MINUTES
Washington State University Board of Regents
May 18, 2026

The Board of Regents of Washington State University (WSU or University) convened in an open meeting, held virtually, pursuant to call.

I. OPENING AND ROLL CALL

Chair Jenette Ramos called the special meeting of the Board of Regents to order at 8:02 a.m.

Regents present included Chair Jenette Ramos, Brett Blankenship, Marty Dickinson, Amina Hussein, Tracy Klein, Doug Picha, Lisa Keohokalole Schauer, Howard Wright. President Elizabeth Cantwell was also present.

A quorum was declared.

II. PUBLIC COMMENT PERIOD

The Board of Regents heard from those who requested to provide public comment to the Board:

- WSU student Larrea Cottingham, terminal laboratories

III. CONSENT AGENDA

Chair Ramos reported that the consent agenda included the following items:

- Spokane Health Sciences Team Health Project Approval (resolution 260518-754) (Exhibit A)
- College of Agricultural, Human, and Natural Resource Sciences, WSU Creamery Revitalization Project Budget Approval (resolution 260518-755) (Exhibit B)
- College of Agricultural, Human, and Natural Resource Sciences, WSU Creamery Revitalization Project Financing Approval (resolution 260518-756) (Exhibit C)

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

IV. ACTION ITEMS

A. 2027-29 Biennium State Operating Budget Request

It was moved and seconded that the Washington State University Board of Regents approve the 2027-29 Biennial Operating Budget Request and that the Board delegate authority to the President to approve the final request and any adjustments that may be needed prior to the submission to the Office of Financial Management, including development of additional decision packages if required to address strategic needs. The delegation of authority would be contingent upon the final request being presented to the full Board of Regents as an information item at the September 2026 meeting (resolution 260518-757). Carried. (Exhibit D)

B. 2027-29 Biennium State Capital Budget Request

It was moved and seconded that the Washington State University Board of Regents approve the state capital budget request for fiscal year 2027-29 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 260518-758). Carried. (Exhibit E)

C. FY27 University Budget Approval

It was moved and seconded that the Washington State University Board of Regents approve the Fiscal Year 2027 University Operating Budget and delegate authority to the President or designee to implement the budget and to make adjustments throughout the fiscal year as needed (resolution 260518-759). Carried. (Exhibit F)

D. FY27 Cougar Athletics Budget Approval

It was moved and seconded that the Washington State University Board of Regents approve the fiscal year 2027 Athletics budget. Carried. (Exhibit G)

E. FY26 Cougar Athletics Budget Transfers

It was moved and seconded that the Washington State University Board of Regents approve transfers necessary at Fiscal Year 2026 year-end to cover the deficit balance as presented. Carried. (Exhibit H)

V. ADJOURN

Chair Ramos adjourned the meeting at 9:34 a.m.

Approved by the Board of Regents at its meeting held on September 18, 2026.

Signed Copies Available in the Office of the System President

Exhibit A

ACTION ITEM #1 – Consent Agenda

Spokane Team Health, Project Budget Approval

(Leslie Brunelli/Chris Riley-Tillman/Jeff Haney/Olivia Yang)

May 18, 2026

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Spokane Team Health, Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the Spokane Team Health with a total budget not to exceed $9,786,000.00, authorize the project to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10, and further delegate authority to the President or designee to enter into any and all contracts necessary to complete the project, within the budgeted amount.

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

SUPPORTING INFORMATION: The 2025 state capital budget did not fund the earlier Team Health Building, but the value of the concept was recognized by the Legislature and a renovation of existing space on the Spokane campus was funded in the supplemental 2026 session.

The program is scaled to the 80-student cohort to provide 16 OSCE (objective structured clinical exam) rooms and simulation skills labs with room for expansion.

Goals of the project are integrated teaching between the health science colleges and increased simulated education opportunities, since clinical placement is a challenge. The new facility will also allow the current simulated education program to move out of leased space in ROP (Riverfront Office Park).

The site selected is the wing of the Health Science Building, vacated by Eastern Washington University dental, physical therapy, and occupational therapy programs.

Project Schedule:

DATE	STEP
May 7, 2026	Request for Regents Future Action Project Budget Approval
May 18, 2026	Request for Regents Action for Project Budget Approval
Completed Previously	Design Builder Procurement
June 2026	Design Begins
September 2026	Request for Regents Future Action for Design Approval
September 2026	Request for Regents Action for Design Approval
January 2027	Construction Begins
July 2027	Construction Complete

Current Source of Funds

2023-25 reappropriation $2,786,000

2026 supplemental $7,000,000

Total Funds **$9,786,000**

Project Budget:

Preconstruction Services	$64,167
Space Audit	$356,833
Design and Construction	$7,550,000
Project Administration	$500,000
Moveable Equipment/Furnishings	$560,000
Other	80,000
Sales Tax	675,000
Total Budget	**$9,786,000**

WASHINGTON STATE UNIVERSITY
BOARD OF REGENTS

Spokane Team Health,
Project Budget Approval

Resolution # 260518-754

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

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

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

NOW, THEREFORE, IT IS RESOLVED: That the WSU Board of Regents approves the Spokane Team Health, with a total budget not to exceed $9,786,000.00 authorizes the project to proceed to design and construction using the Design-Build (DB) process pursuant to RCW 39.10, and further delegates authority to the President or designee to enter into any and all contracts necessary to complete the current phase of the project within the budgeted amount.

Signed the 18th day of May, 2026.

____
Chair, Board of Regents

____
University President and Secretary, Board of Regents

ACTION ITEM #2 – Consent Agenda

College of Agricultural, Human and Natural Resource Sciences,
WSU Creamery Revitalization Project
Project Budget Approval
(Leslie Brunelli/Chris Riley-Tillman/Raj Khosla/Olivia Yang)

May 18, 2026

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: College of Agricultural, Human and Natural Resource Sciences, WSU Creamery Revitalization Project, Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Creamery Revitalization Project with a total project budget not to exceed $13,500,000, plus interest and closing costs associated with financing if approved. The Board authorizes the project to proceed to design and construction using the Design-Build (DB) process pursuant to RCW 39.10, and further delegate authority to the President or designee to enter into any and all contracts necessary to complete the project, within the budgeted amount.

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

SUPPORTING INFORMATION: The WSU Creamery Revitalization Project is a strategic initiative aimed at increasing cheese production by 40%, modernizing operational infrastructure, and enhancing student engagement. It is not only a financial investment but also a commitment to educational excellence and operational sustainability. The existing cheese-making equipment is at the end of its life and if there is a failure, cheese production will be disrupted for up to two years. The plan includes acquiring new equipment that will enable increased production without a proportional rise in labor costs. Financial projections indicate a temporary dip in net income due to capital expenditures, followed by sustained profitability beginning in FY 2031.

The capital investment required for the WSU Creamery renovation totals $13.5 million. This includes $7.2 million for refurbishing the underutilized milk receiving bay and $6.3 million to purchase and install new processing equipment. These investments are critical for increased production, improving operational efficiency, and aligning operations with current food safety regulations and industry standards. The plan supports the Creamery's mission to provide high-quality student employment, financial support through scholarships, and premium dairy products that reflect the pride and excellence of WSU.

Project Schedule

DATE	STEP
May 7, 2026	Request for Regents Future Action Project Budget Approval
May 18,2026	Request for Regents Action for Project Budget Approval
May - August 2026	Design Builder Procurement
September 2026	Design Begins
January 21,2027	Request for Regents Future Action for Design Approval
March 12, 2027	Request for Regents Action for Design Approval
August 2027	Construction Begins
July 2028	Construction Complete

Project Budget

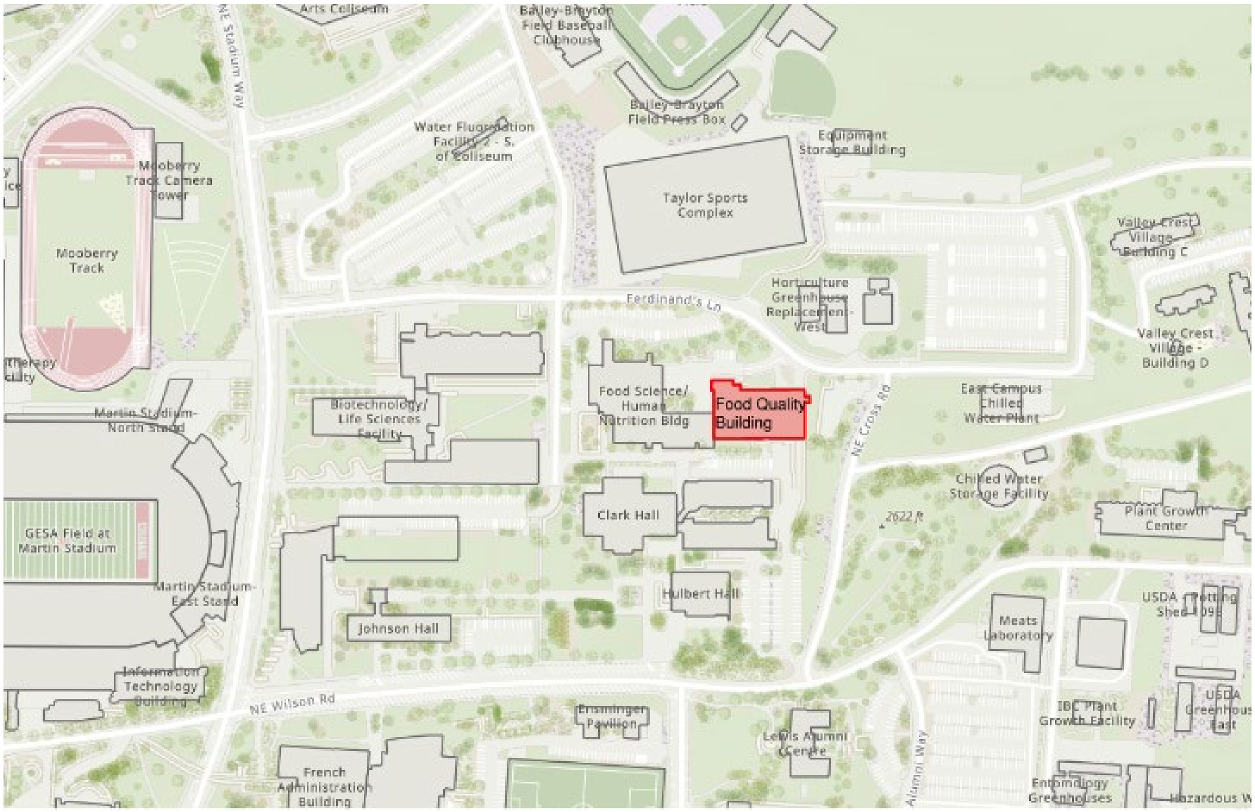
Design and Preconstruction Services	$103,500
Construction	$11,405,613
Project Administration	$838,690
Moveable Equipment/Furnishings	$44,560
Other	$195,187
Sales Tax	912,450
Design and Construction Project Budget	**$13,500,000**

Source of Funds

FY2025-27 State Supplemental Funds	$1,000,000
CAHNRS Creamery Reserve Account	$4,200,000
CAHNRS FY26 Carryforward Surtax – Returned	$2,000,000
Debt Financing - Equipment Purchases	$6,300,000
Total Sources of Funds	**$13,500,000**

ATTACHMENT: Attachment A –Aerial Site
Attachment B – WSU Creamery Revitalization Presentation

Attachment A



WASHINGTON STATE UNIVERSITY
BOARD OF REGENTS

College of Agricultural, Human and Natural Resource Sciences,
WSU Creamery Revitalization Project,
Project Budget Approval

Resolution # 260518-755

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

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

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

NOW, THEREFORE, IT IS RESOLVED: That the WSU Board of Regents approves the College of Agricultural, Human and Natural Resource Sciences, WSU Creamery Revitalization Project with a total budget not to exceed $13,500,000, authorizes the project to proceed to design and construction using the Design-Build (DB) process pursuant to RCW 39.10, and further delegates authority to the President or designee to enter into any and all contracts necessary to complete the current phase of the project within the budgeted amount.

Signed the 18th day of May, 2026.

Chair, Board of Regents

University President and Secretary, Board of Regents

ACTION ITEM#3 – Consent Agenda

College of Agricultural, Human, and Natural Resource Sciences,
WSU Creamery Revitalization Project
Project Financing Approval
(Leslie Brunelli/Matthew Skinner/Arthur Whitten)

May 18, 2026

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Project financing for the College of Agricultural, Human, and Natural Resource Sciences ("the College" or "College"), WSU Creamery Revitalization Project

PROPOSED: That the WSU Board of Regents approve a General Revenue Obligation Resolution to authorize the issuance and sale of bonds or other obligations, in one or more series, to be used for financing of equipment purchases related to the WSU Creamery Revitalization Project; with proceeds for the project not to exceed $6.3 million, a maximum term not to exceed eight years, and a maximum interest rate not to exceed 6.0%; and delegate authority to the President, or their designee, to sell bonds, or other obligations including determining the final issue size, maturity schedule, redemption provisions, and timing of sale.

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

SUPPORTING INFORMATION: The WSU Creamery Revitalization Project is a planned strategic initiative to increase production, modernize infrastructure, and enhance student engagement opportunities. Existing equipment is at the end of its life cycle. Proactive replacement will avoid prolonged disruptions to Creamery operations should equipment fail.

Debt financing will fund $6.3 million of the total $13.5 million project budget and will be used to purchase and install new processing equipment.

Debt Payment Plan

The Creamery completed a feasibility study projecting increased net operating revenue beginning in FY30, driven by expanded cheese production and sales. Prior to the realization of these increased revenues, early debt service will be paid from existing Creamery operating revenues.

The proposed debt obligation will be secured by the general revenues of the University and is expected to be repaid from future Creamery revenues. If Creamery revenues are insufficient to cover debt service in any given year, the College will be responsible for utilizing other available revenues to ensure timely payment.

Under its statutory authority, the Board of Regents may incur debt through the issuance of revenue bonds or notes secured by general University revenues. Consistent with the Board of Regents Debt Management Policy, approval of an authorizing General Revenue Obligation Resolution is required for all new-money debt obligations.

The University is evaluating financing options, including an obligation with a term of up to eight years or a capital lease. Final determination of the financing structure will be delegated to the President or her designee and will be based on the option most suitable for the project and prevailing market conditions, within the parameters authorized by the Board of Regents.

Financing Estimate (based on parameters of future action item)

Sources:	
Future Creamery Revenues	$7,978,853
Uses:	
Creamery Equipment Costs	$6,300,000
Estimated Cost of Issuance	$63,000
Estimated Cost of Capital	$1,615,853
Total:	**$7,978,853**

WASHINGTON STATE UNIVERSITY
BOARD OF REGENTS

College of Agricultural, Human and Natural Resource Sciences,
WSU Creamery Revitalization Project
Project Financing Approval

Resolution #260518-756

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

RESOLVED: That the Board of Regents approve a General Revenue Obligations Resolution (the "Resolution") to authorize the issuance and sale of bonds or other obligations, in one or more series, to be used for the WSU Creamery Revitalization Project with net proceeds for the project not to exceed $6,300,000, a maximum term not to exceed 8 years, and a maximum interest rate not to exceed 6.0%, and delegate authority to the President or their designee to sell bonds or other obligations including the authority to determine the final issue size, amount of capitalized interest, maturity schedule, redemption provisions, and timing of sale.

Dated this 18th day of May, 2026

____
Chair, Board of Regents

____
University President and Secretary, Board of Regents

Exhibit D

ACTION ITEM #1

2027-2029 Biennial Budget Operating Request
(Leslie Brunelli/Chris Riley-Tillman/Sandra Haynes/Glynda Becker-Fenter)

May 18, 2026

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: 2027-2029 Biennial Budget Operating Request

PROPOSED: That the Washington State University Board of Regents approve the 2027-2029 Biennial Operating Budget Request and that the Board delegate authority to the President to approve the final request and any adjustments that may be needed prior to the submission to the Office of Financial Management (OFM), including development of additional decision packages if required to address strategic needs. The delegation of authority would be contingent upon the final request being presented to the full Board of Regents as an information item at the September 2026 meeting.

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

SUPPORTING INFORMATION: The proposed request for the 2027-2029 State Biennial Operating Budget Request is described below:

1. Compensation:
   a. WSU will request a compensation increase for both years of the biennium for faculty and staff commensurate with previous years' requests. The actual percentage will be determined just prior to the September submission to promote alliance with other public four-year institutions of higher education and reflect the most current outlook on the state's fiscal health.
   b. WSU is also requesting improvements to the state appropriation-plus-tuition funding formula to make compensation enhancements at any prescribed level achievable. This change, if funded, would reduce prescribed reliance on tuition revenues unlikely to materialize over the next two years due to enrollment reductions and capped tuition rate increases.
   c. WSU will also request an enhancement for civil service employees commensurate with what is awarded to such workers throughout state government.

   Request Amount: TBD

2. Academic Student Employee (ASE) Bargaining Contract

While the 2024 state supplemental budget partially funded the ASE bargaining contract on a one-time basis and the University reduced unit budgets for the 2025 and 2026 fiscal years to meet contract requirements, WSU will request a recurring appropriation to cover the total 2027-2029 biennial costs of the contract for state-funded ASEs.

Request Amount: TBD

3. Native American Scholarship

Funding is needed to make permanent the one-time appropriations authorized by the Legislature since 2023 to maintain the Native Coug Scholars Fund at WSU, which helps meet unmet financial need for Native American students. State funding will discontinue if not reauthorized.

Request Amount: $2.2 million biennially

4. College of Medicine

Funding is needed to support the Elson S. Floyd College of Medicine. (Detail TBD – Accreditation and/or Speech and Hearing Sciences Program.)

Request Amount: TBD

5. Maintenance and Operations of New Buildings

Funds are requested as is commonplace to provide support for the Schweitzer Engineering Hall expected to be completed prior to August 2026. The facility was constructed with $40M in state capital funds and $42M in philanthropic funds. The state funded half of the M&O, subject to the fund split. This request is for the other half of those funds.

Request amount: $816,000 biennially

WASHINGTON STATE UNIVERSITY
BOARD OF REGENTS

2027-2029 Biennial Budget Operating Request

Resolution #260518-757

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

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

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

NOW, THEREFORE, IT IS RESOLVED that the Board approves the 2027-2029 Biennial Operating Budget Request and that the Board delegates authority to the President to approve the final request and any adjustments that may be needed prior to the submission to the Office of Financial Management (OFM), including development of additional decision packages if required to address strategic needs. The delegation of authority is contingent upon the final request being presented to the full Board of Regents as an information item at the September 2026 meeting.

Signed the 18th day of May, 2026.

____
Chair, Board of Regents

____
University President and Secretary, Board of Regents

Exhibit E

ACTION ITEM #2

Approval of State Capital Budget Request FY2027-2029
(Leslie Brunelli/Chris Riley-Tillman/Sandra Haynes/
Glynda Becker-Fenter/Olivia Yang)

May 18, 2026

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Approval of State Capital Budget Request FY2027-2029

PROPOSED: That the Board of Regents approve the state capital budget request for FY2027-2029 and delegate authority to the President or designee to approve any adjustments that may be needed before submission to the Office of Financial Management

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

BACKGROUND INFORMATION: The FY2027-2029 state capital budget request was developed within the overall context of identifying and prioritizing projects that balance continued stewardship and renewal of existing facilities and infrastructure within a framework for responsible growth. The FY2027-2029 request can be viewed in the context of the broader ten-year plan included as Attachment A.

Detailed information regarding the process can be found at https://facilities.wsu.edu/facilities-services-capital/state-capital-budget/. Refer to Attachment B for the 2027-2029 Call for Needs memorandum.

The FY2027-2029 request includes three groupings of projects:

- **Minor Works:** A group of projects (under $4 million) for building preservation and renewal (MCR) and for program renewal (MCI). We are requesting $40M in minor capital building renewal (MCR) to address system-wide facilities and infrastructure renewal and replacement. We also request $20M in program renewal (MCI) to provide systemwide facilities support for teaching, research and outreach programs.

- **Sustained Investment**: A series of related projects which span several biennia to create surge space and eventual demolition and renovation of less-than-optimal buildings. Examples of sustained investment in this request include:
    - Integrated Science Building construction funding - This is the fourth of a multi-biennia effort to provide space for teaching on the site of the demolished Heald Hall. The new facility includes a 250-seat auditorium and three teaching labs.
    - Design Funding for Fulmer Lab renovation, to accommodate some of the teaching and research currently in Fulmer Annex and Fulmer Synthesis. This includes enabling work in Fulmer Synthesis to provide swing space during the renovation.
    - Predesign funding for a new chemistry research building located in the core of campus. This facility along with renovation of Fulmer Lab will enable the future demolition of Fulmer Annex and Fulmer Synthesis.

- **Standalone:** These are projects that can be either thematic (*i.e.*, system-wide pedagogical or research initiatives) or scoped to meet program and/or deferred maintenance needs. Standalone projects may have the potential to enable future phases but are not critical to future phases. Examples include:
    - Holland Library steam-to-hot water conversion. This project will replace aging and leaking steam radiators and condensate piping, in support of reducing the campus' deferred maintenance backlog and future decarbonization.
    - Investment in new WADDL lab at the Puyallup extension center.
    - Investment in Dodgen Nuclear reactor in Pullman campus.
    - Funding to continue efforts towards Clean Building Performance Standard and Climate Commitment Act compliance.

ATTACHMENTS: Attachment A – 2027-2029 Capital Budget – 10 Year Plan
Attachment B – 2027-2029 Call for Needs Memorandum

WASHINGTON STATE UNIVERSITY
BOARD OF REGENTS

Approval of State Capital Budget Request FY2027-2029
Project Budget Approval

Resolution #260518-758

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

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

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

NOW, THEREFORE, IT IS RESOLVED: That the WSU Board of Regents approves the State Capital Budget Request FY2027-2029 as proposed and delegates authority to the President or designee to submit the request to the Office of Financial Management and make any adjustments needed prior to submission.

Signed the 18th of May, 2026.

____
Chair, Board of Regents

____
University President and Secretary, Board of Regents

WASHINGTON STATE UNIVERSITY - 10 Year Capital Plan (MAY 2026)								
				Current	**Biennium 2**	**Biennium 3**	**Biennium 4**	**Biennium 5**
Priority	**Project**	**Class**	**Stage**	**2027-29**	**2029-31**	**2031-33**	**2033-35**	**2035-37**
1	Minor Capital Preservation (MCR)	Preservation	pool	**$ 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
3	Integrated Science Building	Program	D/C	**$ 50,000,000**	$ -	$ -	$ -	$ -
4	Fulmer Complex Renovation (Design & Enabling Moves Syn)	Program	D/C	**$ 15,000,000**	$ 60,000,000	$ -	$ -	$ -
8	Chemistry Research Building	Program	PD	**$ 250,000**	$ 5,000,000	$ 75,000,000	$ -	$ -
7	Dodgen Modernization	Program	D/C	**$ 10,000,000**	$ -	$ -	$ -	$ -
	Demolish Fulmer Synthesis and Annex	Preservation		**$ -**	$ -	$ -	$ 25,000,000	$ -
	Webster Renovation	Program		**$ -**	$ -	$ 500,000	$ 5,000,000	$ 80,000,000
	Teaching Auditorium Predesign	Program		**$ -**	$ 250,000	$ 5,000,000	$ 60,000,000	$ -
5	Puyallup Washington Animal Disease Diagnostic Lab Facility	Program	C	**$ 20,000,000**	$ -	$ -	$ -	$ -
6	Holland Library (steam-to-hot water converstion)	Preservation	D/C	**$ 10,000,000**	$ -	$ -	$ -	$ -
	VCEA Modernization (pre-design)			**$ -**	$ -	$ -	$ -	$ -
	Dana Hall Renovation			**$ -**	$ -	$ -	$ -	$ -
	Wegner Hall Renovation			**$ -**	$ -	$ -	$ -	$ -
	McCoy Hall Renovation			**$ -**	$ -	$ -	$ -	$ -
	Infrastructure Improvements	Preservation		**$ -**	$ 20,000,000	$ 10,000,000	$ 5,000,000	$ 10,000,000
	Building Systems Improvements	Preservation	D/C	**$ -**	$ 20,000,000	$ 15,000,000	$ 10,000,000	$ 15,000,000
	Project Sub Total			**$ 165,250,000**	**$ 165,250,000**	**$ 165,500,000**	**$ 165,000,000**	**$ 165,000,000**
9	Operating Cost for 50% of Everett Building M&O (Permanent)			**$ 792,000**	$ 792,000	$ 792,000	$ 792,000	$ 792,000
10	Preventive Maintenance Budget to Capital (Permanent)			**$ 10,115,000**	**$ 10,115,000**	**$ 10,115,000**	**$ 10,115,000**	**$ 10,115,000**
				$ 176,157,000	**$ 176,157,000**	**$ 176,407,000**	**$ 175,907,000**	**$ 175,907,000**

WASHINGTON STATE UNIVERSITY - 10 Year CCA Fund Plan (MAY 2026)								
				Current	**Biennium 2**	**Biennium 3**	**Biennium 4**	**Biennium 5**
Priority	**Project**	**Class**	**Stage**	**2027-29**	**2029-31**	**2031-33**	**2033-35**	**2035-37**
11	Cougar Energy Initiative	Preservation	D/C	**$ 200,000,000**	$ 200,000,000	$ 200,000,000	$ 200,000,000	$ 200,000,000

WASHINGTON STATE UNIVERSITY

Office of
Finance and Operations

MEMORANDUM

TO: Vice Presidents, Chancellors, and Deans

FROM: T. Chris Riley-Tillman, Provost and Executive Vice President
Leslie Brunelli, Executive Vice President for Finance and Operations and CFO

DATE: March 30, 2026

SUBJECT: State Capital Budget Request 2027-29: Call for Needs and Minor Capital Improvement & Omnibus Equipment

---

This memo is the official call for Minor Capital Improvement (MCI) and Omnibus Equipment needs.

Areas are invited to submit applications for their top two (2) MCI/Omnibus Equipment needs via Qualtrics at https://wsu.co1.qualtrics.com/jfe/form/SV_3R8nUhjqmj7T2rI. This link will be open from March 30 through April 17, 2026.

Facilities will provide a list to the Provost and Executive Vice President, the Executive Vice President for Finance and Operations, and Vice President for Research by April 21, 2026, for review and prioritization based on how the needs align with the system and/or campus strategic plans. Facilities Services will work to develop the MCI submission for review and approval by the Board of Regents during the May 2026 meeting.

Depending on the level of funding provided by the state, successful submissions will be notified of the award in May or June of 2027, and funding would be available as of July 2027. Funds must be spent by May 31, 2029.

As a reminder, minor works and omnibus equipment funds are for projects valued between $25,000 and $4,000,000. Minor capital improvement funds may be used for renovations to improve and/or change use of space in support of program needs. Furnishing and finishes may be included in those renovations. Omnibus equipment funds may be used to purchase program specific equipment (exclusions apply - see below) and may include things like space saver storage systems, cage washers, autoclaves, etc.

The following are **NOT** eligible for minor works funding:

- A phase of a larger project or to supplement projects with funding shortfalls
- Planning, design, and studies unless they lead directly to and support a project on the minor works list
- Moveable, temporary and traditionally funded operating equipment
- Software not dedicated to control of a specialized system
- Land or facility acquisition
- Rolling stock (e.g., motorized vehicles)
- Computers
- Moving expenses

For more information, please visit: https://facilities.wsu.edu/facilities-services-capital/state-capital-budget/. Thank you in advance for your thoughtful submissions.

Exhibit F

WASHINGTON STATE UNIVERSITY

FY27 Budget Development

Board of Regents
Finance & Administration Committee
Monday, May 18, 2026

2021
Schulz Admin

Enterprise-wide Transition to Workday

Workday deployment with process standardization and System-wide Training

Example of efficiencies gained: Eliminated 45k sheets of paper monthly tracking employee leave

Decentralized campus model

2022
Schulz Admin

Process Improvements Continue

Process discipline expectation

Example of efficiencies gained: Digitized 11k+ paper certificates previously printed and mailed

Decentralized campus model

2023
Schulz Admin

Data Clean-Up and Visability

Refining sponsored award process and service delivery

Stabilizing System use of Workday

Hired new EVP & CFO, Leslie Brunelli

Decentralized campus model: Budget disconnected from university strategy

Dissolution of Pac-12 conference

2024
Schulz Admin

Financial Transparency Focus

Budget model revision with unit hearing prototype

Differential approach to resource allocation

Hired System Provost and EVP, Chris Riley-Tillman

Rebuilding of Pac-12 conference

WSU National Workday Recognition

Nationally recognized for WSU modernization team innovation; one of three honored out of 11k clients

2025
Cantwell Admin*

Comprehensive Financial Reporting and Budget Hearings

Welcomed President Betsy Cantwell in April 2025

Developed six Strategic Pillars and Presidential KPIs, linking strategy with data

Milestone: formal Regents budget approval following 34-unit hearings

Launched new financial education training series for Regents.

Initiated System-wide Redesign

Economic Development Report

2026
Cantwell Admin

Transparent Alignment: WSU Strategy and Budget

Concluded Presidential Listening Sessions and System-wide Redesign

Secured one-time Pac-12 institutional funding resolution

Appointed Sandra Haynes as EVP for Statewide Campuses

WSU Balanced Budget

Drove legislative engagement: 41 meetings to align state support with WSU priorities

Launch of new Pac-12 conference

2027
Cantwell Admin

System-wide Strategy and Financial Planning

Budget strategy based on Resource Prioritization, Organizational Alignment, Benchmarking and Accountability

Activate System-wide Redesign outputs

Issuance of Decision Memos for strategic alignment - informed by WA state budget

2028
Cantwell Admin

Advancing the Modern Land-Grant Mission

Cultivate system-wide mindset of growth and operational excellence

Capitalizing on force-multiplying effects launched to drive institutional progress

Culture of financial excellence with timely, accurate reporting and clear accountability

*Began April 2025

WASHINGTON STATE UNIVERSITY

WASHINGTON STATE UNIVERSITY

WSU

6 Strategic Pillar Areas

1 Access and Student Success

Providing student access to exceptional, affordable and lifelong education throughout WA and the world.

2 Academic Excellence and Modernization

Modernizing the WSU academic core through curricular and teaching innovation with digital tools to prepare students for the future.

3 Innovation and Use-Inspired Research

Expanding our role as a research powerhouse, dedicated to solving state-specific and global challenges.

4 Systemwide Integration and Institutional Agility

Redesigning the WSU system for fiscal transparency, strategic alignment and efficiency.

5 WSU as the 21st Century Land Grant

Improving the health and well-being of the communities we serve.

6 Elevate the Cougar Identity and Brand

Strengthening our brand for lifelong Cougar identity.

MISSION

- Education that Transforms Lives, for all of Citizens of Washington
- Research that is Use-Inspired, Practical & Meaningful
- A Modern Extension Program that Brings WSU to all of Washington

MISSION SUPPORT CAPACITIES

21ST CENTURY LAND-GRANT WASHINGTON'S STATE UNIVERSITY

PHILANTHROPY

STATE & FEDERAL ENGAGEMENT

MISSION ENHANCEMENT CATEGORIES - IN FLIGHT

Student Enterprise
Develop a World-Class Student Experience

- NISS (AI)
- Enrollment Management (AI)
- Global Development & Expansion (AI)
- Advanced Tuition Discounting (AI)
- RPK Analysis: Vancouver & Everett
- One Portal for Admissions
- Undergraduate Education Reform
- Completion of Schweitzer Engineering Hall
- Future capital project planning

Business Enterprise
Modern Organizational Efficiency

- Design Process (AI)
- Discontinue Chancellor Model for Statewide Campuses
- Pullman/Spokane Provost Trial
- Spokane Administrative Unit
- Spokane Space Optimization
- Global Campus Budget Model Centralization
- University Dashboards
- Modern Budget Approach
- Workday Enhancements
- Risk Management - increased facility insurance coverage
- Workload Policy
- Range to WSU Health Transition
- Endowment reinvestment
- IT optimization
- Updating and merging University policy manuals

Research Enterprise
World Class Research for All

- President's Big Ideas Initiative
- P&T Changes/Updates
- Earmarks
- CMMC Certification
- Aquaculture Center
- Capital project support:
  - Completion of USDA/ARS Facility
  - Completion of hot cell facility (Summer 2026)
  - Implementation of CAHNRS Digester
  - Purchase of the Ignite facility
  - Design for Wenatchee tree fruit facility

Engagement Enterprise
Synchronizing Brand, Talent, and Discovery

- MarComm Changes
- Athletics Changes
- Seattle Presence
- Cultural Extensions
  - Music
  - Museum
  - Library

Color Code

- New since 4/1/25
- Started Prior to 4/1/25
- Not Started Yet

TO DO

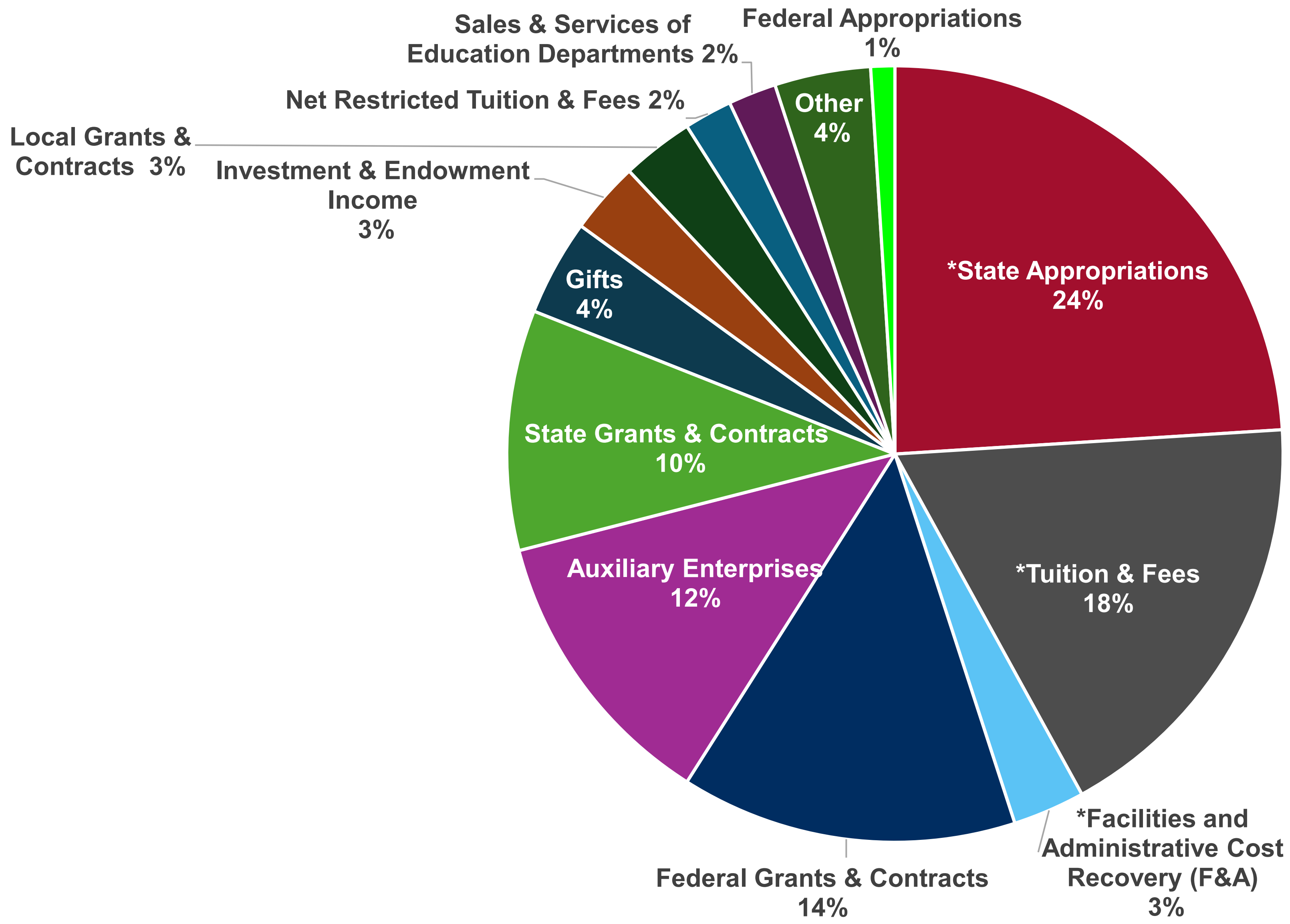
- Develop University Project Management Office/Capacity
- Develop WSU Statement of Purpose and Define Values
- Create Simple Compelling Info Graphics
- Drive Leadership Meetings

FY27 Budget Development Calendar

December 2025	All units - mid-year budget review
January - February	Preliminary discussions with Deans, Chancellors, System Leadership and Unit AFOs
February 2	Unit budget planning templates available
March 3	Academic unit budget materials due to Provost
March 5	BoR Finance and Administrative Committee Update
March 17	All budget materials due to the Budget Office
March 23-30	Unit budget hearings
March - April 27	Supplemental State Budget complete
April 1 - April 17	Budget deliberations
April 20 - May 17	Preparation of budget materials and preliminary communications
May 7	BoR Finance and Administrative Committee Update
May 18	Board of Regents review and approval of FY27 Budget
May 19	Notification to units
May 19 - June 16	Units complete 30 day plans
June 24	Final memos sent from Budget Office
June 30	Unit Adaptive Planning due
July 1	Beginning of Fiscal Year 2027
July 31	FY27 Budget loaded in Workday
July - August	FY27 Budget Document in development
September 1	Target release date for FY27 Budget Document

FY27 WSU Estimated All Funds Budget

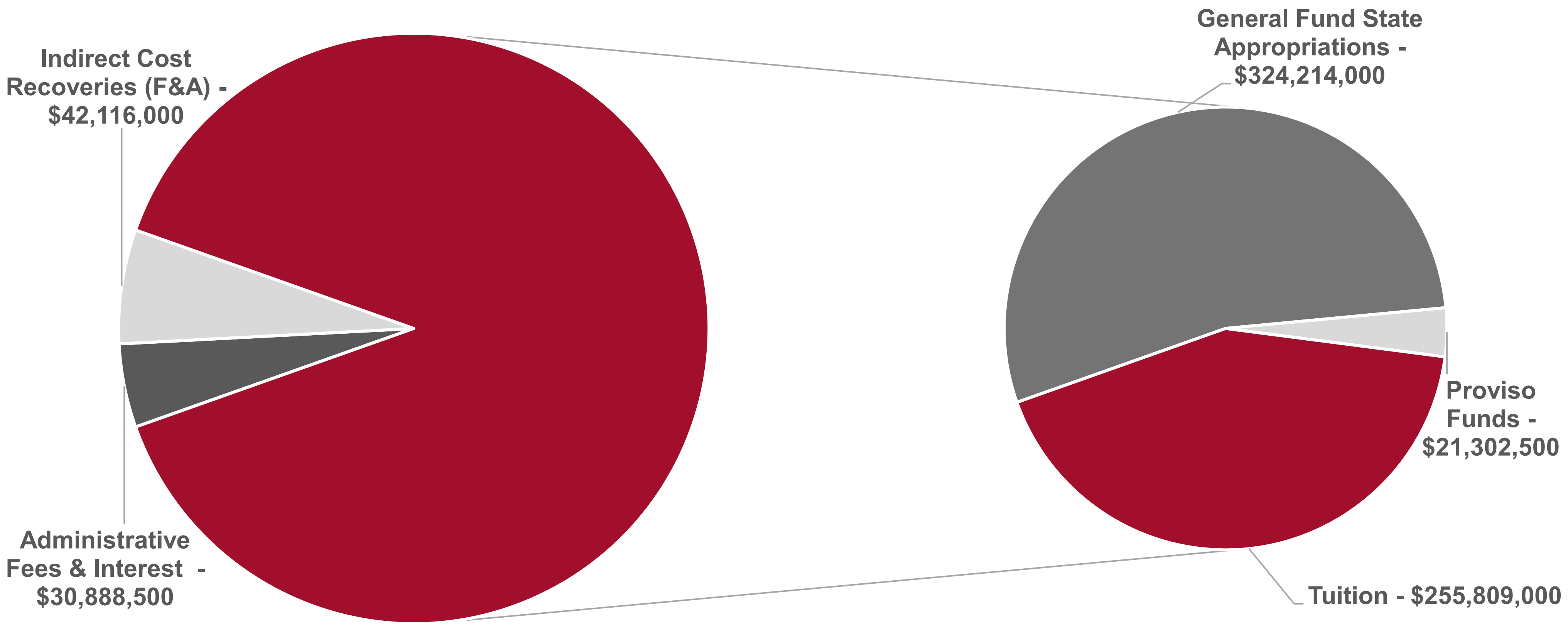
$1.36 Billion



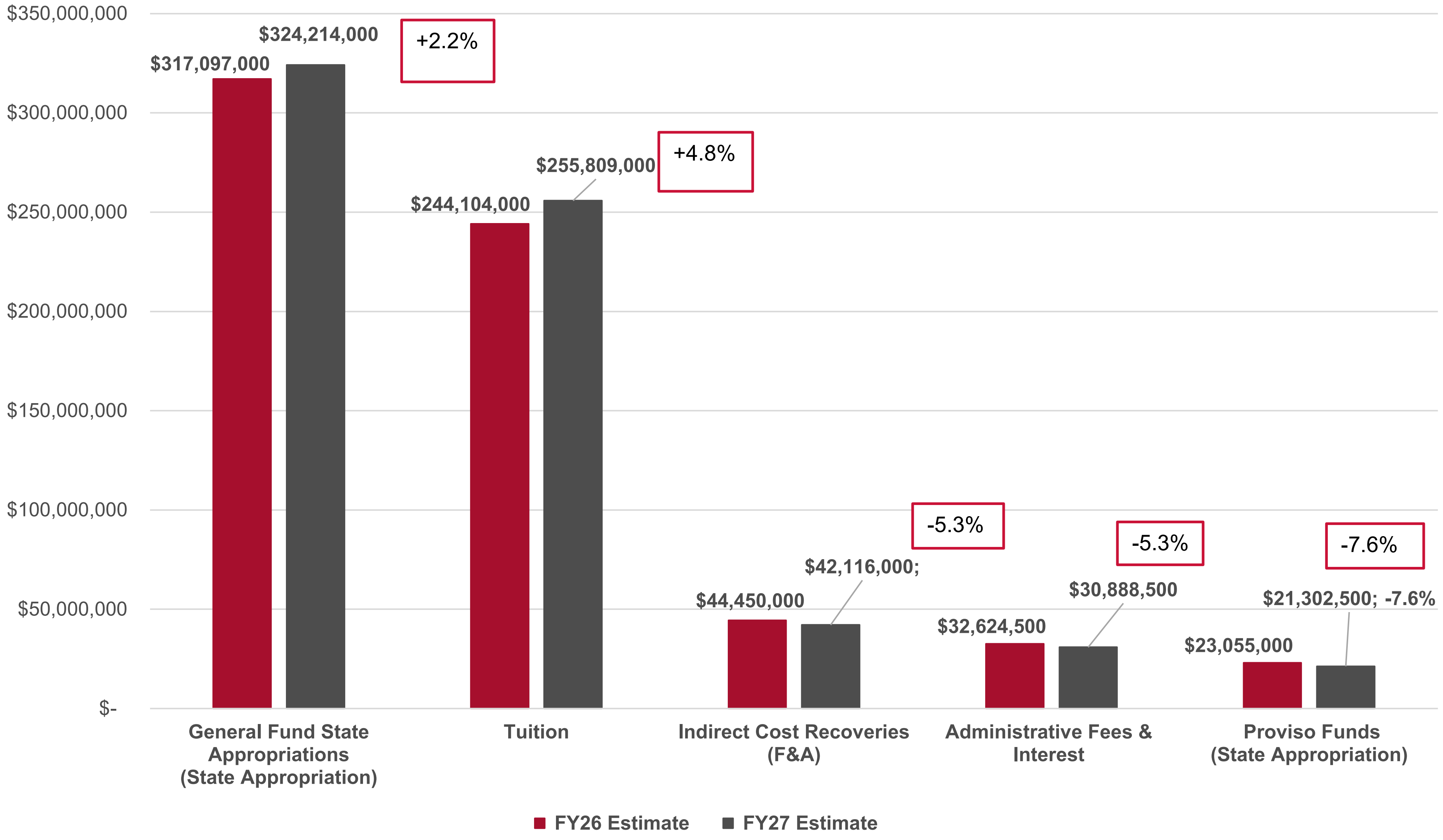
*Available for allocation in the Core Funds budget

WASHINGTON STATE UNIVERSITY

Core Funds Budget - $674,330,000



Core Funds Budget – FY26 to FY27



FY26 Core Funds Budget Baseline Subject to Reductions

Division	FY26 Core Funds Budget	Division % of Total Core Funds Baseline	Allocations removed from Core Funds Budget	FY26 Ending Core Funds Baseline Subject to Reduction	Division % of FY26 Baseline Subject to Reduction
Colleges	321,623,478	49%	109,209,882	212,413,596	51%
Campuses	91,547,961	14%	14,917,266	76,630,695	18%
Academic Support	59,308,791	9%	14,701,096	44,607,695	11%
Administration	39,696,981	6%	13,177,592	26,519,389	6%
Finance & Operations	116,712,462	18%	59,938,220	56,774,242	14%
Central General Expense*	32,440,827	5%	-	32,440,827	Excluded
	661,330,500	100%	211,944,056	449,386,444	100%

* Includes utilities for Pullman campus and REC centers, system-level memberships and agreements.

WASHINGTON STATE UNIVERSITY

FY27 Budget Development – Recurring Funding Plan - SOURCES

Estimated Net Tuition Funds		
FY26 Tuition Budget to Actual	$	5,896,000
FY27 Estimated New Tuition Funds	$	5,809,000
Total Estimated Net Tuition Funds	**$**	**11,705,000**
State Appropriations		
Total Net State Appropriations Change	**$**	**5,364,500**
Interest Income Reduction	**$**	**(1,736,000)**
Indirect Cost Recovery (F&A)	**$**	**(2,334,000)**
Total Estimated Revenue Change	**$**	**12,999,500**
Reallocation from Strategic Budget Reductions	**$**	**11,675,697**
Total Estimated Recurring Sources Change	**$**	**24,675,197**

FY27 State Funded Compensation Change	4,262,000
State Central Service Charges & Adjustments	3,720,500
Heritage Orchard Program	63,000
General State Reductions	(751,000)
INEF Reduction	(1,930,000)
Total	**5,364,500**

Reduction Scenarios from Budget Hearings

-3%	(13,481,593)
-5%	(22,469,322)
-10%	(44,938,645)

WASHINGTON STATE UNIVERSITY

Core Funds Reductions: Percentage of the Reduction Base

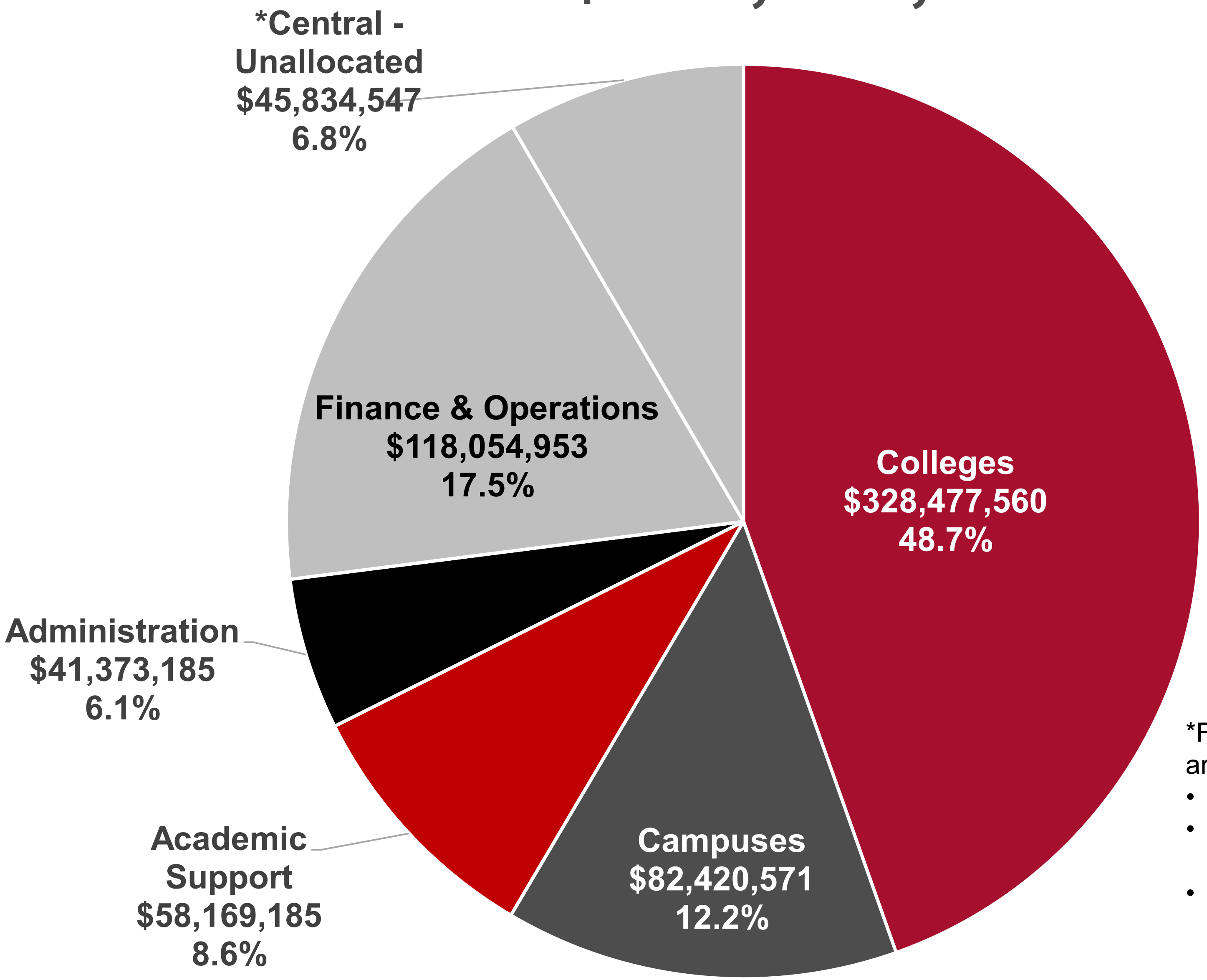
Division	FY26 Ending Core Funds Baseline Subject to Reduction	Division % of FY26 Baseline Subject to Reduction	Recurring Reduction	% of Baseline Reduced
Colleges	212,413,596	51%	(1,432,673)	-0.7%
Campuses	76,630,695	18%	(8,484,838)	-11.1%
Academic Support	44,607,695	11%	(495,672)	-1.1%
Administration	26,519,389	6%	-	0.0%
Finance & Operations	56,774,242	14%	(1,262,514)	-2.2%
Central General Expense*	32,440,827	0%	-	0.0%
	449,386,444	100%	(11,675,697)	-2.6%

*Baseline subject to reduction does not include General Expense budget in Finance & Operations, which includes utilities for the Pullman campus and REC centers, system-level memberships and agreements.

FY27 Budget Development – Recurring Funding Plan - USES

Compensation & Benefits	$	9,367,822
Maintenance & Operations	$	3,621,900
State Central Services Flow Through + State Reconciling Items	$	3,880,500
Health Sciences and Statewide Campuses Tuition Agreements	$	3,127,549
Administrative Investments	$	2,198,890
Academic and Research Investments	$	1,838,581
Marketing - System Wide Media Strategy	$	1,000,000
Risk, Compliance and Insurance	$	683,256
Finance & Operations	$	610,000
Enrollment Management	$	755,038
Contingency	$	801,886
Heritage Orchard Program	$	63,000
Shift to F&A	$	(3,273,225)
New Recurring Funded Uses	**$**	**24,675,197**
New Recurring Sources - New Recurring Uses	**$**	**-**

Core Funds Budget
$674,330,000



*Finance & Operations budget includes funds that are held for future allocation to units, including:
- Funding for state-funded compensation changes
- F&A funds allocated per Executive Policy 2 – only 50% are allocated in the initial budget
- Annual true up funding for net tuition and enrollment models

FY27 Budget Development – Non-Recurring Funding Plan Sources & Uses

Estimated Net Tuition Funds - Available for One-Time Use		
FY26 Tuition Budget to Actual	$	5,896,000
Total Estimated Non-Recurring Available	**$**	**5,896,000**
Risk, Compliance and Insurance		2,042,800
Marketing - System Wide Media Strategy		1,500,000
Finance & Operations		240,000
Academic and Research Investments		500,000
New NON-Recurring Funded Requests		**4,282,800**
BALANCE	**$**	**1,613,200**

FY27 Budget Development - Compensation

- Classified & Civil Service Employees
  - Effective on July 1, 2026
  - 2% Increase

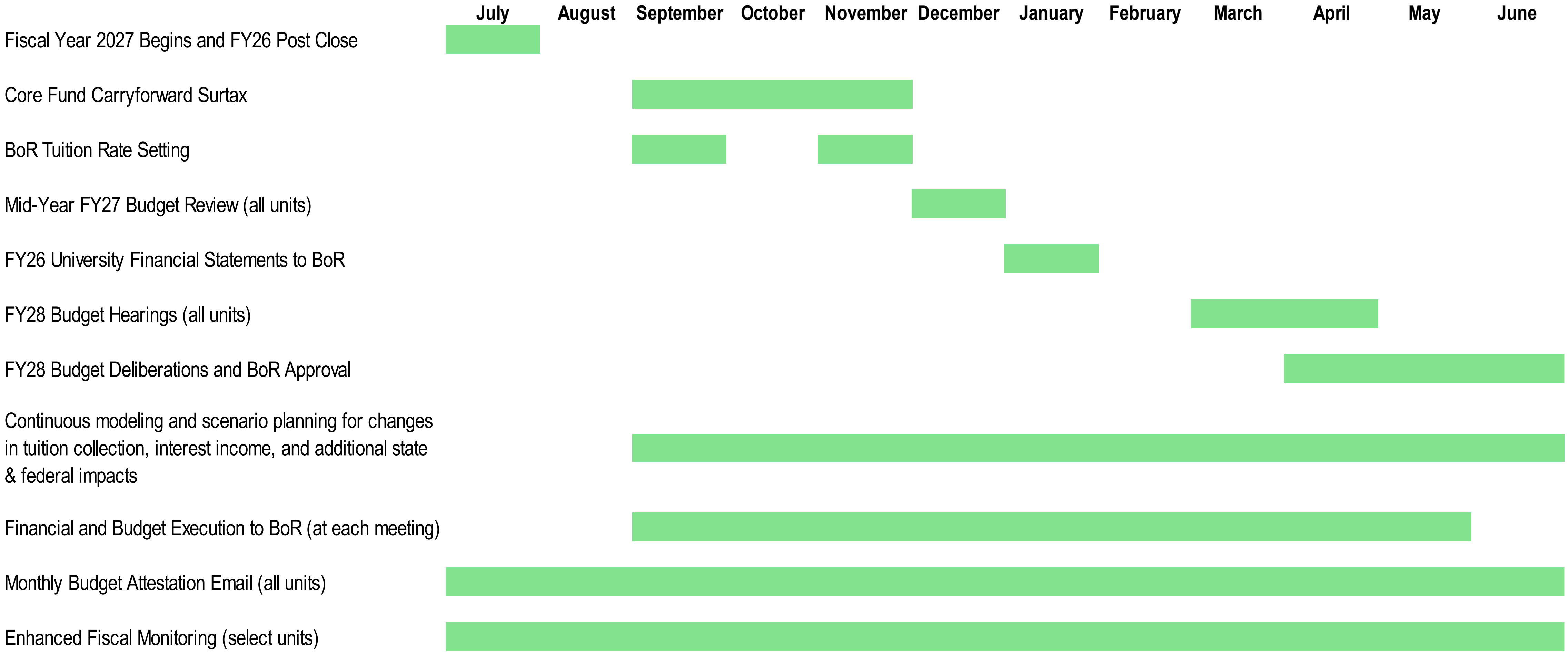
- Faculty and Administrative Professional Employees
  - Effective on October 1, 2026
  - No increase for employees hired or rehired on or after January 1, 2026

    - Faculty
      - Increase allocation process is being discussed with the Faculty Senate's executive committee and will be announced in June 2026
      - Pool available is 1.0%

    - Administrative Professional
      - 1.0% Increase

- Bargaining Units
  - For represented employees, please refer to each current collective bargaining agreement, or, if negotiations are still in progress, to guidance and updates from union representatives

Budget Planning, Development & Execution Timeline



ACTION ITEM #4

FY27 Cougar Athletics Budget Approval
(Leslie Brunelli/Jon Haarlow)

May 18, 2026

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: FY27 Cougar Athletics Budget Approval

PROPOSED: That the Board of Regents approve the fiscal year 2027 Athletics budget.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Operations/CFO
Jon Haarlow, Vice President and Director of Athletics

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

WSU Athletics is coming to the end of the two-year NCAA conference grace period for the Pac-12 conference. The Pac-12 will launch its new conference on July 1, 2026, and starting in Fall, sport schedules will be within the new conference. FY27 will be the second active year following the House vs. NCAA case. The House vs. NCAA settlement brought about a new dynamic for student-athletes and athletic departments combining smaller roster limits with an increased scholarship cap, institutional NIL opportunities, and the prospect of taking part in revenue sharing. WSU Athletics remains committed to navigating and being innovative within the ever-changing NCAA environment while continuing the tradition of high performing Cougar student-athletes.

Revenues

Revenue forecasts for FY27 are based on current contracts, historical sales, sponsorship agreements, increased one-time institutional support, and new Pac-12 conference media rights. Ticket sales, contributions, and game-related revenues are based off prior year's actuals, taking into consideration a shift in conference composition, the upcoming schedules, and continued opportunities for new engagement. In alignment with standard university administrative practices, the FY27 Athletics budget also reflects the assessment of administrative service charges, with institutional resources provided to offset these costs as part of the

University's continued support of Athletics operations. Additionally, conference and NCAA distributions continue to be a primary revenue source, while ticket sales are projected to be the second highest resource category for FY27. Furthermore, Athletics is establishing a dedicated revenue unit to drive financial growth and sustainability.

Expenses

The FY27 expense budget will see changes in allocations to adapt to a post-House NCAA environment and a larger emphasis on revenue generation. Athletics' focus areas remain on elements that directly impact student-athlete performance and wellbeing such as team travel, academic and mental health resources, and nutrition services. This year comes with a renewed focus on building resources within the Cougar Athletic Fund to increase engagement and drive ticket sales. Finally, Athletics will have a decrease in the annual debt payment, due to a recent debt refunding, and realize a decrease in administrative overhead and compensation as we implement cost containment strategies and reprioritize investments within the department.

Summary

While conference realignment and the overall collegiate athletics landscape remains incredibly fluid, the launch of the new Pac-12 provides both stability and financial challenges. 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 Operations, Athletics continues our 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 for FY27 and presents this budget for approval based upon the latest information available.

ATHLETIC REVENUE	FY26 As of 5/1	FY27 Budget	Variance
Conference Distribution	27.6	11.2	(16.4)
Other Pac-12 Distributions	-	2.0	2.0
REVENUE ITEMS CONFERENCE RELATED	**27.6**	**13.2**	**(14.4)**
Ticket Sales	5.2	6.2	1.0
Student Sports Pass	1.9	2.2	0.3
Annual Fund	9.2	10.0	0.8
Foundation Support	0.3	0.3	-
Strategic Giving	1.4	0.5	(0.9)
Program/Concessions	0.7	0.7	-
Other Revenue	9.5	3.1	(6.4)
REVENUE ITEMS GAMEDAY RELATED	**28.2**	**23.0**	**(5.2)**
Endowments	1.0	1.0	-
NCAA Distribution	2.1	1.6	(0.5)
Royalties/Advertising	5.3	4.3	(1.0)
Student Fees - Debt Service	0.7	0.7	-
Other Institutional Support	10.0	20.0	10.0
Direct Institutional Support - $$$	4.5	4.5	-
REVENUE ITEMS CONTACTUAL OR MINIMAL CHANGE	**23.6**	**32.1**	**8.5**
REVENUE BEFORE OFFSETS	**79.4**	**68.3**	**(11.1)**
Sports Camp Revenue	0.4	0.4	-
Direct Institutional Support - GE Waivers	3.4	3.6	0.2
Direct Institutional Support - ASC Fee	-	2.5	2.5
Indirect Institutional Support	0.5	0.5	-
REVENUE ITEMS = EXPENSE	**4.3**	**7.0**	**2.7**
TOTAL REVENUE	**83.7**	**75.3**	**(8.4)**
ATHLETIC EXPENSE			
Scholarships	9.0	9.0	-
Compensation	26.5	26.5	-
Debt	10.3	9.8	0.5
TOTAL ADMINISTRATION	**45.8**	**45.3**	**0.5**
Recruiting	1.6	1.6	-
Team Travel	5.4	5.0	0.4
Equipment	1.5	1.2	0.3
Game Expenses	2.8	2.8	-
Student Athlete Payments	5.3	-	5.3
Medical Costs	1.9	1.7	0.2
Student Athlete Meals	1.0	0.9	0.1
Bowl Expenses	1.3	-	1.3
TOTAL SPORTS PROGRAMS	**20.8**	**13.2**	**7.6**
Direct Admin Expense	1.8	1.5	0.3
DIRECT ADMIN EXPENSE	**1.8**	**1.5**	**0.3**
Guarantee Expense	2.0	1.0	1.0
Fund Raising/Marketing	1.3	1.1	0.2
Spirit Expense	0.2	0.2	-
Other Expense	7.5	6.0	1.5
TOTAL OTHER EXPENSE	**11.0**	**8.3**	**2.7**
EXPENSE BEFORE OFFSETS	**79.4**	**68.3**	**11.1**
Sports Camp Expense	0.4	0.4	-
Scholarships - GE Waivers	3.4	3.6	(0.2)
Direct Institutional Support - ASC Fee	-	2.5	(2.5)
Indirect Institutional Support	0.5	0.5	-
EXPENSE ITEMS = REVENUE	**4.3**	**7.0**	**(2.7)**
TOTAL EXPENSE	**83.7**	**75.3**	**8.4**

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

Exhibit H

ACTION ITEM #5

FY26 Cougar Athletics Budget Transfers
(Leslie Brunelli /Jon Haarlow/Matt Skinner)

May 18, 2026

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Fiscal Year 2026 Transfers to Cover Cumulative Athletic Department Deficit

PROPOSED: That the Washington State University Board of Regents approve transfers necessary at Fiscal Year 2026 year-end to cover the deficit balance.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Operations/CFO
Jon Haarlow, Vice President and Director of Athletics

SUPPORTING INFORMATION:

FY26 Update

The FY26 budget was last presented to the Board of Regents during the March 2026 meeting. During this discussion, Athletics shared increases in both revenues and expenses to the originally approved budget with a forecast to land at a balanced bottom line. Since the March update, Athletics has seen additional increases to both revenues and expenses but is still forecasting to land at a balanced bottom line of $83.7M.

Year End Transfer

Revised Code of Washington 28B.15.120 requires certain actions of state college and university boards related to the budgets of intercollegiate athletics programs. The statute provides that any transfers necessary at fiscal year-end to cover the deficit balance be approved by the Board.

The Athletics year end deficit transfer is calculated by taking the cash balance of the eight Athletic funds as of June 30, 2026. The cash on hand amount is a single point in time and may vary from the annual budget report that is prepared on an accrual accounting basis due to timing of revenue receipts or expenditure payments.

In accordance with RCW 28B.15.120 and given the potential timing issues around year end cash balances, the following schedule outlines the estimated, not to exceed transfers that will be made to cover the deficit.

The transfers are booked at year end to close the fund cash balance in athletics to zero and recorded as a due to the university obligation. At the start of the fiscal year, the transfers are reversed, so the cumulative deficit is properly recorded as an obligation of WSU Athletics.

Projected Cumulative Athletics Deficit for FY26*	(92.5)

Projected Cash Transfer (based on April 15, 2026, cash balances)	
Housing, Dining and Other Self-Sustaining auxiliaries	65.0
Parking and Transportation	13.5
Central, Non-Core Reserves	14.0
Total Available	**92.5**

	FY24 Actuals	**FY25 Actuals**	**FY26 Projected**
Plant and Operations Cash Balance at 6/30	(102.0)	(102.0)	(102.0)
Capital Donation Balance at 6/30	34.1	26.1	24.5
Buffer for timing in payments at year end			(15.0)
Transfer at 6/30	**(67.9)**	**(75.3)**	**(92.5)**

*The projected deficit and related transfers include a $15.0M buffer for timing payments in year-end cash activities.