underperforming degrees will be sunset once the college, department, and Global Campus have explored all reasonable efforts to increase enrollments and revenue through marketing, partnerships, and innovation. However, prior to sunsetting (phasing out a degree for non-enrollment performance) a degree, the need for the courses that are provided online will also be analyzed to ensure little to no impact on other departments and programs that rely on those courses. Any degree that is discontinued will include an appropriate teach-out plan and students will be supported to completion of the degree.

External Reviews

If this program is new to the Washington State University system, please provide the names and addresses of 2-3 external experts from similar institutions who could be contacted to provide reviews of this program.

Name	Contact Information (email, phone, address)
Ian Blanding	ian.blanding@ee.doe.gov , 202.441.1288, U.S. Department of Energy
Jeremy Williams	jeremy.williams@ee.doe.gov , 202.441.1288, U.S. Department of Energy
Mark DeKay	mdekay@utk.edu , 865.773.7177, University of Tennessee Knoxville

Attachments:

- Financial Worksheet
- Four-Year Degree Plan (undergraduate); curriculum overview (graduate and professional)
- Assessment Plan (In development)
- Letters of financial commitment from Dean Rezac
- Contracts or MOUs if applicable
- Letter of Support from Library
- Budget projections (Self-Sustaining and State-Funded)

Send in Word format to: provost.deg.changes@wsu.edu

Exhibit A
Program Requirements for the Degree

Description: The Master of Energy Conscious Construction (MECC) is a professionally oriented master’s degree offered fully online via the Global Campus which is comprised of ten courses. A total of 30 semester credits are required based on coursework only. All credits will be taken from the Voiland College of Engineering and Architecture (VCEA) and successful completion of the degree with a 3.0 GPA or better will guarantee completion of the ECC. The capstone course (SDC 513) must be taken in the final semester of a student’s progress toward graduation.

Catalog Description: The Professional Master’s Degree in Energy Conscious Construction (MECC) is delivered online synchronously and asynchronously through WSU Global Campus. It will teach students the fundamentals of building science, while focusing on the evaluation and integration of environmental control systems; understanding current residential energy code requirements and the design methods to exceed these standards; applying modern envelope assemblies into residential building design; using whole-building simulation software to evaluate design proposals; evaluate building performance using field measurements; and understanding human behavioral impacts on building performance; and examine strategies to mitigate such impacts. Furthermore, students will create and develop a comprehensive design of a multi-family residential project. It tackles the following competency gaps:

- Energy modeling and simulation: analyze design performance prior to construction
- Environmental Control systems: Integrate energy-efficient ECS into designs
- Performance benchmarks: Meet and exceed state energy code requirements
- Assemblies & Structural Systems: Integrate energy-efficient assemblies into designs
- Measured Performance Data: Evaluate built projects through field observations
- Smart Building Technologies: Understand human behavior impact on building operation

Courses Required: The Degree is New; These Courses Are Already Approved.

One-year path

Semester and course name	Course number	Course credit hours
SUMMER		
Energy Codes, Standards, Rating Systems	SDC 541	3
Fundamentals of Building Science	ME 419	3
FALL YEAR 01		
Environmental Control Systems I	ARCH 493	3
Energy Modeling II	SDC552	3
Human Centered Building Design & Operation	ID 520	3
Field Inspection and Energy Auditing*	SDC 511	4
SPRING YEAR 01		
Environmental Control Systems II	ME 597	3
Envelope Assemblies	ARCH 531	3
Comprehensive Design Experience (Capstone)*	SDC 513	4
Independent study	600 level	1
TOTAL		30

* Undergoing approval process

Two-year path

Semester and course name	Course number	Course credit hours
SUMMER		
Fundamentals of Building Science	ME 419	3
Energy Codes, Standards, Rating Systems	SDC 541	3
FALL YEAR 01		
Energy Modeling II	SDC 552	3
Environmental Control Systems I	ARCH 493	3
SPRING YEAR 01		
Environmental Control Systems II	ME 597	3
Envelope Assemblies	ARCH 531	3
FALL YEAR 02		
Human Centered Building Design & Operation	ID 520	3
Field Inspection and Energy Auditing*	SDC 511	4
SPRING YEAR 02		
Comprehensive Design Experience (Capstone)*	SDC 513	4
Independent study	600 level	1
TOTAL		30

Admission Requirements: The MECC Degree is open to everyone with an undergraduate degree in Design, Engineering, or Construction fields from WSU programs and outside WSU.

Exhibit B
Course Development Plan

Course #	Course Title	Desired Development Term	Desired Delivery Term	Course Developer (faculty or Grad student)	Course Instructor
ARCH 493	Environmental Control Systems I	Fall 2022-Spring 2023	Fall 2024	Omar Al-Hassawi Dustin McLarty	Omar Al-Hassawi
ARCH 531	Envelope Assemblies	Fall 2022-Spring 2023	Spring 2025	David Drake	David Drake
ME 419	Fundamentals of Building Science	Fall 2022-Spring 2023	Fall 2024	Dustin McLarty	Dustin McLarty
SDC 541	Energy Codes, Standards, Rating Systems	Fall 2022-Spring 2023	Fall 2024	Megan Kramer Jonathan Jones	Megan Kramer
SDC 513	Comprehensive Design Experience (Capstone)	Fall 2022-Spring 2023	Spring 2025	Taiji Miyasaka	Taiji Miyasaka
SDC 511	Field Inspection and Energy Auditing	Spring 2023-Fall 2023	Fall 2024	David Drake Megan Kramer	David Drake
ID 520	Human Centered Building Design & Operation	Spring 2023-Fall 2023	Fall 2024	Julia Day	Julia Day
ME 597	Environmental Control Systems II	Fall 2022-Spring 2023	Spring 2025	Dustin McLarty	Dustin McLarty
SDC 552	Energy Modeling II	Fall 2022-Spring 2023	Fall 2024	Omar Al-Hassawi	Omar Al-Hassawi

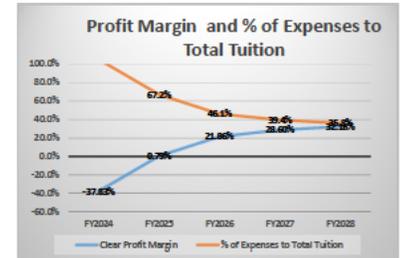
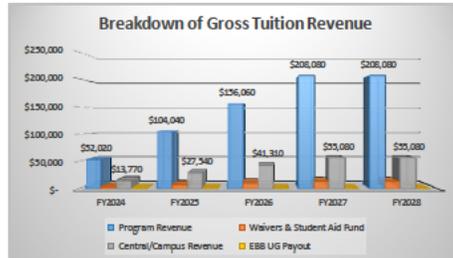
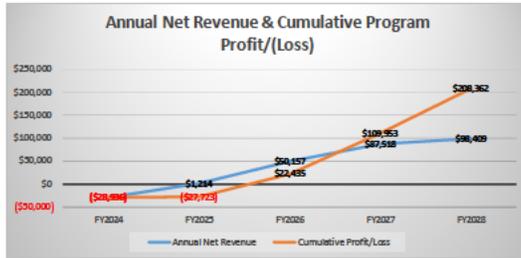
Exhibit C Budget Projection (Proposed with Differential Tuition, Self-Sustaining)

Program Name	Masters of Energy Conscious Construction				Self-Sustaining Model							
Tuition Earned	FY2024	% of Total Tuition	FY2025	% of Total Tuition	FY2026	% of Total Tuition	FY2027	% of Total Tuition	FY2028	% of Total Tuition	Cumulative	Cumulative %
Gross Operating Tuition - Masters Program (Excludes UG Tuition)	\$ 76,500	100.00%	\$ 153,000	100.00%	\$ 229,500	100.00%	\$ 306,000	100.00%	\$ 306,000	100.00%	\$ 1,071,000	100.00%
Less Waivers or Tuition Discounting - Masters	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to this Program	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to Central	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to other Programs (Includes Net to Home College)	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
Net Tuition	\$ 76,500	100.00%	\$ 153,000	100.00%	\$ 229,500	100.00%	\$ 306,000	100.00%	\$ 306,000	100.00%	\$ 1,071,000	100.00%

Split of Tuition by Area	FY2024	% of Total Tuition	FY2025	% of Total Tuition	FY2026	% of Total Tuition	FY2027	% of Total Tuition	FY2028	% of Total Tuition	Cumulative Total Tuition Split	Cumulative %
Masters of Energy Conscious Construction	\$ 52,020	68.0%	\$ 104,040	68.0%	\$ 156,060	68.0%	\$ 208,080	68.0%	\$ 208,080	68.0%	\$ 728,280	68.0%
EBB UG Tuition for Courses Delivered by Program Home Dept	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
EBB Tuition to College that Delivered UG Courses	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Tuition Waivers or Discounting	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Campus Fee (5%)	\$ 3,825	5.0%	\$ 7,650	5.0%	\$ 11,475	5.0%	\$ 15,300	5.0%	\$ 15,300	5.0%	\$ 53,550	5.0%
Central Share of UG Tuition (Estimate)	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Central (11% + 2% Strategic Reallocation)	\$ 9,945	13.0%	\$ 19,890	13.0%	\$ 29,835	13.0%	\$ 39,780	13.0%	\$ 39,780	13.0%	\$ 139,230	13.0%
Student Aid Fund (4%)	\$ 3,060	4.0%	\$ 6,120	4.0%	\$ 9,180	4.0%	\$ 12,240	4.0%	\$ 12,240	4.0%	\$ 42,840	4.0%
VCEA Fee	\$ 7,650	10.0%	\$ 15,300	10.0%	\$ 22,950	10.0%	\$ 30,600	10.0%	\$ 30,600	10.0%	\$ 107,100	10.0%
Total - Gross Tuition	\$ 76,500	100.0%	\$ 153,000	100.0%	\$ 229,500	100.0%	\$ 306,000	100.0%	\$ 306,000	100.0%	\$ 1,071,000	100.0%

Direct & Indirect Costs for Academic Program	FY2024	% of Program Revenue	FY2025	% of Program Revenue	FY2026	% of Program Revenue	FY2027	% of Program Revenue	FY2028	% of Program Revenue	Cumulative Program Costs	Cumulative %
Direct Instructional Salaries & Benefits	\$ 49,442	95.0%	\$ 54,654	52.5%	\$ 63,038	40.4%	\$ 62,836	30.2%	\$ 64,093	30.8%	\$ 294,063	56.6%
Direct Instructional Support Salaries & Benefits	\$ 28,314	54.4%	\$ 30,906	29.7%	\$ 39,531	25.3%	\$ 40,322	19.4%	\$ 42,102	20.2%	\$ 181,175	34.8%
Third Party Costs (incl A.O.J. Level 2 / 3 Service)	\$ -	0.0%	\$ 14,000	13.5%	\$ -	0.0%	\$ 14,000	6.7%	\$ -	0.0%	\$ 28,000	5.4%
Direct Course Costs	\$ 3,200	6.2%	\$ 3,266	3.1%	\$ 3,334	2.1%	\$ 3,404	1.6%	\$ 3,476	1.7%	\$ 16,680	3.2%
Other Costs	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Total	\$ 80,956	155.6%	\$ 102,826	98.8%	\$ 105,903	67.9%	\$ 120,562	57.9%	\$ 109,671	52.7%	\$ 519,918	100.0%

	FY2024	%	FY2025	%	FY2026	%	FY2027	%	FY2028	%	Cumulative	Cumulative %
Profit or (Loss) & % of Profit to Program after all expenses are covered	(\$28,936)	-37.8%	\$1,214	0.8%	\$50,157	21.9%	\$87,518	28.6%	\$98,409	32.2%	\$208,362	19.5%
Cumulative Profit/(Loss) to Date	(\$28,936)		(\$27,723)		\$22,435		\$109,953		\$208,362			
Amount Paid to Program per SCH	\$ 578		\$ 578		\$ 578		\$ 578		\$ 578			
Amount Paid to Program per AAFTE	\$ 17,340		\$ 17,340		\$ 17,340		\$ 17,340		\$ 17,340			
Clear Profit/(Loss) to Program per SCH	(\$321.51)		\$6.74		\$185.77		\$243.11		\$273.36			
Clear Profit/(Loss) to Program per AAFTE	(\$5,787.26)		\$121.35		\$3,343.83		\$4,375.92		\$4,920.44			



Fiscal Year	FY2024	FY2025	FY2026	FY2027	FY2028
Annual Net Revenue	(\$28,936)	\$1,214	\$50,157	\$87,518	\$98,409
Cumulative Profit/Loss	(\$28,936)	(\$27,723)	\$22,435	\$109,953	\$208,362

	FY2024	FY2025	FY2026	FY2027	FY2028
Program Revenue	\$ 52,020	\$ 104,040	\$ 156,060	\$ 208,080	\$ 208,080
Waivers & Student Aid Fund	\$ 3,060	\$ 6,120	\$ 9,180	\$ 12,240	\$ 12,240
Central/Campus Revenue	\$ 13,770	\$ 27,540	\$ 41,310	\$ 55,080	\$ 55,080
EBB UG Payout	\$ -	\$ -	\$ -	\$ -	\$ -

	FY2024	FY2025	FY2026	FY2027	FY2028
Clear Profit Margin	-37.8%	0.8%	21.9%	28.6%	32.2%
% of Expenses to Total Tuition	105.6%	67.2%	46.1%	39.4%	35.8%

Exhibit D Budget Projections (State Funded)

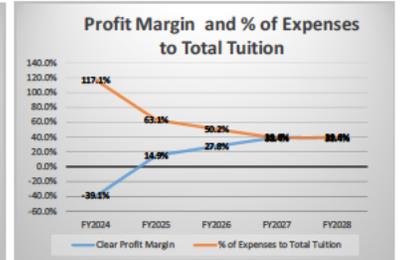
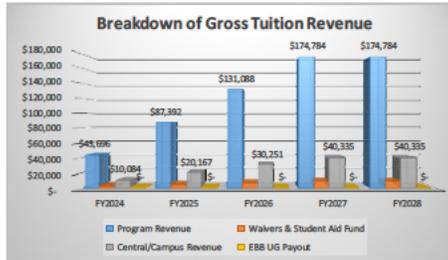
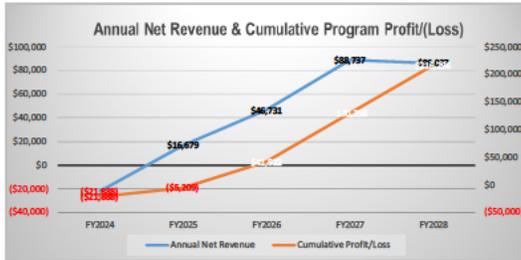
Program Name	Masters of Energy Conscious Construction	State-Funded Model
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Tuition Earned	FY2024	% of Total Tuition	FY2025	% of Total Tuition	FY2026	% of Total Tuition	FY2027	% of Total Tuition	FY2028	% of Total Tuition	Cumulative	Cumulative %
Gross Operating Tuition - Masters Program (Excludes UG Tuition)	\$ 56,021	100.00%	\$ 112,041	100.00%	\$ 168,062	100.00%	\$ 224,082	100.00%	\$ 224,082	100.00%	\$ 784,287	100.00%
Less Waivers or Tuition Discounting - Masters	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to this Program	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to Central	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to other Programs (Includes Net to Home College)	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
Net Tuition	\$ 56,021	100.00%	\$ 112,041	100.00%	\$ 168,062	100.00%	\$ 224,082	100.00%	\$ 224,082	100.00%	\$ 784,287	100.00%

Split of Tuition by Area	FY2024	% of Total Tuition	FY2025	% of Total Tuition	FY2026	% of Total Tuition	FY2027	% of Total Tuition	FY2028	% of Total Tuition	Cumulative Total Tuition Split	Cumulative %
Masters of Energy Conscious Construction	\$ 43,696	78.0%	\$ 87,392	78.0%	\$ 131,088	78.0%	\$ 174,784	78.0%	\$ 174,784	78.0%	\$ 611,744	78.0%
EBB UG Tuition for Courses Delivered by Program Home Dept	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
EBB Tuition to College that Delivered UG Courses	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Tuition Waivers or Discounting	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Campus Fee (5%)	\$ 2,801	5.0%	\$ 5,602	5.0%	\$ 8,403	5.0%	\$ 11,204	5.0%	\$ 11,204	5.0%	\$ 39,214	5.0%
Central Share of UG Tuition (Estimate)	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Central (11% + 2% Strategic Reallocation)	\$ 7,283	13.0%	\$ 14,565	13.0%	\$ 21,848	13.0%	\$ 29,131	13.0%	\$ 29,131	13.0%	\$ 101,957	13.0%
Student Aid Fund (4%)	\$ 2,241	4.0%	\$ 4,482	4.0%	\$ 6,722	4.0%	\$ 8,963	4.0%	\$ 8,963	4.0%	\$ 31,371	4.0%
Total - Gross Tuition	\$ 56,021	100.0%	\$ 112,041	100.0%	\$ 168,062	100.0%	\$ 224,082	100.0%	\$ 224,082	100.0%	\$ 784,287	100.0%

Direct & Indirect Costs for Academic Program	FY2024		FY2025		FY2026		FY2027		FY2028		Cumulative Program Costs	Cumulative %
	Program Costs	% of Program Revenue										
Direct Instructional Salaries & Benefits	\$ 34,070	78.0%	\$ 36,541	41.8%	\$ 41,492	31.7%	\$ 42,322	24.2%	\$ 43,168	24.7%	\$ 197,593	50.0%
Direct Instructional Support Salaries & Benefits	\$ 28,314	64.8%	\$ 30,906	35.4%	\$ 39,531	30.2%	\$ 40,322	23.1%	\$ 42,102	24.1%	\$ 181,175	45.8%
Third Party Costs (Incl A.O.I. Level 2 / 3 Service)	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Direct Course Costs	\$ 3,200	7.3%	\$ 3,266	3.7%	\$ 3,334	2.5%	\$ 3,404	1.9%	\$ 3,476	2.0%	\$ 16,680	4.2%
Other Costs	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Total	\$ 65,584	150.1%	\$ 70,713	80.9%	\$ 84,357	64.4%	\$ 86,047	49.2%	\$ 88,747	50.8%	\$ 395,448	100.0%

	FY2024	%	FY2025	%	FY2026	%	FY2027	%	FY2028	%	Cumulative	Cumulative %
Profit or (Loss) & % of Profit to Program after all expenses are covered	(\$21,888)	-39.1%	\$16,679	14.9%	\$46,731	27.8%	\$88,737	39.6%	\$86,037	38.4%	\$216,296	27.6%
Cumulative Profit/(Loss) to Date	(\$21,888)		(\$5,209)		\$41,522		\$130,258		\$216,296			
Amount Paid to Program per SCH	\$ 486		\$ 486		\$ 486		\$ 486		\$ 486			
Amount Paid to Program per AAFTE	\$ 14,565		\$ 14,565		\$ 14,565		\$ 14,565		\$ 14,565			
Clear Profit/(Loss) to Program per SCH	(\$243.20)		\$92.66		\$173.08		\$246.49		\$238.99			
Clear Profit/(Loss) to Program per AAFTE	(\$4,377.56)		\$1,667.87		\$3,115.40		\$4,436.83		\$4,301.87			



Fiscal Year	FY2024	FY2025	FY2026	FY2027	FY2028
Annual Net Revenue	(\$21,888)	\$16,679	\$46,731	\$88,737	\$86,037
Cumulative Profit/Loss	(\$21,888)	(\$5,209)	\$41,522	\$130,258	\$216,296
Program Revenue	\$ 43,696	\$ 87,392	\$ 131,088	\$ 174,784	\$ 174,784
Waivers & Student Aid Fund	\$ 2,241	\$ 4,482	\$ 6,722	\$ 8,963	\$ 8,963
Central/Campus Revenue	\$ 10,084	\$ 20,167	\$ 30,251	\$ 40,335	\$ 40,335
EBB UG Payout	\$ -	\$ -	\$ -	\$ -	\$ -
Clear Profit Margin	-39.1%	14.9%	27.8%	39.6%	38.4%
% of Expenses to Total Tuition	117.1%	63.1%	50.2%	38.4%	39.6%

Exhibit E Library Support



WASHINGTON STATE UNIVERSITY
Libraries

Statement of Library Support

I am writing to state that the existing collections and services of the WSU Libraries are entirely able to support the proposed extension of the master's degree as well as the master's and undergrad certificate in Energy Conscious Construction as put forward by the School of Design and Construction. The program will use resources currently provided by the libraries, and any impact of the new programs on the WSU Libraries' collections, services, and personnel should be minimal. Existing personnel and services can meet the needs of this program.

The focus of this program falls within areas of research and teaching in the field of science that the Libraries' collection policies currently support. The databases and eBooks VCEA Pullman students use on campus are available to Global Campus Students. In addition, online tutorials, guides, book delivery, and other library services are designed to support WSU students taking classes online or in a hybrid model (for more information, see the Library Services for WSU Global Campus website here: <http://libguides.libraries.wsu.edu/global>).

While the addition of students in the Energy Conscious Construction program may result in more time and attention from the science librarians, book delivery, interlibrary loan services, and online research help services, the program's impact on the Libraries will be minimal. I am confident this program will not burden the Libraries or library staff.

The WSU Libraries are well prepared to meet the needs of students and instructors in the Energy Conscious Construction programs. Thank you to Kelly Newell and the School of Design and Construction for the mindful consultation with the Libraries while proposing the expansion of this program.

Chelsea Leachman
Science & Engineering Librarian
Owen Science Library 115
Washington State University, Pullman
509.335.8527
chelsea.leachman@wsu.edu

Exhibit F
Support from the Dean's Office



WASHINGTON STATE
UNIVERSITY

Voiland College of Engineering and Architecture

Date: November 4, 2022

To: Jason Peschel, Interim Director, School of Design and Construction

From: Mary Rezac, Dean, Voiland College of Engineering and Architecture

Subject: Support for Master of Energy Conscious Construction degree through Global Campus

A handwritten signature in blue ink, appearing to read "Mary Rezac".

I offer my strong support for the proposal submitted by the School of Design and Construction to launch an online professionally-oriented master's degree through the Global Campus.

The Voiland College of Engineering and Architecture supports the plan for the proposed Master's in Energy Conscious Construction (MECC) degree. With financial support from the Department of Energy, the College will not be contributing startup funds. In addition, with this new degree program planned as a self-sustaining program, the college assumes no financial responsibility for the program if revenues do not meet projections. The School of Design and Construction will assume all financial responsibility for the program.

The MECC degree program will be reviewed annually for effectiveness in learning and building sustainable enrollments. After year four, the Program Director, School of Design and Construction Director, VCEA Director of Online Learning Programs, and I will evaluate the program's success to determine the future of the program.

Thank you, Dr. Omar Al-Hassawi, and the other faculty and staff involved in the development of this program for the commitment to providing educational opportunities to meet the diverse needs of our students, especially students who are unable to access our physical campuses.

**Exhibit G
Demand Analysis**

**Master of Energy Conscious Construction
Market opportunity summary December 2022**

Demand analysis for Energy Conscious Construction Masters:

- Hanover Research conducted a comprehensive market opportunity scan for WSU Global in 2019, and they found that construction engineering technology/technician was in a high-growth field, indicating that this would be a field with opportunities for new online degree development.
- Hanover Research also found that construction is a top growing career sector, growing but over 6% per year.
- Emsi/Lightcast report showed also that the skills and careers associated with this degree pathway are growing well above the national average, indicating a need for graduates in this area.
- Additionally, in 2022, Hanover Research provided insight into the top 10 fastest growing master’s degrees, with Architectural and Building Science/Technology in the 3rd position with a growth rate of 67.7%, indicating student, institutional, and industry investment in this program area.
- Finally, Hanover Research in their 2022 report also listed “sustainability” as an emerging field for institutional investment.

Based on these findings, and the performance of our previously launched master’s programs, we predict the following enrollments:

	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Enter the fiscal year begin date of program (e.g. 2022 for Fall-21)</i>	2024	2025	2026	2027	2028
<i>Enter total student headcount enrolled per year</i>	10	15	22	30	35
<i>Enter student credit hours (estimated), per student, per year</i>	18	18	18	18	18

Professionally Oriented Masters Worksheet

SINGLE REVENUE STREAM MODEL

Please enter information into the shaded fields

Proposed Program

Masters of Energy Conscious Construction

Enter the fiscal year begin date of program (e.g. 2022 for Fall-21)
 Enter total student headcount enrolled per year
 Enter student credit hours (estimated), per student, per year
 Enter number of UG courses (100-499) included above, per student which will be taught by your department
 Enter number of UG credits (100-499) included above, per student which will be taught by a unit outside of your department
 Enter anticipated tuition waivers or discounting granted (e.g. -10000)
 Enter tuition rate per student credit hour to be charged in this program
 Enter amount your college receives via UG EBB program, per AAFTE
 Enter amount your unit receives via UG EBB program, per AAFTE

Year 1	Year 2	Year 3	Year 4	Year 5
2024	2025	2026	2027	2028
5	10	15	20	20
18	18	18	18	18
0	0	0	0	0
0	0	0	0	0
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$850.00	\$850.00	\$850.00	\$850.00	\$850.00
\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00	\$4,800.00
\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00

Total student credit hours per student, per year, eligible for payout (State)
 Total student credit hours per student, per year, eligible for payout (Self Sus)
 Annual operating tuition, per full-time student
 Total number of student credit hours delivered per year
 Student credit hours available to be paid out through this program
 Total gross tuition earned (Includes UG courses) (State Model)
 Total gross tuition earned (Includes UG courses) (Self Sustaining Model)
 Total tuition earned through Masters' offerings, before waivers (State)
 Total tuition earned through Masters' offerings, before waivers (Self Sust)
 EBB tuition earned through directly delivery of UG courses (\$133.33)
 EBB tuition earned for others, due to delivery outside of program (\$133.33)

26	26	26	26	26	
26	26	26	26	26	
\$15,300	\$15,300	\$15,300	\$15,300	\$15,300	
90	180	270	360	360	1,260
90	180	270	360	360	
85,000	170,000	255,000	340,000	340,000	
\$76,500	\$153,000	\$229,500	\$306,000	\$306,000	
\$56,021	\$112,041	\$168,062	\$224,082	\$224,082	
\$76,500	\$153,000	\$229,500	\$306,000	\$306,000	\$ 1,071,000
\$0	\$0	\$0	\$0	\$0	
\$0	\$0	\$0	\$0	\$0	

Fees:
 Central
 Campus
 Str Reall
 Loan Fnd
 VCEA

Academic Program Direct & Indirect Costs

Faculty Instruction Costs

Mclarty (FAC 1)
 Academic Year Salary
 Percent of time dedicated to this program (e.g. 25)
 Employee's benefit percentage (e.g. 28)
 Salary & benefits dedicated to this program

| Current Faculty |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| \$ 90,000 | \$ 91,800 | \$ 93,636 | \$ 95,509 | \$ 97,419 |
| 7.5% | 9.0% | 11.0% | 11.0% | 11.0% |
| 30% | 30% | 30% | 30% | 30% |
| \$ 8,775 | \$ 10,741 | \$ 13,390 | \$ 13,658 | \$ 13,931 |

Spring one course (3 credits). Summer one course (3 credits)

\$ 60,494

Drake (FAC 2)
 Academic Year Salary
 Percent of time dedicated to this program (e.g. 25)
 Employee's benefit percentage (e.g. 28)
 Salary & benefits dedicated to this program

| Current Faculty |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| \$ 66,000 | \$ 67,320 | \$ 68,666 | \$ 70,040 | \$ 71,441 |
| 9.0% | 9.0% | 11.0% | 11.0% | 11.0% |
| 30% | 30% | 30% | 30% | 30% |
| \$ 7,722 | \$ 7,876 | \$ 9,819 | \$ 10,016 | \$ 10,216 |

Fall one course (4 credits). Spring one course (3 credits)

\$ 45,649

Miyasaka (FAC 3)
 Academic Year Salary
 Percent of time dedicated to this program (e.g. 25)
 Employee's benefit percentage (e.g. 28)
 Salary & benefits dedicated to this program

| Current Faculty |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| \$ 87,000 | \$ 88,740 | \$ 90,515 | \$ 92,325 | \$ 94,172 |
| 7.5% | 9.0% | 11.0% | 11.0% | 11.0% |
| 30% | 30% | 30% | 30% | 30% |
| \$ 8,483 | \$ 10,383 | \$ 12,944 | \$ 13,202 | \$ 13,467 |

Spring one course (4 credits) and one course @600 level (1 credit)

\$ 58,478

Kramer (FAC 4)
 Academic Year Salary
 Percent of time dedicated to this program (e.g. 25)
 Employee's benefit percentage (e.g. 28)
 Salary & benefits dedicated to this program

Adjunct	Adjunct	Adjunct	Adjunct	Adjunct
\$ 6,000	\$ 6,120	\$ 6,242	\$ 6,367	\$ 6,495
100%	100%	100%	100%	100%
30%	30%	30%	30%	30%
\$ 7,800	\$ 7,956	\$ 8,115	\$ 8,277	\$ 8,443

Summer one course (3 credits)

\$ 40,592

Day (FAC 5)
 Academic Year Salary
 Percent of time dedicated to this program (e.g. 25)
 Employee's benefit percentage (e.g. 28)

| Current Faculty |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| \$ 106,000 | \$ 108,120 | \$ 110,282 | \$ 112,488 | \$ 114,738 |
| 5.0% | 5.5% | 6.0% | 5.0% | 5.0% |
| 30% | 30% | 30% | 30% | 30% |

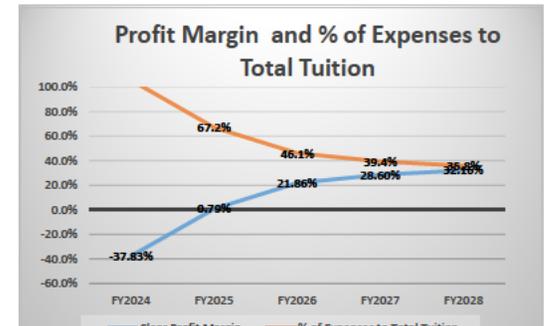
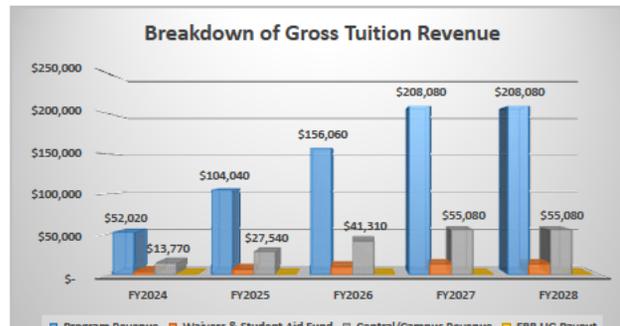
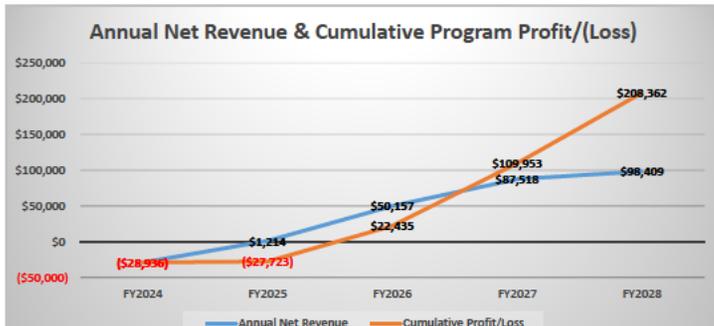
Spring one course (3 credits)

Program Name	Masters of Energy Conscious Construction					Self-Sustaining Model						
Tuition Earned	FY2024	% of Total Tuition	FY2025	% of Total Tuition	FY2026	% of Total Tuition	FY2027	% of Total Tuition	FY2028	% of Total Tuition	Cumulative	Cumulative %
Gross Operating Tuition - Masters Program (Excludes UG Tuition)	\$ 76,500	100.00%	\$ 153,000	100.00%	\$ 229,500	100.00%	\$ 306,000	100.00%	\$ 306,000	100.00%	\$ 1,071,000	100.00%
Less Waivers or Tuition Discounting - Masters	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to this Program	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to Central	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to other Programs (Includes Net to Home College)	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
Net Tuition	\$ 76,500	100.00%	\$ 153,000	100.00%	\$ 229,500	100.00%	\$ 306,000	100.00%	\$ 306,000	100.00%	\$ 1,071,000	100.00%

Split of Tuition by Area	FY2024	% of Total Tuition	FY2025	% of Total Tuition	FY2026	% of Total Tuition	FY2027	% of Total Tuition	FY2028	% of Total Tuition	Cumulative Total Tuition Split	Cumulative %
Masters of Energy Conscious Construction	\$ 52,020	68.0%	\$ 104,040	68.0%	\$ 156,060	68.0%	\$ 208,080	68.0%	\$ 208,080	68.0%	\$ 728,280	68.0%
EBB UG Tuition for Courses Delivered by Program Home Dept	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
EBB Tuition to College that Delivered UG Courses	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Tuition Waivers or Discounting	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Campus Fee (5%)	\$ 3,825	5.0%	\$ 7,650	5.0%	\$ 11,475	5.0%	\$ 15,300	5.0%	\$ 15,300	5.0%	\$ 53,550	5.0%
Central Share of UG Tuition (Estimate)	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Central (11% + 2% Strategic Reallocation)	\$ 9,945	13.0%	\$ 19,890	13.0%	\$ 29,835	13.0%	\$ 39,780	13.0%	\$ 39,780	13.0%	\$ 139,230	13.0%
Student Aid Fund (4%)	\$ 3,060	4.0%	\$ 6,120	4.0%	\$ 9,180	4.0%	\$ 12,240	4.0%	\$ 12,240	4.0%	\$ 42,840	4.0%
VCEA Fee	\$ 7,650	10.0%	\$ 15,300	10.0%	\$ 22,950	10.0%	\$ 30,600	10.0%	\$ 30,600	10.0%	\$ 107,100	10.0%
Total - Gross Tuition	\$ 76,500	100.0%	\$ 153,000	100.0%	\$ 229,500	100.0%	\$ 306,000	100.0%	\$ 306,000	100.0%	\$ 1,071,000	100.0%

Direct & Indirect Costs for Academic Program	FY2024		FY2025		FY2026		FY2027		FY2028		Cumulative Program Costs	Cumulative %
	Program Costs	% of Program Revenue	Program Costs	% of Program Revenue	Program Costs	% of Program Revenue	Program Costs	% of Program Revenue	Program Costs	% of Program Revenue		
Direct Instructional Salaries & Benefits	\$ 49,442	95.0%	\$ 54,654	52.5%	\$ 63,038	40.4%	\$ 62,836	30.2%	\$ 64,093	30.8%	\$ 294,063	56.6%
Direct Instructional Support Salaries & Benefits	\$ 28,314	54.4%	\$ 30,906	29.7%	\$ 39,531	25.3%	\$ 40,322	19.4%	\$ 42,102	20.2%	\$ 181,175	34.8%
Third Party Costs (Incl A.O.I. Level 2 / 3 Service)	\$ -	0.0%	\$ 14,000	13.5%	\$ -	0.0%	\$ 14,000	6.7%	\$ -	0.0%	\$ 28,000	5.4%
Direct Course Costs	\$ 3,200	6.2%	\$ 3,266	3.1%	\$ 3,334	2.1%	\$ 3,404	1.6%	\$ 3,476	1.7%	\$ 16,680	3.2%
Other Costs	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Total	\$ 80,956	155.6%	\$ 102,826	98.8%	\$ 105,903	67.9%	\$ 120,562	57.9%	\$ 109,671	52.7%	\$ 519,918	100.0%

	FY2024	%	FY2025	%	FY2026	%	FY2027	%	FY2028	%	Cumulative	Cumulative %
Profit or (Loss) & % of Profit to Program after all expenses are covered	(\$28,936)	-37.8%	\$1,214	0.8%	\$50,157	21.9%	\$87,518	28.6%	\$98,409	32.2%	\$208,362	19.5%
Cumulative Profit/(Loss) to Date	(\$28,936)		(\$27,723)		\$22,435		\$109,953		\$208,362			
Amount Paid to Program per SCH	\$ 578		\$ 578		\$ 578		\$ 578		\$ 578			
Amount Paid to Program per AAFTE	\$ 17,340		\$ 17,340		\$ 17,340		\$ 17,340		\$ 17,340			
Clear Profit/(Loss) to Program per SCH	(\$321.51)		\$6.74		\$185.77		\$243.11		\$273.36			
Clear Profit/(Loss) to Program per AAFTE	(\$5,787.26)		\$121.35		\$3,343.83		\$4,375.92		\$4,920.44			



Professionally Oriented Masters Program Projections

SINGLE REVENUE STREAM MODEL

■ Program Revenue ■ Waivers of Student Aid Fund ■ Central/Campus Revenue ■ COO LAs Payout

■ Net Profit Margin ■ 70% of Expenses to Total Payout

Professionally Oriented Masters Program Projections

SINGLE REVENUE STREAM MODEL

Fiscal Year	FY2024	FY2025	FY2026	FY2027	FY2028
Annual Net Revenue	(\$28,936)	\$1,214	\$50,157	\$87,518	\$98,409
Cumulative Profit/Loss	(\$28,936)	(\$27,723)	\$22,435	\$109,953	\$208,362
	FY2024	FY2025	FY2026	FY2027	FY2028
Program Revenue	\$ 52,020	\$ 104,040	\$ 156,060	\$ 208,080	\$ 208,080
Waivers & Student Aid Fund	\$ 3,060	\$ 6,120	\$ 9,180	\$ 12,240	\$ 12,240
Central/Campus Revenue	\$ 13,770	\$ 27,540	\$ 41,310	\$ 55,080	\$ 55,080
EBB UG Payout	\$ -	\$ -	\$ -	\$ -	\$ -
	FY2024	FY2025	FY2026	FY2027	FY2028
Clear Profit Margin	-37.8%	0.8%	21.9%	28.6%	32.2%
% of Expenses to Total Tuition	105.8%	67.2%	46.1%	39.4%	35.8%

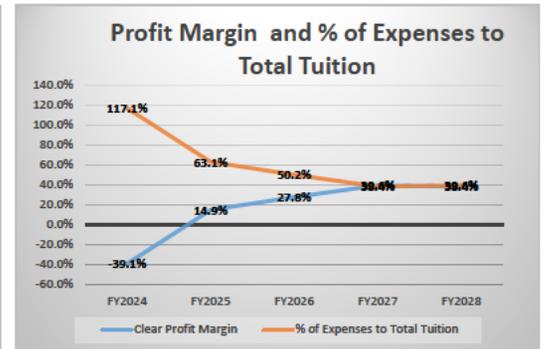
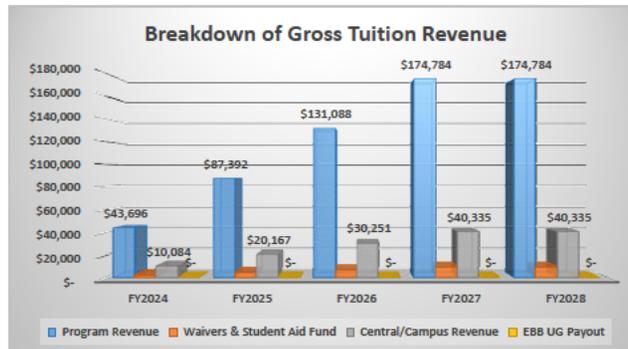
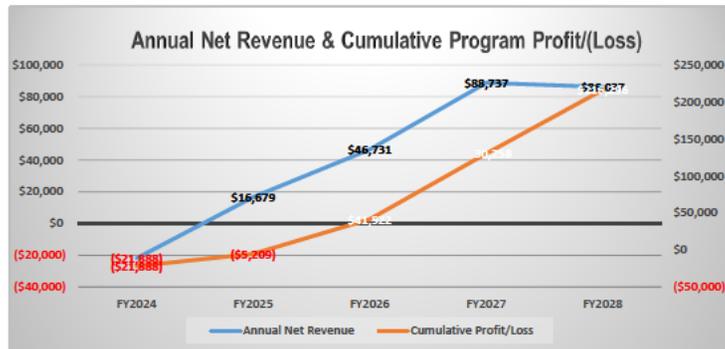
Program Name	Masters of Energy Conscious Construction	State-Funded Model
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Tuition Earned	FY2024	% of Total Tuition	FY2025	% of Total Tuition	FY2026	% of Total Tuition	FY2027	% of Total Tuition	FY2028	% of Total Tuition	Cumulative	Cumulative %
Gross Operating Tuition - Masters Program (Excludes UG Tuition)	\$ 56,021	100.00%	\$ 112,041	100.00%	\$ 168,062	100.00%	\$ 224,082	100.00%	\$ 224,082	100.00%	\$ 784,287	100.00%
Less Waivers or Tuition Discounting - Masters	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to this Program	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to Central	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
EBB Tuition to other Programs (Includes Net to Home College)	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
Net Tuition	\$ 56,021	100.00%	\$ 112,041	100.00%	\$ 168,062	100.00%	\$ 224,082	100.00%	\$ 224,082	100.00%	\$ 784,287	100.00%

Split of Tuition by Area	FY2024	% of Total Tuition	FY2025	% of Total Tuition	FY2026	% of Total Tuition	FY2027	% of Total Tuition	FY2028	% of Total Tuition	Cumulative Total Tuition Split	Cumulative %
Masters of Energy Conscious Construction	\$ 43,696	78.0%	\$ 87,392	78.0%	\$ 131,088	78.0%	\$ 174,784	78.0%	\$ 174,784	78.0%	\$ 611,744	78.0%
EBB UG Tuition for Courses Delivered by Program Home Dept	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
EBB Tuition to College that Delivered UG Courses	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Tuition Waivers or Discounting	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Campus Fee (5%)	\$ 2,801	5.0%	\$ 5,602	5.0%	\$ 8,403	5.0%	\$ 11,204	5.0%	\$ 11,204	5.0%	\$ 39,214	5.0%
Central Share of UG Tuition (Estimate)	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Central (11% + 2% Strategic Reallocation)	\$ 7,283	13.0%	\$ 14,565	13.0%	\$ 21,848	13.0%	\$ 29,131	13.0%	\$ 29,131	13.0%	\$ 101,957	13.0%
Student Aid Fund (4%)	\$ 2,241	4.0%	\$ 4,482	4.0%	\$ 6,722	4.0%	\$ 8,963	4.0%	\$ 8,963	4.0%	\$ 31,371	4.0%
Total - Gross Tuition	\$ 56,021	100.0%	\$ 112,041	100.0%	\$ 168,062	100.0%	\$ 224,082	100.0%	\$ 224,082	100.0%	\$ 784,287	100.0%

Direct & Indirect Costs for Academic Program	FY2024		FY2025		FY2026		FY2027		FY2028		Cumulative Program Costs	Cumulative %
	Program Costs	% of Program Revenue										
Direct Instructional Salaries & Benefits	\$ 34,070	78.0%	\$ 36,541	41.8%	\$ 41,492	31.7%	\$ 42,322	24.2%	\$ 43,168	24.7%	\$ 197,593	50.0%
Direct Instructional Support Salaries & Benefits	\$ 28,314	64.8%	\$ 30,906	35.4%	\$ 39,531	30.2%	\$ 40,322	23.1%	\$ 42,102	24.1%	\$ 181,175	45.8%
Third Party Costs (Incl A.O.I. Level 2 / 3 Service)	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Direct Course Costs	\$ 3,200	7.3%	\$ 3,266	3.7%	\$ 3,334	2.5%	\$ 3,404	1.9%	\$ 3,476	2.0%	\$ 16,680	4.2%
Other Costs	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Total	\$ 65,584	150.1%	\$ 70,713	80.9%	\$ 84,357	64.4%	\$ 86,047	49.2%	\$ 88,747	50.8%	\$ 395,448	100.0%

	FY2024	%	FY2025	%	FY2026	%	FY2027	%	FY2028	%	Cumulative	Cumulative %
Profit or (Loss) & % of Profit to Program after all expenses are covered	(\$21,888)	-39.1%	\$16,679	14.9%	\$46,731	27.8%	\$88,737	39.6%	\$86,037	38.4%	\$216,296	27.6%
Cumulative Profit/(Loss) to Date	(\$21,888)		(\$5,209)		\$41,522		\$130,258		\$216,296			
Amount Paid to Program per SCH	\$ 486		\$ 486		\$ 486		\$ 486		\$ 486			
Amount Paid to Program per AAFTE	\$ 14,565		\$ 14,565		\$ 14,565		\$ 14,565		\$ 14,565			
Clear Profit/(Loss) to Program per SCH	(\$243.20)		\$92.66		\$173.08		\$246.49		\$238.99			
Clear Profit/(Loss) to Program per AAFTE	(\$4,377.56)		\$1,667.87		\$3,115.40		\$4,436.83		\$4,301.87			



RESTATED EMPLOYMENT AGREEMENT
between
THE BOARD OF REGENTS OF WASHINGTON STATE UNIVERSITY
and
KIRK H. SCHULZ

I. PREAMBLE

This Restated Employment Agreement (AGREEMENT) is executed by and between the Board of Regents of Washington State University (BOARD) and Kirk H. Schulz (DR. SCHULZ or PRESIDENT). The parties previously executed an employment agreement dated April 8, 2016, which was amended July 31, 2020, March 21, 2022, and June 7, 2022, respectively. On the date all parties sign below, this AGREEMENT shall constitute the entire agreement between the parties with respect to employment and shall replace and supersede all previous understandings and employment agreements, as amended, between the parties.

II. APPOINTMENT AND TERM

The BOARD hereby appoints DR. SCHULZ as PRESIDENT and Chief Executive Officer of Washington State University (WSU or UNIVERSITY) effective June 13, 2016, and through and including June 30, 2025, subject to extension as provided herein.

III. PRESIDENTIAL DUTIES

DR. SCHULZ agrees to perform at all times, faithfully and to the best of his ability, experience, and talents, all of the duties that may be required pursuant to the express and implicit terms of this AGREEMENT to the reasonable satisfaction of the BOARD. These duties include those normally associated with service as PRESIDENT of a public land-grant research intensive UNIVERSITY, including working with the BOARD to set the strategic direction of the UNIVERSITY; leading the UNIVERSITY in the implementation of the strategic plan; measuring progress against strategic goals agreed upon from time to time between the PRESIDENT and the BOARD; leading the UNIVERSITY's private fundraising efforts; supervising subordinate personnel; advancing the UNIVERSITY's interests externally before state and federal legislative bodies, alumni, donors, and the general public; and carrying out all duties and responsibilities required by law. DR. SCHULZ shall perform such additional duties and responsibilities as may be assigned or delegated by the BOARD or as may be set forth in the administrative policies or directives of the institution concerning duties of the PRESIDENT.

DR. SCHULZ shall keep the BOARD reasonably informed of significant activities at the UNIVERSITY, as well as any development that could impact his performance of the duties in this AGREEMENT. The Chair of the BOARD shall be the individual to whom the PRESIDENT reports informally between meetings of the BOARD.

The BOARD reserves the right to assign or reassign the PRESIDENT's duties as the BOARD in its discretion may determine.

IV. SALARY

A. Base Salary

The PRESIDENT shall receive an annual base salary of seven hundred fifty thousand dollars (\$750,000). The annual salary shall be paid in installments in accordance with the state's scheduled payroll dates. Any increase in the salary of the PRESIDENT shall be implemented by resolution or motion duly passed by the BOARD and shall be evidenced by written addendum to this AGREEMENT.

B. Retention Incentive

In order to provide an incentive for DR. SCHULZ to continue to serve as PRESIDENT of WSU and fulfill the term of his presidency under this AGREEMENT, the UNIVERSITY (subject to the vesting of such amounts as described below) shall pay to DR. SCHULZ two (2) retention incentives of two hundred thousand dollars (\$200,000) each.

Vesting Dates: The two retention incentive amounts (\$200,000 each) shall vest on June 30 of each remaining year of DR. SCHULZ's term of appointment (2024 and 2025) provided DR. SCHULZ remains employed as PRESIDENT on that date.

The incrementally vested retention incentive amounts due, and including interest as described herein, shall be paid within thirty (30) days after each vesting date as described above. Each year, beginning on July 1 and concluding on June 30 of the following calendar year, the retention incentive amounts will earn interest equal to three percent (3%) per annum until paid. WSU will not set aside the vested retention incentive amounts; however, interest shall be calculated as if each annual retention incentive amount were deposited into an account on the June 30 which marks the end of each annual retention period. The payments due under these provisions will be subject to all applicable federal and state taxes and withholding requirements.

If DR. SCHULZ ceases to be PRESIDENT of WSU for any reason (except his death or permanent disability) prior to any June 30 vesting date, no payment under this Section IV.B will be due to him as to any retention incentive amounts which are unvested as of the termination date and no proration of any retention incentive amount applies. However, in the event DR. SCHULZ is terminated without cause, other than for death or permanent disability, he shall be entitled to the severance payment described in Section VIII.B. In the event DR. SCHULZ's service as PRESIDENT is terminated due to his death or permanent disability (as defined in Section VIII.C), an amount equal to DR. SCHULZ's retention incentive for that year prorated through his termination date based on the number of days of service completed in the fiscal year ending June 30 in which the termination occurs and

divided by three hundred sixty-five (365) shall be fully vested as of the date of death or permanent disability. In such event, the vested retention incentive amounts due, including interest as described above, shall be paid to DR. SCHULZ (or his designated beneficiary in the event of his death) within thirty (30) days after death or permanent disability.

C. Outside Compensation

DR. SCHULZ may accept outside compensation for private consultant services and board of director responsibilities with private for-profit or non-profit companies or organizations, so long as these are consistent with *WSU Executive Policy Manual* EP45 – University Ethics Policy; *WSU Business Policies and Procedures Manual* (BPPM) 60.44, Faculty Compensation Outside Assigned Duties; *WSU Faculty Manual* Section IV.D, Policy on Compensated Outside Service by Faculty Members-Consulting; *WSU Faculty Manual* Section IV.E, Extended Professional Activities; and the Washington State Ethics Act, and have the prior approval of the BOARD. Any and all income or other compensation earned by DR. SCHULZ in connection with approved outside business activities shall be paid to and retained by him, and such income or other compensation shall have no effect on the amount of salary, compensation, and benefits he is otherwise entitled to receive hereunder.

D. Housing Allowance

The PRESIDENT shall receive a monthly housing allowance of two thousand five hundred dollars (\$2,500) per month. The monthly housing allowance shall vest on the final day of each month provided DR. SCHULZ remains employed as PRESIDENT on that date and shall be payable the following month. The PRESIDENT understands and acknowledges that this allowance will be considered income to the PRESIDENT and will be so reported by UNIVERSITY.

V. FACULTY APPOINTMENT

DR. SCHULZ holds the rank of tenured full professor in the Voiland College of Engineering and Architecture (COLLEGE). At the conclusion of DR. SCHULZ's service as PRESIDENT, unless he is terminated for cause as provided in Section VIII.A, he may elect to serve in this faculty position on a nine (9) month appointment. DR. SCHULZ's rate of compensation upon return to faculty status shall be set at the time of return at a rate of pay equal to the average of the three (3) highest paid tenured full professors (adjusted to reflect nine (9) month appointments, if necessary) in DR. SCHULZ's academic unit or, in the event there is no applicable unit, in the COLLEGE, or at a rate of two hundred seventy-five thousand dollars (\$275,000), whichever is higher. DR. SCHULZ's rate of compensation as calculated herein shall not be effective or paid during any term of contingent paid leave as detailed in Section VIII.D. DR. SCHULZ's teaching, research, and/or service assignment shall be mutually agreed upon between DR. SCHULZ and the Dean of the COLLEGE.

VI. LEAVE, BENEFITS, EXPENSES, AND DISCRETIONARY FUNDS

In addition to the annual salary, the PRESIDENT shall receive the following benefits to the full extent authorized by state and federal law and UNIVERSITY policy as they now exist or may hereafter be amended:

- A.** Annual leave, sick leave, and other types of leave as apply to faculty on full-time annual appointments at WSU;
- B.** All other benefits, including health and life insurance and participation in retirement programs, as apply to faculty on full-time annual appointments at WSU;
- C.** Spousal travel as follows—there will be occasions when DR. SCHULZ's spouse will be expected to travel with him to assist in the conduct of official duties; DR. SCHULZ is authorized to have his spouse accompany him when he deems such travel necessary to further the UNIVERSITY's interests and to pay for his spouse's travel, food, and lodging expenses from the PRESIDENT's Excellence Fund or an affiliated fund designated by the WSU Foundation for these purposes; DR. SCHULZ understands and acknowledges that the value of spousal travel may be considered income to DR. SCHULZ and will be so reported by WSU; such expenses shall be paid from an appropriate discretionary account in accordance with WSU policies;
- D.** Adequate funds to enable DR. SCHULZ to carry out social and entertainment activities appropriate to the role of PRESIDENT; these expenses may be paid from the PRESIDENT's Excellence Fund or an affiliated fund designated by the WSU Foundation for these purposes; because these expenses are primarily for the UNIVERSITY's benefit and will not be paid to DR. SCHULZ, they will not be treated as taxable income to DR. SCHULZ; DR. SCHULZ is accountable to the BOARD for the expenditure of funds from this account; and
- E.** The PRESIDENT shall be reimbursed for expenses incurred in the performance of his duties and shall receive travel and per diem allowance in accordance with RCW 43.03.050 and RCW 43.03.060 and the regulations of the Office of Financial Management.

VII. EVALUATION

The PRESIDENT shall be evaluated annually by the BOARD pursuant to a process and method to be agreed upon between the PRESIDENT and the BOARD. This evaluation shall be based on an annual set of goals, measures, and benchmarks presented by DR. SCHULZ and accepted by the BOARD. In addition to the achievement of previously set goals and objectives, the evaluation may include such other matters as the BOARD in its discretion may determine, including BOARD relations; community and government relations; civil service, administrative professional, and faculty relations; business, budget, and financial matters; and professional and leadership achievement. At the time of the evaluation, the BOARD may, in its discretion, extend this appointment and/or adjust the PRESIDENT's compensation.

VIII. TERMINATION

A. Termination For Cause

In the event the PRESIDENT violates any of the terms of this AGREEMENT or fails to perform the duties of PRESIDENT, the BOARD may terminate this AGREEMENT upon written notice. In the event of termination under this provision, the BOARD shall give the PRESIDENT written notice of intent to terminate, together with a statement of how the AGREEMENT has been violated or the PRESIDENT has failed to perform the duties of PRESIDENT. The PRESIDENT will have seven (7) calendar days within which to respond to the BOARD, in writing, with reasons why he should not be terminated. The BOARD, after considering any response provided by the PRESIDENT, will issue a decision regarding termination for cause. The decision of the BOARD shall be final. In the event of termination for cause, Section V of this AGREEMENT shall have no force and effect.

The PRESIDENT's duties may be reassigned at any time, including while a termination hearing is pending, and the PRESIDENT may be given such other assignments as the BOARD deems appropriate.

The PRESIDENT's right to receive any payment under this AGREEMENT, with the exception of base salary earned but not yet paid and retention incentive amounts vested but not yet paid, shall cease the day following the issuance of the decision to terminate for cause.

B. Termination Without Cause

The BOARD may terminate DR. SCHULZ's employment as PRESIDENT without cause at any time for the convenience of the UNIVERSITY upon thirty (30) days prior written notice to DR. SCHULZ.

If DR. SCHULZ's employment as PRESIDENT is involuntarily terminated without cause, other than for death or permanent disability, prior to the expiration of the term of this AGREEMENT, DR. SCHULZ shall be paid a severance amount equal to his then-current base salary (without interest or other increase or adjustment) for a period of twelve (12) months (or for the unexpired AGREEMENT term, if less) following termination, minus legally required withholdings.

Any payments hereunder shall be conditioned on DR. SCHULZ electing not to remain in his faculty position under Section V and on DR. SCHULZ signing and returning to the UNIVERSITY (without revoking) a timely and effective release of claims in the form provided by the UNIVERSITY by the deadline specified therein, which in all events shall be no later than the sixtieth (60th) day following the date of termination; provided, however, that if the deadline specified for delivery of the release spans two (2) tax years for DR. SCHULZ, the payment will commence in the latter tax year regardless of when the release is signed and delivered.

C. Death Or Disability

DR. SCHULZ's death or permanent disability prior to the expiration date of this AGREEMENT shall terminate this AGREEMENT and all payments hereunder, except that retention incentive amounts shall be paid as specified in Section IV.B. For purposes of this AGREEMENT, "permanent disability" shall mean DR. SCHULZ's inability, in the determination of the BOARD, to substantially and fully perform the duties specified in this AGREEMENT for at least three (3) months.

D. Contingent Paid Leave At End Of Service As President

Provided that DR. SCHULZ continues to serve as PRESIDENT at least through June 30, 2025 (PAID LEAVE VESTING DATE), UNIVERSITY will grant PRESIDENT a period of paid leave for twelve (12) months beginning July 1, 2025, with compensation payable during this period at the base salary rate in effect on the PAID LEAVE VESTING DATE. However, if for any reason DR. SCHULZ's service as PRESIDENT terminates effective prior to the PAID LEAVE VESTING DATE, none of the contingent paid leave described in this Section VIII.D will be payable.

IX. WORK PRODUCT

All correspondence, papers, documents, reports, files, films, work products, intellectual property, and all copies thereof received or prepared by the PRESIDENT in the course of performing his duties as PRESIDENT, or as an incident to the PRESIDENT's duties and responsibilities hereunder, shall immediately upon such receipt and preparation become the exclusive property of the UNIVERSITY for any and all purposes. All items described above shall be provided to and left with the UNIVERSITY upon termination of this appointment except as otherwise agreed by the BOARD.

X. MODIFICATION AND EXTENSION

The terms and conditions of appointment set forth herein may be amended, modified, or extended by the BOARD only pursuant to a written agreement signed by the PRESIDENT and the BOARD and duly adopted at a meeting open to the public.

XI. CODE SECTIONS 409A AND 457

Sections IV.B and VIII.D of this AGREEMENT are designed and intended to be administered in accordance with exemptions from Internal Revenue Code (I.R.C.) Sections 409A and 457 under applicable regulations describing "short-term deferrals" and "bona fide vacation leave, sick leave or compensatory time." Section VIII.B. is designed and intended to be administered in a manner which is compliant with I.R.C. Section 409A. As to Section VI, if any of the specified benefits are taxable and subject to I.R.C. Section 409A, the following provisions apply: (i) the amount of expenses eligible for reimbursement, or in-kind benefits provided, during the EMPLOYEE's taxable year may not affect the expenses eligible for reimbursement, or in-kind benefits to be provided, in any other taxable year; (ii) the reimbursement of an eligible expense must be made on or

before the last day of the EMPLOYEE's taxable year following the taxable year in which the expense was incurred; and (iii) the EMPLOYEE's right to reimbursement or in-kind benefits is not subject to liquidation or exchange for another benefit.

XII. VERBAL AGREEMENTS

No alteration or variation of the terms and conditions of appointment set forth herein shall be binding unless made in writing and signed by the BOARD and the PRESIDENT. No oral understandings or agreements not incorporated herein shall be binding unless made in writing between the BOARD and the PRESIDENT.

IN WITNESS THEREOF, the BOARD and the PRESIDENT have executed this AGREEMENT by the signatures affixed hereto.

TERMS AND CONDITIONS of this appointment are hereby agreed to and accepted by:

WSU BOARD OF REGENTS

PRESIDENT



Chair, Board of Regents
Date: 4/19/24

Dr. Kirk H. Schulz
Date: 4-19-2024

Adopted by the Board of Regents in Open Session on this 19th day of April, 2024.

Washington State University Board of Regents Presidential Search Guidelines

Washington State University (WSU) is a top research university dedicated to improving lives, unlocking possibilities for students, and serving the public good. With six campuses, 11 academic colleges, extension offices in all 39 Washington counties, and four research and extension centers, WSU achieves its land grant mission by empowering students, faculty, and others to create a world where all people can thrive.

WSU is in search of the 12th President of Washington State University. Washington State law vests the Board of Regents with the responsibility for appointing the President¹. The Regents consider the selection of the President to be their most important responsibility, and the search process to be one of their best opportunities to guide the institution into a successful new era.

As the University's leader, the President collaborates with a wide range of internal and external communities to define the vision and set the direction for the institution. As the champion of its reputation, the President articulates the strategic goals and messages of the University to build broad support for and ownership of WSU's vision for the future among faculty, students, staff, alumni, the Board of Regents, the WSU Foundation, local communities, government, business, and industry leaders statewide, the media, and the general public.

The Presidential Search process will rely on the WSU-adopted Equity Impact Assessment Tool as an equity lens for this search process. The following guidelines are designed to assist the Regents in meeting their responsibility in a manner that is responsive to the leadership needs of the institution today and in the future, to serve the State of Washington, and to provide a general procedural framework for the search and selection of the institution's next President.

The presidential search process guidelines are as follows:

- The search will be conducted in a professional, efficient, and timely manner. While a reasonable objective would be to have a President named by January 2025, any timeframe should in no way impinge on the overarching goal of the search, which is to find an exceptionally qualified candidate for the position who embodies the Go Cougs spirit.
- The Board will respect and protect candidate confidentiality to the fullest extent allowed by law while making every effort to ensure that the search process is transparent, open, inclusive, and equitable, with multiple opportunities for input from the entire university community.
- The search shall be conducted with an awareness of the diversity of the university community and its constituencies. The search will embed the Equity Impact

Assessment Tool throughout the process and proceed in accordance with equal opportunity principles and guidelines.

- The Regents will strive to appoint a Presidential Search Committee that is manageable in size and includes members from a wide variety of backgrounds, expertise, and lived experiences, including individuals from major university constituencies. It will be important for all members of the Presidential Search Committee to represent the best interests of the University as a whole and not individual interests.
- The Board of Regents will use a professional search firm to provide overall guidance to the Committee, assist with developing the leadership position and institutional profile documents, recruit and evaluate applicants, and work closely with the Committee to ensure a smooth and efficient search process.
- The Committee will work with the search consultant retained to develop procedures to be followed for the recruitment of candidates and the Committee's evaluation of candidate qualifications. Through its procedures, the Committee will:
 - Conduct the broadest search possible to attract a highly qualified and robust candidate pool.
 - Function as team members dedicated to the objective of identifying and recommending to the Regents a small number of presidential candidates who meet the criteria outlined in the leadership position and institutional profile documents.
- The Presidential Search Committee and the search consultant will act in an advisory capacity only and will not have authority to act on behalf of the Board of Regents. The Board reserves the right to reject any recommendations and has sole authority to conduct the final selection and appointment process.
- The Board may deviate from these guidelines to the extent allowed by law and at its sole discretion to identify and recruit qualified candidates or to make the selection for the presidency.