MINUTES Board of Regents May 4, 2018

The Board of Regents of Washington State University (WSU or University) met pursuant to call in Open Meeting at 8:00 a.m. on Friday, May 4, 2018, at WSU Health Sciences Spokane, College of Nursing Building, Room 205, Spokane, Washington.

Present: Regent Ted Baseler, Chair; Regents Brett Blankenship, Scott Carson, T. Ryan Durkan, Alyssa Norris, Lura Powell, Heather Redman, Ron Sims and Mike Worthy; President Kirk H. Schulz. Regent Don Barbieri participated via telephone.

I. OPENING

A. Report from the Chair of the Board of Regents. Chair Baseler called the meeting to order and provided welcoming remarks to the audience. Chair Baseler congratulated President Schulz on his recent induction into the Academy of Engineering Excellence at Virginia Tech. Chair Baseler said membership in the Academy is reserved for those who have made substantial and meritorious engineering and/or leadership contributions during their careers. He further said the Academy of Engineering Excellence is a pinnacle honor for Virginia Tech alumni.

Chair Baseler began his report and reminded the audience that this was the last meeting of the academic year. He said it was one of the Regents' favorite meetings because it is held in conjunction with commencement. Chair Baseler reported, after today's meeting, Regents will participate in commencement in Spokane and then travel to Pullman to participate in the three commencement ceremonies on Saturday. Chair Baseler said he was pleased to report that Regent Norris would be participating in commencement in Pullman, not only as a Regent, but also as a graduate and congratulated her. Chair Baseler further reported Regent Powell will attend the commencement ceremony held in the Tri-Cities on May 5th and Regents Carson, Sims and Norris will be attending the commencement ceremony in Everett on May 12th.

Chair Baseler also reported on recent activities Board members had participated in since the last regular Board meeting:

- March 22nd Regents Norris, Worthy, Carson, Sims and Blankenship attended the annual Regents and Former Regents Dinner in Seattle. Chair Baseler said this is a wonderful event and provides an opportunity for current and past Regents to stay connected and discuss current issues facing WSU and higher education in the state.
- April 6th Regents Blankenship, Barbieri and Norris attended the Jordan Schnitzer Museum of Art Building Dedication and Grand Opening in Pullman.
- April 9th Regents, Powell, Carson, Sims and Baseler participated in meetings in Pullman with WSU's Accreditation Review Site Team.

In conclusion, Chair Baseler reminded the audience there would be a public comment period during the meeting. He said the public comment period would be after the regular agenda items and would be for up to 10 minutes.

- B. Report from the WSU Spokane Chancellor. Chancellor Daryll DeWald welcomed the Regents and audience to the Spokane campus. Chancellor DeWald provided the Regents with a brief report and presentation about the Spokane campus, including the following information:
- WSU Spokane is almost 30 years old and is home to 1,616 students with 594 undergraduate, 340 graduate and 682 professional students. It employs 315 faculty and 314 staff members.
- There are three colleges; Medicine, Nursing and Pharmacy and undergraduate, graduate and professional degrees are offered at WSU Spokane. For fiscal year 2017, the Spokane campus secured \$27.5 million in annual grant and contract funding, nearly triple the amount from 2010, when WSU Spokane was designated the university's health sciences campus.
- WSU Spokane is actively engaged with its higher education, business and health care partners including; Eastern Washington University, Greater Spokane Incorporated, Spokane University District, Multicare, Providence Health System and Community Cancer Fund.
- WSU Spokane is also actively engaged in the University's Drive to 25 initiative, with a role in all eleven identified metrics of the Drive to 25. Chancellor DeWald noted that it is critical that all campus units and employees are participants in order to remain competitive in areas including federal and state research and development, National Academy memberships, annual giving, graduation rates, placement rate of graduates and diversity of faculty, staff and students.
- The campus is currently undergoing organizational realignment, including adjustments in personal to help facilitate the campus becoming a better support and service organization for its core activities: education, research and outreach. He further said campus administration has enhanced its external connectivity and is very engaged with city, county, state and federal colleagues.
- WSU Spokane needs to improve and expand its physical infrastructure. He said the Spokane campus comprises approximately 49 acres of the 770 acres referred to as the University District in Spokane. Chancellor DeWald said that while the Spokane Academic Center and Nursing buildings are newer, the Pharmaceutical and Biomedical Science (PBS) building was brought online in 2013. He said the PBS building allowed the College of Pharmacy to consolidate its entire program on the Spokane campus and the impact allowed WSU to expand the Pharmacy program, recruit highly regarded researchers, attract excellent students and helped usher in new and increased research dollars. Chancellor DeWald reported the campus is currently in need of additional instructional and research space. He said the campus would like to build a magnetic virtual hospital that pulls from this entire part of the country for undergraduate medical education, graduate medical education and continuing medical education. Chancellor DeWald said in addition to instructional and research space the campus is in need of additional support space for food services and childcare.

Chancellor DeWald concluded his report and entertained questions from the Regents.

C. Report from the President of the University. President Schulz added welcoming remarks and began his report sharing that WSU expects to soon have nearly 5,000 new Coug alumni. He said WSU Pullman expects to graduate over 3,000 students and WSU Vancouver expects to graduate over a 1,000 on Saturday. He reported graduates include the largest ever graduating class from the College of Nursing's Doctor of Nursing Program and the first ever graduate from the online Strategic Communication program offered by the Global Campus.

President Schulz further reported that on April 2nd, WSU announced three joint WSU-PNNL (Pacific Northwest National Laboratory) Institutes: Nuclear Science and Technology, Advanced Grid, and Bio products. He said these institutes benefit STEM-based learning and research opportunities in areas such as technology, sustainability, and energy security, provide career pathways for WSU students, encourage new discoveries that will enhance quality of life and bolster regional and state economies. President Schulz said the relationship WSU has with PNNL represents a truly unique opportunity to partner with a billion dollar lab in the state.

President Schulz reported Jordan Schnitzer Museum of Art opened to the public on April 6th with a standing room-only crowd in attendance. He said it is a fantastic addition on the WSU Pullman campus.

President Schulz further reported the university has made significant progress in its initiative to create a more inclusive community. He said Vice President for Student Affairs Mary Jo Gonzales has been very active in building her leadership team in the Office of Student Affairs and asked Vice President Gonzales to introduce the newest members of her team. Vice President Gonzales introduced the new Associate Vice President for Community, Equity, and Inclusive Excellence Jaime Nolan, who joins WSU from the University of New Hampshire, the new Associate Vice President of Student Engagement Ellen Taylor, who joins WSU from the University of Washington, and Paula Groves Price, who was recently named the inaugural Elson S. Floyd Cultural Center Scholar-in-Residence.

President Schulz reported that student Zachary Howard was selected for a Goldwater scholarship. He said Goldwater scholarships are among the most prestigious, nationally competitive awards given to students nominated by their universities. Winners are from science, technology, engineering and mathematics (STEM) fields are academically high achieving and have experience in and aspire to a career in research. President Schulz reported Zachary is the 38th WSU Student to receive a Goldwater scholarship and is majoring in genetics and cell biology.

President Schulz further reported:

WSU's Precision Ag program has been ranked in the top 25 in the world. He said the ranking was compiled by the journal Precision Ag Professional and measures reputations in education, research and extension. The ranking recognizes the innovations WSU faculty and staff are introducing that will change the face of agriculture.

The College of Education developed a new two-year program, Responsibility, Opportunity, Advocacy, and Respect (ROAR). President Schulz said ROAR will focus on students with intellectual or developmental disabilities and seeks to empower students to become self-determined, independent adults. The program is an example of the College of Education's commitment to inclusive excellence and will open the university experience to a population that

historically has been shut out. He said the program co-founder, Brenda Barrio, Assistant Professor of Special Education, is very active in soliciting grant dollars and is a highly successful faculty member. President Schulz reported the first cohort of 10 student will enroll in the fall.

WSU is number 1 in the country in USDA research and development expenditures. WSU researchers expended \$42.8 million in USDA research and development funds in fiscal year 2016, leading the list of 350 universities nationwide. President Schulz said this is the largest expenditure of USDA funds by WSU researchers since 1992. President Schulz reported the top USDA funded, WSU led projects include: the Northwest Advanced Renewable Alliance or NARA research to use forest residuals to create bio-based alternatives to petroleum based jet fuel, an Agriculture and Food Research Initiative research project using microwave technologies to improve food and safety and the control of food-borne bacterial and viral pathogens, and a National Institute of Food and Agriculture specialty crop initiative to reduce the impact of insect and disease problems in hops through the development of preventive and predictive strategies.

WSU received a \$1 million Keck award to fund the development of molecular machines. President Schulz said the machines will self-replicate, producing pounds of 100-percent pure material. President Schulz reported the research led by principal investigators James Brozik and Kerry Hipps, professors of chemistry, is the first step towards a new paradigm in manufacturing where everything from smartphones to life-saving cancer drugs could be designed one atom at a time to exact specifications and then grown out of a vat. President Schulz said this is an example of cutting edge research being done in chemistry and contributes to the Drive to 25.

The Department of Civil and Environmental Engineering continues work on permeable pavement. President Schulz said researchers have shown that they can greatly strengthen permeable pavements by adding waste carbon fiber composite material. President Schulz reported the research is led by Associate Research Professor, Karl Englund and Assistant Professor Somayeh Nassiri and is another development in the effort to address storm water runoff.

In conclusion, President Schulz provided an update on WSU Athletics. He reported WSU hired former Olympian and Women's Basketball Hall of Fame inductee Kamie Ethridge as the new women's basketball coach. President Schulz further reported Senior lefthander Scotty Sunitsch pitched the first solo no-hitter at WSU in 42 years on April 8 against Oregon and was named National Pitcher of the Week and Women's tennis recorded its highest season win total in school history with 20 wins.

D. Commendation for Alyssa Norris

Chair Baseler read Board of Regents Resolution 180504-581 commending Student Regent Alyssa Norris for her service to WSU.

It was moved and seconded that the Board of Regents adopt Resolution 18504-581. Carried. (A copy may be requested from the President's Office.)

E. Commendation for T. Ryan Durkan

Chair Baseler read Board of Regents Resolution 180504-582 commending Regent T. Ryan Durkan for her service to WSU.

It was moved and seconded that the Board of Regents adopt Resolution 180504-582. Carried. (A copy may be requested from the President's Office.)

F. Commendation for Laura M. Jennings

Chair Baseler read Board of Regents Resolution 180504-583 commending former Regent Laura M. Jennings for her service to WSU.

It was moved and seconded that the Board of Regents adopt Resolution 18504-583. Carried. (A copy may be requested from the President's Office.)

II. CONSENT AGENDA.

Chair Baseler reported there was one item on the Consent Agenda.

A) Approval of Minutes – March 2, 2018, Board of Regents Meetings

Chair Baseler asked if any Regent wished to remove the item on the Consent Agenda to be considered separately. Hearing no requests, it was moved and seconded that the Consent Agenda be approved. Carried.

- III. REPORTS FROM SHARED GOVERNANCE GROUPS. Representatives from each of the following University groups—WSU Foundation, Faculty Senate, Associated Students of Washington State University Spokane, Administrative and Professional Advisory Council, and the Alumni Association—reviewed their reports as submitted. (*Exhibit A*)
- V. EXECUTIVE AND GOVERNANCE COMMITTEE REPORT. Chair Baseler began his report by reminding the audience that the Regents review agenda items in great detail during each of the five Board of Regents Committee meetings. He said much of the detail presented during those meetings is not presented during the formal Board meeting and he wanted to ensure the audience understood that there is considerable discussion and debate on each agenda item. Chair Baseler went on to report the Executive Governance Committee reviewed one Action Item Board of Regents Election of Officers and forward the following for the Board's consideration:

Board of Regents Election of Officers

It was moved and seconded that Ron Sims be elected to serve as Chair of the WSU Board of Regents for the year beginning July 1, 2018 and that Brett Blankenship be elected to serve as Vice Chair of the WSU Board of Regents for the year beginning July 1, 2018, with the understanding that he 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. (Exhibit B)

VI. STUDENT AFFAIRS AND STUDENT LIFE COMMITTEE REPORT. Regent Norris, acting as Chair for Regent Barbieri, reported the Committee first heard a Student Regent update which included an update from the Student Government Council (SGC). Regent Norris said the

committee discussed SGC campus representation, transparency, and utilizing system wide strengths. Regent Norris further reported Student Affairs representatives from each campus presented on overall student health which includes mental, physical and financial health. She said some of the highlights include that WSU Everett has entered into a gym partnership with Everett Community College to provide gym facilities for students, WSU Spokane held its first Financial Wellness Fair and has opened a new fitness center, WSU Tri-Cities is partnering with Second Harvest to provide fresh produce for the on campus student food pantry, WSU Global has continued and expanded its reimbursement program to include mental health, gym memberships, childcare and personal hygiene programs, WSU Vancouver has increased student access to clinical psychologist on campus, and WSU Pullman is continuing and improving its comprehensive medical clinic which now includes trans health, women's health, vision health and pharmacy. Regent Norris reported the committee heard a presentation on a new initiative -#HealthyCougs 2030 which she said is in alignment with the Drive to 25 initiative. She said #HealthyCougs 2030 will be a system wide and campus specific holistic health service. Lastly, Regent Norris said she would also like to report on the new Cougar Health Fund established on the WSU Pullman campus within the past month. She said with the support from various organizations including the WSU Foundation the Cougar Health Fund has already raised over \$50,000. Regent Norris reported the money will support programing and events for students and student groups and will focus on mental health awareness and sexual assault prevention.

VII. RESEARCH AND ACADEMIC AFFAIRS COMMITTEE REPORT. Regent Powell reported the Research and Academic Affairs Committee had a very full agenda and submitted the following Action Items for the Board's consideration:

Establish the Institute for Senior Living

It was moved and seconded that the Board of Regents establish an Institute for Senior Living as proposed. Carried. (Exhibit C)

Establish the Master's in Political Science

It was moved and seconded that the Board of Regents establish a Master's in Political Science as proposed. Carried. (Exhibit D)

<u>Establish the School of Languages, Cultures, and Race and Discontinue the Department of</u> <u>Foreign Languages and Cultures</u>

It was 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 Board of Regents Bylaw II.2.B.

It was moved and seconded that the Board of Regents establish the School of Languages, Cultures, and Race and Discontinue the Department of Foreign Languages and Culture as proposed. Carried. (Exhibit E)

Establish the Alexandra Navrotsky Institute for Experimental Thermodynamics

It was 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 Board of Regents Bylaw II.2.B.

It was moved and seconded that the Board of Regent establish the Alexandra Navrotsky Institute for Experimental Thermodynamics as proposed. Carried. (Exhibit F)

<u>Discontinue the Masters in Business Administration at WSU Pullman and WSU Vancouver</u> It was 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 Board of Regents Bylaw II.2.B.

It was moved and seconded that the Board of Regents discontinue the Masters in Business Administration at WSU Pullman and WSU Vancouver as proposed. Carried. (Exhibit G)

Establish an Online Master of Arts in Health Communications and Promotion

It was 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 Board of Regents Bylaw II.2.B.

It was moved and seconded that the Board of Regents establish an online Master of Arts in Health communication and Promotion as proposed. Carried. (Exhibit H)

Regent Powell further reported the Committee heard an Office of Research Update presented by Vice President for Research Chris Keane and reviewed three Information Items presented by Provost and Executive Vice President Dan Bernardo; Faculty Manual Changes Approved by the President Under Delegated Authority, Extensions of Degrees Approved by the President Under Delegated Authority and Proposed Revisions to WAC Chapter 405-49.

VIII. INSTITUTIONAL INFRASTRUCTURE COMMITTEE REPORT. Regent Worthy reported the Institutional Infrastructure Committee spent significant time discussing the Finance and Human Resource Modernization Initiative. He further reported the initiative has now been advanced by the Committee to the Finance and Compliance Committee as a Future Action item for the Board's consideration. Regent Worthy reported the Committee reviewed one Future Action Item; Facilities Names Recommendation – WSU Wilke Farm Shop "Roger's Shed". He said as a result of the Committees discussion, the recommendation has been advanced to the Strategic and Operational Excellence Committee as an Action Item.

IX. FINANCE AND COMPLIANCE COMMITTEE REPORT. Regent Carson reported the Finance and Compliance Committee reviewed a large agenda and many agenda items. He said for the benefit of the audience in attendance, who might be there for the first time, he wanted to point out, the Finance and Compliance Committee is a committee of the whole. Regent Carson said the committee of the whole structure is important to this Committee as it deals with agenda items that are of significant interest institution wide particularly when the Regents discuss fees and tuition important to the student population and their families. Regent Carson went on to report the Committee heard an Internal Audit Update presented by Chief Audit Executive Heather Lopez. He further reported the Committee reviewed three Future Action Items: Athletics Budget presented by Associate Vice President and Chief Budget Officer Joan King, the Finance and Human Resources Modernization Initiative Project Budget and the Finance and Human Resources Modernization Initiative Financing Plan presented by Vice President for Finance and Administration Stacy Pearson and Associate Vice President for Finance Matt Skinner. Regent

Carson reported the Committee then reviewed and discussed, in depth, eleven Action Items and submitted the following for the Board's consideration:

WSU Wenatchee Tree Fruit Research and Extension Center Sale of Real Property

It was moved and seconded that the Board of Regents adopt Resolution #180504-579 authorizing the sale of a 9.5 acre, or in the alternative, a 6.0 acre plot of real property located on the Wenatchee Tree Fruit Research and Extension Center, and delegate authority to the president or his designee to select the best offer and to enter into any and all documents necessary to complete the sale as proposed. Carried. (Exhibit I)

WSU Prosser, IAREC Ground Lease

It was moved and seconded that the Board of Regents adopt Resolution #180504-576 authorizing the lease of approximately 150 acres of agricultural land at the Roza Unit of the WSU Irrigated Agriculture Research and Extension Center located in Prosser for a period of 10 years and 4 months with the potential for two 5 year renewals, and delegate authority to the President or his designee to select the successful proposer and enter into any and all documents necessary to complete the ground lease transaction as proposed. Carried. (Exhibit J)

Olympic College Engineering Agreement

It was moved and seconded that the Board of Regents adopt Resolution #180504-577 authorizing WSU to enter into the Third Amendment and Restated Interagency agreement with Olympic College in Bremerton and delegate authority to the President or his designee to sign the Agreement and, further, to enter into any and all subsequent and additional agreements, including but not limited to real property agreements, desired or necessary in furtherance of WSU's offering of Engineering degrees at Olympic College in Bremerton as proposed. Carried. (Exhibit K)

2019-2021 Biennial Operating Budget Request

It was moved and seconded that the Board of Regents adopt Resolution #180504-574, approve the 2019-2021 Biennial Capital Budget Request and delegate authority to the President to approve changes or adjustments that may need to be made before the submission is finalized for presentation to the Office of Financial Management as proposed. Carried. (Exhibit L)

2019-2021 Biennial Operating Budget Request

It was moved and seconded that the Board of Regents adopt Resolution #180504-575 approving the 2019-2021 Biennial Operating Budget Request and delegate authority to the President to approve changes or adjustments that may be needed before the final submission is presented to the Office of Financial Management as proposed. Carried. (Exhibit M)

Academic Year 2018-2019 Tuition Rates

It was moved and seconded that the Board of Regents set tuition for the academic year 2018-2019 as proposed. Carried. (Exhibit N)

<u>Services and Activities Fees Committee Allocations for Summer 2018 and Academic Year</u> 2018-2019

It was moved and seconded that the Board of Regents approve the allocation of Service and Activities Fees for summer 2018 and academic year 2018-2019 from the Services and Activities Fees Committee representing the WSU system as proposed. Carried. (Exhibit O)

Services and Activities Fees Rate Changes for Academic Year 2018-2019

It was moved and seconded that the Board of Regents authorize an increase in the Services and Activities Fees (and S & A-like fees) for the academic year 2018-2019 if permitted in the 2019-2021 biennial operating budget approved by the legislature as proposed.. Carried. (Exhibit P)

WSU Pullman, Student Technology Fee Committee Allocations for Fiscal Year 2019
It was moved and seconded that the Board of Regents approve the fiscal year 2019 allocations from the WSU Pullman Student Technology Fee Committee as proposed. Carried. (Exhibit Q)

WSU Vancouver, Student Technology Fee Committee Allocations for Fiscal Year 2019
It was moved and seconded that the Board of Regents approve the fiscal year 2019 allocations from the WSU Vancouver Student Technology Fee Committee as proposed. Carried. (Exhibit R)

<u>Recommendation to Delegate Authority to the President to Ratify the Washington State</u> <u>University Collective Bargaining Agreements</u>

It was moved and seconded that the Board of Regents adopt Resolution #180504-573 and delegate authority to the President to ratify Washington State University collective bargaining agreements negotiated under Chapter 41.80 RCW with the exclusive representatives of bargaining units of Washington State University classified employees as proposed. Carried. (Exhibit S)

X. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT. Regent Durkan reported the Committee reviewed and discussed two Information Items: Philanthropic Impact Study presented by Vice President and CEO of the WSU Foundation Lisa Calvert and a Student Conduct Task Force Update presented by Vice President for Student Affairs Mary Jo Gonzales. Regent Durkan said the presentation on the Philanthropic Impact Study focused on the fundamentals of success with three areas of emphasis: the philanthropic capacity of the WSU community, infrastructure with regard to staff and volunteer leadership, and bold and fundable ideas. Regent Durkan further reported the Committee reviewed one Future Action Item: Elson S. Floyd College of Medicine Statement of Commitment to Graduate Medical Education presented by Provost and Executive Vice President Dan Bernardo. Regent Durkan reported the committee reviewed three Action Items and submitted the following for the Board's consideration:

Establishment of a Medical Technology Incubator

The Board of Regents discussed with University leadership the establishment of a medical technology incubator to support the College of Medicine – posing many questions to the President, the Chancellor, the Provost and the Dean. While they agreed with the focus of

the College of medicine to foster innovative initiatives for promoting economic development in Spokane and supporting the College of Medicine, the asked leadership to spend the next couple of months to further investigate the concept before making a decision.

It was moved and seconded that the Board of Regents postpone action to establish a medical technology incubator until the September 20-21 Board of Regents meeting. Carried.

Facilities Names Recommendation – WSU Wilke Farm Shop "Roger's Shed"

It was moved and seconded that the Board of Regents approve the recommendation to name the new WSU Wilke Farm shop located at the WSU Wilke Farm in Davenport, WA, in honor of Roger Sheffels as proposed. Carried. (Exhibit T)

Honorary Doctoral Degree

It was 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 Board of Regents Bylaw II.2.B.

It was moved and seconded that the Board of Regents approve the award of an Honorary Doctoral Degree of Science of Washington State University to Candidate A. Carried. (Exhibit U)

XI. OTHER BUSINESS. Chair Baseler reported that the Regents met in Executive Session, Thursday, May 3, 2018, with legal counsel to discuss pending or potential litigation involving the University. Related to that discussion, Regent Baseler said the Board has one Action Item and submitted the following for the Board's consideration:

It was moved and seconded that the Board of Regents adopt resolution #180504-572, approving the request for defense. Carried. (Exhibit V)

- XII. PUBLIC COMMENT PERIOD. No Public Comment.
- XIII. ADJOURNMENT. The meeting adjourned at 10:18 AM.

Approved by the Board of Regents at its meeting held September 20, 2018, in Vancouver, Washington.

SIGNED COPIES AVAILABLE IN THE PRESIDENT'S OFFICE

EXHIBIT A Board of Regents May 4, 2018



May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Foundation Regents Report

SUBMITTED BY: Lewis Lee, President, WSU Foundation

Chair, Board of Directors, WSU Foundation

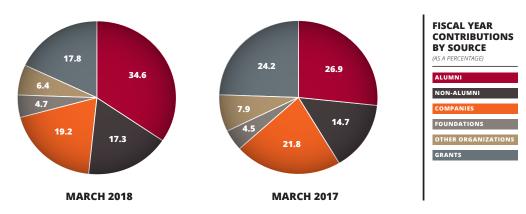
The Washington State University Foundation is pleased to report the following:

- During Fiscal Year 2018 (July 1, 2017—June 30, 2018) the WSU Foundation received \$95,348,479 in total fundraising commitments as of March 31, 2018. More information can be found on the Year-to-Date Progress Report that accompanies this report.
- The WSU Foundation's endowment continues to perform well. As of February 28, 2018, the endowment market value was \$509,027,647, a high-water mark for the fund.
- A standing-room only crowd was on-hand as Washington State University celebrated the grand opening of its beautiful new Jordan Schnitzer Museum of Art on April 6th. Located at the heart of WSU's Pullman campus, the state-of-the-art gallery was made possible in large part by the philanthropic support and advocacy of more than 750 generous alumni and friends.
- WSU and Pullman-based Schweitzer Engineering Laboratories (SEL) celebrated a partnership that
 spans three decades on April 10th, highlighted by a keynote address from SEL President, Chairman,
 and Chief Technical Officer Edmund Schweitzer. Dr. Schweitzer and his wife, Beatriz, and SEL's
 employee-owners have contributed \$3.7 million in total philanthropic investment over the years to
 advance WSU. Each year, the Schweitzers and SEL's employees are also generous with their time,
 technology and expertise as they collaborate with WSU faculty and provide educational and
 research opportunities to prepare students for successful careers.
- Under the leadership of Lisa Calvert, Vice President for Advancement and CEO of the WSU
 Foundation, WSU's advancement team continues to align organizational structure, systems,
 processes, staffing, and resources to position WSU's fundraising operation for optimal, sustainable
 philanthropic growth. Nearly 60 advancement staff are actively participating in a number of
 strategic task forces, each created to tackle specific objectives aimed at improving WSU's
 fundraising operation.
- The next meetings of the WSU Foundation Trustees will be May 17-18, 2017, at WSU Tri-Cities. The next meeting of the Board of Directors is May 18, 2018 at WSU Tri-Cities.

WASHINGTON STATE UNIVERSITY FOUNDATION YEAR-TO-DATE PROGRESS REPORT

July 1, 2017 - March 31, 2018

Fiscal Year-to-Date	3/31/2018	3/31/2017
Gift Totals	\$43,999,681	\$35,801,666
Private Grants	\$17,021,372	\$19,998,664
Sub Total, Gifts & Grants	\$61,021,053	\$55,800,330
Pledge Balance	\$7,599,962	\$2,766,988
Sub Total Gifts, Grants & Pledges	\$68,621,015	\$58,567,318
Revocable Gifts	\$17,424,002	\$12,414,118
Annual Fundraising Totals	\$86,045,017	\$70,981,436
Other Contributions	\$9,303,462	\$11,753,368
Annual Total	\$95,348,479	\$82,734,804
		
Note: These figures are unaudited		



Month Ending	3/31/2018	3/31/12017
Gift Totals	\$4,042,331	\$4,418,173
Private Grants	\$3,059,190	\$1,870,849
Sub Total, Gifts & Grants	\$7,101,521	\$6,289,022
Pledge Balance	-\$24,687	\$189,395
Sub Total Gifts, Grants & Pledges	\$7,076,834	\$6,478,417
Revocable Gifts	\$2,585,000	\$287,500
Other Contributions	\$0	\$1,500
Monthly Total	\$9,661,834	\$6,767,417

Endowment Summary	Eight Months Ended	Eight Months Ended
	2/28/2018	2/28/2017
Endowment, Beginning 6/30	\$466,147,989	\$418,880,665
Gifts and Other Additions	\$18,197,364	\$11,289,329
Investment Gains (Losses)	\$36,836,581	\$33,191,521
Distributions to WSU Programs and Advancement Fee	-\$12,154,287	-\$12,032,116
Endowment, Ending	\$509,027,647	\$451,329,399
Investment Return, FY2018 (July 1, 2017-Feb. 28, 2018)	7.90%	8.00%
1-year Return	12.60%	13.10%
3-year Return	6.40%	4.50%
5-year Return	7.70%	6.70%
10-year Return	4.90%	4.40%

KEY STATISTICS	3/31/2018	3/31/2017
Alumni of Record Available for solicitation	185,054	176,293
Alumni Participation Rate	8.3%	8.9%
Total Number of FY Donors	38,533	39,880
Total FY Gifts, Grants, Pledges, Revocable Commitments	77,148	73,636



Office of Faculty Senate

Date: May 4, 2018

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Faculty Senate Report

SUBMITTED BY: Judi McDonald, Chair of the Faculty Senate

The Faculty Senate has had and an exciting year of activities and opportunities.

After reviewing the composition and location of our faculty, we revised the formulas for awarding senate seats. The new formula gives additional seats to faculty outside the tenure track, and better representation from Vancouver and Tri-Cities. We have expanded some of our committees that have a heavy workload. We have added "representation from at least three geographical regions" as a criterion for most senate committees and we have added the chancellors as ex-officio non-voting members on several of our committees. Finally, we have created a Health Sciences Professional Committee to provide a stronger voice for our professional programs in the health sciences.

Manald

When we attended the PAC-12 Academic Leadership Coalition in mid-February we had the opportunity to discuss with other senate executives the type of involvement they have with their Board of Regents. We also supported HB 1437. Please see the attached memo from the Faculty Senate Steering Committee regarding providing a Faculty Senate representative to all public Board of Regents meetings and retreats.

We are pleased by the results of the NWCCU accreditation review. The Faculty Senate has worked together with the senior administration, the Registrar's Office, the Office of Research Support and Operations, GPSA, ASWSU, and other University entities to build a strong university. It was rewarding to have an outside accreditation body recognize the work of the faculty, administrators, staff, and students so positively.

May 4th, 2018

To: All members of the Washington State University Board of Regents

Re: ASWSU Health Sciences Fall 2017- Spring 2018 Regent Report

Submitted by: Alec Sisneros ASWSU Health Sciences President 2017-18

ASWSUHS is proud of the work we have done and are delighted to share all that we have accomplished this past year with the Board of Regents. This past year has been one of change, reform and development. We have built upon goals set last academic year, accomplished and established new goals, and formed future goals. This report will focus on the goals and accomplishments that have occurred throughout the year as well as what is in store for the future.

2017-18 Goal #1 – Welcome and integrate the first class of Elson S. Floyd College of Medicine students into the WSU Spokane culture.

Welcoming the new medical students was done through many different avenues. They were incorporated into interprofessional events right from the beginning, with events ranging from addiction counseling, to code blue simulations, to wilderness trainings. The medical students also filled their senator seat and provided invaluable input on issues that they face. The campus also provided them with a student lounge to help them distress, guarantee a study area and to help them feel that they have a home here on campus.

2017-18 Goal #2 – Continue to support students on their journey to becoming well-rounded health professionals

This is a constant and ever changing goal here on campus. This past year we supported over 120 students through our travel grant and provided an average award of \$430. This allows students to engage with professional and other students around the country and stimulates networking and the development of their future career. Ensuring that Cougs are able to travel to conferences unhindered from financial burden not only benefits them but, helps show other colleges that we are determined to be recognized as one of the nation's top 25 public research universities.

Our Campus Pantry was relocated to a larger area increasing the amount of food they can house and give to students in need. A staff member donated a fridge to them and now they are able to carry perishable foods such as fresh meat, fruit and vegetables donated from a local organization called 2nd Harvest. Our Campus Pantry is also working to destignatize food insecurity by bringing light to the issue through talks and events here on campus. The Campus Pantry also was able to secure an area on campus that is under-utilized for a green house so that they can learn gardening skills and guarantee that fresh fruits and vegetables can be consumed year round by those in need and not just for half the year. I cannot say how proud I am of the work they have done and how glad I am that ASWSUHS was able to provide funding to them.

Other Accomplishments:

For the First time ever ASWSUHS was able to fill every senate seat, we have 13 seats total. Last year we added two new positions the Yakima Pharmacy and Nursing Senators. They have delivered incredible feedback and advice and have highlighted key issues and areas of concern. They made Johanna and I realize that we could do even more work their but, that we had the barrier of constant travel. So we created, with their guidance, The Director of Yakima Relations. A position that is an ASWSUHS Executive member and one that will create more events, help foster connection between the nursing and pharmacy students and develop a proper system for addressing student needs and concerns.

As you may have realized we have changed out name from ASWSU Spokane to ASWSU Health Sciences. This was because our name did not include Yakima and was not properly conveying to others that we are more than just Spokane and that all students here engage in health sciences in one way or another.

Our Diversity Center and Student Leadership office officially opened this past year. Both areas have provided students with a place to grow and learn, whether that be about cultures or ally training or through leadership roles, these spaces are priceless to the students on campus.

The campus gym has seen an unbelievable increase in student use. When it first opened it the fall it was averaging about 60 swipes into the gym a week. Now we are seeing weeks where there are over 1000 swipes to access the gym. This further substantiates the need that students have for fitness and well-being on campus and demonstrates that it may need to expand in the near future.

Held the annual ASWSUHS health fair where we vaccinated, screened and educated the community on health. We were able to work with the Office of Community Engagement to collaborate with local partners to help serve the east central neighborhood of Spokane. The health fair provided students with a way to connect and improve the community we are a part of. Students were able to practice and hone their skills in a safe real world environment while bettering the community. We saw the highest turn out from the community ever and were able to reduce to overall cost of the health fair.

2018-19 Goal #1 Ensure adequate student representation on newly formed committees.

This past year has been an awakening of vocalization, particularly surrounding student issues. Students now more than ever are requesting more resources of their campus such as those for mental health/safety, technology, and space. One area that we have isolated is the need for students to be on all committees regardless if they are university committees. We believe that having a student serve on all university committees will fulfill and satisfy the students need to be heard and acknowledged by the university. ASWSUHS further believes that when students serve on university committees that this can reduce unintended consequences from the decisions that a committee makes. The particular committee we currently are focused on improving is the Space Committee here on campus.

2018-19 Goal #2 Evaluate and pledge that space on campus is being used efficiently.

Since the loss of the student lounge on campus and with class sizes growing and the additional medical students, space is now the most significant and prominent issue facing our campus. We have already completed a study to evaluate certain spaces and students voiced that a lounge and small group study space are the most important areas of improvement for them. Currently ASWSUHS and select students interested in the space issue are meeting with Chancellor Dewald frequently to create ideas and plans to improve and modify under-utilized space on campus that could benefit all students.

Overall the Health Science Campus is one of growth and change. We know that ever year issues could grow, transform, or be resolved but, we will and have remained positive and resilient. I am pleased with of all of the work my campus has done to better itself and the community around it. The time I have spent here has provided me with some of the happiest and best moments of my life and I believe the students here can say the same. We want to thank The Board and past boards for all the opportunities that have been provided to us. ASWSUHS is looking forward to a bright future and cannot wait to show you all the accomplishments we will make in the upcoming year. GO COUGS!

Respectfully Submitted,

Alec Sisneros

Date: May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Graduate & Professional Student Association Report

SUBMITTED BY: Shane R. Reynolds, President

International Students: A big focus this year is how GPSA engages with its international constituents. Graduate students are typically siloed and stick to their small groups. This is especially the case for international students. We wanted to hear more from them in terms of their experiences, how they utilize our programs, barriers to them seeking help from administrators, etc. We organized an international student survey to gain insight into these questions and encouraged honest feedback. We asked representatives from International Programs to come to the GPSA Senate and discuss what they do, the services they provide, and how they often help students navigate the university landscape. Further, we met with VP Asif Chaudhry to gain perspective of the future opportunities GPSA will have to engage with international students as enrollment increases with the INTO program.

Child Care Center: Each year, GPSA provides \$60,000 of funding for the Evening Child Care Program. This year, 59 children as part of 35 families filled over 4000 slots in this program. After fully accounting for the cost of the program, the child care center concluded that the annual cost is actually \$75,000. The primary users of the program are international graduate students. As such, we made a concerted effort to trim our programs in our budget in order to account for that \$15,000 increase, while not asking for an increase in our total allocation from the S&A fees committee. While we still received a 2.5% cut to our allocation from S&A, we remain committed to increase the funding to support the evening child care program and support our most vulnerable students.

Legislative Affairs: Since our meeting in September, much of our advocacy work has focused on the Tax Bill and the PROSPER Act. We held a number of call-congress-days to oppose language in the Tax Bill that would be harmful to graduate students, particularly the language which would consider graduate student tuition waivers as taxable income. This through our coordinated efforts with our national organization counterparts, we were able to influence our representatives enough that this piece was removed from the final bill.

In March our Vice-President for Legislative Affairs took a delegation to DC and for the first time brought a member from one of the other campuses; a graduate student from the Health Science campus in Spokane came with the GPSA delegation to advocate for her students.

VCEA Stipends: In early October GPSA was made aware that assistantships would be reduced at the start of the Spring semester in VCEA. Students described to us how these cuts would negatively impact their lives and their experience as students at WSU. We met with Dean Rezac and President Schulz to advocate for these students in the hopes of preventing or delaying these reductions. After a lot of work by Dean Rezac and a number of school directors, they managed to find enough money to reduce these cuts enough that President Schulz was able to provide that last bit of money from his budget to delay these stipend cuts until the Fall. Our

advocacy played a key role in bringing these cuts to the attention of administrators so that we could work on a solution together.

Professional Development Initiative: This year we planned and implemented a schedule of 44 events ranging from career development to financial and personal well-being. President Schulz provided \$30,000 worth of funding (50% of our total PDI budget) to support the work we are doing. During this academic year, we have served over 1000 graduate and professional students, postdocs, and faculty members across the campus community both in-person and online. For the first time we held events on campuses outside of Pullman, and continue to develop opportunity to expand our system-wide reach. Our advisory council now includes members on all campuses in an effort to maintain program stability, while continuing to grow. Because of the impact PDI is having on our students, President Schulz has agreed to provide another year of funding.



Administrative Professional Advisory Council

May 04, 2018

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: APAC Report

SUBMITTED BY: Brigitta Jozefowski, Chair, Administrative Professional Advisory Council

The Administrative Professional Advisory Council is pleased to report the following:

- As requested, Officers met with the NWCCU accreditation on-site evaluation team during the April on-site visit.
- APAC Chair and salary compensation sub-committee continue to collaborate with the Commission on the Status of Women (CSW), the Association for Faculty Women (AFW), Faculty Senate (FS), OEO, IR, and HRS on the pilot salary study initiative lead by Vice Provost Kelly Ward. Preliminary data has been pulled and is currently being analyzed to ensure the correct elements are being considered and captured. Anticipated next steps consist of analyzing extracted data in a pilot study providing preliminary/benchmark data for future comparisons, as well as aid in developing the policies and procedures for an annual system-wide salary study.
- APAC continues work on the Professional Development Initiative and has significantly
 expanded its role in providing professional development opportunities. In addition to
 presentations by Ruben Mayes and Robin Blanchard, the professional development subcommittee established the "Professional Development Series" consisting of various
 professional development presentations by university and community staff. We now
 have a total of 9 events hosted consistently throughout the academic year.
- APAC continues to work on the tuition waiver issue. The tuition waiver sub-committee
 has created an online scholarship to cover the gap of utilization of the state of
 Washington's tuition waiver benefit. Beginning with the 2018-2019 academic year, WSU
 will be allocating a special scholarship to staff for online courses. The sub-committee will
 establish the criteria for allocating the scholarship and then post a call for applications.
- APAC elected new officers and members at the April meeting. There were 20 applications (12 Pullman, 4 Tri-Cities, 1 Puyallup, 1 Vancouver; 2 Spokane) for 16 council positions (6 Pullman, 1 Tri-Cities, 1 Research Center, 1 NCPS, 2 Pullman Alternates, 5 Non-Pullman Alternates). For the first time in APAC history, due to tied votes, the Executive Officer Chair was determined by lot. Stephanie Rink is the new incoming Chair (who is with me today).
- APAC will announce the 6 recipients of the AP Contribution Award at the May meeting.
- President Schulz will participate in the Forums this semester on the Spokane and Tri-Cities campuses. Providing APs the opportunity for a candid conversation about shared governance, AP issues and Presidential initiatives.
- APAC continues its involvement as part of the charter group of higher education institutions collaboratively offering the Northwest Coalition for the Professional Staff in

Higher Education (NCPS). Registration has opened for the 4th annual NCPS conference and will be hosted by the University of Idaho. Karen Garrett continues to be the APAC liaison and serves on the conference board along with professional staff colleagues from UW, WWU and U of I.

- APAC continues to reach out to VPs and upper administration to speak at our monthly meetings. Lynn Valenter, Vice Chancellor Vancouver campus, was our guest speaker in March; Chris Meiers, Vice Chancellor Tri-Cities campus, in April; and Phil Weiler, VP of Marketing and Communication will be the speaker in May.
- Officers continued monthly meetings with President Schulz to discuss current AP issues, updates on shared governance, and Presidential initiatives.

It has been an honor to serve APAC this year as chair. Thank you for the opportunity and support.

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Progress Report

SUBMITTED BY: Mike King, WSUAA President

Celebrating the Success of 2017-18

During this past year, the WSUAA has flourished across all of our "Key Three" strategic objectives: increasing membership, engaging alumni, and enhancing our fiscal strength.

- Our membership is now nearly 33,000 strong. We have seen a 7% growth in Platinum Life memberships.
- We also launched a mobile app, which was downloaded nearly 5,000 times with over 9,500 sessions.
- The WSU license-plate program, which contributes over \$600,000 in scholarship funds each year, increased by 6.8% to a record high of 24,073 plates...the #1 specialty plate in Washington.
- WSUAA Leadership Scholarships, selected via an interview process by WSUAA volunteers, awarded 50 students \$250,000.
- The Wine-By-Cougars Wine Club expanded significantly with a 25% increase in members. Contributions from the wine club, along with revenues from our Cougar Collectors' Series wine program, generated over \$100,000 in annual revenue for the WSUAA.
- The WSUAA expanded opportunities for young Cougs, including students and new grads, through networking nights and other career-focused experiences. This young alumni programming complements the many events we provide to alumni of all ages—there really is an event for every Coug. The majority of these events are spearheaded by our army of Cougar volunteers that is over 350 strong.
- We celebrated our 13th consecutive clean audit and balanced budget. Our financial strength is key to our ability to support WSU and the successful achievement of its *Drive to 25*.
- Over 65 WSUAA volunteers came to campus twice this year to attend the Leadership Conference to see the latest and greatest about WSU to take back to their chapters and learn about ways to engage Cougars in their 54 chapters and clubs.
- Over 125 members of the Classes of 1958 and 1968 returned to campus to attend the Diamond and Golden Grad Reunions to reminisce with fellow classmates and learn about college highlights, faculty research, and student accomplishments.

Introducing the 2018-19 WSUAA Officers

After Commencement, WSUAA officers will transition to their new leadership roles:

- President Ashley MacMillan, Senior U.S. Planning Analyst, Columbia Sportswear
- President-Elect Jane Yung, Assistant Attorney General, Office of the Attorney General at UW
- Vice President Doug Willcox, retired engineer and farmer
- Immediate Past President Mike King, Vice President, Kidder Matthews

ACTION ITEM #1

Election of Officers (Ted Baseler)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Election of Officers

PROPOSED: That Ron Sims be elected to serve as Chair of the WSU Board of

Regents for the year beginning July 1, 2018; and

That Brett Blankenship be elected to serve as Vice Chair of the WSU Board of Regents for the year beginning July 1, 2018, with the understanding that he shall act as Chair pro tempore in the absence of the Chair, with the power to preside at the meetings and to sign all instruments required to be executed by the WSU

Board of Regents.

SUBMITTED BY: Theodor Baseler, Chair, Board of Regents

SUPPORTING

INFORMATION: Excerpt from the Board of Regents bylaws, Article I, Section 3

(Election and Appointment Process):

At its regular meeting held after the first Wednesday in April of each year, the Board shall elect by majority vote, as defined in Article II, Section 6, a Chair and Vice Chair, as nominated by the Executive Committee, based upon the advice of the Board and in consultation with the President of the University. The Chair and Vice Chair shall hold office for a one-year term, commencing on

July 1, or until their successors are elected.

EXHIBIT C Board of Regents May 4, 2018

ACTION ITEM #1

Establish an Institute for Senior Living (Daniel J. Bernardo)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of an Institute for Senior Living

PROPOSED: That the Board of Regents establish an Institute for Senior Living.

SUBMITTED BY: Daniel J. Bernardo, Provost and Executive Vice President

SUPPORTING

INFORMATION: The Carson College of Business' School of Hospitality Business

Management proposes the creation of the Institute for Senior Living (ISL). The mission of the Institute will be to serve as a global center of senior living excellence, delivering the operational benefits of healthcare, technology, hospitality, education, and policy to the point

of service.

The Institute for Senior Living will be a world-class institute for teaching, research, and service that brings together industry leaders, academics, and students. Through conferences, forums, and partnerships, the ISL will strive to understand and improve the role of senior living managers and the tools and programs of operators of senior living businesses. The Institute's efforts will be focused on supporting one of the fastest-growing, demographic-driven businesses in the world economy. While housed in the School of Hospitality Business Management (SHBM) in the Carson College of Business, there will be collaborative partnerships across the Washington State University system. In addition to Hospitality Business Management, other participating units/colleges include, but are not limited to, Psychology, Nursing, Human Development, and Electrical Engineering. In particular, once fully funded, the ISL will:

- Become a named institute (\$2.5M initial investment required).
- Collaborate on the creation of a credentialing certificate program for industry professionals.
- Provide a funded multi-day field trip for students enrolled in Hospitality Business Management (HBM) 375 – Introduction to Senior Living Management each semester it is offered face-to-

- face (a virtual field trip is being developed for the Global Campus course).
- Fund travel for up to ten (10) students to attend senior living industry conferences—Argentum, NIC, CALA, ASHA (as examples).
- Connect students with opportunities for application of theory through internships as an option for earning hours toward the 1000 required for graduation.
- Guide the curriculum development for a new course HBM 475 –
 Advanced Senior Living Management.
- Facilitate the curriculum development of a transdisciplinary major in Senior Living Management.
- Scholarship awards to up to four students each year.

In addition to the teaching aspects outlined above, the Institute will also facilitate research and service, often through a very integrated approach to answer the questions of 21st century senior living enterprises. Examples may include, but are not limited to:

- A longitudinal study tracking students who took HBM 375, looking in particular at:
 - o Placements in industry (internships and career) influenced by field trips
 - o Placements in industry (internships and career) influenced by funded conference travel
- Transdisciplinary projects pairing faculty and students with senior living community executives, management, and residents.
- Possible opportunities for collaborative research on menus/nutritional issues/resident satisfaction.
- Industry-sponsored/grant-funded transdisciplinary research projects.
- Creation of a transdisciplinary, open-access, peer-reviewed journal (https://www.martineve.com/2012/07/10/starting-an-open-access-journal-a-step-by-step-guide-part-1/)

The complete proposal for the Institute for Senior Living is attached. This proposal was reviewed carefully and has support from the Provost's Office. This recommendation was passed by the Faculty Senate on January 25, 2018.

The College of Business proposes establishment of the Institute for Senior Living effective as soon as feasible.

ATTACHMENT: Attachment A

Proposal for the

Institute for Senior Living

School of Hospitality Business Management Carson College of Business Washington State University

Submitted to the Faculty Senate Office Fall 2017

Contact Information:

Nancy Swanger, Ph.D.
School of Hospitality Business Management
Carson College of Business
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1. Name of the Unit:

Institute for Senior Living (ISL)

2. Nature and Scope of Activities:

Mission: To serve as a global center of senior living excellence, delivering the operational benefits of healthcare, technology, hospitality, education, and policy to the point of service.

The Institute for Senior Living will be a world-class institute for teaching, research, and service that brings together industry leaders, academics, and students. Through conferences, forums, and partnerships, the ISL will strive to understand and improve the role of senior living managers and the tools and programs of operators of senior living businesses. The Institute's efforts will be focused on supporting one of the fastest-growing, demographic-driven businesses in the world economy. It will be housed in the School of Hospitality Business Management (SHBM) in the Carson College of Business with collaborative partnerships across the Washington State University system. In addition to Hospitality Business Management, other participating units/colleges include, but are not limited to, Psychology, Nursing, Human Development, and Electrical Engineering. In particular, once fully funded, the ISL will:

- Become a named institute (\$2.5m initial investment required).
- Collaborate on the creation of a credentialing certificate program for industry professionals.
- Provide a funded multi-day field trip for students enrolled in HBM 375 Introduction to Senior Living Management each semester it is offered face-to-face (a virtual field trip is being developed for the Global Campus course).
- Fund travel for up to ten (10) students to attend senior living industry conferences—Argentum, NIC, CALA, ASHA (as examples).
- Connect students with opportunities for application of theory through internships as an option for earning hours toward the 1000 required for graduation.
- Guide the curriculum development for a new course HBM 475 Advanced Senior Living Management.
- Facilitate the curriculum development of a transdisciplinary major in Senior Living Management.
- Scholarship awards to up to four students each year.

In addition to the teaching aspects outlined above, the Institute will also facilitate research and service, often through a very integrated approach to answer the questions of 21st century senior living enterprises. Examples may include, but are not limited to:

- A longitudinal study tracking students who took HBM 375, looking in particular at:
 - o Placements in industry (internships and career) influenced by field trips
 - Placements in industry (internships and career) influenced by funded conference travel
- Transdisciplinary projects pairing faculty and students with senior living community executives, management, and residents.
- Possible opportunities for collaborative research on menus/nutritional issues/resident satisfaction.

- Industry-sponsored/grant-funded transdisciplinary research projects.
- Creation of a transdisciplinary, open-access, peer-reviewed journal (https://www.martineve.com/2012/07/10/starting-an-open-access-journal-a-step-by-step-guide-part-1/)

Assessment Plan: The effectiveness of the Institute for Senior Living will be reviewed every five years against the following measurable outcomes:

- 1. The number of publications ¹/presentations generated by participating faculty particular to the initiatives of the ISL (baseline to be established)
- 2. The number of external funding proposals submitted/funded based on ISL collaborations (baseline to be established)
- 3. Year-over-year increases in development dollars realized
- 4. Year-over-year increases in certificate program enrollment
- 5. Growth in undergraduate enrollments in senior living courses (inclusive of Senior Living Management majors upon submission/approval of required documents)

3. Criteria and Method of Selection of Director and Core Participating Faculty

Core faculty (see curricula vitae):

Name	Rank/Position	Department
Nancy Swanger	Associate Professor &	Hospitality Business
	Director	Management
Scott Eckstein	Clinical Assistant Professor:	Hospitality Business
	Senior Living Executive in	Management
	Residence	
Maureen Schmitter-	Professor	Psychology
Edgecombe		
Laura Hill	Professor & Chair	Human Development
Cory Bolkan	Associate Professor	Human Development –
		WSUV
Deb Nelson	Instructor	Human Development
Diane Cook	Professor	Electrical Engineering and
		Computer Science
Catherine Van Son	Associate Professor	Nursing – WSUV
Shelly Fritz	Assistant Professor	Nursing – WSUV

¹ Peer-reviewed journal publications: It has been said numerous times that collaborative grant-funded research proposals from the participating faculty in the Institute will be strengthened because of the transdisciplinary involvement. There will be some opportunities for research collaboration with academics from other universities who might be doing some work in this space, on the fringe, but want to expand their work to include operationally based projects.

Industry/trade journal publications: What is already happening at WSU in the senior living space is generating a lot of buzz in the industry/trade journals. This positive press will only increase the exposure when the Institute is formally recognized, drawing additional support for its initiatives from external audiences.

Zihui Ma (former PhD	Clinical Assistant Professor	UNLV
Student in hospitality)		

Dr. Swanger, Associate Dean and Director of the School of Hospitality Business Management, will assume the primary leadership and management responsibilities of the ISL as Director. Other core participating faculty noted in the table above. Thus, the ISL advisory board will consist of the current ISL Director, ISL core faculty, and industry partners.

The criteria for selecting the ISL Director are as follows:

- 1) The ISL Director is appointed by the Dean of the Carson College of Business.
- 2) The ISL Director must be a current faculty member in the School of Hospitality Business Management.
- 3) Preferably, a candidate for ISL Director should have the rank of Associate or Full Professor (Assistant Professors can be considered, but this decision is left to the discretion of the Dean).

The director of the ISL will serve upon appointment of the dean of the Carson College of Business for a term of five years. As the ISL will be reviewed every five years, a review of the director will coincide. The dean may choose to reappoint the director or appoint someone else to the position. Additionally, the dean may choose to review the director's performance at any point within the five-year cycle (suggested each year during the annual performance review) to monitor accountability.

The Senior Living Executive in Residence position is on current-use 17A money. Going forward, the position will be funded using additional 17A monies or through the revenue generating opportunities in the School of Hospitality Business Management (both through the Institute and in other endeavors already in place). The role of the position is to be the conduit between the senior living industry and the academic enterprise of the hospitality school, culminating in curriculum, professional programming, research opportunities, and internship creation that is relevant.

The criteria for selecting the ISL core faculty are as follows:

- 1) Faculty members (all ranks are eligible) who have a vested interest in senior living, hospitality management, human development, nursing, psychology, engineering, and other relevant fields are nominated by the ISL Director.
- 2) ISL core faculty members are formally appointed by the Dean.

4. The College(s) and/or Departments(s) to be Involved:

The School of Hospitality Business Management will oversee the operation and direction of the ISL, assuming a leadership role in all associated activities. Faculty from other colleges, departments, and/or campuses include, but are not limited to:

- Human Development
- Nursing
- Psychology
- Electrical Engineering

Vancouver

While the ISL will be housed in the School of Hospitality Business Management, it is a separate functioning unit with its own purpose, funding, and faculty involvement. The administrative assistant for the ISL, in support of the director, will help coordinate all activities and monitor all resources of the ISL as duties separate from the daily operations of the SHBM. Aside from the SHBM (Nancy Swanger and Scott Eckstein), all other participation is at the faculty level. This will likely evolve over time with both involvement at the department level of other units and the addition of other faculty/units where there are synergies. An organizational chart is contained in Figure 2.

Current suggested faculty will help set the research agenda for potential transdisciplinary collaborative projects. This group has already worked on the creation of the curriculum for the proposed curriculum for a major in senior living management (forthcoming). Other potential duties may include, but are not limited to:

- Participate in meetings with the Steering Committee
- Form the core of a scholarship committee
- Evaluate proposed research projects for seed funding
- Guest lecture in senior living courses, where applicable

5. Amount of budgetary support requested

The ISL will receive budgetary support from the Carson College of Business (per Dean Chip Hunter) through the hiring of an administrative support person (\$40k-\$50k, plus benefits). All other funding will come from external sources (see Sections 6 and 12 in this proposal).

6. Expected funding needed from university, state, external awards or gift sources:

Aside from the administrative support position identified in Section 5, all other funding for the creation and maintenance of the ISL will be sourced from external donors and endowed for use in perpetuity. Planning for a 4% annual return of a naming investment of \$2,500,000 investment, the funds will be held in an excellence fund and may be used for the following (not all inclusive):

Research Fellows	
(seed grant money to non-HBM faculty	\$ 60,000
listed in #3)	
Scholarships	10,000
Student Travel	10,000
Promotional Materials/Miscellaneous	20,000
Total:	\$100,000

In addition to the planned endowment, there is already a \$3M legacy gift on record specifying the senior living program as the recipient in its gift use agreement. That was not originally included in the budget as legacy gifts can change at any time until they actually materialize; however, the donor is very committed to this initiative, living in a senior living community

herself. Since April, nearly \$500K has been committed to the endowment (\$250 already signed and processed), with another \$1.5M out in formal proposals under consideration. This fundraising has been a grassroots effort from senior living industry professionals on behalf of the institute; the support is very strong. Additionally, current use monies totaling more than \$600K, raised previously, from the industry have been used to fund the clinical professorship position housed in the School of Hospitality Business Management (SHBM) since March 2016.

Initially, any growth in enrollment would be supported within the current funding for the clinical professorship; capacity building would be strategic, and there is currently plenty of room for growth without the need for instructional resources beyond what is already available. The SHBM has discretionary budgets for item such as scholarships and student travel that could be used for the senior living initiative, if needed; however, it would not be prudent to build those into this budget as they may not be needed and could be used elsewhere in the department. Within the SHBM, there are currently two majors: Hospitality Business Management (HBM) and Wine and Beverage Business Management (WBBM). Of the 340 certified majors in the department, only 20 are in the WBBM major. The WBBM major, like the proposed major in Senior Living Management, is also transdisciplinary. While it does not draw large enrollments, it is resource neutral, as the required courses in the major already exist on campus. This model will be the same for senior living; the expected impact on other majors will likely be slight, probably well under 10%.

The SHBM has been doing work in senior living since 2010, with a heavy investment of time, talent, and treasure from the industry since the beginning. That investment has included development and delivery of HBM 375 (Introduction to Senior Living Management) in both face-to-face and online formats. Guest speakers were in every class at the beginning (traveling to Pullman at the expense of their company) and still participate regularly now that Scott Eckstein's position has been funded to lead the effort. Companies designed group projects and mentored student teams over the course of the semester. Scholarships are awarded each year from endowed and current-use monies. Recruiters from senior living companies participate in our online and on-campus career fairs each year. Much of what has been done in this space will continue regardless of future funding. The new funding would allow for research fellowships and other programs outlined in the original proposal. The real potential for revenue to support the program, if no other dollars are realized, will come from the launch of the professional development, non-credit bearing certificate program.

Since the first course in senior living was offered (HBM 375), 238 students have enrolled in 9 sections (7 FTF sections, 2 online sections), generally with semester-over-semester growth occurring. There is no certificate program, currently, targeted to industry professionals involved in community operations. Argentum, one of the largest senior living trade associations, has developed a credentialing examination to help standardize knowledge and practice in community-based operations. WSU has worked with Argentum to dovetail the modules into their exam; they are very supportive of the launch of this certificate. While exact enrollments are

not known, the senior living industry is already short at least 1.2 million qualified employees to meet the demand of running communities.

This proposal contains no comparison to other programs across the country because there are none using this same model—that is what makes it so attractive to the industry. In addition to the potential contributions of those involved in the institute, being the first to market with such would certainly help WSU in its Drive to 25 with additional exposure and opportunities on multiple dimensions.

7. Needs for space, equipment, and supplies (currently available and needed now):

There is no need for space, equipment, or supplies for the ISL. Most activities will be organized out of the current space occupied by the School of Hospitality Business Management.

8. Expected contribution to and impact on the instructional programs:

The educational mission for the ISL will be directed at preparing students for positions with senior living companies, with the institute providing significant practical education and training in integrated learning experiences. The ISL will contribute to the following instructional program areas within the School of Hospitality Business Management:

- HBM 375
- HBM 475 (upon development and approval by the faculty)
- Transdisciplinary major in senior living management (upon development and approval by the faculty)
- 1000-hour internship requirement for majors
- 400-hour internship requirement for minors

In addition, other disciplines/units/activities across the university may also benefit from exposure and/or research activities taking place in the institute. Those include, but are not limited to:

- Human Development
- Nursing
- Psychology
- Electrical Engineering
- Food Science
- Business Plan Competition
- Undergraduate/graduate research

All activities associated with the senior living initiative at WSU will be housed under the Institute for Senior Living umbrella. The first module of the certificate program is scheduled to launch on November 01, 2017. Please see the attached rollout schedule (Figure 1).

Since 2012, the SHBM has expanded to all campuses in the WSU system, with the exception of Spokane (preliminary discussions for doing so, however, have already taken place). The goal is to leverage resources and expertise across the system as there are not funds to be all things to all programs at all locations in a silo model. In fact, Scott Eckstein's position (the clinical professor

hired with industry funds), is housed on the Everett campus. Other faculty involved in this initiative are housed on the Vancouver campus. The SHBM currently has a sponsored lecture series, recruiter visits, career fairs, and course delivery that are all streamed to other campuses in real time. The certificate program will be delivered online and on demand for greater accessibility. Additionally, one of the advisory board members for the business programs on the Vancouver campus is a senior living executive whose company headquarters are in Vancouver (Patrick Dooley, COO, Milestone Retirement Communities, LLC). It is believed this Institute for Senior Living can be exactly the model for other cross-campus initiatives at WSU.

9. Expected contribution to the university and other clients:

The ISL will provide both WSU and the Carson College of Business with an effective development lever. It has been said multiple times that the School of Hospitality Business Management is the "face" of the college and the university, similar to that of athletics. Through collaborative partnerships internal and external to WSU, expected contributions could include:

- Grant monies from sponsored research or from more traditional grant-funding agencies where the addition of business would be considered value added
- Reputational enhancement as the leading expert in senior living operations
- Development opportunities around specific initiatives in senior living, collectively and by unit
 - o Endowed professorships
 - o Naming opportunities (particularly for the professional certificate program)
 - o Scholarships
 - o Research/travel funds

While the senior living industry has been, and will continue to be, very involved in this initiative at WSU, there will be a clear separation of roles and responsibilities of involved parties. At no time will the activities of the institute breach conflict of interest principles. Development dollars will be routed through the WSU Foundation, adhering to all requirements of gift giving to the university. Industry donors can be prescriptive in their gift use agreements; however, all parties must be willing to agree to the terms prior to signing. Industry-sponsored research will adhere to ethical research practices for the entire duration of the project. The steering committee, the bulk of which will be composed of industry leaders, will be advisory only. Their overarching purpose is to help the faculty involved in the institute stay current with relevant industry issues, problems, and opportunities.

The goodwill of participating in, and contributing to, the educational process provided through the activities in the ISL will also contribute to an invaluable and far reaching public-relations effort.

10. Supporting letters from chairs, deans, and/or other individuals to whom the unit director will report or work with:

Included is a supporting letter from Chip Hunter, Dean, Carson College of Business.

11. Impact

The ISL is being designed to achieve a positive impact on three critical dimensions: 1) undergraduate education, 2) development, and 3) collaborative sponsored research. Thus, the creation of the ISL provides a number of benefits to key Carson College of Business stakeholders. Additionally, the resources and mission of the ISL also have the potential to have a positive impact on WSU colleges and units outside the Carson College of Business. Students are provided with valuable opportunities to learn a transdisciplinary curriculum (pending development and approval of a new major). Faculty can work together on research projects, incorporating undergraduate and graduate students where appropriate. Industry partners are not only provided with valuable resources for solving problems they face in today's complex global economy, but also with a valuable human resource stream.

Because the Carson College of Business does not rely on external grant funding for its research, the ability to collaborate with others across WSU to add value to their research proposals will be paramount. With the proposed funding opportunities, the ISL will, over time, be able to provide participating faculty with some research dollars to launch projects (perhaps as pilots) that might attract additional external funding from private sources or more traditional grant-funding agencies. The ISL will rely on the expertise of participating faculty outside of the CCB on how best to coordinate the research agenda as it relates to taking advantage of external funding opportunities.

12. Future Funding Opportunities

The Institute for Senior Living (named with a gift of \$2.5m) will be the umbrella under which all other senior living activities and named gifts are housed. Those may include, but are not limited to:

- Clinical Professorship \$2.5m endowment (4% return annually)
 - o Position will teach and oversee industry relations, in perpetuity
- Distinguished Professorship \$5m (4% return annually)²
 - o Position will teach and oversee research activity, in perpetuity
- Student Experiential Learning current-use gifts totaling \$40k annually or \$1m endowment (4% return annually)
 - o Conference Travel, Field Trips, Industry Visits, Class-related Projects
- Scholarship Awards³ current-use gifts totaling \$40k annually or \$1m endowment (4% return annually)
 - o Annual scholarship support for students each year
 - o Minimum award of \$2500

² It is unlikely the Library will be impacted beyond current demand from the involved units across campus; thus, no discussion with Library administration has taken place. As this is a trans-disciplinary initiative, subscriptions/accesses to relevant journals within specific disciplines are likely already in place. However, with a professorship and possible resulting grant funding, the creation of an open-access journal that is senior living centric is likely to evolve over time. There has also been discussion about the writing of an e-text for senior living, as none currently exists.

³ All gift amounts for scholarships will be accepted and used accordingly; there is no real minimum or maximum in the scholarship category.

- Applied Research Activities current-use gifts totaling \$100k annually or \$2.5m endowment (4% return annually)
 - o Competitive internal research grant funding
 - o Transdisciplinary seed grant funding
 - o Graduate student funding
- Professional Certificate Program \$2m endowment (4% return annually)⁴
 - o Marketing, recruitment, and support of program participants
 - Facilitate faculty in development of additional certificate offerings (various levels)
 - o Facilitate translation and delivery of certificates in the global markets
- Annual Lecture Series \$250k endowment (4% return annually)
 - o Travel/honorarium for key industry leaders
- Excellence Fund Already established, unlimited growth opportunity
 - o Discretionary fund used where needed to enhance senior living initiatives

⁴ Enrollment/revenue/expense projections from the Global Campus are included as a separate attachment.

Figure 1: SENIOR LIVING MANAGEMENT CERTIFICATE ROLLOUT SCHEDULE⁵



Summary

Thank you for your interest in taking the Senior Living Management Certificate offered through Washington State University School of Hospitality Business Management.

There are two registration options open to you. You may choose to register for all seven courses in the certificate program now or you can register for each course individually. The courses are self-paced and the certificate duration is approximately 9 months.

Please choose your preferred registration option below:

Course	
Senior Living Management Certificate: Full Program All seven courses for \$2,250	New Registration
Senior Living Management: Financial Management Course Launches: November 1, 2017 \$350	New Registration
Senior Living Management: Leadership Course Launches: January 1, 2018 \$350	New Registration
Senior Living Management: Customer Experience/History and Philosophy Course Launches: February 1, 2018 \$350	New Registration
Senior Living Management: Operations Management Course Launches: March 1, 2018 \$350	New Registration
Senior Living Management: Resident Care and Services Course Launches: April 1, 2018 \$350	New Registration
Senior Living Management: Sales & Marketing Course Launches: May 1, 2018 \$350	New Registration
Senior Living Management: Regulatory Compliance & Risk Management Course Launches: July 1, 2018 \$350	New Registration

⁵ Please note this registration site goes live the week of 10.23.17 and the removal of the Everett campus designation is a pending edit.

Figure 2: INSTITUTE FOR SENIOR LIVING ORGANIZATIONAL CHART

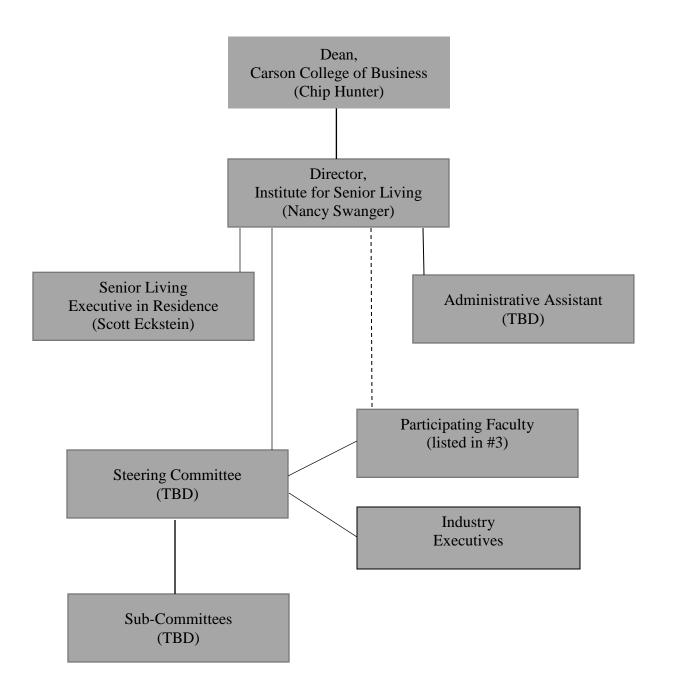


EXHIBIT D Board of Regents May 4, 2018

ACTION ITEM #2

Establish a Master's in Political Science (Daniel J. Bernardo)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of a Master's in Political Science

PROPOSED: That the Board of Regents establish a Master's in Political Science.

SUBMITTED BY: Daniel J. Bernardo, Provost and Executive Vice President

SUPPORTING

INFORMATION: The College of Arts and Sciences proposes the creation of a Master's

(MA) in Political Science.

The general MA in Political Science was last awarded in 2009. This was a result of dissatisfaction with the performance of some of the students in their final research projects, which is eliminated in the new plan proposal. The emphasis was then shifted to a master's degree in Political Science with a focus on Global Justice and Security Studies (GJSS). This is a terminal degree program focused on training students for professional careers in intelligence, homeland security, or federal law enforcement. While getting the MA in Political Science, students must also take a combination of two courses in Political Science and two in Criminal Justice to get the certificate. Students were only admitted into the MA program if they desired a certificate in GISS. Over time it became apparent that every year three or four applicants were denied who were interested in general Political Science focusing on domestic American politics and public policy, and not the GJSS focus. In faculty discussions this year, it was noted that there are very few opportunities in the state of Washington to earn a Master's in Political Science. Western Washington University is the only public university offering the degree. There are no public or private universities in eastern Washington offering the degree. Consequently, The School of Politics, Philosophy, and Public Affairs (PPPA) would like to reactivate its general MA in Political Science. We anticipate this degree to be attractive to people in or planning to go into government, public service, nongovernmental organizations, non-profits, and public or private school teachers.

The degree will be a non-thesis terminal degree. The degree will not require any additional resources or personnel since we already teach the required and elective courses as part of our PhD program. Students in the MA program will not be eligible for funding from PPPA. Students should be able to complete the degree in three to four semesters, going full time. Because these students are interested in different careers, the new plan would have no impact on the GJSS certificate MA in Political Science. We expect there to be about three to four admissions in the first year, growing to no more than seven or eight in the following years. We intend to have a very high quality control on admissions, admitting only those with clear goals for their professional development.

The complete proposal for the Master's in Political Science is attached. This proposal was reviewed carefully and has support from the Provost's Office. This recommendation was passed by the Faculty Senate on January 25, 2018.

The College of Arts and Sciences proposes creation of the Master's in Political Science degree effective Fall 2018.

ATTACHMENT:

Attachment A: Proposal for a New Plan for the General Masters in Political Science

Proposal for a New Plan for the General Masters in Political Science

Rationale:

The general MA in Political Science was last awarded in 2009. This was a result of dissatisfaction with the performance of some of the students in their final research projects, which is eliminated in the new plan proposal. We shifted our emphasis to a master's degree in Political Science with a focus on Global Justice and Security Studies (GJSS). This is a terminal degree program focused on training students for professional careers in intelligence, homeland security, or federal law enforcement. While getting the MA in Political Science, students must also take a combination of two courses in Political Science and two in Criminal Justice to get the certificate. We only admitted students into the MA program who desired a certificate in GJSS. Over time we found that every year we were denying admission to three or four applicants who were interested in general Political Science focusing on domestic American politics and public policy, and not the GJSS focus. In faculty discussions this year we noted that there are very few opportunities in the state of Washington to earn a Master's in Political Science. Western Washington University is the only public university offering the degree. There are no public or private universities in eastern Washington offering the degree. Consequently, PPPA would like to reactivate its general MA in Political Science. We anticipate this degree to be attractive to people in or planning to go into government, public service, non-governmental organizations, non-profits, and public or private school teachers.

The degree will be a non-thesis terminal degree. The degree will not require any additional resources or personnel since we already teach the required and elective courses as part of our PhD program.. Students in the MA program will not be eligible for funding from PPPA. Students should be able to complete the degree in three to four semesters, going full time. Because these students are interested in different careers, the new plan would have no impact on the GJSS certificate MA in Political Science. We expect there to be about three to four admissions in the first year, growing to no more than seven or eight in the following years. We intend to have a very high quality control on admissions, admitting only those with clear goals for their professional development.

Requirements for Master's Degree in Political Science

The general Master's degree in Political Science is designed for those students who seek a *terminal graduate degree* and whose career goals include public service, nor-for-profit organizations, or non-governmental organizations. Students may focus on Political Science and public policy broadly defined, or they may concentrate more specifically on American politics or global politics. The core courses will provide students with a strong background in Political Science as a field, and the substantive courses allow students to pick their focus.

Hours: 31 credit hours are required for the Masters of Arts degree

Of those 31 hours:

• 27 hours shall be graded graduate credit course work;

- **24 hours** shall be graded Political Science course work, no more than **six hours** of which shall be 400 level courses which provide graduate credit in their program statement to the Graduate School:
- 3 out of 4 core courses in Political Science including:

Pol_S 501 -- The Scope of Political Science (Basic issues in social science epistemology, elements of social science theory-building, theoretical framework, and intellectual history of political science.)

Pol_S 503 -- Introduction to Political Science Research Methods (Introduction to general topics in the area of social science research design including: Theories and Concepts, Measurement, Sampling, Data Sources, Experimental and Quasi-Experimental Designs, Field and Historical Designs, and Survey Research).

And either:

Pol_S 502 – Seminar in Political Theory (Provides basic training in normative political theory).

Or

Pol_S 504 – Quantitative Methods in Political Science (Applied statistical skills and theories of probability, enabling understanding of substantive political and social questions).

• A minimum of four hours of Political Science 702

Final oral defense: To be scheduled during the final semester of the degree program.

All Political Science Graduate Students are REQUIRED to take the Graduate School and Office of Research Responsible Conduct of Research online training.

Goals	Graduate Student Learning Outcomes	Data Gathered, Sources, When Collected
To prepare students to achieve their professional goals and prepare them to pursue professional careers	Students develop expertise in appropriate concepts, theories and emerging methodologies in Political Science. Students develop skills in interdisciplinary social science and its utility in public policy analysis. Students learn the functions of the policy making process, and issues, problems, and consequences of policy implementation domestically and internationally.	Grades in core courses, PS 501 (Scope of Political Science), PS 503 (Research Methods); and 502 (Political Theory) or 504 (Quantitative Methods) Assessment of their preparation during their final oral exam.
To prepare students to be effective researchers and policy analysts in the disciplines of Political Science.	Students read and synthesize the literature in a variety of subfields in Political Science. (American politics and institutions, global politics, political theory). Students identify research questions and generate hypotheses that are appropriate to an original research problem. Students gather, organize, analyze, and report data on an original research topic. Students communicate research effectively in both written and oral forms	Seminar grades and annual evaluations of students. Rubrics that will be filled in by each committee member at student's oral defense.

To improve students
competitiveness for job
placement through program
training, quality, and
reputation.

Students receive effective mentoring from faculty leading to successful completion of graduate education in a timely manner.

Students are hired into public policy positions or research analyst positions in domestic and/or international government or private organizations.

Data from student applications (number of applicants, last school attended, etc.) provided by the Graduate School.

Time to degree data provided by Graduate School.

Job placement data provided by the Graduate Director.

Unit Productivity Report provided by the Director of the School.

ACTION ITEM #3

Establish the School of Languages, Cultures, and Race and Discontinue the Department of Foreign Languages and Cultures (Daniel J. Bernardo)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of the School of Languages, Cultures, and Race and

discontinue the Department of Foreign Languages and Cultures

PROPOSED: That the Board of Regents establish the School of Languages, Cultures,

and Race and discontinue the Department of Foreign Languages and

Cultures.

SUBMITTED BY: Daniel J. Bernardo, Provost and Executive Vice President

SUPPORTING INFORMATION:

The College of Arts and Sciences proposes the creation of the School of Languages, Cultures, and Race and the discontinuation of the Department of Foreign Languages and Cultures.

In April, 2017 the Provost's Office appointed a planning committee at the recommendation of the College of Arts and Sciences to develop a comprehensive proposal regarding the formation of a new school with curricular and scholarly emphases on languages, cultures, and race.

A proposal was developed to create the School of Languages, Cultures, and Race comprised of all faculty from the Department of Foreign Languages and Cultures and selected faculty (those identified as the faculty in Comparative Ethnic Studies) from the Department of Critical Culture, Gender, and Race. A summary of the key elements of that proposal is attached.

In its proposed dimensions, the School of Languages, Cultures, and Race reflects broad interdisciplinary schools at other universities designed to combine global cultural and literature or language studies. The new school will cultivate deeper understanding of linguistic, cultural, national, social, and racial perspectives in a global context. It will encourage its constituencies to make a difference by commitment to these issues in our changing world through undergraduate and graduate education, scholarship, and outreach. It will foster critical

literacy, intercultural engagement, and the pursuit of global justice through grounded, holistic engagement to interdisciplinary inquiry. Its interdisciplinary perspectives on transnational cultural and social studies will provide students with the skills, experiences, and knowledge necessary to develop transdisciplinary understanding that will allow them to thrive in an increasingly diverse and integrated global society.

The new school will unite Department of Foreign Languages and Cultures faculty and Comparative Ethnic Studies faculty that share interests in (1) critical discourse on culture and its products around the globe: (2) social justice and transformation of societies, especially as related to race and ethnicities and the effects of popular culture and media; (3) social production of languages and influences of languages; (4) intersectional and interdisciplinary scholarship; and (5) transdisciplinary approaches to transnational issues.

The new school will have an undergraduate program that offers BA degrees in Comparative Ethnic Studies, Foreign Languages, and the Language for the Professions Second major along with minors in Comparative Ethnic Studies, Chinese, French, French Area Studies, German, German Area Studies, Japanese, Russian Studies, Spanish, Latin American Area Studies, Film Studies (interdisciplinary, also online), and Popular Culture (also online). Graduate programs in the new school will initially consist of graduate degrees offered by the Department of Foreign Languages and Cultures and the Department of Critical Culture, Gender, and Race (M.A. and Ph.D. in American Studies and M.A. in Hispanic Studies). At its inception, the school will have faculty and offer coursework on the Pullman, Tri-Cities, and Vancouver campuses.

The new school will offer academic and intellectual opportunities that are easier to realize if the faculty are joined in a single unit rather than housed in separate departments. Administrative efficiencies will be realized from the formation of a single academic unit, and fiscal resources will be pooled from the two departments to comprise the new school's operating budget. No additional university-level resources will be required to initiate the new school.

Consistent with WSU academic policies for internal approval and/or discontinuation of an academic unit, the proposal was carefully reviewed and supported by the college dean, provost, and the Faculty Senate Executive Leadership.

The College of Arts and Sciences proposes creation of the School of Languages, Cultures, and Race effective Fall 2018.

Key Elements from the Proposal for a New School Centered on Languages, Cultures, and Race

Vision

The new school will cultivate deeper understanding of linguistic, cultural, national, social, and racial perspectives in a global context. It will encourage its constituencies to make a difference by commitment to these issues in our changing world through undergraduate and graduate education, scholarship, and outreach. It will foster critical literacy, intercultural engagement, and the pursuit of global justice through grounded, holistic engagement to interdisciplinary inquiry. Its interdisciplinary perspectives on transnational cultural and social studies will provide students with the skills, experiences, and knowledge necessary to develop transdisciplinary understanding that will allow them to thrive in an increasingly diverse and integrated global society.

Rationale

In its proposed dimensions, the new school reflects broad, interdisciplinary schools at other universities designed to combine global cultural and literature or languages studies, such as the School of Language, Culture, and Society at Oregon State University and the School of Interdisciplinary Studies at Purdue University.

The new school will unite CES faculty from CCGRS and all faculty from DFLC that share interests centered on the following:

- Critical discourse on culture and its products around the globe
- Social justice and transformation of societies, especially as related to race and ethnicities and the effects of popular culture and media.
- Social production of languages and influence of languages
- Intersectional and interdisciplinary scholarship.
- Transdisciplinary approaches to transnational issues.

The new school creates opportunities on several fronts. It will notably offer programs dedicated to the study of social and cultural issues arising from race, ethnicity, and language in national and global contexts, fostering engaged, holistic interdisciplinary inquiry across these areas. Creation of the new school will encourage a renewed commitment to these issues in undergraduate and graduate education, scholarship, and outreach. The integrated study of individual identities in broader social and cultural settings of our changing world will help to empower students and the campus community to value racial, ethnic, linguistic, and national differences, while preparing students and the campus to face future challenges. Given the faculty expertise in the new school, it could serve as the foundation for new programs in Global Studies, Indigenous Studies, Popular Culture, Race Studies, and/or Sports Studies.

In addition, the synergies among the faculty members' scholarly interests will help infuse the current general studies-liberal arts degrees in humanities and social sciences with a fertile breeding ground for faculty involvement and oversight, currently lacking in the administrative structure for these programs. Many of the faculty members involved in this

proposal are already actively involved in the revision of these degrees, and many more have expressed an interest in collaborating with this initiative. Among them are a previous director of the general studies program (Mary Bloodsworth-Lugo), and the current director and associate director (Ana María Rodríguez-Vivaldi and Anna Chow).

The proposed school will have a healthy number of faculty, increasing both the faculty FTE to major ratio and the number of faculty available to train graduate students, which will make the school more competitive with other, larger units at WSU and serve to heighten the new school's profile, voice, and impact. Uniting CES faculty and DFLC in a new school will provide student majors with faculty to mentor and train for interdisciplinary experiences. The faculty will support development of coherent literacies in media, critical thinking, foreign language proficiency, global issues, interdisciplinary research, and writing.

The new school will retain the current language majors of DFLC and the Comparative Ethnic Studies major of CCGRS. With a broadened faculty and revised core curriculum, unifying selected expectations for majors across the new unit and developing new programs, it will provide a basis for more robust, desirable degrees. This will provide a stronger basis for the recruitment of future majors.

Notably, the American Studies Graduate Program and the M.A. in Hispanic Studies should flourish through the cross-pollination of faculty from CES and DFLC whose expertise addresses these areas from different perspectives.

Faculty

Thirteen tenure-track and five clinical-track faculty from CCGRS and DFLC have requested to have their appointments in the new school. Both CCGRS and DFLC also have a pool of instructional faculty that support their teaching efforts, and we anticipate that a group of approximately 21 instructors/lecturers from the two departments would become part of the new school.

Leadership

The committee recommends that the leadership of the new school consist of a director, associate director for the undergraduate program, and associate director for the graduate program.

The director of the new school will have responsibilities as outlined in the WSU Faculty Manual, Provost's office website, and College of Arts and Sciences Chair and Director Handbook. Responsibilities will include, but are not limited, to guiding vision development and strategic planning, administration and management, hiring and supervision of faculty and staff, annual review and personnel assessment, assignment of teaching, curriculum and educational program development, oversight for course scheduling, outreach, recruitment, alumni relations, public relations, and development.

Undergraduate Program

The Department of Critical Culture, Gender, and Race Studies currently offers a BA in Comparative Ethnic Studies and a BA in Women's Studies along with minors in Comparative Ethnic Studies, Popular Culture (also online), Queer Studies, and Women's Studies. If the proposal to shift the Program in Women's Studies to the Department of English is approved, then the BA in Women's Studies and the minors in Queer Studies and Women's Studies will move with that program to be administered by English.

The Department of Foreign Languages and Cultures offers a BA in Foreign Languages with options in Chinese Language and Culture, French (language and teaching options), Japanese, (language and teaching options), and Spanish (language and teaching options). It also offers a Language for the Professions Second major with options in French, German, Japanese, and Spanish. The department has minors in Chinese, French, French Area Studies, German, German Area Studies, Japanese, Russian Studies, Spanish, Latin American Area Studies, and Film Studies (interdisciplinary, also online). In addition to these degrees, the department offers the first two years of language study in Arabic, Italian, Russian, and Korean. It serves also as the administrative and advising home for the General Studies BA in Humanities-International Area Studies option with four major concentration areas in European, Germanic, French and Francophone, and Latin American Area Studies, and for the General Studies-Global Studies minor. The department has a minor under development in Mythology. The General Studies-Liberal Arts program offers a BA in Humanities (including options in International Area Studies, Linguistics, and Religious Studies; a BA in Social Sciences (with a WSU-Vancouver-only option in Personal Psychology/Human Resources); and Minors in American Indian Studies (also certificate; both available online), Global Studies (also online), and Religious Studies.

We propose that the new school have an undergraduate program that offers BA degrees in Comparative Ethnic Studies, Foreign Languages, and the Language for the Professions Second major along with minors in Comparative Ethnic Studies, Chinese, French, French Area Studies, German, German Area Studies, Japanese, Russian Studies, Spanish, Latin American Area Studies, Film Studies (interdisciplinary, also online), and Popular Culture (also online). In addition, the school will help to redevelop the Humanities and Social Sciences General Studies degrees to bring them to a more integrated program of studies with clear core course that will help students achieve their learning goals.

Graduate Program

A graduate program will be essential for the success and vitality of new school. An important goal is to create an integrated graduate program for the new school that draws on diverse traditions and approaches and offers shared resources to train students. This graduate program will be an anchor for the school and will be driven by its mission and vision, led by faculty in the new school, and offering faculty expertise as the basis for student training. Affiliate appointments, however, will be welcomed to expand training and scholarly potential and to explore co-curricular collaboration with other units as a means to build the program and link it to other disciplines.

The new school will want to offer MA and PhD degrees to maximize its graduate training potential and impact. The committee recognizes that the new school will have the potential to offer graduate certificates that amplify its potential to train students in unique ways.

We propose the graduate program in the new school should consist initially of the graduate degrees offered by CCGRS and DFLC. These are the MA and PhD in American Studies and MA in Hispanic Studies.

Funding and Budget

The new school will need to develop a unified vision for its finances and budget planning. This will be a major responsibility for the initial director, who will likely want to coordinate transition planning with the current chairs of CCGRS and DFLC and the respective administrative managers for those units. Operations budgets and their current uses will need to be assessed to determine how they have been used in existing units and may be deployed in the new school with the goal of maximizing efficiencies and reducing costs. Strategies for the use of revenues from Summer and Intersession teaching will need to be decided by the new unit's faculty for funding coming in as of summer 2018.

Current PBL salary lines will follow faculty and staff members to their new unit. PBL funds for teaching assistants from CCGRS and DFLC will need to be determined, and if any funds are available they will transfer to the new school. The temporary teaching fund requests to CAS will likely occur prior to approval of the new school, and allocations based on those requests to support needs during academic year 2018-19 will transfer to the new school.

Table 1. Proposed Budget for the New School			
Fund category	Fund source	Allocation	
Faculty salaries ¹	PBL	\$875,134	
Staff salary ²	PBL and CAS temporary commitment	\$205,652	
Instructional support ³	CAS PBL annual allocation	\$667,810	
Graduate teaching	CAS PBL graduate teaching assistant	\$116,685	
assistants	allocation		
Leadership stipends	CAS PBL annual allocation	\$21,005	
Operating funds	Summer and winter session revenues	\$46,910	
Total		\$1,912,191	

¹Faculty salaries represent current salaries of all tenure-stream faculty currently in CCGRS and DFLC that have requested to have appointments in the new school.

Space and Infrastructure

Faculty in comparative ethnic studies are currently housed in Wilson-Short Hall on the second floor, and DFLC faculty are in Thompson Hall. To develop a unified new school, which has effective decision-making and an active and engaging scholarly environment, all faculty of the new school would ideally have offices in one building. We recommend the administrative office be co-located in the building with the faculty.

²Staff salaries represent all current staff in in CCGRS and DFLC supported by PBL funds. Staffing needs for the new school have not been fully resolved, and this projected salary total may not represent the final total.

³Temporary commitment from CAS for clinical- and instructor-track faculty and graduate student teaching assistants.

EXHIBIT F Board of Regents May 4, 2018

ACTION ITEM #4

Establish the Alexandra Navrotsky Institute for Experimental Thermodynamics (Daniel J. Bernardo)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of the Alexandra Navrotsky Institute for Experimental

Thermodynamics

PROPOSED: That the Board of Regents establish the Alexandra Navrotsky Institute

for Experimental Thermodynamics.

SUBMITTED BY: Daniel J. Bernardo, Provost and Executive Vice President

SUPPORTING INFORMATION:

The Voiland College of Engineering and Architecture proposes the creation of the Alexandra Navrotsky Institute for Experimental Thermodynamics (AlexInstitute). The AlexInstitute will serve as an aegis for experimental thermodynamics, focused on research that develops and employs modern calorimetric tools to advance scholarship in chemical engineering, chemistry, materials science, geochemistry, and related disciplines. As such, the AlexInstitute will enhance the careers of aspiring scientists, foster strong beneficial interactions among experimental thermodynamics researchers at WSU and with other experimental thermodynamics groups in the U.S. and worldwide, including those at the Pacific Northwest National Laboratory (PNNL). Although the work supported in the AlexInstitute will be limited to experimental thermodynamics as enabled by calorimetry, member faculty will also interact with individuals from other related fields, including computational and high pressure research. Thus the increased effort and future success are expected to benefit all such related efforts at WSU and elsewhere. The AlexInstitute is expected to participate strongly in large multidisciplinary and multi-institutional research proposals.

This AlexInstitute is enabled by Dr. Alexandra Navrotsky, who recently established an endowment in the Voiland School of Chemical Engineering and Bioengineering (VSCEB) at Washington State University (WSU). Dr. Alexandra Navrotsky has provided a \$1,000,000 gift to WSU. This fund is managed by the WSU Foundation and

generates a spendable account, which will be managed by the VSCEB. Using WSU institutional policy, this gift should generate approximately \$40,000 per year expendable funds to support the goals of the AlexInstitute. These funds are sufficient to support the goals of the AlexInstitute.

The complete proposal for Alexandra Navrotsky Institute for Experimental Thermodynamics is attached. This proposal was reviewed carefully and has support from the Provost's Office. This recommendation was passed by the Faculty Senate on March 8, 2018.

The Voiland College of Engineering and Architecture proposes establishment of the Alexandra Navrotsky Institute for Experimental Thermodynamics effective as soon as feasible.

ATTACHMENT: Attachment A

Alexandra Navrotsky Institute for Experimental Thermodynamics (AlexInstitute)

Di Wu, Assistant Professor, Gene and Linda Voiland School of Chemical Engineering and Bioengineering, d.wu@wsu.edu

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I. General Information, Designation and Benefit

Name and Rationale for the Institute

The proposed interdisciplinary administrative unit - Alexandra Navrotsky Institute for Experimental Thermodynamics (AlexInstitute) will serve as an aegis for experimental thermodynamics, focused on research that develops and employs modern calorimetric tools to advance scholarship in chemical engineering, chemistry, materials science, geochemistry, and related disciplines. As such, the AlexInstitute will enhance the careers of aspiring scientists, foster strong beneficial interactions among experimental thermodynamics researchers at WSU and with other experimental thermodynamics groups in the U.S. and worldwide, including those at the Pacific Northwest National Laboratory (PNNL). Although the work supported in the AlexInstitute will be limited to experimental thermodynamics as enabled by calorimetry, member faculty will also interact with individuals from other related fields, including computational and high pressure research. Thus the increased effort and future success are expected to benefit all such related efforts at WSU and elsewhere. The AlexInstitute is expected to participate strongly in large multidisciplinary and multi-institutional research proposals.

This AlexInstitute is enabled by Dr. Alexandra Navrotsky, who has recently established an endowment in the Voiland School of Chemical Engineering and Bioengineering (VSCEB) at Washington State University (WSU). Dr. Alexandra Navrotsky has provided a \$1,000,000 gift to WSU. This fund is managed by the WSU Foundation and generates a spendable account, which will be managed by the VSCEB. Using WSU institutional policy, this gift should generate approximately \$40,000 per year expendable funds to support the goals of the AlexInstitute. These funds are sufficient to support the goals of the AlexInstitute.

Fundamental thermodynamic data are of paramount importance in many current technologies, and play an ever-increasingly vital role in the foreseeable future. Thermodynamics of molecule – material interactions enforces the boundary conditions on many interfacial phenomena that govern the reactivity, selectivity, transformation and transportation of natural and engineered processes, while the energetic stability of materials dictates their synthesis, fabrication, utilization, storage, and disposition and/or recycle. Thus, it is necessary to understand the underlying thermodynamics of complex bulk and interfacial phenomena, especially as related to new materials and processes. By doing so, one can better tailor the synthesis of appropriate materials and understand the energetics of reactions to maximize the production of desired products and avoid undesired products, to minimize the

degradation of such materials in use, and to engineering robust waste forms once they retire. Such measurements are enabled by modern calorimetry, which measure the energy of atomic and/or molecular interactions between fluids and surfaces, the energy of molecular-level chemical reactions, including the formation and transformation of various solids. In the environmental and geochemical realm, calorimetry provides basic understanding of the fate and transport of nutrients and pollutants in water and soil, the availability and extraction of natural resources including minerals and oil, and the transformation and evolution, at present and in the distant past, on the surface and at great depth, on our planet and beyond it, of minerals, rocks, fluids, and melts.

The AlexInstitute will promote interdisciplinary experimental thermodynamics (calorimetric) research and will enhance the careers of aspiring scientists, especially women, specialized in experimental thermodynamics and calorimetry. Technically, the AlexInstitute will focus on the thermodynamics and energy landscapes of solid state materials, nanoparticles, clusters, and porous materials tightly related to energy harvesting and conversion, environmental remediation, and medicine. Its collaborative, innovative and transformative research will bridge fundamental research and technical applications, and benefit our society by providing thermochemical data and insight to engineers, materials scientists, earth and planetary scientists, and environmental scientists to understand complex systems and to use these systems to benefit society.

II. Infrastructure

Mission, Purpose and Goals

The <u>mission</u> of the <u>AlexInstitute</u> is to promote the fundamental, innovative, cuttingedge, interdisciplinary experimental thermodynamic (calorimetric) research that will lead to better understanding of the stability of materials and the interactions between atomic and/or molecular species and material surfaces that underscore solutions to global scale energy and environmental issues facing our civilization.

The general <u>purpose</u> of the <u>AlexInstitute</u> is to harness the power of experimental thermodynamics to address fundamental problems in chemical processes, such as catalysis, separations, materials synthesis, characterization, performance, and degradation, battery materials and the nuclear fuel cycle, seeking commonalities across a variety of phenomena and application in both technological and natural systems.

Through its transformative experimental thermodynamics research and scholarly activities, the *AlexInstitute* will achieve *three major strategic goals* in promoting interdisciplinary research:

- 1. Promote <u>cutting-edge collaborative research</u> leading to multi-PI and/or multi-institutional grants that are focused on critical energy, environmental, geological and medical issues. Examples include Department of Energy "Energy Frontier Research Centers" (DOE EFRC), and National Science Foundation "Science and Technology Centers" (NSF STC).
- 2. Lead outstanding experimental thermodynamic (calorimetric) research, including fundamental chemical and material studies as well as instrumental and technological development. The *AlexInstitute* aims at <u>earning a reputation for world-class experimental</u> thermodynamics research in five years.

- 3. According to the *Gift Use Agreement*, the *AlexInstitute* will use the proceeds from the endowment to:
 - To the extent permitted by law and consistent with WSU policies, provide supplemental funding to attract and/or retain outstanding Ph.D. program graduate students and/or postdoctoral scholars, with preference given to female students/scholars (who may be designated as an *Alexandra Navrotsky Scholar*).
 - Provide matching funds needed for grants from federal (e.g. National Science Foundation, US Department of Energy, US Department of Defense) or private (e.g. M.J. Murdock Charitable Trust) organizations.
 - Purchase and set up new calorimetric equipment needed to advance the goals of the Institute.
 - Enable travel to present research results at national or international meetings.
 - Support other expenses connected with the conduct of the research by *AlexInstitute*-associated faculty.

Nature and Scope of Research

It is anticipated that the calorimetric research carried out by *AlexInstitute* will foster strong beneficial interactions with other experimental thermodynamics groups in the U.S. and worldwide, including those at PNNL. It will also interact with other related fields, including computational and high pressure research. Although its funding is to be limited to experimental thermodynamics, the increased effort and future success are expected to benefit all such related efforts at WSU and elsewhere. The *AlexInstitute* is expected to participate strongly in large interdisciplinary and multi-institutional research proposals.

Expected Outcomes

- 1. Elevate awareness of the critical role of experimental thermodynamics (calorimetry) in many research fields and promote interdisciplinary collaborations.
- 2. Leverage *AlexInstitute* to enable the purchase and installation of calorimetric equipment to advance the calorimetric technology and methodology.
- 3. Attract and retain at least two outstanding female Ph.D. students per year who have above a 3.5 undergraduate GPA, already published manuscripts in prestigious/high impact journals as the first author, and/or have been actively recruited by other institutions, who choose to pursue their graduate education at WSU because of the excellent scientific opportunities in the *AlexInstitute* and/or designation as an *Alexandra Navrotsky Scholar*.
- 4. Attract a major sponsored program that provides at least \$250,000/y for several years and that supports Ph.D. students and postdoctoral scholars in both Chemistry and Chemical Engineering.

- 5. Host experimental thermodynamic workshops and conferences at WSU to promote interdisciplinary research using calorimetry. Organize similar workshops and conferences at appropriate national meetings.
- 6. Provide travel funds for graduate students and postdoctoral scholars to national and international meetings to present experimental thermodynamics research. The meetings where these results are to be presented should reflect interdisciplinary topics.

Unit Review and Assessment Plan

The unit review and assessment will be carried out yearly, in which the director of AlexInstitute provides a written report to the advisory board detailing the scholarly activity, including publications and conference presentation, grant application, funding leverage, and plan for the next calendar year. The advisory board members review the report, assess the plan, and provide guidance and feedback to the AlexInstitute on how to advance the science, faculty career and global impact. A two-hour advisory board meeting (teleconference) will be scheduled bi-yearly for the review and assessment. Moreover, one advisory board member will be invited to visit the AlexInstitute each year for on-site assessment.

Advisory Board

The advisory board of the *AlexInstitute* will serve as a resource through which the promotion of interdisciplinary collaborative research, development of calorimetric technology, and application of interdisciplinary multi-institutional proposals are advanced and assessed.

It will be composed of, at least two professors from universities, at least two research scientists from national laboratories, and at least one scientist/engineer from industry. Appointment to the advisory board will be for a five-year term. *AlexInstitute*-associated faculty will nominate and comment on board members but the appointment will be made jointly by the Director of the VSCEB and the Chair of the Department of Chemistry, after consultation with the *AlexInstitute*-associated faculty members.

Duties of the advisory board members will include:

- 1. Provide guidance, feedback and perspective regarding the interdisciplinary and multi-institutional research deriving from the *AlexInstitute*.
- 2. Help ensure the success of the *AlexInstitute* through feedback and internal assessment regarding the scientific and technical portfolio of the *AlexInstitute*.
- 3. Evaluate the report from the director of the *AlexInstitute*, and perform the yearly assessment.
- 4. Advocate for the *AlexInstitute* to broaden its scientific impact.
- 5. Advocate for subsequent gifts from other donors.

We propose the following individuals to be the founding advisory board members for the *AlexInstitute*:

<u>Lynn A. Boatner</u> – Corporate Fellow, UT Battelle Distinguished Inventor, and Group Leader, Oak Ridge National Laboratory, United States – Solid State Materials: Ceramics, Glasses, Alloys and Single Crystals

<u>Nicolas Dacheux</u> – Professor, French Alternative Energies and Atomic Energy Commission (CEA), France and University of Montpelier – Nuclear Sciences

<u>Rodney C. Ewing</u> (member of NAE) – Frank Stanton Professor in Nuclear Security, Stanford University, United States – Nuclear Materials, and Geochemistry

<u>Bruce C. Gates</u> (member of NAE) – Distinguished Professor, University of California, Davis, United States – Catalysis and Surface Science

<u>James N. Petersen</u> (ex officio) – Professor and Director, Voiland School of Chemical Engineering and Bioengineering, Washington State University, United States

<u>Kirk Peterson</u> (ex officio) – Edward R. Meyer Distinguished Professor and Chair, Department of Chemistry, Washington State University, United States

<u>Yushan Yan</u> – Distinguished Engineering Professor and Associate Dean for Research and Entrepreneurship for the College of Engineering, University of Delaware, United States – Nanostructured Materials for Energy, Environment, and Electronics

<u>Terrell A. Vanderah</u> – Research Associate, National Institute of Standards and Technology (NIST), Editor-in-Chief, Phase Equilibria Diagrams, Associate Editor, Journal of the American Ceramic Society, Editorial Advisory Board, Journal of Solid State Chemistry – Phase Equilibrium and Solid State Chemistry

<u>Stacey I. Zones</u> (member of NAE) – Research Fellow and Consulting Scientist, Chevron Energy and Technology, United States – Zeolite and Catalysis

Administration and Membership

Initially, Di Wu (VSCEB) will be appointed as the founding *Director* leading the scholarly activity, interdisciplinary collaborative grant application and workshop/conference organization at the *AlexInstitute*. Additionally, the *Director* will draft the annual report, organize the advisory board meeting, and propose to use the funds. During a five-year period the director will work to enable a sustainable strategy to increase the impact and reputation of *AlexInstitute*. Upon the conclusion of Di Wu's five-year cycle, Director of the VSCEB and the Chair of Chemistry will consult with *AlexInstitute*-associated faculty and then appoint the Director. Directors may serve consecutive terms.

The <u>fund</u> of <u>AlexInstitute</u> will reside in VSCEB at WSU, and the management will follow institutional policies. The proceeds of fund will be used to advance the experimental thermodynamic (calorimetric) research conducted by the faculty participating in the <u>Institute</u>, as determined by the Director of the <u>AlexInstitute</u>, the Director of VSCEB, and Chair of the Department of Chemistry in consultation with the <u>AlexInstitute</u> faculty.

Initially, the key faculty members participating in the *AlexInstitute* will include Drs. Di Wu (VSCEB) and Xiaofeng Guo (Chemistry), whose research cover calorimetric studies on catalysis and surface phenomena (Wu), porous and composite materials development (Wu), materials for clean energy (Guo and Wu), and nuclear science (Guo and Wu). Additional

faculty may be invited to join the *Institute*, provided such faculty have active research programs centered in experimental thermodynamics (calorimetry) and are approved by > 80 % AlexInstitute members.

To guarantee the *leading role* of the *AlexInstitute* in calorimetry and the *quality* of *AlexInstitute*-associated faculty. Specifically, the additional faculty invited must satisfy the following criteria:

- 1. The individual must hold an appointment as a WSU faculty member.
- 2. The individual's primary research focus must be experimental thermodynamics (calorimetry).
- 3. The individual's research must center on the design, advancement, and/or application of calorimetry technology or methodology.
- 4. The individual must be the PI or co-PI on at least one competitively awarded grant sufficient to support at least one full-time Ph.D. student for the duration of the grant for three consecutive years prior to appointment as a member.
- 5. The individual must be a highly active scholar in the field of experimental thermodynamics and calorimetry, serving as the corresponding author for at least 10 publications over the previous 5 years.
- 6. Members will be appointed for 5 year, renewable periods.

Financial Support and University Resources

There is no university financial support or resources needed for the current stage. It is anticipated that in the normal course of business, the various dean(s) may articulate hiring plans that include positions for faculty who conduct experimental thermodynamics research. If such positions are articulated by the appropriate dean(s), then the *AlexInstitute* could serve to help attract outstanding individuals to WSU. No hiring is requested as a part of this proposal to establish the *AlexInstitute*. Additionally, it is emphasized that the *AlexInstitute* is designed to help attract sponsored program funds to WSU, and no expectation for institutional investment is requested as the Institute is established. The VSCEB and the WSU Chemistry have provided appropriate research laboratories and offices for Drs. Wu and Guo. No additional support will be provided by the VSCEB and the WSU Chemistry for the *AlexInstitute* beyond those which would be provided to any faculty member in these departments.

University Endorsement

Letter from Director, Dean, and/or Provost (attached).

ACTION ITEM #5

Discontinue the Masters in Business Administration at WSU Pullman and WSU Vancouver (Daniel J. Bernardo)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Discontinuation of the Masters in Business Administration at WSU

Pullman and WSU Vancouver

PROPOSED: That the Board of Regents discontinue the Masters in Business

Administration at WSU Pullman and WSU Vancouver.

SUBMITTED BY: Daniel J. Bernardo, Provost and Executive Vice President

SUPPORTING INFORMATION:

The Carson College of Business proposes to discontinue the Masters in Business Administration (MBA) offered on the WSU Pullman and WSU Vancouver campuses. MBA programs nationwide have experienced increasing challenges recruiting qualified students. The Carson College of Business has experienced significant challenges recruiting students to Pullman to enroll in a face-to-face MBA program, and the competition for MBA students in Vancouver is fierce, as there are at least 10 campus-based MBA programs within the Vancouver-Portland Area.

In Pullman, no new students have been accepted into the face-to-face MBA program since fall of 2016. Thus, as of end of summer 2017 there are no more students enrolled in the Pullman face-to-face program.

In Vancouver as of fall 2016, students enrolling in the MBA were informed the program would likely close by fall 2018. This notice allowed students to plan their program accordingly. For the 9 students that will not be completed by summer 2018, they are seamlessly being transferred to the WSU Online MBA (OMBA) Program. For these 9 students, advisors for both programs (MBA & OMBA) have coordinated to ensure no delays in graduation of any student.

WSU will continue its highly successfully online MBA program which continues to grow in enrollment and national reputation.

The complete proposals for both discontinuations are attached. The proposals were reviewed carefully and have support from the Provost's Office. The recommendations were passed by the Faculty Senate on February 13, 2018.

ATTACHMENT: Attachment A

ATTACHMENT A



Office of the Provost and Executive Vice President

MEMORANDUM

TO:

Faculty Senate

FROM:

Daniel J. Bernardo, Executiva ace President and Provost

SUBJECT:

Discontinue Masters of Business Administration - Pullman Campus

DATE:

October 18, 2017

The attached proposal for discontinuing the Masters of Business Administration at the Pullman campus has been reviewed by the Provost's Office. We have no concerns about the proposal. The program has not accepted new students since fall 2016 and all students enrolled in the program have exited, so no current students are impacted and there is no need for a teach-out plan. We judge it ready for the Senate review process.

Proposal to Discontinue a Degree Program

DEANS: Send this completed proposal electronically to the Office of the Provost: <u>provost.deg.changes@wsu.edu</u> (revised 8.17.16)

		Masters of Bus	siness Administration	
Academic Pro	ogram:	Business Business Administration 32		
Academic Pla	an:			
Number of C	redits:			
Department(s) or	r Program(s):	Business		William Control of the Control of th
College(s):		Business		
Campus(es):		Pullman		
Contact Name:	Tom Tripp		Email Address:	ttripp@wsu.edu
Contact Phone:	546-9754		*Proposed start date:	8/15/2018
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Office of the Provost and Executive Vice President

MEMORANDUM

TO:

Faculty Senate

FROM:

Daniel J. Bernardo Executive Vice President and Provost

SUBJECT:

Discontinue Masters of Business Administration - Vancouver Campus

DATE:

November 7, 2017

The attached proposal for discontinuing the Masters of Business Administration at the Vancouver campus has been reviewed by the Provost's Office. We have no concerns about the proposal. The program has established a plan to ensure that all currently-enrolled students will be able to complete their degrees on schedule. Faculty involved in the program have been accommodated, and there is unanimous support within the college and on the campus for this move. We judge it ready for the Senate review process.

Proposal to Discontinue a Degree Program

DEANS: Send this completed proposal electronically to the Office of the Provost: **provost.deg.changes@wsu.edu** (revised 8.17.16)

Degree Title:	Masters of Business Administration
Academic Program:	Business
Academic Plan:	Business Administration
Number of Credits:	32
Department(s) or Program(s):	Business
College(s):	Business
Campus(es):	Vancouver

Contact Name:	Debra Sanders	Email Address:	dsanders@wsu.edu
Contact Phone:	546-9147	*Proposed start date:	8/15/2018

Rationale for discontinuing the degree:

Competition for MBA students is fierce for WSUV. There are at least 10 campus based MBA programs within the Vancouver-Portland area. Further, there are numerous online programs available to students with which WSUV must compete. The Carson College of Business itself has its own online MBA (OMBA). Due to this competition, WSUV is not able to attract sufficient students to have a viable face-to-face program.

Implications for currently enrolled students (how many)? Attach teach out plan.

Starting fall 2016, students enrolling in the WSUV MBA were informed the program would likely close by fall 2018. This notice allowed students to plan their program accordingly. For the 9 students that will not be completed by summer 2018, they are seamlessly being transferred to the WSU OMBA program. For these 9 students, advisors for both programs (WSUV MBA & OMBA) have coordinated to ensure no delays in graduation of any student. Please see attached teach out plan.

Impact on or responses of current faculty and staff:

To the extent necessary, MBA faculty are being reassigned to undergraduate courses within their department areas. MBA advisor will focus on undergraduate advising. Vancouver faculty discussed the MBA program and unanimously voted for discontinuation. Discussions were also held in the Carson College Masters Policy & Procedures committee. This committee contains representatives from all business departments and from the Pullman. Tri-Cities and Vancouver campuses. No objections about the discontinuance were voiced.

Impact on or responses of other degree programs, departments, colleges or campuses:

The Master of Public Affairs (MPA) students may take MBA classes as electives in their program. The Carson College of Business has worked with the MPA program to ensure courses for the MPA may be offered when the requisite number of student enrollment is met. Several of the MBA courses have undergraduate equivalents that could also be taken by the MPA students as they may take 6 hours of undergraduate coursework as part of their program.

Impact on or responses of other stake holders (e.g., advisory or alumni groups):

While business owners, advisory and alumni groups were saddened by the proposed discontinuation of the MBA program, they were all aware of the fierce competition in the area for MBA programs. Redirecting the resources from the MBA to the undergraduate program is seen as a positive step in strengthening our undergraduates.

Chair Name:	Jane Cote	Date:	10-2-17
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Campus VCAA:	Renny Christopher, Vancouver	Date:	10-4-17
The initials typed in	n this box certify that the person named	below has review	wed this proposal: MK
Campus VCAA:	Martin Klotz, Tri-Cities	Date:	10/10/2017
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Campus VCAA:		Date:	
Dean:	Tom Tripp	Date:	10-2-17
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EXHIBIT H Board of Regents May 4, 2018

ACTION ITEM #6

Establish an Online Master of Arts in Health Communication and Promotion (Daniel J. Bernardo)

May 4, 2017

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of an online Master of Arts in Health Communication and

Promotion

PROPOSED: That the Board of Regents establish an online Master of Arts in Health

Communication and Promotion.

SUBMITTED BY: Daniel J. Bernardo, Provost and Executive Vice President

SUPPORTING

INFORMATION: The Edward R. Murrow College of Communication proposes to

establish an online Master of Arts (MA) in Health Communication and

Promotion degree.

Health communication and promotion is a major emphasis in the Murrow College of Communication, with the Murrow Center for Media and Health Promotion Research housed within the College. More than a dozen faculty members in the Murrow college study, publish and teach in areas related to health communication and promotion. This proposed online MA in Health Communication and Promotion meets WSU's grand challenge related to sustaining health, and supports WSU's commitment to offering health education to Eastern Washington residents and students worldwide.

Health communication specialists work to ensure select audiences and the general public understands information about medical treatment options, healthy lifestyle choices, disease prevention and public health risks. Health communication specialists analyze information, design communication strategies, programs, and initiatives, and evaluate health promotion efforts. They create awareness campaigns, social media engagement strategies and create marketing materials in earned, owned and paid channels.

A strong health communication professional is effective, confident, organized, and informed (Careers in Public Health, n.d.).

Design of the new online professional master of arts degree was informed by industry growth potential and expressed interest by relevant WSU units (i.e. College of Nursing, College of Medicine, College of Pharmacy) and health organizations within the state (i.e. Washington State Department of Health).

All courses for the degree will be delivered online, asynchronously through WSU's Learning Management System. The program will be funded using the current WSU Online rate of return for graduate credit. Administrative costs will be shared with the existing online MS in Strategic Communication degree.

The complete proposal for the Master of Arts in Health Communication and Promotion is attached. This proposal was reviewed carefully and has support from the Provost's Office. This recommendation was passed by the Faculty Senate on April 12, 2018.

The Edward R. Murrow College of Communication proposes creation of the Master of Arts in Health Communication and Promotion degree effective Fall 2018.

ATTACHMENT A



Office of
Provost and Executive Vice President

MEMORANDUM

TO:

Faculty Senate

FROM:

Daniel J. Bernardo, Executive Vice President and Provost

SUBJECT:

New Degree Program, MA in Health Communication and Promotion

DATE:

March 19, 2018

The attached proposal for creating a Master of Arts in Health Communication and Promotion degree, to be offered through the Global Campus, has been reviewed by the Provost's Office review committee. A few issues arose with the original proposal.

- Differentiation of the degree from the existing online in MA in Strategic Communication: The two degrees have a common core, and originally also shared a number of elective credits. The latter aspect has been corrected.
- Plan for handling high demand: The original proposal was vague on contingency plans if demand for the degree exceeds capacity. This has been addressed.
- Partnerships: There are now plans to solidify no-cost partnerships with Nursing, Pharmacy, and Vet Med to offer Health Comm courses to students in those programs and vice versa.

These changes satisfy us that the proposal is ready for Senate review. Delivery of this proposal to the Senate was delayed due to an oversight on our part, and we ask that the Senate consider giving the proposal priority consideration as the business year ends.

Proposal to Offer a New Degree Program Re-submitted Nov 13, 2017 by Rebecca Cooney, Stacey Hust and Jessica Willoughby (v2.0)

Degree Title:	Master of Arts
Academic Program:	Health Communication and Promotion
Academic Plan:	
Number of Credits:	30 credits
Department(s) or Program(s):	Strategic Communication
College(s):	The Edward R. Murrow College of Communication
Campus(es):	Online, Global Campus
Method of Instructional Delivery:	Online only

Contact Name:	Stacey J. Hust	Email Address:	sjhust@wsu.edu
Contact Phone:	(509) 335-3696	*Proposed start date:	Fall 2018

^{*}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.

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

Chair Name:	Stacey J. Hust	Date:	
Everett Chancellor:		Date:	
Spokane Chancellor:		Date:	
Tri-Cities VCAA:		Date:	
Vancouver VCAA:		Date:	
Dean:	Bruce Pinkleton	Date:	
VP Global Campus:	Rebecca Van de Vord	Date:	

Comments:	41		
Provost Office Sign:	all	Date: 3/15/18	
Comments:	1		
	For Registrar's Office	Jse Only:	

Revised: 7.10.17

Send completed form 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).

Health communication and promotion is a major emphasis in the Murrow College of Communication, with the Murrow Center for Media and Health Promotion Research housed within the College. More than a dozen faculty members in the Murrow college study, publish and teach in areas related to health communication and promotion. This proposed online MA in Health Communication and Promotion meets WSU's grand challenge related to sustaining health, and supports WSU's commitment to offering health education to Eastern Washington residents and students worldwide.

Health communication specialists work to ensure select audiences and the general public understands information about medical treatment options, healthy lifestyle choices, disease prevention and public health risks. Health communication specialists analyze information, design communication strategies, programs, and initiatives, and evaluate health promotion efforts. They create awareness campaigns, social media engagement strategies and create marketing materials in earned, owned and paid channels. A strong health communication professional is effective, confident, organized, and informed (Careers in Public Health, n.d.).

Design of the new online professional masters degree was informed by industry growth potential and expressed interest by relevant WSU units (i.e. College of Nursing, College of Medicine, College of Pharmacy) and health organizations within the state (i.e. Washington State Department of Health).

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 MA in Health Communication and Promotion will provide a solid core curriculum, consisting of classes in multimedia content creation, crisis communication, professional ethics, and research methods. In specialized courses in health communication students will learn health behavior change theories relevant for prevention messaging, message creation and design for effective information distribution, and techniques for effectively communicating health information with specialized populations. The program is designed so that each course builds towards a capstone experience that ties together all of the skills accumulated by the student throughout the program. While moving through the program, students build portfolios that provide evidence of professionally-relevant experiences from each class. Capstone deliverables are a demonstration of the student's mastery of core MA Health Communication and Promotion concepts through a comprehensive exam and professional online portfolio. The comprehensive exam includes prompts for students to respond to five (5) questions, case studies or creative activities all related to health communication and promotion topics.

A multidisciplinary approach:

Offers expertise in new and traditional media

- Teaches students how to gather and analyze information and use those findings in creating health and public awareness campaigns
- Furthers skills in analyzing information and designing health communication strategies, programs, and initiatives
- Advances student knowledge in communication monitoring, metrics and reporting effectiveness of outreach efforts
- Trains students, in the tradition of Edward R. Murrow, to create messages that are both strategic and responsible
- Includes weekly online instructor office hours, frequent student self-assessment tools, ongoing
 interaction with other students, and a cohort structure in which students go through the program
 with the same group

Summary of Requirements:

- 30 credits (10 courses)
- Students select one, two or three-year tracks
- Courses are 100% online
- Applications deadlines are Aug 1, Dec 1 and April 15 for fall, spring and summer enrollment
- Prospective students are asked to complete a general application with WSU Graduate School
- For admission consideration, prospects must have bachelor's degree and the following:
 - \$75 application fee (nonrefundable)
 - o GPA over 3.0
 - Unofficial transcripts from all undergraduate institutions
 - Names of three references
 - International students submit TOEFL
 - Current professional resume
 - Statement of Purpose articulating student's perspectives, contributions, qualifications, and talents

Curriculum:

The following courses will be required for a total of 30 credits. Additional elective courses may be offered as the program develops. No courses from other departments or colleges will be offered.

Most students enrolled in the MA Health Communication and Promotion will complete the program in five semesters (1.5 years). Students are able to complete the program in one year (three semesters) if they are ambitious and aggressive in completing their course of study. We do not recommend an accelerated pace. The slowest a student would move through the program (at approximately one course per semester) would be three years (nine semesters).

PROFESSIONAL CORE COURSES [12 credits]

COM 561: Professional Multimedia Content Creation

COM 562: Crisis Communication in Global Contexts

COM 563: Ethics for Professionals

COM 564: Research Methods for Professionals

HEALTH COMMUNICATION AND PROMOTION CORE COURSES [15 credits]

COMHLTH 570: Health Communication and Behavior Change

COMHLTH 571: Communicating Health in Practice

COMHLTH 572: Communicating Health to Specialized Populations

COMHLTH 573: Communicating Health in a Digital Landscape

COMHLTH 574: Health Message Design and Effectiveness

CAPSTONE COURSE [3 credits]

COMSTRAT 701 Capstone Project

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

All courses for the degree will be delivered online, asynchronously through WSU's Learning Management System.

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.

There are two primary objectives for the Online MA Health Communication and Promotion program. These include 1) producing quality students who possess the theoretical foundation and practical knowledge to succeed in their chosen fields and; 2) training individuals who will perform at the highest level of both professional and ethical standards.

According to Harvard's School of Public Health, "a health communication background is a necessity and advantage to one's career within the continually evolving field of public health." Health communication professionals possess the following core competencies (Harvard School of Public Health, n.d.)

- Independent research and scholarly contribution in the advancement of health communication science
- Design of effective behavior change communication strategies
- Public health communication with service to state and federal agencies through the design, delivery and measurement of public health campaigns
- Risk communication expertise
- Crisis communication expertise
- Professional communication for nonprofit health agencies
- · Skills in advertising, digital communications, community relations, and health marketing
- Media relations with emphasis in public health matters

Learning Outcomes

- <u>SLO1:</u> Demonstrate knowledge of health communication and promotion theories and practices that will guide program development, message design, and education to communicate health to diverse audiences.
- SLO2: Ability to gather and assess health-related information using analyses and research.
- <u>SLO3:</u> Evidence of professional skills to develop health communication and promotion campaign materials and implementation of campaigns through administration and management, planning, leadership, teamwork, and patient/population relations.
- SLO4: Demonstrate the ability to ethically communicate health information to diverse audiences

See attached for complete Draft Assessment Plan for the Online MA Health and Promotion program

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 the existing assessment plan for Please attach a copy of the existing plan. ☑ A draft assessment plan is attached.
☐ A curriculum matrix is attached.
Planning: Describe plans and include descriptions which provide evidence of: 1. The need for the change The online MA in Health Communication and Promotion will allow graduates to benefit from the Murrow
College of Communication's extensive experience with undergraduate-level training in communication professions, and its strong record of graduate level training in health communication research. The College proposes to translate this experience into graduate-level professional training in health communication and promotion.
The program will allow place-bound graduates the chance to earn an MA designed for the needs of working professionals and adult learners. The program is designed for graduates working in communication fields and health sciences who wish to refresh and update their skills or specialize in health communication and promotion, for graduates seeking to enter the health communication and promotion profession with the skills needed to change careers, and offers all the opportunity to raising their credentials to Murrow College standards for ethics, integrity, and leadership within health communication fields.
Design of the new program was informed by industry growth potential and expressed interest.
Industry Growth:

According to the U.S. Bureau of Labor Statistics, in 2016 there were approximately 115,700 health educators and community health workers nationwide. The predicted industry growth by the year 2024 is 13 percent or 15,600 new jobs. The average salary is noted as \$45,000-\$62,000/year. (Bureau of Land Statistics, 2016)

The American Public Health Association (APHA) announced new objectives around building the healthiest nation by 2030 with goals in "changing health infrastructure, reducing barriers to care, providing quality care, increasing economic mobility, and creating more access to healthy food." Health communication professionals play a significant role in advancing these causes with their expertise in messaging, educating, influencing behavior change and engaging with various audiences and health practitioners. (Mariah, 2016)

Healthy People 2020 specifically includes health communication and health information technology as a goal, specifically stating that the goal is to "use health communication strategies and health information technology to improve population health outcomes and health care quality, and to achieve health equity," (ODPHP, 2017).

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.

According to market research partner Emsi, currently there are only 14 institutions in the US who have recorded completions in Health Communication in the last 14 years. Couple this low number of opportunities for education with a job growth of 14.3% (2007-2017), and a projected 13% job growth in health educators and community health workers (BLS.gov) from 2014-2024, and the data indicates there is high need for this area of study.

Additionally, market research partner EAB recently noted Public Health, Health Informatics, and Health Care Administration among the 30 degrees with most potential for success as online degrees through the WSU Global Campus. This degree imparts skills that are relevant to all three programs.

Emsi identifies the following hard skills as being among the 20 most relevant for students seeking work as a health educator, all of which are competencies that are imparted through the degree that the Murrow College of Communication is offering.

- Public Relations
- Journalism
- Press Releases
- Health Education
- Marketing Communications
- Corporate Communications
- Branding
- Health Promotion
- Internal Communications

Students seeking an online Master's in Health Communication and Promotion will be:

- A. Graduates of programs unrelated to communication or health communication who are seeking a profession with better job prospects than their current field
- B. Individuals currently working in communication-related fields or the health sciences who are being paid by their employer or who are self-funding graduate education to update their skills or specialize in health communication by earning a professional Master's degree.
- C. Individuals who are working in communication-related fields, such as public relations or public information, but who desire to transition to fields in which they can leverage their skills into jobs with higher pay, better benefits, and more reliable hours.

Competitor Review

We conducted a review of competitive online master's degree programs in health communication and related emphases. It was determined that no accredited university in the Pacific Northwest or Inland Northwest offer an online Master of Arts in Health Communication and Promotion. Portland State University offers an in-person MA in Health Education, and Oregon Health and Science University offers an online MS in Health Care Informatics. Otherwise, all online masters degrees in health communication and related emphases are outside the region. A complete list of competitors can be viewed in the attached "Competitor Overview" document. Here is a summary of our findings:

- 23 universities were identified as accredited in online Master of Science in Public Helath
- 25 universities were identified that offer an online Master of Science in Health Care Informatics
- 19 universities were identified that offer an online Master of Communication (not health-specific)
- 15 universities were identified that offer other health communication-related in-person or online degrees including
 - (2) Master of Arts in Health Education
 - o (5) Master of Public Health in Health Promotion (and Education)
 - o (1) Graduate Certificate in Health Communication
 - o (2) Master of Science in Health Education and Promotion
 - (2) Master of Arts in Health Promotion
 - (1) Master of Education in Health Education
 - o (1) Master of Health Promotion

Recruitment Plan

The Online MA Health Communication and Promotion program coordinator will be the primary source of promotional efforts on behalf of the program with additional support provided by the Murrow College communications manager. We will also work with the marketing and enrollment management arm of WSU Online to ensure that outreach efforts are in line with global strategies and consistent in message and brand.

The marketing plan will include media that are likely to be consumed by underrepresented groups. The majority of the marketing effort will be within the WSU Online Web site. Online education is often viewed as a means of delivering education to underrepresented populations. The online environment lends itself to mitigating racial, gender, age and cultural stereotypes in community building.

Key Promotion Timelines:

Fall

App deadline for Fall admission: Aug 1

Prime recruitment and promo time period: mid-April thru late July

Spring

App deadline for Spring admission: Dec 1

Prime recruitment and promo time period: mid-August thru November

Summer

App deadline for Summer admission: April 15

Prime recruitment and promo time period: early January thru early April

Recruitment Outreach & Activities:

This is the standard rotation of promotional activities for fall, spring and summer recruitment:

- Interactive info sessions (webinars) administered by Global Campus held 1-2x/mo
- Facebook Ads with link to Online MA Health Communication and Promotion website or signing up for Info Sessions
- Organic Facebook posts promoting program overall, featuring current students and alumni or promoting upcoming info sessions
- Organic Twitter posts promoting program overall, featuring current students and alumni or promoting upcoming info sessions
- Ads in PRSA Smart Brief digital newsletter
- PRSA-Spokane sponsorship(s) when available and appropriate
- Rotating Murrow home page features highlighting student projects, stories, alumni and other work related to the program or success
- Regular touch point emails for prospective students who have expressed interest but have not applied
- Series of emails to Murrow alumni
- Series of emails to select WSU alumni identified as prospects for the program
- Earned media opportunities for op-ed or coverage of the program (e.g. trade pubs, blogs, online magazines, newsletters, NWPR programming)
- If budget permits, advertising on LinkedIn, select podcasts and Washington State Magazine

Word-of-Mouth Outreach:

The Murrow College Professional Advisory Board and alumni includes several influential individuals working within advertising, public relations, event promotion, health communication, and corporate communications fields. Those individuals will be invited to help promote our degree through their industry contacts.

Murrow College alumni working in strategic communication, health communication, risk management, crisis communication and science communication fields will be asked to help promote the program and to refer prospects to our program.

We will work with partners within WSU Colleges of Nursing, Medicine, Pharmacy and Veterinary Medicine to develop communications plans appropriate for alumni of their programs that would be interested in earning additional credential in the area of health communication and promotion.

The program coordinator and relevant faculty will make presentations about our program to local chapters of professional groups in Seattle, Tacoma, Everett, and Vancouver such as the Public Relations Society of America, Women in Communication, Advertising Federation in Spokane, and International

Communication Association. We will also build relationships and seek promotional opportunities with national membership organizations such as Society for Health Communication, National Public Health Information Coalition, Society for Healthcare Strategy and Market Development, and National Communication Association Health Communication Division.

WSU Online has a number of mailing lists that they use to target potential graduate students. We would work with their marketing coordinator to narrow and expand that list to include specific Washington employers with employees who would benefit from an online MA in Health Communication and Promotion such as, Schweitzer Engineering Labs (SEL), Boeing, Microsoft, Group Health, as well as Washington state agencies such as, Department of Agriculture, Polyclinic, Providence Health and Services, Extension Service, Department of Health, Office of State Human Resources Director, Department of Natural Resources, and the Department of Social and Health Services.

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.).

Based on the 2017 rankings from the Communication Institute for Online Scholarship, the Murrow College was ranked Tier 1 for Advertising (effects on health), Tier 1 for Drugs (substance abuse prevention), Tier 1 for Literacy (media literacy), Tier 3 for Sexuality (media and sexual health decision-making), and Tier 4 for Children (adolescent health).

Other relevant rankings:

- Ranked as a top ten research program in 21 of 99 research areas by Communication Institute for Online Scholarship (CIOS)
- Ranked within the top 2% (12/539) of communication programs for higher education research and development expenditures, according to the 2015 NSF Higher Education Research & Development (HERD) Report
- Ranked in the top one-third of communication programs for number of citations of articles by faculty members (Allen, Maier, & Grimes, 2012)
- The National Research Council Assessment of Research-Doctorate Programs (2010) indicates the Murrow doctorate program is #20 of 83 communication programs in research output and #15 of 83 programs in student diversity.

In 2016, the Online MA Strategic Communication was selected for the "Best Online Master's in Communication and Public Relations" award by NonprofitCollegesOnline.com. Affordable Colleges Online recognized the program for having one of the "Best Online Communications Programs in the Nation" (2016, 2017) and listed WSU as one of the "Best Military-Friendly Online Colleges (2017). WSU Global Campus was listed in the top two "Best Online Colleges in Washington" by BestColleges.com (2017) and in the top 25 list for "Marketing Management Master's Programs" by TopManagementDegrees.com (2016).

Based on a series of meetings, conversations and general inquiries from students, individuals within the field of communication, as well as those outside the discipline in areas such as pharmacy, medicine, nursing, and veterinary medicine, we can surmise demand and value around creating a program of in health communication and promotion. Expressed areas of academic interest include behavior change

communication strategies, public health campaign design and delivery, media advocacy to influence policy, effective patient-doctor communication, and meeting patient needs through communication techniques.

In addition, Murrow College has more than a dozen faculty with practical and theoretical emphasis in health communication and promotion, and is home to the Murrow Center for Media and Health Promotion Research, which includes faculty who conduct both theoretical and applied health communication and health promotion projects that impact the lives of people in and outside Washington state.

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

In the early stages of delivering the online MA in health communication and promotion, Murrow College does not plan on hiring additional tenure-track or clinical faculty. Adjunct instructors would only be commissioned if all other qualified faculty or instructors were unavailable or unable to teach. With projected growth, it is anticipated that a new assistant professor will be hired in year three with a percentage of time devoted to health communication and promotion.

In the 10-course lineup, the four COM courses are existing and will be modified by assigned faculty to include references, lectures, assignments and discussions centered on health communication and promotion-related topics and trends. All five new COMHLTH courses will be designed and built by existing tenure-track faculty. The COMSTRAT capstone course curriculum model already exists but will be modified by assigned faculty to include prompts (questions, case studies or creative activities) specifically focused on awareness campaigns to influence behavior change, public health communication, media advocacy to influence policy, effective patient-doctor communication and other health communication-related communication techniques and best practices.

The design of the new degree program and completion of required paperwork were spearheaded by a small internal team including Stacey Hust, associate professor and department chair, strategic communication, Jessica Willoughby, assistant professor and specialist in health communication and promotion, and Rebecca Cooney, clinical assistant professor and director of the online MA Strategic Communication program.

Spring/Summer 2018:

- Faculty and Course Development Impacts
 - Discussion and mentoring with faculty members assigned to teach COM 561 Professional Multimedia Content Creation and COM 563 Crisis Communications in Global Contexts in fall 2018 to ensure curriculum is adjusted to include health communication and promotion topics and interests
- Advising and Graduate Coordinator Impacts
 - Advising and mentoring of prospective students with Fall 2018 start dates
 - Coordination of application process and protocols with WSU Grad School, Financial Aid, Veterans Affairs and Global Campus
- Recruitment and Outreach Impacts
 - Marketing and outreach materials for recruitment

 Info sessions, presentations, and meetings to promote the program to internal and external partners including WSU College of Nursing, WSU College of Pharmacy, Professional Science Master's degree in Molecular Biosciences, and Nursing Health Disparities Research

Fall 2018:

- Faculty and Course Development Impacts
 - Identify one health communication faculty to complete development of new course for spring 2019 launch: COMHLTH 570 Health Communication and Behavior Change
 - Instructional designer support of faculty from WSU Global Campus
 - Discussion and mentoring with faculty member assigned to teach COM 563 Ethics for Professionals in spring 2019 to ensure curriculum is adjusted to include health communication and promotion topics and interests
- Advising and Graduate Coordinator Impacts
 - Advising and mentoring of prospective students
 - Coordination of application process and protocols with WSU Grad School, Financial Aid, Veterans Affairs and Global Campus
- Recruitment and Outreach Impacts
 - Marketing and outreach materials for recruitment
 - Info sessions, presentations, and meetings to promote the program to internal and external partners

Spring 2019:

- Faculty and Course Development Impacts
 - Identify one health communication faculty to complete development of new course for summer 2019 launch: COMHLTH 571 Communicating Health in Practice
 - Instructional designer support of faculty from WSU Global Campus
 - Discussion and mentoring with faculty member assigned to teach COM 564 Research Methods for Professionals in summer 2019 to ensure curriculum is adjusted to include health communication and promotion topics and interests
 - Assign existing faculty member to teach COMHLTH 570
- Advising and Graduate Coordinator Impacts
 - Advising and mentoring of prospective students
 - Coordination of application process and protocols with WSU Grad School, Financial Aid, Veterans Affairs and Global Campus
- Recruitment and Outreach Impacts
 - Marketing and outreach materials for recruitment
 - Info sessions, presentations, and meetings to promote the program to internal and external partners

Summer 2019:

Faculty and Course Development Impacts

- Identify two health communication faculty to complete development of new courses for fall 2019 launch: COMHLTH 572 Communicating Health to Specialized Populations and COMHLTH 573 Communicating Health in a Digital Landscape
- Instructional designer support of faculty from WSU Global Campus
- o Assign existing faculty member to teach COMHLTH 571
- Advising and Graduate Coordinator Impacts
 - Advising and mentoring of prospective students
 - Coordination of application process and protocols with WSU Grad School, Financial Aid, Veterans Affairs and Global Campus
- Recruitment and Outreach Impacts
 - Marketing and outreach materials for recruitment
 - Info sessions, presentations, and meetings to promote the program to internal and external partners

Fall 2019:

- Faculty and Course Development Impacts
 - Identify one health communication faculty to complete development of new courses for spring 2020 launch: COMHLTH 574 Health Message Design and Effectiveness
 - Instructional designer support of faculty from WSU Global Campus
 - Discussion and mentoring with faculty member assigned to teach COMSTRAT 701
 Capstone in spring 2020 to ensure curriculum is adjusted to include health communication and promotion topics and interests
 - Assign existing faculty members or adjuncts to teach COMHLTH 572 and COMHLTH 573
- Advising and Graduate Coordinator Impacts
 - Advising and mentoring of prospective students
 - Coordination of application process and protocols with WSU Grad School, Financial Aid, Veterans Affairs and Global Campus
- Recruitment and Outreach Impacts
 - Marketing and outreach materials for recruitment
 - Info sessions, presentations, and meetings to promote the program to internal and external partners

Spring 2020:

- Faculty and Course Development Impacts
 - Assign existing faculty members or adjuncts to teach COMHLTH 574 and COMSTRAT 701
 - Prepare to hire new assistant professor with emphasis in health communication a summer or fall 2020 start date
- Advising and Graduate Coordinator Impacts
 - Advising and mentoring of prospective students
 - Coordination of application process and protocols with WSU Grad School, Financial Aid, Veterans Affairs and Global Campus

- Recruitment and Outreach Impacts
 - Marketing and outreach materials for recruitment
 - Info sessions, presentations, and meetings to promote the program to internal and external partners
- 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.

Class of Spring 2020 Online MA Health Communication and Promotion Standard Program Plan
The program plan is based on the most common model of students taking two courses/semester

- Semester 1 (Fall 2018) COM 561 & COM 562 (existing courses)
- Semester 2 (Spring 2019) COM 563 & COMHLTH 570 (one new class)
- Semester 3 (Summer 2019) COM 564 & COMHLTH 571 (one new class)
- Semester 4 (Fall 2019) COMHLTH 572 & COMHLTH 573 (two new classes)
- Semester 5 (Spring 2020) COMHLTH 574 & COMSTRAT 701 (one new class)

Year 1 (Fall 2018 - Summer 2019):

- New Course Design: COMHLTH 570: Health Communication and Behavior Change (offered spring 2019) and COMHLTH 571 Communicating Health in Practice (offered summer 2019)
- Hiring Plan: No new hires anticipated
- Partnerships: Solidify partnerships (course offerings as core or electives) with WSU College of Nursing, WSU College of Pharmacy, Professional Science Master's degree in Molecular Biosciences, and Nursing Health Disparities Research
- Establish new partnerships and collaborations with other WSU health-related units including College of Medicine, as well as health organizations within the state such as Washington State Department of Health.
- Facility Modifications: none
- Recruiting: (see plan above)

Year 2 (Fall 2019 - Summer 2020):

- New Course Design: COMHLTH 572: Communicating Health to Specialized Populations and COMHLTH 573 Communicating Health in a Digital Landscape (offered fall 2019) and COMHLTH 574 Health Message Design and Effectiveness (offered spring 2020)
- Hiring Plan: No new hires anticipated. Adjuncts may be brought in if needed and financially justified.
- Partnerships: Support and evolve existing partnerships with WSU health-related divisions and outside organizations in support of health communication
- Facility Modifications: none
- Recruiting: (see plan above)

Year 3 (Fall 2020-Summer 2021):

Hiring Plan: Assistant Professor with specialization in health communication

- Partnerships: Support and evolve existing partnerships with WSU health-related divisions and outside organizations in support of health communication
- Facility Modifications: none
- Recruiting: (see plan above)

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.

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.

The program will be funded using the current WSU Online rate of return for graduate credit through internal reallocation. The Graduate DDP model allocates funding only for student AAFTE served at a distance, in excess of the college baseline. Students dually enrolled in on-campus and on-line are not eligible for funding.

Murrow College intends to make this program available in accordance with other Global Campus degrees and in similar fashion to other Murrow Integrated Strategic Communication degree offerings. Murrow College has an early-start advantage of already having built and managed most of the proposed course offerings online. In coordination with Global Campus and following the existing Murrow College online program development model, this degree requires minimal budget outlay to go online. Students will require fewer funds to participate in this online program, and can apply for financial aid as usual. Tuition will be charged as typical with Global Campus degrees.

If AAFTE exceeds projections, existing resources in student services will be commissioned to support academic advising and student support services. With increased enrollments we will also utilize graduate teaching assistants for classes that exceed 25 students and/or hire adjunct faculty to ensure students are able to fulfill program plans and full time faculty are not over-burdened by course load or class enrollments.

Student Services:

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.

Once a student is admitted into the Murrow College Online MA Health Communication and Promotion, they will be contacted by the graduate coordinator via email with a prompt to complete their course planning worksheet. They will be added to the Health Communication and Promotion Listserv that is connected to their WSU email. They will also receive communication from the WSU Graduate School and WSU Global Campus with additional information and instructions.

The Murrow College graduate coordinator is the primary contact for all advising and registration needs. Here is a summary of the role of graduate coordinator:

- Manages and advises all online students currently in the program
- Monitors and tracks information about all applicants, admitted students, students who withdraw or disenroll, students with "unknown" status and alumni
- Updates applications report every semester to track number of applicants and number who enroll
- Updates headcount/AAFTE report every semester that outlines number of courses offered, average class size, headcount, credits and AAFTE
- Coordinates and prepares all admission applications for review by program coordinator (20-40/semester)
- Serves as liaison with other graduate advisors, as well as partner departments including Global Campus, International Programs, Financial Aid, Veterans Affairs and WSU Grad School
- Assists leadership in troubleshooting issues and challenges related to student and program success
- Conducts research, prepares reports and completes other duties as needed by leadership
- Advises new and current students (140-175 students/year)
- Participates and support recruitment and retention efforts including attending meetings, preparing reports and facilitation of online info sessions (webinars)
- Monitors and updates individual student program course planning worksheets every semester to ensure students stay on track or make adjustments under guidance
- Misc. student assistance with transcripts, international student application processes and paperwork, financial aid issues, etc.

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

Other WSU divisions impacted by this new degree program include Global Campus (recruitment, marketing, media services, registrar, instructional design, administration), Financial Ald, WSU Grad School (admissions, assessment, accreditation), Veterans Affairs, Access Center, and WSU Libraries. The anticipated impact to these groups and related services is minimal as the online MA Health Communication and Promotion program will have managed growth and is predominantly facilitated by the Murrow graduate coordinator, program coordinator and strategic communication leadership. Applying the same model used for the online MA Strategic Communication professional master's degree, the graduate coordinator will serve as the primary liaison to these divisions and ensure communication is efficient and streamlined. The addition of this degree will not negatively impact existing Murrow students but in turn will provide them with a new avenue for specialization in graduate coursework.

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.

The program will not require new laboratories, facilities, equipment, or resources because all courses will be delivered online. Students will be asked to purchase the software needed to complete the program, to have access to reliable broadband internet connections, and to have a place to complete their coursework.

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.

No new collections, serials, media, or news sources are required as existing library collections are all adequate for the proposed Online MA in Health Communication and Promotion. Students will have full access to the existing online journals, news sources, and media available through the library. The courses have also been designed to make use of online materials that are either within the public domain or that have been made available for educational purposes.

Emphasis on open access sources and size of classes will place minimal demands on existing staff and would not require additional library staff hires or additional fund allocations to support collection and journals. Library personnel support is responsive and sufficient for the demand that will result from this program. Students accessing the courses from remote locations will have full access to the library materials needed to complete their assignments.

WSU Online students engaging in the online MA program will have access to the online databases in the WSU Libraries collections as well as to the book delivery and other library services available to all WSU Online students. Because the degree is to be offered online, because of the emphasis this MA program places on open access materials, and because of its workplace- and problem-based focus, the anticipation is that the impact on WSU Libraries' services and personnel would be minimal and that existing personnel and services can support the program.

There may also be some minimal impact on the time of the Librarian for Communication and the WSU Online Librarian when students of the program find themselves with questions about library services and access to library collections. However, because of the availability of the Libraries' existing online user-education, WSU Online, and Communication tutorials and guides, most students should be able to locate sources from the library collections with very little assistance.

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.

To ensure quality and buy-in from the faculty, we have drawn from our roster of clinical and tenure-track faculty to develop and administer the new area of emphasis in health communication.

Murrow College has more than a dozen faculty with expertise, practical experience and/or research emphases in health communication. The faculty are tenure-track and clinical professors who are poised to teach the health communication courses. All faculty have experience in the design and/or delivery of online courses. The COM core courses are existing and taught by several existing tenure-track and clinical faculty, and instructors from Murrow College.

The Capstone course is 3-credits and pass/fail. WSU Graduate School policy mandates that each student is assigned to a three-member Graduate Review Committee as part of performance assessment throughout the course. Each committee must be comprised of at least one research faculty in addition to two more who have a master's degree and teach within Murrow College (instructor or clinical). As primary instructor for the course, the director or program coordinator serves on all committees as one of the three. On average, each faculty member is responsible for assessing the submissions of 6-10

students. As this is a volunteer activity, it is our goal to not ask faculty to serve on a committee more than one time in an academic year.

The faculty in Murrow have research and teaching expertise in the following areas:

Communicating and promoting health: Faculty in the Edward R. Murrow College develop and evaluate health campaigns. In addition to traditional mass media campaigns, faculty focus on digital technologies for health promotion, including eHealth and mHealth. Faculty members and the graduate students working with them have created health promotion campaigns for topics spanning mental health, chronic disease, alcohol and casual sex, nutrition, physical activity, among others. Evaluation studies take place in the lab but also in the field, allowing for research that impacts communities in applied settings.

Examining effects of media on health attitudes and outcomes: Faculty have completed numerous studies that examine the media's effect on health attitudes and behaviors. For example, researchers have examined how alcohol and tobacco advertising impact youth's desire to use such products. Our faculty have also assessed how exposure to music videos, television programs, and social media can impact attitudes and behaviors related to romantic relationships, sexual assault, and interpersonal violence as well as nutrition and physical activity.

Improving media literacy in health contexts: Faculty assess how an audience's understanding of media messages influence health outcomes and behaviors. For example, faculty have worked with youth in the state to draw attention to how media producers create content that impacts health attitudes. Through this work, faculty members have examined the role media literacy can play in providing a protective factor to youth. Faculty also have experience working with underserved populations, examining how risks are perceived, how perceptions impact behaviors, and how communication can address challenges in complex systems.

The following faculty members could teach in the Professional Core or Health Communication and Promotion Core. Those who teach in the Health Communication and Promotion core include faculty who have worked professionally in areas related to health communication, such as hospital communication, public health, and nonprofit health.

Relevant faculty members:

- Brett Atwood, clinical associate professor
- Erica Austin, full professor
- Rachel Bailey, assistant professor
- Amanda Boyd, assistant professor
- Porismita Borah, associate professor
- Elizabeth Candello, clinical assistant professor
- Chris Cooney, clinical assistant professor
- Rebecca Cooney, clinical assistant professor
- Doug Hindman, associate professor
- Stacey Hust, associate professor
- Narayanan Iyer, clinical associate professor
- Yoon Joo Lee, assistant professor
- Yujung Nam, assistant professor
- Chelsea Newman, instructor
- Mina Park, assistant professor
- Jeff Peterson, associate professor

- Bruce Pinkleton, full professor
- Cara Salazar, clinical assistant professor
- Robert Richardson, clinical assistant professor
- Derek Scheips, clinical assistant professor
- Corrie Wilder, clinical assistant professor
- Jessica Willoughby, assistant professor

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 Global Campus serves different students than the residential and urban campuses, and therefore the impact on enrollments at these other locations should not be impacted by the addition of the degree to the Global Campus. Students seeking a degree online are typically not the same students who would be interested in a degree from one of our physical campuses. Instead, this online degree will serve a new and untapped population who might not have pursued a degree with WSU otherwise. This is expected to serve as a strong extension of the WSU and Murrow College footprint statewide and beyond. Offering this degree creates a unique learning opportunity in a growing market of health communication strategies to those who will strive and thrive in online professional development and higher-learning engagement experience with WSU.

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?

We will evaluate progress toward enrollment goals each year, and increase marketing and recruiting efforts if enrollment goals are not met. Within five years if the goals for enrollment are not met, faculty will review the existing curriculum and consider whether the program is viable.

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.

reviews of this program.	
Name	Contact Information (email, phone, address)
Prabu David	pdavid@msu.edu; 404 Wilson Road, Communication Arts and
	Sciences Building, Michigan State University
Seth Noar	noar@email.unc.edu; (919) 962-4075; Carroll 382, UNC School of Media and Journalism, University of North Carolina at Chapel Hill
Linda Aldoory	laldoory@umd.edu; (301) 405-6520; Department of Communication University of Maryland College Park, MD 20742

Attachments:	
☐ Financial Worksheet	
☐ Four-Year Degree Plan (undergraduate); curriculum overview (graduate and profession	onal)
☐ Curriculum Map (undergraduate)	
□ Assessment Plan	
☐ Letters of financial commitment	
☐ Contracts or MOUs if applicable	

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Office of Disease Prevention and Health Promotion (2017). Health Communication and Health Information Technology. *Healthy People 2020*. Retrieved from https://www.healthypeople.gov/2020/topics-objectives/topic/health-communication-and-health-information-technology.

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Online MA Health Communication and Promotion Assessment of Student Learning and Student Achievement

Draft Plan submitted by Rebecca Cooney, Stacey Hust and Jessica Willoughby Oct 1, 2017

Mission Statement: The Edward R. Murrow College of Communication is committed to creating knowledge and facilitating learning about the production and interpretation of messages. Combining programs that integrate fundamental communication domains, we are uniquely positioned to disseminate knowledge in a world where interpersonal and mediated communication converge. Our program mission supports the larger WSU mission of heritage, tradition and service with an emphasis in three areas:

- Advance knowledge through the pursuit of quality research that respects and is informed by diverse disciplines, perspectives, and methods and strive to contribute knowledge with both theoretical and practical implications.
- Extend knowledge by sharing our expertise and abilities with the broader community through service activities beyond research and instruction. Such activities are exemplified by faculty outreach to various community and industry groups, and by faculty participation in decision making at all levels of the University.
- Apply knowledge by seeking an understanding of communication and its role in society, teaching that understanding in the classroom and beyond, and applying our knowledge in the broader community

Program Description: The Online MA in Health Communication and Promotion will provide a solid core curriculum, consisting of classes in multimedia content creation, crisis communication, professional ethics, and research methods. In specialized courses in health communication students will learn health behavior change theories relevant for prevention messaging, message creation and design for effective information distribution, and techniques for effectively communicating health information with specialized populations. The program is designed so that each course builds towards a capstone experience that ties together all of the skills accumulated by the student throughout the program. While moving through the program, students build portfolios that provide evidence of professionally-relevant experiences from each class. Capstone deliverables are a demonstration of the student's mastery of core MA Health Communication and Promotion concepts through a comprehensive exam and professional online portfolio. The comprehensive exam includes prompts for students to respond to five (5) questions, case studies or activities.

A multidisciplinary approach:

- · Offers expertise in new and traditional media
- Teaches students how to gather and analyze information and use those findings in creating health and public awareness campaigns
- Furthers skills in analyzing information and designing health communication strategies, programs, and initiatives
- Advances student knowledge in communication monitoring, metrics and reporting effectiveness of outreach efforts
- Trains students, in the tradition of Edward R. Murrow, to create messages that are both strategic and responsible

Includes weekly online instructor office hours, frequent student self-assessment tools, ongoing
interaction with other students, and a cohort structure in which students go through the
program with the same group

Program Objectives: There are two primary objectives for the Online MA Health Communication and Promotion program. These include 1) producing quality students who possess the theoretical foundation and practical knowledge to succeed in their chosen fields and; 2) training individuals who will perform at the highest level of both professional and ethical standards.

According to Harvard's School of Public Health, "a health communication background is a necessity and advantage to one's career within the continually evolving field of public health." Health communication professionals possess the following core competencies (Harvard School of Public Health, n.d.)

- Independent research and scholarly contribution in the advancement of health communication science
- Design of effective behavior change communication strategies
- Public health communication with service to state and federal agencies through the design, delivery and measurement of public health campaigns
- Risk communication expertise
- Crisis communication expertise
- Professional communication for nonprofit health agencies
- Skills in advertising, digital communications, community relations, and health marketing
- Media relations with emphasis in public health matters

Student Learning Outcomes:

- <u>SLO1:</u> Demonstrate knowledge of health communication and promotion theories and practices
 that will guide program development, message design, and education to communicate health to
 diverse audiences.
- SLO2: Ability to gather and assess health-related information using analyses and research.
- <u>SLO3</u>: Evidence of professional skills to develop health communication and promotion campaign materials and implementation of campaigns through administration and management, planning, leadership, teamwork, and patient/population relations.
- SLO4: Demonstrate the ability to ethically communicate health information to diverse audiences

Courses	SLO 1	SLO 2	SLO 3	SLO 4
COM 561: Professional Multimedia Content Creation	1	1	1	R
COM 562: Crisis Communication in Global Contexts	1	ı	1	R
COM 563: Ethics for Professionals	ı	ì	ı	R
COM 564: Research Methods for Professionals	1	R	1	R
COMHLTH 570: Health Communication and Behavior Change	R	R	R	М
COMHLTH 571: Communicating Health in Practice	R	R	R	М
COMHLTH 572: Communicating Health to Specialized Populations	R	R	R	М
COMHLTH 573: Communicating Health in a Digital Landscape	R	R	М	М
COMHLTH 574: Health Message Design and Effectiveness	м	М	М	М
COMSTRAT 701 Capstone Project	м	М	M	м

Methods of Assessment: Any educational program must have a means for continual review and adjustment. Built into the curriculum is assessment criteria that provides instructors and administrators with data regarding the effectiveness of the curriculum in meeting learning goals, the appropriateness of the assignments, the growth in the professional and ethical competence of the students, and the success of the students in the workplace. The data are used to adjust curriculum goals, course assignments, assignment evaluation methods, and course content. Assessment data results from multiple sources, including: in-course assessment by students, faculty assessment of student achievement of learning goals, and end-of-program assessment of students and portfolios.

Murrow College will coordinate assessment activities that include online students and courses with sufficient sample size and representation to ensure that these activities track to student learning excellence and program integrity within the format Murrow College already employs to conduct assessment and reporting. This online program will be added to that format along with additional questions that measure the online-specific learning experience as a part of that entire evaluation. This

includes the use of Qualtrics, Blackboard Learn, and other polling means to gather data. As students near completion of their professional master's degree and throughout their instruction, Murrow will collect capstone data for the online degree. Industry professionals who participate, mentor, and evaluate student work provide meaningful feedback as well, which will greatly benefit the evaluation of online course learning. In fact, involving these professionals may prove to be easier for an online program should they like to participate remotely without traveling to physical campuses.

Beyond the classroom, student success can be highlighted for online students just as well as for the campus-based experience, as internships, competitions, excellence awards, and showcase entries will be made available for MA degree-seeking online students.

Direct Measures of Student Learning

Direct measures of student learning assessment will be conducted throughout the students' experience with the online MA Health Communication and Promotion program. With the use of points attached to specific rubrics mean student GPA, individual grades received on course assignments, metrics collected as part of qualitative research methods in select courses and peer, instructor and grad committee review and evaluation will also be used as direct measures of student learning. Program assessment of graduate student work including our data sources, methods for assessment, how often the data is collected and expectations of each of the methods is summarized in Table 1. These sources were chosen because they are required by all online MA Health Communication and Promotion program students and align with our learning outcomes.

Students will be evaluated by course requirements each semester with the expectation of scoring a grade of "B" or above for related assignments as specified in rubrics.

LEARNING OUTCOME	DATA SOURCE	METHOD(S) OF ASSESSMENT
SLO1: Demonstrate knowledge of health communication and promotion theories and practices that will guide program development, message design, and education to communicate health to diverse audiences.	Projects produced in coursework (COMHLTH 570, 571,572, 573, 574) and Capstone	Instructor, peer and graduate committee review of projects presented in a student's portfolio Online metrics, such as site traffic and likes on Facebook as required in select courses Target market evaluation of campaign tactics Rubric-based scores on assignments

		GPA in coursework
SLO2: Ability to gather and assess health-related information using analyses and research.	Performance in coursework (COM 562, 564) and (COMHLTH 570, 571, 572, 574) and Capstone	Rubric-based scores on assignments GPA in coursework Metrics from student-designed polls and surveys as part of coursework
SLO3: Evidence of professional skills to develop health communication and promotion campaign materials and implementation of campaigns through administration and management, planning, leadership, teamwork, and patient/population relations.	Performance in coursework COM 564, (COMHLTH 570, 571, 574)	Peer and instructor evaluation of management/leadership skills of individuals Instructor evaluation of student's ability to understand and apply ethical principles to strategic communication problems Instructor evaluation of brand analysis, advertising strategy, and creative brief Peer, client, and target market evaluation of message designs Rubric-based scores on assignments GPA in coursework

SLO4: Demonstrate the ability to ethically communicate health information to diverse audiences	Performance in coursework (COM 561, 562, 563), (COMHLTH 570, 571, 572, 573, 574) and Capstone	Peer and instructor evaluation of management/leadership skills of individuals Instructor evaluation of student's ability to understand and apply ethical principles to strategic communication problems Peer, client, and target market evaluation of message designs Rubric-based scores on assignments GPA in coursework
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Capstone:

The Capstone (COMSTRAT 701) is the final course in the online MA Health Communication and Promotion. Capstone deliverables are a demonstration of the student's mastery of core MA Health Communication and Promotion concepts through a comprehensive exam and professional online portfolio. Students are assessed in three core attributes: critical thinking, written communication and creativity. The comprehensive exam includes prompts for students to respond to five (5) questions, case studies or activities. Each response is open-book (not proctored) and completed individually (non-collaborative). With these five prompts, students are asked to demonstrate their understanding and proficiency in the following core areas:

- Digital content creation
- Research methods
- Crisis communications
- Professional ethics
- Effects of health communication on behavior change
- Patient-medical practitioner communication
- Communicating health messages in digital channels
- Awareness campaign design, testing and strategy

Course Learning Goals

- 1. *Critical Thinking*: Ability to gather and assess strategically relevant information using analyses and research.
- Written Communication: Evidence of professional skills to develop strategic communication materials using best practices and industry standards presented across the curriculum
- Creativity: Demonstrate knowledge of strategic, entrepreneurial communication skills such as managing online presence, self and organizational presentation, and collaboration in an increasingly global world.

Course Deliverables

- Completion of five (5) questions, case studies or activities (referred to in this course as "prompts")
- Completed Online Portfolio that includes an About Me page, Resume or Work History, Contact page and Portfolio Index showcasing six (6) completed assignments representative across the curriculum.
- Optional, yet encouraged participation in weekly discussion threads designed to maintain student and instructor connection and add value and insights related to prompts.

Graduate Review Committee (aka "Examination Committee"): Although this is a professional degree and absent of a research project or thesis, the WSU Graduate School still requires final examination and balloting. Requirements around "final examination" are accomplished through our prompt design and online portfolio assignment. A committee of at least three faculty members must be assigned to each student. Committees are made up of clinical and research faculty affiliated with The Edward R. Murrow College of Communication and the Online MA Health Communication and Promotion program. Each semester teams of three faculty are formed to serve as the academic review committee for all students enrolled in COMSTRAT 701 Capstone. Each Graduate Review Committee is assigned to 5-8 students. Their primary role is to provide thoughtful review and assessment of each student's response to prompts – providing analysis and feedback against a pre-determined rubric designated for that prompt. They also review and assess students' final online portfolio to ensure assignment expectations are met. Students do not interact directly with their review committee. All communication is facilitated by the Capstone instructor who serves as one of the three members of each committee.

Grading and Final Balloting: Students are given approximately 10 days to complete each prompt. Graduate Committee members are given 10 days to review and assess. COMSTRAT 701 Capstone is a pass/fail course. Students must complete all five prompts and online portfolio in order to meet minimum criteria for the course. Points are attached to prompts and the online portfolio for the purpose of assessment. Each prompt and the online portfolio is assessed using a set point structure that incorporates a pass/fail threshold based on the grading scale below. "Passing" is defined as scoring a 1 or above.

Grading Scale

(0) Deficient: Does not meet course standards (does not meet assignment standards)

- (1) Competent: Meets basic course standards (student meets basic requirements of the assignment)
- (2) Proficient: Exceeds course standards, approaches professional/academic publication standards (student demonstrates clear proficiency in assignment requirements)
- (3) Exemplary: Meets or exceeds professional/academic publication standard (student exceeds assignment requirements and stands as an example to others for how the assignment should be completed)

Indirect Measures of Student Learning

Complementary measures and activities of instruction and student learning to align with program goals. We will use indirect measures to evaluate students' perceived learning, such as entrance, midpoint and exit surveys and course evaluations. Other complimentary measures of instruction and student learning will include peer evaluation as part of curriculum in select courses, faculty development workshops in teaching and learning with special emphasis on success in teaching in the digital space, review of curriculum maps and ongoing assessment and evaluation of policies and procedures.

OTHER ASSESSMENT ACTIVITIES	COLLECTED
Entrance survey (assessment benchmark)	Survey to be developed within the first year of the program offering, to be administered each semester for students who have completed COM 561 and are preparing for other lower core courses.
Mid-point survey (assessment after completion of four courses)	Administered to students who have successfully completed four courses.
Exit survey (assessment for success in achieving objectives based on metrics presented in entrance survey)	Administered at the close of each semester.
Online MA StratComm Program Exit survey (primarily focused on student overall experience in the program)	Collected as part of Capstone course at the close of each semester
Faculty development workshops and training (with emphasis on meeting student learning outcome objectives for online teaching)	Ongoing
Course evaluations	Each semester

Instructor Capstone evaluations (review and feedback of materials presented in student final productions)	Each semester
Program assessment and review meetings with core program and college leadership teams	Ongoing
Review of curriculum maps for individual courses by faculty and college leadership	Bi-annually
Review and evaluation of policies and procedures core to online faculty and student success	Annually
Faculty meetings with agenda items specific to those teaching online or developing courses	Each semester
Faculty review and conclusion of needed content matriculation with emphasis on changing up of assignments and exams	Annually

In addition, the program will employ a variety of direct and indirect measures to assess the proficiency levels of those graduating from the program.

- Direct measures to assess the core competencies required for assessment of the overall program involving pre- and post-tests. These tests will be administered at the beginning of the student's career and at the end to determine progress.
- Indirect measures to assess campaigns and project portfolios. Industry professionals will be invited to assess and critique the quality of work emerging through class projects and assignments.
- Indirect measures to assess the satisfaction of students with the program by administering surveys.
- Indirect measures to assess overall student performance by tabulating student participation and success in competitions.
- Indirect measures to assess alumni performance by informally tracking graduates' success in the
 professions and communicating with alumni about school initiatives and alumni views of the
 program.

Use of Assessment Data: The graduate faculty in the MA Health Communication and Promotion have established the following committees to assist in the administration and assessment of the program:

- Dean's Council
- Graduate Faculty
- Admissions and Recruitment Committee
- Assessment Committee

Data collected and analyzed by the Assessment Committee with be shared with the program faculty, and specifically with the Graduate Faculty to determine if courses are meeting the needs of students in

the program. Student handbooks will be updated to reflect changes in program policies and requirements. The Admissions and Recruitment Committee will use aggregated assessment data to enhance marketing, recruitment and placement efforts. Information about student success will be shared with the Murrow Advisory Board to assist in student advancement and will be submitted to the national accrediting body's annual newsletter.

				lealth MA DRA 10/1/2017	FT					
			1st-2nd	3rd-4th-Et	•	1st	2nd	3rd	4th	i i
			101 2110	014 1111 22		Academic	Academic	Academic	Acade	
			FTE	FTE		Year	Year	Year	Yea	
Total Stude	ent HDC					15	25	30	40	
Total Stude	ent AAFTE					4.5	7.5	9	12	D.
Personne	ı									
	Faculty									
	Chair (Dr. Stacey Hust)		0.0	5 0	05	2,700	4,500	4,500		4,500
	Assitant Professor		0.0		20	-	5	14,800	1-	4,800
	Adjunct Professor		0.0	0 0	.00		-	17.		-
		Subtotal	0.0	5 0.	25	2,700	4,500	19,300	1	9,300
	Exempt									
	Academic Coordinator		0.10	0.2	00	4,750	4,750	9,500		9,500
		Subtotal	0.10	0 0.2	00	4,750	4,750	9,500		9,500
	Total Personnel		0.15	0.4	50 \$	7,450.00	\$ 9,250.00	\$ 28,800.00	\$ 28,8	00.00
Benefits										
	Faculty					791	1,319	5,655		5,655
	Exempt				_	1,620	1,620	3,240		3,240
	Total Benefits				\$	2,410.85	\$ 2,938.25	\$ 8,894.40	\$ 8,8	94.40
	Link to current benefits	model rates								
Goods an	nd Services 2 months sala	ry for course deve	lopment			5000	5,000	9 살 1		-
Travel						0	-%	/-		-
Equipmen	nt (laptops, cameras, softv	vare)			_	0	144	-		-
	Total Direct Costs				_	14,861	17,188	37,694		37,694
	Total Costs				\$	14,860.85	\$ 17,188.25	\$ 37,694.40	\$ 37,6	94.40
	One-Time Costs									
	Recurring Costs					14,861	17,188	37,694	3	37,694
	Total Costs					\$ 14,860.85	\$ 17,188.25	\$ 37,694.40	\$ 37,6	94.40
	Calculated total cost per	student AAFTE:				3,302	2,292	4,188		3,14
-	Estimated Revenue				\$		\$ 34,140	\$ 40,968	\$ 5	4,624
	Net Revenue				\$	5,623,15	\$ 16,951,75	\$ 3,273.60	\$ 16,9	29.60

EXHIBIT I Board of Regents May 4, 2018

ACTION ITEM #1

WSU Wenatchee Tree Fruit Research and Extension Center Sale of Real Property (Stacy Pearson)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Wenatchee Tree Fruit Research and Extension Center Sale of

Real Property

PROPOSED: That the WSU Board of Regents authorize the sale of a 9.5 acre, or in

> the alternative, a 6.0 acre plot of real property located on the Wenatchee Tree Fruit Research and Extension Center, and delegate authority to the President or his designee to select the best offer and to enter into any and all documents necessary to complete this sale.

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

SUPPORTING INFORMATION:

The headquarters of the Wenatchee Tree Fruit Research and Extension Center (WTFREC) is located in the city of Wenatchee. Some research is conducted at the headquarters but most of the research is performed at other WTFREC properties in the Wenatchee area. Housing developments are encroaching on the area surrounding the WTFREC headquarters, and as a result, the headquarters property has become less desirable for research. The Dean of the College of Agricultural, Human, and Natural Resource Sciences has determined that part of the headquarters property is surplus to the WTFREC's needs, has requested to sell all or part of the surplus property. No legal restrictions were identified that would prevent the Regents from authorizing the sale of this property to benefit the University.

The property being proposed for sale is a portion of two parcels that were originally purchased in 1937 and 1943 for the WTFREC. The property currently is partially vacant and contains administrative and support buildings for WTFREC. The Director of WTFREC has determined that 9.5 acres and the support buildings thereon are

surplus to the needs of the Center. On June 7, 2017, the property was appraised in two scenarios. Scenario 1 contains 6.0 of the 9.5 acres and was valued at \$1,042,000. Scenario 2 is of the whole 9.5 acres and was valued at \$1,532,000. The photos below show each scenario. The intent is to offer both scenarios for sale and then determine what to actually sell based on the offers to purchase.

WSU Wenatchee Tree Fruit Research and Extension Center (Outlined in Yellow)



SCENARIO 1

Geographic Information System | WSU Facilities Services



https://gis.wsu.edu/GISSMMO/?AppTitle=RealEstate

2/14/2017

SCENARIO 2

Geographic Information System | WSU Facilities Services



https://gis.wsu.edu/GISSMMO/?AppTitle=RealEstate

2/14/2017

BOARD OF REGENTS

WSU Wenatchee Tree Fruit Research and Extension Center Sale of Real Property

Resolution #180504-579

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 authorize the sale of a 9.5 acre, or in the alternative, a 6.0 acre plot of real property located on the Wenatchee Tree Fruit Research and Extension Center, and delegate authority to the President or his designee to select the best offer and to enter into any and all documents necessary to complete this sale.

Dated this 4th day of May, 2018.

Chair, Board of Regents

Secretary, Board of Regents

EXHIBIT J Board of Regents May 4, 2018

ACTION ITEM #2

WSU Prosser, IAREC Ground Lease (Stacy Pearson)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Prosser, IAREC - Ground Lease

PROPOSED: That the WSU Board of Regents authorize the lease of approximately

> 150 acres of agricultural land at the Roza Unit of the WSU Irrigated Agriculture Research and Extension Center located in Prosser for a period of 10 years and 4 months with the potential for two 5 year renewals, and delegate authority to the President or his designee to select the successful proposer and enter into any and all documents

necessary to complete this ground lease transaction.

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

SUPPORTING INFORMATION:

The WSU Prosser Irrigated Agriculture Research and Extension Center (IAREC) creates integrated solutions and educates regional and communities and future generations economically, environmentally, and socially sustainable irrigated agriculture. The Center currently hosts 14 WSU faculty. The Center includes two separate land units in the Prosser area; the Singleton headquarters and the Roza Unit. The Roza Unit is a 338 acre (288 farmable acres) tract located about 3 miles north of IAREC's Singleton headquarters.

IAREC faculty scientists primarily use the east side of the Roza Unit for research activities. Over the past 20 years, research demand for acreage on the west side of the Roza Unit has consistently declined. Currently, this unused acreage is planted to winter wheat or alfalfa, which provides minimal returns. A consolidation of research plots from the west side to the east side of the Roza Unit allows WSU to offer a 150 acre+/- contiguous plot on the west side of the Unit for lease to commercial growers of perennial crops, such as fruit trees, grapes and hops. The Dean of CAHNRS has requested that this plot

be leased out for this purpose.

The land to be leased has been valued at \$1.46 million by an assessor/realtor. Anticipated net revenue to be generated by the ground lease over the entire 20 year period is estimated to be up to \$3.2 million depending on crop type and including escalations. The initial 10 year lease term is estimated to be \$1.3 million. The first 5 year renewal, if exercised, is estimated to generate in excess of \$850,000, and the second 5 year renewal, if exercised, is estimated to generate in excess of \$1 million. The lease revenue will be used to repay Prosser IAREC's farm operations debt by the end of FY 2022. Other investment needs include facility improvements, growth chambers, screen and greenhouses, faculty support and instructional capacity.

ATTACHMENT: Attachment A - Aerial View of the Site



The area bounded in red is the land to be leased.

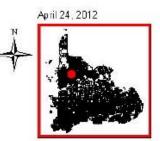


United States Department of Agriculture Farm Service Agency

Farm: 2295 Tract: 746

Benton County, WA 1:9,110

Disclaimer Wetland identifiers do not represent the size, shape or specific determination of the area. Refer to your original determination (CPA-026 and attached maps) for exact wetland boundaries and determinations, or contact NRCS.



BOARD OF REGENTS

WSU Prosser, Irrigated Agriculture Research and Extension Center (IAREC) Ground Lease

Resolution #180504-576

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 authorize the lease of approximately 150 acres of agricultural land at the Roza Unit of the WSU Irrigated Agriculture Research and Extension Center located in Prosser for a period of 10 years and 4 months with the potential for two 5 year renewals, and delegate authority to the President or his designee to select the successful proposer and enter into any and all documents necessary to complete this ground lease transaction.

Dated this 4th day of May, 2018.	
	Chair, Board of Regents
	Secretary, Board of Regents

EXHIBIT K Board of Regents May 4, 2018

ACTION ITEM #3

WSU Voiland College of Engineering and Architecture (at Olympic College, Bremerton) Interagency Agreement with Building Renovation (Stacy Pearson)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Voiland College of Engineering and Architecture - Third

Amended and Restated Interagency Agreement between WSU and

Olympic College in Bremerton.

PROPOSED: That the WSU Board of Regents authorize WSU to enter into the

Third Amended and Restated Interagency Agreement ("Agreement") with Olympic College in Bremerton ("OC") and delegate authority to the President or designee to sign the Agreement and, further, to enter into any and all subsequent and additional agreements, including but not limited to real property agreements, desired or necessary in furtherance of WSU's offering of

Engineering degrees at OC.

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

SUPPORTING

INFORMATION: In 2009, the Legislature provided funding for the extension of WSU's

Mechanical Engineering program to OC. Since that time, WSU has offered a Bachelor of Science in Mechanical Engineering at OC. The Mechanical Engineering program is offered in an OC building called

the RBS Engineering Lab.

In 2015, the Legislature provided funding for an extension of the

WSU Electrical Engineering program to be located at OC.

The extension of the Bachelor of Science Degree in Electrical Engineering to OC came before the Board 2016. Interim Co-Provost Erica Austin noted at that time that the Faculty Senate had approved the extension on January 28, 2016. The Board approved extension

of the Electrical Engineering degree on May 6, 2016.

To effectuate the further extension, WSU and OC entered into a Second Amended and Restated Interagency Agreement dated June 29, 2016. In that Agreement, the parties acknowledged that the RBS Engineering Lab was not large enough to accommodate both the existing Mechanical Engineering program and the expanded Electrical Engineering program. The parties agreed that the 1720 Warren Building would be renovated and utilized for the Electrical Engineering program. The Second Amended and Restated Interagency Agreement contemplated that WSU would pay for the remodel of the 1720 Warren Building, the cost of which was estimated at \$850,000. This Agreement was signed in June 2016.

As the renovation plans were developed further, the projected cost of the renovation increased. In order to reflect the increased costs as well as other modifications to the transaction, the parties desire to enter into the instant Agreement. The Agreement sets forth all aspects of the cooperative relationship between WSU and OC, including the obligation of WSU to pay not more than \$1,679,650 for the renovation of the 1720 Warren Building, and OC's agreement to provide the 1720 Warren Building to WSU for its Electrical Engineering program. WSU received \$700,000 in appropriated funds to help pay for this remodel and paid an additional \$85,000 in 2017. The remainder of the funds are to be paid over five years starting on June 30, 2018 in the amount of \$178,930 annually. WSU will also pay related sums including payments for operating costs and services. OC will in turn provide, maintain, and repair the spaces for the Mechanical and Electrical Engineering programs, provide a variety of services, and pay WSU for instructional costs. Appropriations and enrollment revenues will be used to cover these investments and program costs. The Term Agreement continues to May 2037, with options to renew.

ATTACHMENT: 3rd Amended and Restated Interagency Agreement – Olympic College

BOARD OF REGENTS

WSU Voiland College of Engineering and Architecture (at Olympic College, Bremerton) Interagency Agreement with Building Renovation

Resolution #180504-577

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 authorize WSU to enter into the Third Amended and Restated Interagency Agreement ("Agreement") with Olympic College in Bremerton ("OC") and delegate authority to the President or designee to sign the Agreement and, further, to enter into any and all subsequent and additional agreements, including but not limited to real property agreements, desired or necessary in furtherance of WSU's offering of Engineering degrees at OC.

Dated this 4th day of May, 2018.	
	Chair, Board of Regents
	Secretary, Board of Regents

THIRD AMENDED AND RESTATED INTERAGENCY AGREEMENT BETWEEN WASHINGTON STATE UNIVERSITY AND OLYMPIC COLLEGE

THIS THIRD AMENDED AND RESTATED INTERAGENCY AGREEMENT ("Third Amended and Restated Interagency Agreement" or "Agreement") is made and entered into by and between Washington State University, an institution of higher education and agency of the state of Washington (hereafter referred to as "WSU"), and Olympic College, a community college located in Bremerton, Washington (hereafter referred to as "OC").

RECITALS

WHEREAS, in 2009, the Washington Legislature provided funding for an extension of the WSU mechanical engineering program to be located at OC;

WHEREAS, to effectuate such extension, WSU and OC entered into that certain Interagency Agreement dated June 16, 2010 (WSU Contract #18680) (the "Original Agreement"), to memorialize the terms and conditions under which WSU and OC would cooperate to offer the third and fourth year of WSU's Bachelor of Science in Mechanical Engineering at OC in Bremerton;

WHEREAS, WSU and OC also entered into that certain Addendum No. 1 to the Original Agreement dated September 20, 2010 (the "Addendum"), to supplement the terms and conditions of the Original Agreement;

WHEREAS, WSU and OC also entered into that certain Amendment No. 1 to the Original Agreement dated January 3, 2013 (the "Amendment"), to extend the term of the Original Agreement pending the completion of the drafting of an Amended and Restated Interagency Agreement;

WHEREAS, WSU and OC entered into an Amended and Restated Interagency Agreement dated May 10, 2013 ("First Amended and Restated Interagency Agreement");

WHEREAS, in 2015, the Washington legislature provided funding for an extension of the WSU electrical engineering program to be located at OC;

WHEREAS, to effectuate the further extension, the parties entered into a second Amended and Restated Interagency Agreement dated June 29, 2016 ("Second Amended and Restated Interagency Agreement"); and

WHEREAS, the parties desire to consolidate the terms of the Original Agreement, Addendum, Amendment, First Amended and Restated Interagency Agreement, and Second Amended and Restated Interagency Agreement, as applicable, and to clarify, modify, and expand the same, and thus enter this Third Amended and Restated Interagency Agreement.

NOW, THEREFORE, the parties hereto agree as follows:

- **1. INCORPORATION OF RECITALS.** The above Recitals are incorporated herein by reference.
- **2. AMENDMENT AND RESTATEMENT**. This Third Amended and Restated Interagency Agreement is intended to supersede and replace in their entirety the Original Agreement, Addendum, Amendment, First Amended and Restated Interagency Agreement, and Second Amended and Restated Interagency Agreement.

3a. ADMISSION, REGISTRATION, DEGREE AWARDED FOR MECHANICAL ENGINEERING

- a. Joint duties:
 - i. The parties shall cooperate with one another during the term of this Agreement to plan, make arrangements, and recruit students in offering years three and four of WSU's Bachelor of Science in Mechanical Engineering ("BSME") at OC in Bremerton. WSU's program in Mechanical Engineering based at Olympic College, Bremerton shall be referred herein as "WSUME.OCB."
 - ii. WSU and OC will jointly recruit up to a total of 30 students each fall semester for the WSUME.OCB.
 - iii. WSU and OC will prepare a joint legislative request to secure high demand-funding for WSUME.OCB, when appropriate and if available.
- b. WSU Duties
 - i. WSU will admit the WSUME.OCB students through the WSU-Global campus.
- c. Admission Standards
 - i. Students must meet all WSU admission requirements and WSUME.OCB acceptance requirements.
 - ii. Approximately 30 students will be accepted into WSUME.OCB each year (a total WSUME.OCB student body of approximately 60 individuals).
- d. Degree
 - i. Students will receive a WSU Bachelor of Science in Mechanical Engineering degree upon successful completion of the program.

3b. ADMISSION, REGISTRATION, DEGREE AWARDED FOR ELECTRICAL ENGINEERING

- a. Joint duties:
 - i. The parties shall cooperate with one another during the term of this Agreement to plan, make arrangements, and recruit students in offering years three and four of WSU's Bachelor of Science in Electrical Engineering ("BSEE") at OC in Bremerton. WSU's program in Electrical Engineering based at Olympic College, Bremerton shall be referred herein as "WSUEE.OCB."
 - ii. WSU and OC will jointly recruit up to a total of 25 students each fall semester for the WSUEE.OCB.
- b. WSU Duties
 - i. WSU will admit the WSUEE.OCB students through the WSU-Global campus.
- c. Admission Standards
 - i. Students must meet all WSU admission requirements and WSUEE.OCB acceptance requirements.
 - ii. Approximately 25 students will be accepted into WSUEE.OCB each year (a total WSUEE.OCB student body of approximately 50 individuals).

d. Degree

i. Students will receive a WSU Bachelor of Science in Electrical Engineering degree upon successful completion of the program.

4a. COURSES FOR MECHANICAL ENGINEERING

- a. WSU Duties:
 - i. WSU will offer at OC (during the academic year) the Mechanical Engineering ("ME") courses in the third and fourth year of the BSME schedule of studies.
 - ii. WSU will deliver to WSUME.OCB students the appropriate ME coursework leading to a BSME degree as selected from the list available at the following link; except those courses provided by OC in section 4a.b.i below. http://abet.mme.wsu.edu/mep/syllabi/coordinators.html
 - iii. WSU will provide WSUME.OCB students seats in necessary on-line courses available through WSU Global Campus that satisfy general education requirements. WSUME.OCB students will have online seats reserved or made available to ensure progression in the program.
 - iv. The School of Mechanical and Materials Engineering at WSU will coordinate with the WSU Math department to arrange for Math 370 (Introductory Statistics for Engineers) or equivalent to be taught at least once per year.

b. OC Duties:

i. OC will offer Material Science with lab, Electric Circuits with lab, Advanced CAD for Design, Thermodynamics, and Manufacturing Processes and related lab at least once per year.

4b. COURSES FOR ELECTRICAL ENGINEERING

- a. WSU Duties:
 - i. WSU will offer at OC (during the academic year) the Electrical Engineering ("EE") courses in the third and fourth year of the BSEE schedule of studies.
 - ii. WSU will deliver to WSUEE.OCB students the appropriate EE coursework leading to a BSEE degree as selected from the list available at the following link; except those courses provided by OC in section 4b.b.i below. http://www.catalog.wsu.edu/Pullman/Courses/BySubject/E_E
 - iii. WSU will provide WSUEE.OCB students seats in necessary on-line courses available through WSU Global Campus that satisfy general education requirements. WSUEE.OCB students will have online seats reserved or made available to ensure progression in the program.
 - iv. The School of Electrical Engineering and Computer Science at WSU will coordinate with the WSU Math department to arrange for Math 360 (Probability and Statistics) or equivalent to be taught at least once per year.

a. OC Duties:

i. OC will offer Computer Science I Java, Computer Science II Java, Intro to Design, Statics, and Electrical Circuits with lab at least once per year.

5a. FACULTY AND STAFF FOR MECHANICAL ENGINEERING

- a. WSU Duties Faculty and Staff:
 - WSU will locate two full-time faculty, a half-time coordinator/advisor, a three quarters time technician and adjunct faculty at OC in support of the program.

- ii. WSU will contribute salary to OC for a one quarter time program coordinator and a part time ITV technician.
- iii. WSU will reimburse OC for the expense of allowing OC faculty to teach in WSUME.OCB.
- b. OC Duties Faculty and Staff:
 - i. Allow OC tenured faculty to teach no more than two WSUME.OCB classes; e.g., one WSUME.OCB class each semester.

5b. FACULTY AND STAFF FOR ELECTRICAL ENGINEERING

- a. WSU Duties Faculty and Staff:
 - WSU will locate two full-time faculty, a half-time coordinator/advisor, a
 one quarter time technician and adjunct faculty at OC in support of the
 program.
 - ii. WSU will contribute salary to OC for a one quarter time program coordinator and a part time ITV technician.
 - iii. WSU will reimburse OC for the expense of allowing OC faculty to teach in WSUEE.OCB.
- b. OC Duties Faculty and Staff:
 - i. Allow OC tenured faculty to teach no more than two WSUEE.OCB classes; e.g., one WSUEE.OCB class each semester.

6a. NON-LABORATORY CLASSROOM AND OFFICE SPACE FOR MECHANICAL ENGINEERING

- a. WSU Duties:
 - i. WSU will reimburse OC for IT, phone, copying and laboratory use per the billing procedure in section 10.
- b. OC Duties:
 - i. Provide office space with IT/phone access for two full-time WSU faculty members, and a half-time coordinator/student advisor.
 - ii. Provide approximately 90 hours per academic year of access to an AMS/ITV classroom for 20 to 30 students from late August to mid-May. Note that until the 1720 remodel is complete, up to 335 hours may be required per academic year.
 - iii. Provide approximately 365 hours per academic year of access to a conventional classroom for 20 to 30 students from late August to mid-May.

6b. NON-LABORATORY CLASSROOM AND OFFICE SPACE FOR ELECTRICAL ENGINEERING

- a. WSU Duties:
 - i. WSU will reimburse OC for IT, phone, copying, per the billing procedure in Section 10 and per Section 9.
- b. OC Duties:
 - i. Provide office space with IT/phone access for two full-time WSU faculty members, and a half-time coordinator/student advisor.
 - ii. Provide approximately 90 hours per academic year of access to an AMS/ITV classroom for 20 to 30 students from late August to mid-May.
 - iii. Provide approximately 365 hours per academic year of access to a conventional classroom for 20 to 30 students from late August to mid-May.

7a. RBS ENGINEERING LAB BUILDING FOR MECHANICAL ENGINEERING

- a. Building: OC will provide WSU use of the RBS Building at 1600 Warren for the Term of this Third Amended and Restated Interagency Agreement.
- b. Equipment:
 - i. Laboratory equipment remains the property and responsibility of the institution which purchased the equipment.
- c. Operation:
 - i. Each institution shall fund the direct cost of operating and maintaining related equipment used for their courses.
- d. General:
 - i. Laboratory courses taught in Bremerton will be conducted in accordance with OC laboratory safety and use policies.
 - ii. Student access to laboratory space shall be limited to 8-5pm M-F, while an OC or WSU employee is present, or as otherwise negotiated.
 - iii. WSU students not in WSUME.OCB may use the Engineering laboratory facilities in Bremerton as detailed in this Agreement while enrolled in a course provided by WSUME.OCB.

7b. ENGINEERING LAB BUILDING FOR ELECTRICAL ENGINEERING

- a. Building Renovation:
 - i. Remodeling: OC will pay for the remodel of the building at 1720 Warren Avenue for use as an Engineering Laboratory based on the agreed redesign schematics and scope of work, and will thereafter provide WSU use of said building for the Term of this Third Amended and Restated Interagency Agreement.
- b. Equipment:
 - i. WSU will provide, and pay for the installation of the equipment necessary to support required and elective laboratories in the curriculum.
 - ii. Laboratory equipment remains the property and responsibility of WSU.
- c. Operation:
 - i. WSU shall fund the direct cost of operating and maintaining related equipment used for its courses.
- d. General:
 - i. Laboratory courses taught in Bremerton will be conducted in accordance with OC laboratory safety and use policies.
 - ii. Student access to laboratory space shall be limited to 8-5pm M-F, while an OC or WSU employee is present, or as otherwise negotiated.
 - iii. WSU students not in WSUEE.OCB may use the Engineering laboratory facilities in Bremerton as detailed in this Agreement while enrolled in a course provided by WSUEE.OCB.
- **8. PERIOD OF PERFORMANCE.** The Original Agreement commenced on May 15, 2010 (the "Effective Date"). By way of this Third Amended and Restated Interagency Agreement, the parties agree that the term ("Term") shall continue until May 14, 2037, unless terminated sooner or extended as provided herein. WSU will thereafter have the option to extend the Term for up to four (4) additional renewal periods of five (5) years each, upon the agreement of OC. Upon any such renewal, the parties will discuss the Agreement and will determine whether any modifications

to the Agreement are mutually desired. The Agreement is subject to the review of the Washington Student Achievement Council.

9. PAYMENT

- a. WSU Payment Duties:
 - i. Payment for use of the facilities:
 - 1. For use of all of the facilities specified in this Agreement (including, but not necessarily limited to the 1600 Warren building and the 1720 Warren building) during the Term and any and all extension or renewal terms, WSU will pay OC an amount not to exceed \$1,679,648 ("Facility Fee"), to be paid as follows:
 - a. In June 2016, WSU will pay \$700,000.
 - b. In July 2017, WSU will pay \$85,000
 - c. By June 30, 2018, WSU will pay \$178,930.
 - d. By June 30, 2019, WSU will pay \$178,930.
 - e. By June 30, 2020, WSU will pay \$178,930.
 - f. By June 30, 2021, WSU will pay \$178,930.
 - g. By June 30, 2022, WSU will pay \$178,928. (Depending on final remodel costs.)
 - 2. It is understood OC will use the Facility Fee payments to finance the remodeling of the 1720 Warren building and that this is not prohibited by any condition put on the funding received by WSU from the Legislature to fund the activities contemplated by this Agreement. In the event the total cost to remodel is less than \$1,679,648, including but not limited to the circumstance where the construction contingency is not needed, the Facility Fee due from WSU will be reduced accordingly.
 - 3. WSU may, at its election, prepay the Facility Fee.
 - 4. If the remodeling costs are less than \$1,679,648 or if WSU prepays the Facility Fee, the schedule for the remainder of the Facility Fee payments will be modified and subject to approval by both parties.
 - ii. Installation of Equipment: WSU will pay all installation costs for all of its equipment.
 - iii. Discretionary Capital Improvements: With the prior approval of OC, WSU may make (and will pay for) desired capital improvements deemed necessary to accommodate WSU courses, but not necessary for OC courses.
 - iv. Operating costs: WSU's obligation in section 9.a.v below to pay 60% of the operating costs for the 1600 Warren building is capped at \$32,000 per year, and to pay 100% of the operating costs for the 1720 Warren building is capped at \$32,000 per year pending an assessment by the parties of the actual operating costs for the first year, at which time the Parties agree to renegotiate the payment of actual operating expenses. The payments may be
 - 1. WSU will pay 60% of the agreed-upon operation costs (as described below) for the 1600 Warren building. WSU will pay 100% of the agreed-upon operation costs (as described below) for the 1720 Warren building. The operating costs for the 1720 Warren building will be prorated to begin when the remodeling of this building is complete and it becomes available for use by WSU.

- 2. Operating costs (for example custodial, water, sewer, garbage, power, phone, data, security, and day-to-day building maintenance) will be tracked by OC.
- 3. OC will do an annual true-up of Operating Costs. WSU will pay any additional amounts not previously invoiced, up to the caps set forth above. OC will credit WSU for any amounts paid by WSU in excess of the true costs.
- v. Payment for direct consumption of services:
 - 1. WSU will pay for 50% of the salaries and benefits of the OC staff member who serves as the program coordinator. This contribution will be capped at \$27,037 per year for the first five years of this contract. The parties will negotiate a new cap after the termination of this five year term. Half of this amount will be paid by the WSUME.OCB program and the other half by the WSUEE.OCB program.
 - 2. WSU will pay for ITV Technical support services for WSU video conferences. This payment will be capped at \$5,000 per year for WSUME.OCB and \$5,000 per year for WSUEE.OCB for the first five years of this agreement. The parties agree to negotiate a new cap after the termination of this five year period.
 - 3. WSU will pay for phone, IT support, mailing, copying and other miscellaneous expenses in support of the program. This payment will be capped at \$3,000 per year for WSUME.OCB and \$3,000 per year for WSUEE.OCB for the first five years of this agreement. The parties agree to negotiate a new cap after the termination of this five year period.

b. OC Payment Duties:

- i. Instructional Costs: Compensation to WSU for the WSUME.OCB program instruction and other services shall be paid by OC in accordance with the following schedule:
 - 1. \$160,650 by July 29, 2016 (for 2015-16 year);
 - 2. \$160,650 by May 15, 2017 (for 2016-17 year); and
 - 3. \$160,650 by May 15, 2018 (for 2017-18 year).
 - 4. \$160,650 by May 15, 20xx (for each subsequent year of this contract provided the Legislature continues to earmark for these costs; if such earmark ceases, the parties shall revisit this schedule).
- ii. Repair and Maintenance: OC shall be responsible for the cost of required repairs to and maintenance of the 1600 Warren building and the 1720 Warren building and all other facilities specified in this Agreement, with the exception of day-to-day building maintenance (such as removing garbage and keeping the facilities generally clean) on the 1600 Warren building and the 1720 Warren building, which is WSU's responsibility.

10. BILLING PROCEDURES

a. The Business Office of the Voiland College of Engineering and Architecture at WSU shall submit invoices to OC on an annual basis. OC shall pay WSU for all approved and completed work by warrant or account transfer within sixty (60) days of invoicing. Penalties for late payments (defined as those paid beyond sixty (60) days after receipt of invoice) shall be assessed at one percent (1%) per month.

- b. OC shall submit invoices to WSU on an annual basis. WSU shall pay OC for all approved and completed work by warrant or account transfer within sixty (60) days of invoicing. Penalties for late payments (defined as those paid beyond sixty (60) days after receipt of invoice) shall be assessed at one percent (1%) per month.
- c. Invoices to OC Shall be submitted to:

Olympic College

Attn: Karen Wikle, Assistant Director of Administrative Services MS CSC 200 1600 Chester Avenue Bremerton, WA 98337-1699

Invoices to WSU shall be submitted to:

Attn: Finance Office Voiland College of Engineering and Architecture Dana Hall 104 Washington State University

Attn: Denise Faerber, Director of Administrative Services

Pullman, WA 99164-2718

11. RECORDS MAINTENANCE. The parties to this Agreement shall each maintain books, records, documents and other evidence which sufficiently and properly reflect all direct and indirect costs expended by either party in the performance of the services described herein. These records shall be subject to inspection, review or audit by personnel of both parties, other personnel duly authorized by either party, the Office of the State Auditor, and federal officials so authorized by law. All books, records, documents, and other material relevant to this Agreement will be retained for six year after expiration and the Office of the State Auditor, federal auditors, and any persons duly authorized by the parties shall have full access and the right to examine any of these materials during this period.

Records and other documents, in any medium, furnished by one party to this Agreement to the other party, will remain the property of the furnishing party, unless otherwise agreed. The receiving party will not disclose or make available this material to any third parties without first giving notice to the furnishing party and giving it a reasonable opportunity to respond. Each party will utilize reasonable security procedures and protections to assure that records and documents provided by the other party are not erroneously disclosed to third parties.

- **RIGHTS IN DATA.** Unless otherwise provided, any data that originates from this Agreement shall be owned by the party creating such data. Data shall include, but not be limited to, reports, documents, pamphlets, advertisements, books, magazines, surveys, studies, computer programs, films, tapes, and/or sound reproductions. Ownership includes the right to copyright, patent, register, and the ability to transfer these rights.
- **13. INDEPENDENT CAPACITY.** The employees or agents of each party who are engaged in the performance of this Agreement shall continue to be employees or agents of that party and shall not be considered for any purpose to be employees or agents of the other party.

14. MODIFICATION. This Agreement may be modified or amended by mutual agreement of the parties. Such amendments shall not be binding unless they are in writing and signed by personnel authorized to bind each of the parties.

15. TERMINATION

- a. Termination for Cause. If either party does not fulfill in a timely and proper manner its obligations under this Agreement, or if either party violates any of these terms and conditions, the aggrieved party will give the other party written notice of such failure or violation. The responsible party will be given the opportunity to correct the violation or failure within thirty (30) working days, or, if the nature of the violation is such that it cannot be corrected in thirty (30) days, to commence correction within thirty (30) days then proceed with diligence to full correction. If the failure or violation is not so corrected, this Agreement may be terminated the following quarter by written notice of the aggrieved party to the other.
- b. Termination for Convenience. Either party may terminate this Agreement for convenience upon not less than three hundred sixty five (365) days prior written notice to the non-terminating party.
- c. Termination for Change in Funding. In the event funding to either party from state, federal, or other sources is withdrawn, reduced, or limited in a manner that materially affects the party's ability to perform under this Agreement, the party may terminate this Agreement with ninety (90) days written notice, subject to renegotiation under those new funding limitations and conditions.
- d. If the Agreement is terminated for any reason, the parties will engage in dispute resolution as provided in Section 16, below, to determine what amounts, if any, shall be owing between the parties.
- e. If the Agreement is terminated for any reason, the parties will cooperate to allow any cohort admitted and on track to graduate at the time of such termination to complete the program.
- 16. DISPUTES. In the event that a dispute arises under this Agreement that the parties cannot resolve, they shall allow the dispute to be decided by a mutually agreed upon single arbitrator. The arbitrator shall review the facts, contract terms and applicable statutes and rules and make a determination of the dispute. The determination of the arbitrator shall be final and binding on the parties hereto. If the parties are unable to agree upon a single arbitrator, each party to this Agreement shall appoint one member to a Dispute Panel. The members so appointed shall jointly appoint an additional member to the Dispute Panel. The Dispute Panel shall have the same authority as the single arbitrator to review the facts, contract terms and applicable statutes and rules and make a final and binding determination of the dispute. The parties agree to share the costs of any such arbitration equally.

As an alternative to this process, either of the parties may request intervention by the Governor, as provided by RCW 43.17.330, in which event the Governor's process will control.

17. GOVERNANCE. This Agreement is entered into pursuant to and under the authority granted by the laws of the state of Washington, including 39.34 RCW and any applicable federal laws. The provisions of this agreement shall be construed to conform to those laws.

In the event of an inconsistency in the terms of this Agreement, or between its terms and any applicable statute or rule, the inconsistency shall be resolved by giving precedence in the following order.

- a. applicable state and federal statutes and rules;
- b. any provisions of this Agreement, including attachments and materials incorporated by reference.
- **18. ASSIGNMENT.** The work to be provided under this Agreement, and any claim arising under this Agreement is not assignable or delegable by either party in whole or in part, without the express prior written consent of the other party, which consent shall not be unreasonably withheld.
- **19. WAIVER.** A failure by either party to exercise its rights under this Agreement shall not preclude that party from subsequent exercising of such rights and shall not constitute a waiver of any other rights under this Agreement unless stated to be such in a writing signed by an authorized representative of the party and attached to the original Agreement.
- **20. SEVERABILITY.** If any provision of this Agreement or any provision of any document incorporated by reference shall be held invalid, such invalidity shall not affect the other provisions of this Agreement which can be given effect without the invalid provision, if such remainder conforms to the requirements of applicable law and the fundamental purpose of this agreement, and to this end the provisions of this Agreement are declared to be severable.
- **21. ENTIRE AGREEMENT.** This Agreement contains all the terms and conditions agreed upon by the parties. No other understandings, oral or otherwise, regarding the subject matter of this agreement shall be deemed to exist or to bind any of the parties hereto.
- **22. CONTRACT ADMINISTRATION.** A designated contract administrator for each of the parties shall administer this Agreement and be responsible for and shall be the contact person for all communications and billings regarding the performance of this Agreement. The contract administrators shall be those persons designated in the section herein entitled "Billing Procedures" unless and until other contract administrators are designated in writing.
- **23. SIGNATURES.** The parties affirm they have designated the persons below to have signature authority for the parties. By their signatures on this Agreement, the parties agree to all of its terms and conditions.

WASHINGTON STATE UNIVERSITY

OLYMPIC COLLEGE

	Recommended by:	
By:	By:	
Name: Dr. Daniel J. Bernardo	Name:	
Title: Provost and Executive Vice President	Title:	
Date:	Date:	
Approved by:	Approved by:	
By:	By:	
Name: Stacy M. Pearson	Name:	
Title: VP for Finance and Administration	Title:	
Date:	Date:	
Approved by:		
By:		
Name: Mary Rezac		
Title: Dean, Voiland College		
Date:		
Approved As To Form	Approved As To Form	
Assistant Attorney General Date Attorney for WSU	Assistant Attorney General Attorney for OC	Date

EXHIBIT L Board of Regents May 4, 2018

ACTION ITEM #4

2019-2021 Biennial Capital Budget Request (Joan King)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: 2019-2021 Biennial Capital Budget Request

PROPOSED: That the Washington State University Board of Regents approve the

2019-2021 Biennial Capital Budget Request and that the Board delegate authority to the President to approve changes or adjustments that may need to be made before the submission is finalized for presentation to the Office of Financial Management.

SUBMITTED BY: Joan King, Associate Vice President/Chief University Budget Officer

SUPPORTING

INFORMATION: The proposed list of projects for the 2019-2021 Biennial Budget

Capital Request is attached. The request, when final, will be

submitted to the Office of Financial Management.

ATTACHMENT: 2017-2019 Biennial Budget Capital Request List

BOARD OF REGENTS 2019-2021 Biennial Budget Capital Request

Resolution #180504-574

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

RESOLVED: That the Washington State University Board of Regents approve the 2019-2021 Biennial Budget Capital Request as outlined in the list below and delegate authority to the President to approve the final detailed project list, including any changes to the list, which will address critical capital funding issues for the University.

Glol	bal Animal Health Building Ph II	Construction	\$36.40M
Spo	kane – Biomedical and Health Sc Ph2	Construction	\$.50M
• Min	or Capital Preservation (MCR)	Pool	\$43.00M
Van	couver Life Sciences Building	Design	\$4.00M
• STE	M Teaching Labs/Building Infrastructure	Design/Construc	tion \$4.90M
• Tri-0	Cities Academic Building	Construction	\$27.00M
• Min	or Capital Program (MCI&Omn Eqp)	Pool	\$22.00M
• STE	M -Pullman Life/Physical Sciences Building	Predesign/Design	n \$.50M
• Infra	astructure – Life/Physical Sciences	Design/Construc	tion \$10.00M
• Stud	dent Collab Space (Holland Renovation)	Design/Construc	tion \$9.80M
• STE	M – Drive to 25 (Renovations)	Design/Construc	tion \$9.60M
• Ever	rett Real Estate Purchase	Purchase	\$ <u>7.00M</u>
	TOTAL		\$174.70M

Dated this 4th day of May, 2018.

Chair, Board of Regents
Secretary, Board of Regents

WSU 2019-21 STATE CAPITAL BUDGET REQUEST (AND TEN YEAR PLAN)

	DRAFT with refreshed 10 Yr Plan					Ī	State				
					2018 Supplem		Request			4/10/18 DR	RAFT
		Stage	WSU Total	Prior \$	Capital Budget		2019-21	2021-23	2023-25	2025-27	2027-29
	Plant Sciences Building	С	59,100,000	7,100,000	52,000,000	-					
1	Global Animal Health Bldg PhII	С	61,300,000	1,900,000	23,000,000		\$ 36,400,000				
2	Spokane-Biomedical and Health Sc Ph2	PD	84,100,000				500,000	9,000,000	74,600,000		
3	Minor Capital Preservation (MCR)	Pool	on-going		22,295,000		43,000,000	43,500,000	44,000,000	44,500,000	45,000,000
4	Vancouver Life Sciences Building	D	57,100,000		500,000		4,000,000	52,600,000			
5	STEM Teaching Labs/Bldg Syst Infrastr	D/C	on-going		1,000,000		4,900,000	4,900,000	4,900,000	4,900,000	4,900,000
6	TriCities Academic Building	С	30,400,000	400,000	3,000,000		27,000,000				
7	Minor Capital Program (MCI&Omn Eqp)	pool					22,000,000	22,500,000	23,000,000	23,500,000	24,000,000
8	STEM-Pullman Life/Phys Science Bldg	PD	55,000,000	-			500,000	3,000,000	51,500,000		
9	Infrastructure -Life/PhyS Sciences	D/C					10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
10	Student Collab Space (Holland Renov)	D/C					9,800,000	9,000,000	9,000,000	9,000,000	9,000,000
11	STEM - Drive to 25 (Renovations)	D/C					9,600,000	9,000,000	9,000,000	9,000,000	9,000,000
12	Everett Real Estate Purchase	Purch					7,000,000				
DBA	FT 2019-21 State Capital Request			SUBTOTAL	\$ 101,795,000		¢ 174 700 000	\$ 163,500,000	\$ 226,000,000	\$ 100,900,000	\$ 101,900,000
DNA											
	Legislative Shift Preventative Operating E Legislative Draft - JC Dream	Budget I	Vlaintenance		10,115,000 2,000,000		10,115,000	10,115,000	10,115,000	10,115,000	10,115,000
	2018 Supplemental Capital Budget (Janua	ary 2018	8)		\$ 113,910,000						
	Legisl Oper Budget Shift to Capital for Ev	•	•)	792,000		792,000	792,000	792,000	792,000	792,000
Tota	With Assumed Legislative Shifts				\$ 114,702,000		\$ 185,607,000				
	STEM - Fulmer Renovation Ph 1 Life/Safety/BAS Bldg Systems-Pullman Inform. Technology Renovations Campus Building Roofing - Pullman STEM - Engineering Renovations/Replacement Greenhouses Modernization Dairy Research/Teaching Facility Tri-Cities Renovations	D/C D/C	30,000,000 on-going 5,000,000 on-going 64,198,000 15,000,000 8,300,000 4,915,000					400,000 4,900,000 5,000,000 4,900,000 640,000 2,250,000 8,300,000 4,915,000	3,000,000 4,900,000 5,000,000 4,900,000 6,400,000 12,525,000	26,600,000 4,900,000 5,000,000 4,900,000 57,158,000	4,900,000 5,000,000 4,900,000
	Spokane Renovations		4,990,000					4,990,000			
	Vancouver Renovations Pullm Elevator/Conveyance Syst Renov		4,900,000 3,500,000		-			4,900,000 3,500,000			
	Infrastructure-Utilities for Grnhs Reloc		17,200,000					3,500,000		17,200,000	

TOTALS - WSU TEN YEAR STATE CAPITAL PLAN

\$ 185,607,000 \$ 219,102,000 \$ 273,632,000 \$ 227,565,000 \$ 127,607,000

ACTION ITEM #5

2019-2021 Biennial Operating Budget Request (Joan King)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: 2019-2021 Biennial Operating Budget Request

PROPOSED: That the Washington State University Board of Regents approve the

2019-2021 Biennial Operating Budget Request and that the Board delegate authority to the President to approve changes or adjustments that may be needed before the final submission is

presented to the Office of Financial Management.

SUBMITTED BY: Joan King, Associate Vice President/Chief University Budget Officer

SUPPORTING

INFORMATION: The 2019-2021 Biennial Operating Budget request items are shown

on the following page. This request, when final, will be submitted to the Office of Financial Management in accordance with their

instructions which will be published later this year.

ATTACHMENT: 2019 – 2021 Biennial Operating Budget Itemized List

2019 – 2021 Biennial Operating Budget

Items currently being considered for inclusion in the request are:

Medical Education, Elson S. Floyd	approx. \$14.4M
College of Medicine	
Salaries for Faculty, Staff and Graduate Students (4% each of the two years)	approx. \$38.8M

Maintenance and Operations for approx. \$ 2.3M New Buildings

BOARD OF REGENTS 2019-2021 Biennial Budget Operating Request

Resolution #180504-575

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

RESOLVED: That the Washington State University Board of Regents approve creating decision packages to be submitted as the 2019-2021 Biennial Budget Operating Request as outlined in the list below and delegate authority to the President to approve the final detailed decision packages for this request, including any changes to the packages, which will address critical funding issues for the University.

•	Medical Education, Elson S. Fl College of Medicine	oyd	approx. \$	14.4M
•	Salaries for Faculty, Staff and (4% each of the two years		approx. \$	38.8№
•	Maintenance and Operations	for New Buildings	approx. \$	2.3N
Da	ited this 4 th day of May, 2018.			
		Chair, Board of Regents		
		Secretary, Board of Regents		

EXHIBIT N Board of Regents May 4, 2018

ACTION ITEM #6

Academic Year 2018-2019 Tuition Rates (Joan King)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Academic Year 2018-2019 Tuition Rates

PROPOSED: That the Washington State University Board of Regents set tuition for

the academic year 2018-2019.

SUBMITTED BY: Joan King, Associate Vice President/Chief University Budget Officer

SUPPORTING

INFORMATION: State law authorizes the governing boards of the four-year higher

education institutions to establish tuition and fees for all student categories except resident undergraduates. Current legislation allowed a 2.2% increase in resident undergraduate tuition for the academic year 2017-2018. This same legislation allows for a 2.0% resident undergraduate tuition increase in academic year 2018-

2019.

The WSU Board of Regents has the authority to change all nonresident undergraduate, resident and non-resident graduate, and resident and non-resident professional tuition and fees.

The current 2017-2018 tuition rates as shown below are full-time, annual rates, with the proposed changes for academic year 2018-2019.

Tuition Rates	Current	Proposed	<u>Change</u>
Undergraduate Resident	\$ 9,530	\$ 9,720	\$ 190
Undergraduate Non-Resident	\$23,956	\$23,956	
Undergraduate Resident Global Campus	\$ 9,530	\$ 9,720	\$ 190
Undergraduate Non-Resident Global Campus	\$10,874	\$10,874	
Graduate Resident	\$11,224	\$11,224	
Graduate Non-Resident	\$24,656	\$24,656	

Finance and Compliance Committee May 3-4, 2018

F-10

Graduate Non-Resident Global Campus	\$11,224	\$11,224	
Master of Nursing Resident	\$17,234	\$17,234	
Master of Nursing Non-Resident	\$32,256	\$32,256	
PharmD Resident (Attachment A) PharmD Non-Resident (Attachment A)	\$19,990	\$21,990	\$2,000
	\$36,644	\$38,664	\$2,000
DVM Resident (Attachment B) DVM Non-Resident (Attachment B)	\$23,358	\$24,994	\$1,636
	\$56,588	\$60,550	\$3,962
ESF College of Medicine Resident (Attachment C)	\$35,000	\$37,240	\$2,240

The Carson College of Business is requesting an increase in tuition for the Online MBA (OMBA) and the Online Executive MBA (OEMBA). (Attachment D)

Attachment A

PROPOSAL TO INCREASE TUITION FOR THE DOCTOR OF PHARMACY PROGRAM WASHINGTON STATE UNIVERSITY COLLEGE OF PHARMACY AND PHARMACEUTICAL SCIENCES

REQUEST:

The College of Pharmacy and Pharmaceutical Sciences (CoPPS) requests a tuition increase of \$2000 for both in-state and out-of-state students in the Doctor of Pharmacy (PharmD) program. Assuming an enrollment of 650 student in the program, this increase would generate an additional \$1.3M in annual tuition flow. Under the current enrollment-based funding model, \$460K would go to CoPPS to address programmatic needs as articulated in the following justification. The remaining \$840K would be collected by the university for redistribution as appropriate.

JUSTIFICATION:

- The most recent increase in PharmD tuition was in AY 2012-13. During the intervening five years
 programmatic costs increased substantially while state appropriations have diminished and the
 university has shifted funding to align with strategic priorities.
- The primary drivers of cost increases include the following:
 - o Repairing an outmoded faculty salary structure that was 20% below the national market and unable to support requisite faculty recruitment efforts (see attached Exhibit 1).
 - o Moving the college's operations, and one of its two academic departments, to the university's Health Sciences campus in Spokane.
 - o Increasing the number of research-active faculty, and investing in the necessary infrastructure, to create the culture of discovery in which PharmD students are expected to study in a research-intensive university (see attached Exhibit 1).
 - Expanding the program's experiential education efforts, including faculty embedded in hospitals around the state, to provide sufficient capacity to meet accreditation expectations.
 - Extending the PharmD program to the campus of the Pacific Northwest University of Health Sciences in Yakima in order to provide outreach and access to an underserved region of the state.
- The increased requested results in a tuition that is less than what would have resulted from a 2% annual increase over the past five years (see attached Exhibit 2); regular "cost-of-living increases" in tuition that exceed the rate of inflation is a relatively common practice in academic pharmacy, and an approach that we attempted to avoid during the economic recovery following the last recession.
- There is a significant tuition gap between WSU and the University of Washington, the only other PharmD program in the state and, for all intents and purposes, our only competitor for recruitment of Washington residents who aspire to pursue the PharmD degree.
- Our tuition is significantly lower than that in any of the top ten programs with whom we compete for students (see attached Exhibit 3).
- Our tuition falls within the range of our regional Northwest Consortium schools, although several of these (Montana, Idaho State, Wyoming) are not viewed as serious competitors for student recruitment. We are a member of this group that was formed to allow us to collaborate on our experiential education schedules.

Exhibits

Exhibit 1

Cost of salary for	cost/faculty				
start of	FY13	4,121,829	39 faculty	105,687.92	
start of	FY18	7,045,898	54 faculty	130,479.59	
Cost of all salarie	es (no wa	ages/timeslip)			
	FY13	6,952,971			
	FY17	10,289,043			
cost per student	for facul	ty salaries (no be	nefits included)		
Students in	FY13	388	17920.03		
students in	FY17	541	19018.56		
	Expense	e/# of students			
Expenditures w/o grants & contracts FY13			9,251,483	23,844.03	
Expenditures w/	o grants	& contracts FY17	13,523,394	24,997.03	

Exhibit 2

		Resident	2%	Non-resident	2%
		Historical Rates	Inflation rate	Historical rates	inflation rate
# of students	FY12	18,510	18,510	35,234	35,234
388	FY13	19,990	19,990	36,644	36,644
367.5	FY14	19,990	20,390	36,644	37,377
422.5	FY15	19,990	20,798	36,644	38,124
491.5	FY16	19,990	21,214	36,644	38,887
540	FY17	19,990	21,638	36,644	39,665
617	FY18	19,990	22,071	36,644	40,458
estimate 650	FY19	21,990	22,512	38,644	41,267

Exhibit 3

	FY17 data				
Top 10 Student Candidate Competito	or Schools				
School Name	Res Tuition	Non-Res Tuit	Mandatory Fees		
California Northstate University	48310	48310	860		
Oregon State University	22680	39096	1947		
Pacific University Oregon	45222	45222	1445		
Touro University California	45800	45800	375		
University of California, San Diego	34086	46331	816		
University of Hawaii at Hilo	23616	40560	448		
University of Southern California	54924	54924	3043		
University of the Pacific	73716	73716	1965		
University of Washington	29232	49215	1421		
Western University of Health Sciences	48665	48665	40		
Top 10 Competitors Group Average	42,625.00	49,184.00	1,236.00		
Regional School Name	Res Tuition	Non-Res Tuit	Mandatory Fees		
Idaho State University	17900	36882	10		
Pacific University Oregon	45222	45222	1445		
The University of Montana	11683	29563			
University of Washington	29232	49215	1421		
University of Wyoming	15198	32164	759		
NW Consortium Group Average	23,847.00	38,609.20	908.75		
WSU (current)	19,990	36,644	798		
WSU (requested) 10% increase	21,990	38,644	798		

ATTACHMENT B

REQUEST: The College of Veterinary Medicine requests that both resident and non-resident tuition for professional DVM students be increased by 7% for AY 2018-2019. Based on current mix of enrollments this increase would increase revenue approximately \$735,000 in FY19 (of this, ~\$660,000 would flow to the "central" budget). This follows on the request of 7% increase approved last year that went into effect for AY 2017-2018.

JUSTIFICATION:

Like many WSU academic units recovering from the Great Recession in the face of rising expenses and unanticipated additional budget reductions/reallocations, the College of Veterinary Medicine is struggling to keep pace with needed investments in educational programs, research programs, and hospital and diagnostic lab "business" functions. Rising costs, even for fixed-level operations, have not been offset by raises across all revenue sources, especially with respect to tuition.

For 8 years, from 2002 – 2009, DVM tuition at WSU's College of Veterinary Medicine rose 7% each year. This was not sustainable for the long run, given national trend in DVM graduate educational debt (see below). So, when the "Great Recession" occurred and WSU undergraduate tuition rose precipitously, we worked with university leadership to hold DVM tuition growth lower than the undergraduate tuition raises of 14%, 14%, 16%, and 16%, from FY10-FY13, and "only" increased DVM student tuition by 7% in each of those 4 years. Our tuition was more than double undergraduate tuition, and increases of 14-16% were out of the question.

Since then, over the 4-year period from FY14-FY17, DVM student tuition was held flat, at 0% and 0% to match the undergraduate rates in FY14 and FY15, and then 0% each year again for FY16 and FY17; in the 17-18 biennium the Washington legislature lowered undergraduate tuition 5% and 10% by appropriating a backfill of the reduced tuition revenue; however, this backfill appropriation was not provided for graduate and professional tuition. Even though our limiting of tuition increases, including flat tuition for two years prior to FY16, were starting to erode revenue in relation to expenses that continued to increase, we felt we could not increase DVM student tuition last biennium in a climate where undergraduate tuition was decreasing. Thus, we kept it flat during that time period as well. (This tuition history through FY17 is shown in **Attachment A**.)

Attachment B shows that our current <u>resident</u> DVM tuition is 10th lowest out of our 30 peers. Our resident tuition has always been in the lower one-half to one-third of peer tuition comparisons, and has drifted toward the bottom of that range because of our flat tuition from FY14-FY17. Comparatively, because WA allows true (i.e., not supported by their home state) non-resident DVM students to convert residency, our 4-year tuition total for <u>non-resident</u> DVM students is lower than 28 of our 30 peers.

High total educational debt for DVM graduates is a national problem in the veterinary profession because it leads to debt loads that are considered unwise. The average educational debt of DVM graduates nationally is about \$141,000 for those graduating in 2016. At WSU, it was about \$121,000. Our graduates typically have lower debt because our resident tuition is lower than the national average and also because such a high proportion of our students pay resident tuition (i.e., those from our contract states of Idaho, Montana, and Utah, as well as other WICHE states, and because non-residents allowed to convert to WA residents usually 3 of the 4 years are at the resident rate). In 2016, as a result, WSU DVM graduates had the 7th lowest educational debt (see **Attachment C**), and our graduates' debt-to-income ratio was lower than all but two of the 28 U.S. schools (**Attachment D**). This is in part due to our relative lower cost, but also because the average salary reported by our graduates that year was near the top of all schools' graduates.

Although our graduates are thus relatively advantaged compared to most of their peers nationally this is still a large debt load for our graduates, and we have taken pride in trying to keep our tuition down to help address this issue within the profession and for our students.

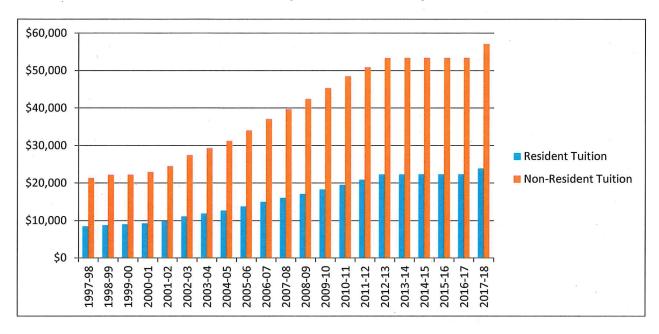
However, as our expenses have risen over the past few years, and as state appropriations continue to lag the university's needs coming out of the recession, we must now, unfortunately, increase DVM tuition. For the past 2 years, we have been systematically increasing fees in our Veterinary Teaching Hospital and the Washington Animal Disease Diagnostic Laboratory (WADDL), and we will continue to do so as our regional markets will allow. However, our opportunity to do so is somewhat limited given our location in Pullman, well away from centers of population, and what the veterinary services market will bear. Given the overall situation, tuition increases must now also be a part of our portfolio of revenue increases.

Next year we thus again request a 7% increase in tuition. Over time, we would hope to keep increases to about one half of that level, but for the next 2-3 years, higher increases are needed to now rebalance our revenue portfolio in relation to continued expense growth after the past few years in which we have controlled tuition growth in relation to both WSU undergraduate rate increases and those of our national peers.

In summary, a tuition increase of 7% is not welcome, but is needed because of our lagging tuition revenue over the past several years in relation to limits on how much we can grow other revenue (for example, Veterinary Teaching Hospital and Animal Disease Diagnostic Lab fees), and the erosion of state appropriations in relation to ever growing expenses.

Although perhaps cold comfort, the reality is that even with the proposed increase WSU's College of Veterinary Medicine will remain among the U.S. schools with the lowest costs, and will remain near the bottom in educational debt given our overall set of circumstances.

Attachment A
WSU CVM 21-year tuition history



Attachment B

	L	VM Tuition in	tne 30 03	veter	mary Sci	HOOIS AT 18	
Rank		DENT			NON-RESIDENT		
1		NC State		1		Missouri	У
2		Georgia		2			У
3		Auburn		. 3		Texas A&M	n
4		Purdue		4	/	UC Davis	У
5		Oklahoma State		5			У
6		Iowa State		6		Wisconsin	n
7		Texas A&M		7		Tuskegee	private
8		Oregon State		8	180,084	Ohio State	У
9	97,821	Virginia Tech		9	180,636	Purdue	n
10	99,496	WSU		10	180,657	NC State	У
11	99,896	Kansas State		11	182,000	Florida	n
12	102,950	Missouri		12	182,244	Lincoln Memorial	private
13	104,800	Miss. State		13	184,116	Oregon State	n
14	107,388	LSU		14	185,184	Oklahoma State	n
15	107,545	Wisconsin		15	186,992	Auburn	n
16	114,936	Tennessee		16	189,600	Miss. State	n
17	115,148	Florida		17	191,994	Iowa State	n
18	123,377	Michigan State		18	194,064	Georgia	n
19	125,696	Illinois		19	203,920	Cornell	n
20	130,700	UC Davis		20	209,319	Virginia Tech	n
21	135,752	CSU		21	211,440	Western	private
22	138,596	Minnesota		22	217,464	Kansas State	n
23	139,000	Cornell		23	217,592	Tufts	n
24	141,718	Ohio State		24	223,788	LSU	n
25	171,640	Tuskegee	private?	25	226,160	Tennesee	n
26	182,244	Lincoln Memorial	private	26	233,514	Michigan State	n
27	198,104	Tufts		27	235,880	CSU	n
28	211,440	Western	private	28	249,161	Minnesota	n
29	231,908	Penn		29	259,064	Midwestern	private
30	259,064	Midwestern	private	30	271,908	Penn	n
-	264,624	= WSU CVM rank in	n AY2017 (last	year)			
4	-year totals	in both cases				ange residency t change residency	
					– carino	- silange residency	

Attachment C

2016 MEAN REPORTED DEBT BY SCHOOL

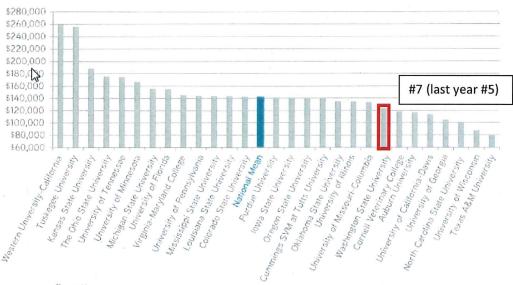


Figure 43

NOTE: only 28 schools listed (the 2 newest schools do not graduate a class to contribute to these data until May 2018)

Attachment D

DEBT-TO-INCOME RATIO BY SCHOOL, 2016 ALL GRADUATES

	Mean	N	Std. Deviation
Western University - California	6.0337	67	3.76665
Tuskegee University	5.3852	48	4.25297
University of Tennessee	4.2311	55	3.5571
Kansas State University	3.8177	75	2.93959
The Ohio State University	3.7849	128	3.24625
University of Minnesota	3.5101	78	2.6809
University of Pennsylvania	3.4653	79	3.16399
Mississippi State University	3.3524	73	3 31999
Cummings SVM at Tufts University	3.3102	69	3.02122
Michigan State University	2,9771	71	2.50379
Cornell Veterinary College	2.9687	87	2.75478
Oregon State University	2.9414	51	2.45222
Total/National Mean	2.9274	2,257	2.70727
Colorado State University	2.9009	78	2.27205
University of Illinois	2.8038	70	2.26365
University of Florida	2.7657	85	2.25526
Purdue University	2.7611	59	2.69455
Virginia-Maryland College	2.6399	99	2.36174
University of California-Davis-	2.6389	120	2.54839
Iowa State University	2.5975	94	2.13256
Oktahoma State University	2.5488	73	1.94725
Louisiana State University	2.5138	66	1.89737
University of Missouri-Columbia	2.4868	100	2.02123
University of Georgia	2.2739	89	2.29146
North Carolina State University	2.2713	84	1.83083
Auburn University	2.2214	98	2 179 / 1
Washington State University	1.9503	92	#3 (last year #5)
University of Wisconsin	1.9035	68	1.01 702
Texas A&M University	1.3606	101	1.58046

Table 15

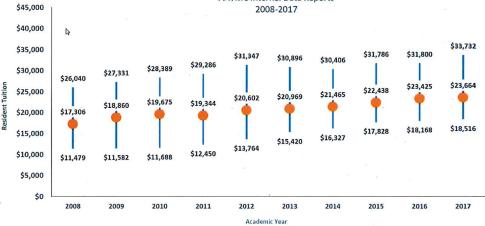
NOTE: only 28 schools listed (the 2 newest schools do not graduate a class to contribute to these data until May 2018)

Source: AVMA/AAVMC report on The Market for Veterinary Education, May 2017

Attachment E

First Year Subsidized Tuition at the US Colleges of Veterinary Medicine (Resident) Maximums, Minimum & Medians

Adjusted for Inflation **AAVMC Internal Data Reports** 2008-2017 \$31,786 \$31,347 \$30,896 \$30,406 \$29,286



First Year Full Tuition at the US Colleges of Veterinary Medicine (Non-Resident)

Maximums, Minimum & Medians Adjusted for Inflation AAVMC Internal Data Reports \$90,000 2008-2017 \$80,000 \$69,524 \$68,188 \$70,000 \$65,512 \$64,562 \$64,435 \$64,965 \$63,063 \$60.933 \$60,000 \$50,123 \$46,635 \$46,332 \$45,193 \$50,000 4 \$45,037 \$43,748 \$40,000 \$30,000 \$33,622 \$30,911 \$26,308 \$25,895 \$20,000 \$17,537 \$17,602 \$10,000 \$12,326 \$13,215 \$13,506 \$13,288 \$0 2009 2010 2011 2012 2013 2014 2015 2016 2017 Academic Year

Attachment C

Tuition Increases Resident Students in the Elson S. Floyd College of Medicine

The ESF College of Medicine requests tuition increases of 3.0% for resident students, for AY 2018-2019 as well as an adjustment to the rate to correct the building fee charge. For resident students, this is an increase of \$2,240 per year, an overall increase of 6.4%. Annual tuition increases in future years are projected to be 3% per year.

Washington State University ESF College of Medicine

	В	Building		Operating		Tuition	
Current Resident rate	\$	1,040	\$	33,960	\$	35,000	
New Resident rate	\$	1,107	\$	36,133	\$	37,240	
Annual increase per year					\$	2,240	

Table 1

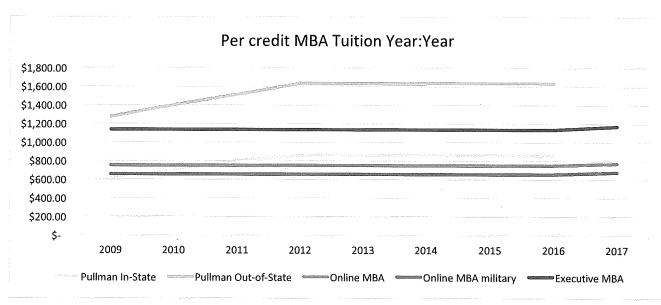


Table 2

Program	Current Tuition per credit	Total Cost of completion (without "Foundation" courses)	Total Cost of completion with Foundation courses		
OMBA current	\$775	\$27,891	\$ 40,287		
OMBA proposed	\$813	\$29,285	\$42,301		
OMBA current (military rate)	\$680	\$24,460	\$35,345		
OMBA proposed (military rate)	\$714	\$25,693	\$37,112		
EMBA current	\$1175	NA	\$51,678		
EMBA proposed	\$1233		\$54,262		

Table 3

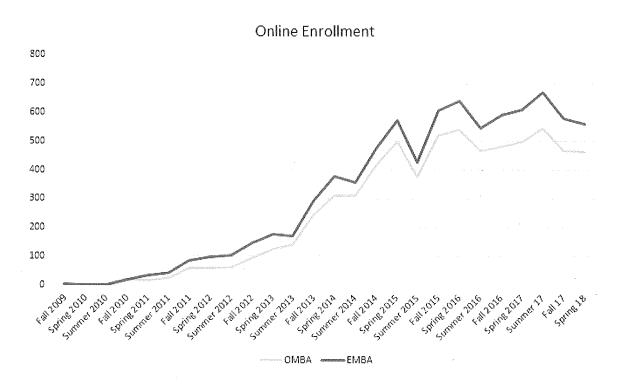


Table 4

Nationally Ranked AACSB online MBA

Sample size



Nationally ranked, AACSB online MBA programs

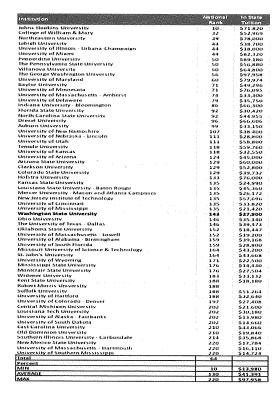
Total Tuition











Of the 158 AACSB online MBA programs, 68 are Nationally ranked by US News.

WSU is ranked 143, and OMBA tuition (without foundations) is \$27,900

National rankings range from #10 to #220

Total tuition (in state) ranges from \$14K to \$98K

Average tuition (in state) is \$41,391

| 4

Table 5 Nationally Ranked AACSB online MBA

Sample size

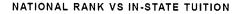


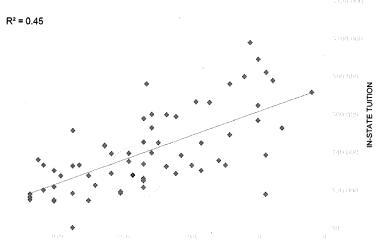
Nationally ranked, AACSB online MBA programs

A regression analysis shows the relationship between national rank and total tuition (in state).

The red dot shows the WSU Online MBA.

The circle shows the range of total tuition that is logical for WSU, given its national rank of 143.





US NEWS NATIONAL RANK

Pearson

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Table 6

Online MBA Ranked

Sample size



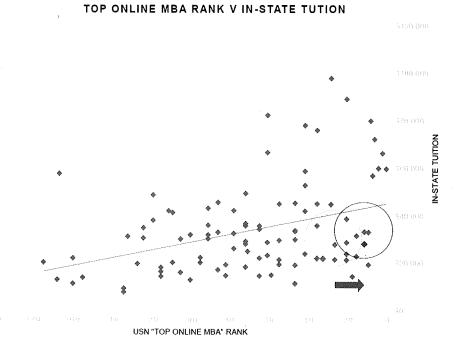
Nationally ranked, AACSB online MBA programs

A regression analysis shows the relationship between "Best Online MBA" rank and total tuition (in state).

The red dot shows the WSU Online MBA.

The circle shows the range of total tuition that is logical for WSU, given its "Best online MBA" rank.

Note: 2018 rank has moved from #27 to #12.

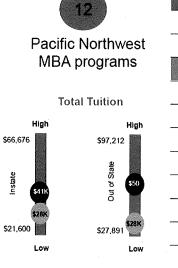


Pearson

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Table 7

Pac NW MBA Programs



Sample size

ood)	Program	Berling National	Registed Registed	AACD)	900		State .	Total Tutton In Hota	Total Tell Out of all
Eastern Washington	MBA		86	yes		1		\$21,600	\$40,608
Western Washington	AEM		91	yes		1		\$24,776	\$44,876
WSU	S-EA	140		yes	1			\$27,891	\$27,891
Gonzaga	PT MBA		4	yes	1			\$32,895	\$32,895
Boise State	MBA		RNP	yes	1			\$36,750	\$36,750
Fortland State	нс мва		RNP	yes			1	\$41,904	\$41,904
Oregon State	MBA speciality	145		yes.			1	\$42,360	\$74,040
Pacific Lutheran	мел		16	yes		1		\$43,380	\$43,380
Seattle U	PT MBA		£	Yes		1		\$45,900	\$45,900
U of Portland	MBA		6	yes		1		\$49,569	\$49,569
U of Oregon	MBA	103		yes		i		\$60,000	\$71,095
U Washington	MBA	56		yes		1		\$66,676	\$97,212
Total	12	4	8		3	7	2		
*	100%	33%	67%		25%	58%	17%	1.6	
Min		56	4					\$21,600	\$27,891
Average	ļ	111	35					\$41,142	\$50,510
Max	1	145	91		1		1 1	\$66,676	\$97,212

Of the 12 PacNW MBA programs:

25% are online 17% are hybrid, 58% are on-ground

33% are nationally ranked 67% are regionally ranked

WSU is nationally ranked 143, and OMBA tuition (without foundations) is \$27,900 (in/out state)

Total tuition (in state) ranges from \$21K to \$66K average = \$41,110

Total tuition (out of state) ranges from \$27K to \$97K average = \$50,510

See appendix for a summary of additional attributes for these PacNW competitors







| 8

Table 8

Online EMBA Programs

Sample size



online EMBA programs

Total Tuition



Institution	# credits	Tutition Per Credit	Total Tuition	
IIIstatuttoii	# Credits	Hour	In-State	
Regent University	42	\$650	\$27,300	
Elizabethtown College	36	\$660	\$23,760	
Warnborough College	60	\$214	\$12,840	
U of Wyoming	30	\$630	\$18,900	
Bethel University	36	\$695	\$25,020	
Endiott College	42	\$676	\$28,392	
St. Joseph's College	36	\$499	\$17,964	
George Mason University	48	\$1,296	\$62,208	
Washington State U	44	\$1,137	\$50,028	
William and Mary	48	\$1,020	\$48,960	
Cal State Monterey Bay	48	\$850	\$40,800	
Charleston Southern U	36	\$490	\$17,640	
U of Nevada Reno	36	\$833	\$29,988	
U of Arkansas	38	\$1,131	\$42,978	
Athabasca U	48	\$997	\$47,856	
Colorado State U	40	\$1,600	\$64,000	
Howard U	42	\$1,488	\$62,496	
total				
percent				
min	30	\$214	\$12,840	
average	42	\$874	\$36,537	
max	60	\$1,600	\$64,000	

This table represents 17 online EMBA programs – data collected from

https://www.bestcollegerev iews.org/top/onlineexecutive-mba-programs/ may be slightly out of date

WSU is represented here as \$1,137 per credit hour

Total tuition (in state) ranges from \$12K to \$64K, average = \$36,110

Tuition per credit hour (in state) ranges from \$214 to \$1,600, average = \$874/ch







, ,

Table 9

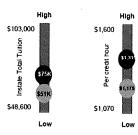
Pac NW EMBA Programs

Sample size



Pacific Northwest EMBA programs

Total Tuition



School		Ranking Regional	8888	Camptus	Mybrid	Total Tuition in state	\$ per credit hour	Credits
Boise State		RNP		1		\$48,600	\$1,215	40
WSU	140					\$51,678	\$1,175	44
University of Oregon	103			1-1		\$76,000	\$1,070	71
Seattle U		8		1		\$96,000	\$1,600	60
U Washington	56			1		\$103,000	\$1,515	68
Total	5	Sant)	1	4	0		MARKA	
*			20%	80%	0%			
Min	56	8	100 100 100 100 100 100 100 100 100 100	335		\$48,600	\$1,070	40
Average	100	8				\$75,056	\$1,315	57
Max	140	8		34	6.	\$103,000	\$1,600	71

Of the 12 PacNW schools, 5 have EMBA programs. Only WSU is currently offered online.

WSU EMBA tuition is \$51,678 total, or \$1,175 per credit hour

Total tuition (in state) ranges from \$48K to \$103K, average = \$75,056

Total tuition per credit hour ranges from \$1,070 to \$1,600, average = \$1,315

Pearson





| 11

Table 10

Pac NW EMBA Programs

Sample size



Pacific Northwest EMBA programs

	MBA \$/ch	EMBA \$/ch	premium
Boise State	750	1,215	38%
WSU	775	1,175	34%
University of Oregon	1,000	1,070	7%
Seattle U	850	1,600	47%
U Washington	741	1,515	51%
			35%

Of the 5 EMBA programs in the Pac NW, there is an average premium of 35% of the EMBA per-credit tuition over their MBA percredit tuition.

WSU has a 34% premium of the EMBA program percredit tuition over the OMBA per-credit tuition.



12

Tuition Increases for the Online Masters of Business Administration and the Online Executive Masters of Business Administration

The Carson College of Business requests tuition increases of 5.0% for the Online Masters of Business Administration (OMBA) and Online Executive Masters of Business Administration (OEMBA) for new students for AY 2018-2019. Based on anticipated enrollments, this would increase overall gross revenue by approximately \$90,000 for FY19. While this is a relatively small revenue increase in the short-term, this change will continue our progress towards an eventual sustainable price commensurate with our brand and costs.

These self-sustaining programs are delivered entirely online, and there is no differentiation between resident and non-resident tuition for these programs. This request follows the 3.3% increase implemented in the current year and we anticipate another incremental increase for FY20. As we study the impact of these incremental increases, we will consider further tuition adjustment to accompany a major program redesign targeted to launch in fall 2020.

Executive Summary

Tuition rates for OMBA and OEMBA programs were increased by 3.3% in AY 17-18. This was the first tuition increase in the near-decade since these programs' inception.

The Carson College proposes to implement a modest 5% increase for the 2018-2019 AY for new students and to continue to study this increase, the competitive landscape, and our own brand reputation and capabilities in preparation for future adjustments.

Costs to provide instruction and other program costs have risen significantly over that decade. The proposed 5% increase is a step toward covering those increases, but does not fully cover them.

Analysis of the competitive landscape indicates that the tuition is at present 25% less than competitors with similar product offerings and reputation.

The Carson College OMBA and OEMBA remain "value-priced," delivering high quality with relatively low tuition rates relative to competitive programs.

Background: The MBA Market

The overall demand among prospective students for face-to-face, full-time MBA education is not as strong as it was a decade ago. Decline in interest is particularly acute among prospective domestic students with significant work experience and strong educational backgrounds. Early in the face of this decline, and in the context of the challenges posed by attracting significant numbers of tuition-paying students to the Pullman MBA, the Carson College began in 2008 to offer MBA degrees online.

The Carson College decision to launch the online MBA was prescient; leading MBA programs, especially at state universities, continue to struggle with the economics of the MBA market. The most visible ranking schemes for programs (e.g. Business Week, US News) highlight face-to-face programs at flagship campuses, these rankings depend substantially on the qualifications of incoming students, and student recruitment in turn depends on rankings. The result has been intense competition for strong students (through financial aid), such that many face-to-face programs operate at small scale and at significant financial loss. The trend reached an extreme point in 2015, when Arizona State University announced that its entire MBA entering class of 2016 – up to 120 students – would receive full-tuition scholarships. The University of Iowa a different approach, eliminating its face-to-face MBA program entirely. The Carson College had until recently offered opportunities to earn face-to-face degrees at Pullman, Vancouver, and Tri-Cities campuses. All of these campuses have now stopped enrolling new MBA students; each is redirecting efforts toward undergraduate and online programs and considering new graduate programs that are more in step with the current market.

The Carson College Online MBA

While fewer students are seeking fulltime, face-to-face MBA programs, the demand for part-time programs that require no career interruption of work to enter or to complete remains strong. Face-to-face part-time MBA programs, online MBA programs, and hybrid programs combining live and online instruction have proliferated. The Carson College opened an Executive MBA Program in Spokane in 2007; this program struggled to attract students and the college migrated the EMBA to its current OEMBA version in 2010. The College established its OMBA in 2008.

The OMBA and OEMBA programs have built solid, stable enrollment profiles, based on delivering high quality instruction at an attractive pricing point. Enrollment grew very quickly in the OMBA subsequent to the program's #1 ranking among online MBA programs in US News in 2013. The 2018 ranking by US News places WSU at #12 overall, #1 in the Pacific Northwest (WA, OR, ID) and #8 for military and veterans and represents a substantial reputational improvement over the 2017 ranking.

Many more universities have begun to offer these programs recently; the Carson College OMBA continues to be ranked in the top tier of programs. While there was a small decline in students as the initial effect of the #1 ranking eroded, and more options emerged, enrollments have returned to nearly peak levels and signs are positive with respect to sustainability. The Carson College remains one of a relatively small number of AACSB-accredited schools of business offering fully online degrees, and leading research universities have been relatively reluctant to enter this market. Those in more urban locations are more likely to offer hybrid degrees, for example. The fully online niche therefore remains an attractive one for the College. Further, the WSU and College reputations are especially strong in the Pacific Northwest, and a majority of the students have some combination of residential, career, and family ties to the region.

Relatively low tuition rates have been part of the student value proposition for each of the two online MBA programs. As Table 1 indicates, per-credit online tuition rates have only increased 3.3% since the programs' inception. Because many students enter the degree programs at different points during the year and with different levels of prior business education, Table 2 provides a summary of current and proposed tuition rates for each program from various perspectives: per credit, per total degree, and with and without "foundation" courses where relevant. The OMBA program can be completed in as few as 36 credits by students who have prior business education and are able to waive foundation courses and as many as 52 for students with little or no business education. The duration of the OMBA program is 22-29 months. The EMBA program is 44 credits over 18 months.

Tuition Increases

Over the past decade, the underlying costs to provide the online MBA program did not increase concurrently with the cost of living or other cost increases in higher-education. As the program grew rapidly, costs per student decreased: online programs can be delivered efficiently at large scale. Instructional costs do not necessarily rise proportionally to the number of students and extra students do not require additional physical facilities. Well-designed course delivery models such as those used by the Carson College combine the leadership of a "master teacher" (typically, a member of the research faculty) with small-section facilitators who are the first point of student contact. Additional students require additional facilitators but master teachers can typically teach sections of up to 100 students while maintaining program quality.

However, the Carson College, though achieving efficient and sustainable scale in its online programs, began to experience cost pressures in the most recent few years. In order to maintain the quality of the program, the Carson College strives to ensure that a majority of the courses are led by participating members of the college faculty (this is also strongly preferred by the accrediting body). And over the decade since the program was introduced, salaries required to attract research faculty across the main disciplines of business education have increased by about 30%, for example. Further, continued growth of the program will require continued investment in marketing and communication, program innovation, faculty training, and student services. For AY 2017, the Carson College increased tuition by 3.3% to cover some of these recent cost increases for the program.

As expected, the increase did not fully capture increased costs. We chose a 3.3% increase as a first step in a more strategic consideration of the level of tuition that will cover costs and provide funds for continued investment, signal our quality and reputation, and be perceived and experienced as an affordable, accessible degree program. As we intended, we studied the responses of current and prospective students' responses to higher tuition.

We did not experience any observable decline in with the new tuition level this year; our enrollments remain steady. We expect that another tuition adjustment will have similar results; increasing our revenues while helping us to cover increased programs costs. However, we are also seeking to maintain our strong retention rates, and therefore will provide retention incentives to existing students by maintaining their existing tuition rate. Mechanisms are in place to charge and waive off portions of tuition accordingly and we will employ those mechanisms. As we consider further adjustments, we will also study the effects of these waivers and our success in student retention moving forward.

The Carson College of Business, consistent with our mission and in support of members of our armed services, has maintained an Online MBA tuition rate of \$680 per credit for service members and veterans of the United States Armed Forces. Fully online MBA programs are especially attractive to active members who may be redeployed while they are students; we see this as a market advantage relative to hybrid programs. We also seek to increase this rate by 5%, and to waive the increase for students currently enrolled.

Carson College MBAs continue to occupy a "sweet spot" in the market for the combination of price and quality in online degrees. Table 4 indicates comparison programs based on accreditation and university ranking. (Note that while a number of programs claim to be "online" many require campus residencies from 1-3 days per year, and in some cases per term. However, the space continues to be highly competitive. For example, the University of Illinois Urbana-Champaign recently introduced an entirely online MBA program (in partnership with Coursera) for just under \$22,000. Tables 5-10 provide more detail on tuition charged by national and regional peers and other competitors for online students.

Next steps

We expect to propose a similar tuition increase for new students for FY 2020, subject to modification based on what we learn from our two consecutive years of tuition adjustments. At the same time, we will be undertaking significant redesign of each of our two online MBA programs, with the intention of implementing the redesigned programs in Fall 2020. Simultaneous with the redesign we will be undertaking a deeper study of our brand reputation (for example, our low cost may be signaling to students lower quality than we actually provide relative to competitors). We aim to introduce the redesign and propose a comprehensive tuition/pricing strategy for Fall 2020.

This proposal was reviewed carefully and has support from the Provost's Office.

EXHIBIT O Board of Regents May 4, 2018

ACTION ITEM #7

Services & Activities Fees Committee Allocations Summer 2018 and Academic Year 2018-2019 (Joan King)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Services and Activities Fees Committee Allocations for Summer 2018

and Academic Year 2018-2019

PROPOSED: That the Washington State University Board of Regents approve the

allocation of Services & Activities Fees for summer 2018 and academic year 2018-2019 from the Services and Activities Fees committees representing the Washington State University system.

SUBMITTED BY: Joan King, Associate Vice President/Chief University Budget Officer

SUPPORTING INFORMATION:

I: Services and Activities (S&A) fees are used to fund student activities, programs and student buildings. Services and Activities fees are

charged to all students registering at any WSU campus, including

the Global Campus.

Each campus retains 100% of its own S&A fees and each campus recommends a rate increase or decrease. The S&A fee committee on each campus is student led, with a majority of votes assigned to students from that campus. S&A fees are self-assessed and controlled locally.

The committees listed below have concluded their consideration processes. Their allocation recommendations have been submitted for approval to President Schulz and are presented here for approval. The recommendations are developed following guidelines governing the establishment and funding of student programs set forth in RCW 28B.15.045.

Information about S&A Fees may be found at: https://studentfees.wsu.edu/home/

Services & Activities Fee Committee – Everett

Services & Activities Fee Committee - Global Campus

Services & Activities Fee Committee - Pullman Services & Activities Fee Committee - Spokane Services & Activities Fee Committee - Tri-Cities Services & Activities Fee Committee - Vancouver

ATTACHMENT: Attachment A



TO:

David Cillay

Vice President for Academic Outreach and Innovation

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Global Campus S&A Fees Recommendations for FY 2019

I have reviewed and support the WSU Global Campus S&A Committee's FY 2019 budget allocation recommendations. I also support the recommendation to implement an S&A decrease of 10%, effective fall 2018.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc: Budget Office



WASHINGTON STATE UNIVERSITY

MEMORANDUM

To:

Kirk Schulz, Ph.D.

President, Washington State University

From: David Cillay, Ph.D.

Vice President for Academic Outreach and Innovation

Date: March 22, 2018

RE:

WSU Global Campus S&A Fees Recommendations for FY 2019

I have reviewed and support WSU Global Campus S&A Committee's FY 2019 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 3-4, 2018 meeting.

I have also received and support the recommendation by the committee, by majority vote, to implement an S&A Fee decrease of 10% (\$20.75/credit) effective Fall 2018.

Emily Chandler, Antoinette Harrison, Joan King, Emily March, Maggie cc: McFadden, Heather McKnight Nicole Romero, Leslie Thompson, Kelley Westhoff



WASHINGTON STATE UNIVERSITY

MEMORANDUM

TO:

RE:

David R. Cillay, Ph.D.

Vice President, Academic Outreach and Innovation

From: Kara Lane . Chair, WSU Global Services & Activities Fees Committee

Date: March 21, 2018

WSU Global Services and Activities Fee Allocation

The WSU Global Services and Activities Fees Committee met on March 21, 2018 to discuss and recommend budget allocations for Fiscal Year 2019 following the established guidelines. As chair, I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 3-4, 2018 meeting.

The WSU Global S&A Fees Committee recommends an S&A Fee decrease of 10% effective Fall 2018. The new rate will be \$20.75/credit.

WSU Global S&A Fees Committee recommends the following budget allocations:

Group

Wellbeing Online	\$ 75,343
Virtual Mentors	\$ 141,234
Global Connections	\$ 256,784
Center for Civic Engagement	\$ 113,950
Student Involvement-Student Support	\$ 242,149
ASWSU Global Campus	\$ 514,160
Total	\$1,343,620

Emily Chandler, Antoinette Harrison, Joan King, Emily March, Maggie McFadden, Heather McKnight Nicole cc: Romero, Leslie Thompson, Kelley Westhoff

TO:

Paul Pitre

Chancellor, Washington State University Everett

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Everett Services and Activities Fees Recommendations

I have reviewed and support the WSU Everett Services and Activities Fees Committee FY 2018-2019 budget allocation recommendations. I also support the recommendation not to increase S&A Fees, effective fall 2018.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc: Budget Office



Washington State University Everett

MEMORANDUM

TO:

Kirk Schulz

President, Washington State University

FROM:

Paul Pitre

Chancellor, WSU Everett

DATE:

April 10, 2018

RE:

WSU Everett Services and Activities Fees Recommendation

I have reviewed and support the WSU Everett Services and Activities Fees Committee FY18-19 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting.

I have also received and support the recommendation made by the WSU Everett S&A Fees Committee, by majority vote, to implement an S&A Fee increase of 0% effective fall 2018.

	% of Estimated Budget	Academic	One-time/Facility
ASWSUE	51.1%	\$49,166	\$0
WSU Engineering Club	12.1%	\$11,622	\$0
Institute of Electrical and Electronic Engineers (IEEE)	11.7%	\$11,214	\$0
Society of Women Engineers (SWE)	10.8%	\$10,398	\$0
Association for Computing Machinery (ACM)	4.42%	\$4,260	\$0
Sigma Iota	7.84%	\$7,550	\$0
Total Allocation	97.96%	\$94,210	\$0

Estimated Reserve (cumulative unallocated revenue) \$2,000

Cc:

Committee Chair



TO:

Jordan Frost

Chair, WSU Pullman Services and Activities Fees Committee

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Pullman Campus Services and Activities Fees Recommendation

I have reviewed and support the Services and Activities Fees Committee Summer 2018, and academic year 2018-2019 budget allocation recommendations. I also support the recommendation for a 2% decrease in Services and Activities Fees for FY 2019.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc:

Budget Office

Administrative Services



Budget Office

MEMORANDUM

TO:

Kirk Schulz, President

FROM:

Jordan Frost, Chair

WSU Pullman Services and Activities Fees Committee

DATE:

April 4, 2018

SUBJECT:

WSU Pullman Services and Activities Fees Recommendations

The WSU Pullman Services and Activities Fees Committee met on April 4,2018, to discuss and recommend budget allocations for summer 2018 and academic year 2018-2019 in accordance with state and university guidelines.

Groups that have a carry forward or unspent S&A fee balances at the end of the academic year must request the use of that funding in subsequent years. These carry forward or unspent balances are considered by the S&A Fee Committee during their deliberations. Each groups have been notified that all carry forward from the 2017-2018 academic year must be returned to the S&A Fund; any group with a negative balance must cover that by using other non-S&A operational fund.

As Chair, I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting.

The S&A Fees Committee, by unanimous vote, recommends a 2% Services and Activities Fee decrease for FY2019. This equates to a change from \$548 to \$537 per year per full-time student. The committee further recommends that each group take a 2.5 % reduction from their base request, unless their base request was reduced more than 2.5% from their last year's allocation.

The WSU Pullman S&A Fees Committee, by majority vote, recommends the following budget allocations:

WASHINGTON STATE

Budget Office

AC UNIVERSITY		2 6.6.9 66	nc is executances				
S&A Groups Requesting Funding		Base Requests	Total After Reduction 2.5%	Carry Forward Request	One- time Request	Facilities/ Capital	Total Recommended Amount
	_	85,381	83,246	1104000		-	83,246
Access Center - Disability Awareness		161,044	161,044		· .		161,044
ASWSU - Administration/Executives		385,115	385,115				385,115
ASWSU - Senate Programming			117,035	•			117,035
ASWSU - Senate		117,035	and the same of the same of		678,701		659,848
Athletics		240 001	659,848 340,169		0/0,/01		340,169
Center for Civic Engagement		348,891		/1E 040\	43,904		429,158
Children's Center		395,133	429,158	(15,948)			1,629,189
Compton Union Building (CUB)		1,670,963	1,629,189	(3,418)		•	
Cougar Marching Band		203,518	198,430				198,430
GPSA		576,439	562,028		•	-	562,028
Health & Wellness Services		315,682	307,790		•		307,790
Student Entertainment Board (SEB)		455,808	444,413				444,413
Student Involvement		938,942	915,468	-	-	-	915,468
Student Media		255,264	248,882	-			248,882
Transit		512,669	512,669	-	. 8		512,669
UREC		1,568,851	1,529,630		-		1,529,630
Women's Resource Center		190,000	185,250			-	185,250
Long-Term Debt Payments		-	-	-	u u	1,200,000	1,200,000
PULLMAN GRAND TOTAL		8,180,735	8,709,365	(19,366)	722,604	1,200,000	9,909,365

cc: Alberto Aramburo Mary Jo Gonzales Matt Hudelson Julian Khalifa Joan King Jamie Lepper Maggie McFadden Lana Redman Stacy Pearson Matt Skinner Alec Solemslie Joseph Taylor Kelley Westhoff Brittany Wood

TO:

Daryll DeWald

Chancellor, Washington State University Spokane

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Spokane Services and Activities Fees Recommendations

I have reviewed and support the WSU Spokane Services and Activities Fees Committee summer 2018 and academic year 2018-2019 budget allocation recommendations. I also support the recommendation of a 2% increase to S&A Fees for the 2018-2019 academic year.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc: Budget Office



Office of the Chancellor

April 6, 2018

President Kirk Schulz PO Box 641048 Pullman, WA 99164-1048

Dear President Schulz:

The Services and Activities Fee Committee met on March 22, 2018 to discuss and recommend budget allocations for summer 2018 and academic year 2018-2019, following the established guidelines. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting. The S&A Fee Committee recommends a two percent (2%) increase to S&A Fees for the 2018-2019 academic year. This will take the fee from \$285.50 to \$291.20 per semester. In addition to expected S&A revenue, this year's committee has chosen to utilize reserve funds.

The WSU Spokane S&A Fee Committee recommends the following budget allocations: \$1,039,735.00

Group	Allocation
ASWSU	\$254,540
Student Success Center	\$173,604
Information Technology	\$10,115
Student Affairs Yakima	\$44,670
Student Involvement	\$187,295
Interprofessional Education	\$3,800
Spokane Diversity Center	\$85,910
Library	\$2,400
Community Engagement	\$47,755
Intercollegiate Athletics	\$8,550
Student Entertainment Board	\$72,750
Yakima Student Pharmacy Assoc.	\$13,000
RSO Funding	\$50,000
General Reserve Request	\$1,800
Facilities Reserve	\$85,346

Sincerely,

Daryll B. DeWald, Chancellor WSU Health Sciences Spokane

Darible B. Dolledald



TO:

Sandra D. Haynes

Chancellor, Washington State University Tri-Cities

FROM:

Kirk H. Schulz

President

DATE:

April 13, 2018

SUBJECT:

WSU Tri-Cities Services and Activities Fees Recommendations

I have reviewed and support the WSU Tri-Cities Services and Activities Fees Committee FY 2018-2019 budget allocation recommendations. I also support the recommendation not to increase S&A Fees, effective fall 2018.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc: Budget Office



Office of The Chancellor

MEMORANDUM

To:

Kirk Schulz, Ph.D., President

Washington State University

From: Sandra D. Haynes, Ph.D., Chancellor

Washington State University Tri-Cities

Date: April 11, 2018

Re:

WSU Tri-Cities Services and Activities Fees Recommendation

I have reviewed the Washington State University Tri-Cities Services and Activities Fees Committee FY 18-19 budget allocation recommendations. I support the students' recommendations. If you also approve, please proceed by forwarding your support to the Board of Regents for approval at the May 4th, 2018 meeting.

I have also received and support the recommendation made by the Tri-Cities S&A Fees Committee, by majority vote, to not implement an S&A Fee increase for academic year 2018/2019.

Please let me know if you have any questions or concerns. Thank you for your consideration of this request.

cc:

Israa Alshaikhli, WSU Tri-Cities Services and Activities Fee Committee Chair

Enc.: S&A Budget Allocation Recommendations

To:

Sandra Haynes, Ph.D.

Chancellor, Washington State University Tri-Cities

From:

Israa Alshaikhli

WSU Tri-Cities S&A Fees Committee Chair

Date:

April 4, 2018

RE:

Tri-Cities Campus Services and Activities Fees Recommendation

The Services and Activities Fees Committee met on April 4, 2018, for final discussion and recommendation of budget allocations for Academic Year 2018-19 following the established guidelines. As Chair, I request your support of the committee recommendations and your submittal of the budget to the President and Board of Regents for approval.

The S&A Fees Committee recommends an S&A Fee increase of 0% for Fall 2018.

The S&A Fees Committee no longer supports charging an administrative fee of \$10 per credit hour for Running Start students.

The S&A Fee Committee recommends the following budget allocations:

Department/ Orgs			Approved from Reserve	Total \$195,000	
ASWSUTC			\$10,000		
Campus Recreation	\$44,265.44	\$40,000		\$40,000	
Career Development	\$77,997.52	\$73,900		\$73,900	
Club Sports	\$15,379	\$15,379		\$15,379	
Student Affairs	\$37,000	\$28,750		\$28,750	
Office of Student Life	\$232,848.14	\$200,848.14 \$15,000		\$215,848.14	
SEB	\$106,725.00	\$81,000	\$81,000 \$10,000		
Student Financial and Support Services	\$50,929.60	\$43,600	\$43,600 \$7,329.60		
	\$13,000	\$6,500 \$1,000		\$7,500	
Campus Health and Wellness	\$100,000		\$5,000	\$5,000	
Total \$886,195.70		\$674,977.14	\$48,329.60	\$723,306.74	

TO:

Mel Netzhammer

Chancellor, Washington State University Vancouver

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Vancouver Services and Activities Fees Recommendations

I have reviewed and support the WSU Vancouver Services and Activities Fees Committee FY 2018-2019 budget allocation recommendations. I also support the recommendation not to increase S&A Fees, effective fall 2018.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc: Budget Office



Office of the Chancellor

MEMORANDUM

TO:

Kirk Schulz

President, Washington State University

FROM:

Mel Netzhammer

Chancellor, Washington State University Vancouver

DATE:

April 3, 2018

RE:

Vancouver Services and Activities Fees Recommendation

I have reviewed and support the Vancouver Services and Activities Fees Committee FY2019 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting.

The Vancouver S&A Fees Committee has recommended no S&A Fee increase for the upcoming fiscal year.

Cc:

Ally Brusseau, Committee Chair

Student Affairs Administrator

Enc:

Budget Allocation Recommendations





TO:

Kirk Schulz

President, Washington State University

FROM:

Mel Netzhammer

Chancellor, Washington State University Vancouver

DATE:

April 3, 2018

RE:

Vancouver Services and Activities Fees Recommendation

I have reviewed and support the Vancouver Services and Activities Fees Committee FY2019 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting.

The Vancouver S&A Fees Committee has recommended no S&A Fee increase for the upcoming fiscal year.

Cc:

Ally Brusseau, Committee Chair

Student Affairs Administrator

Enc:

Budget Allocation Recommendations

EXHIBIT P Board of Regents May 4, 2018

ACTION ITEM #8

Services & Activities Fees Rate Changes Academic Year 2018-2019 (Joan King)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Services and Activities (S&A) Fees Rate Changes for Academic Year

2018-2019

PROPOSED: That the Washington State University Board of Regents authorize an

> increase in the Services and Activities Fees (and S&A-like fees) for the academic year 2018-2019 if permitted in the 2019-2021 biennial

operating budget approved by the legislature.

SUBMITTED BY: Joan King, Associate Vice President/Chief University Budget Officer

SUPPORTING

INFORMATION: By law, the Board of Regents determines Services and Activities Fees.

The Washington State Legislature has enacted measures that

decouple S&A Rate increases and Tuition Rate increases.

All WSU campuses have an S&A Fees committee which makes a recommendation to the Board of Regents through President Schulz, concerning the amount of the rate change, as well as the allocations of revenues to student groups. The campus committees may independently choose to recommend an increase/decrease in the S&A Fees rate, and the rate can vary among campuses.

Each campus retains 100% of its own S&A fees and is able to choose a rate increase or decrease for the campus. The S&A Fee committee on each campus is student led, with a majority of votes assigned to students from that campus. S&A fees are self-assessed and

controlled locally.

The S&A Fees rate recommendations by campus are listed below:

	Current	Proposed	%	\$
	<u>FY 17</u>	<u>FY 19</u>	<u>Change</u>	<u>Change</u>
S&A FeesEverett	\$512	\$512	0%	\$ 0

S&A Fees-Global Campus\$23/credit	\$23	\$20.75	-10%	\$ -3.75
S&A Fees–Pullman	\$548	\$537	-2%	\$ -11
S&A Fees–Spokane	\$571	\$582	+2%	\$ +11
S&A Fees–Tri-Cities	\$512	\$512	0%	\$ 0
S&A Fees–Vancouver	\$559	\$559	0%	\$ 0

ATTACHMENT: Attachment A



TO:

David Cillay

Vice President for Academic Outreach and Innovation

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Global Campus S&A Fees Recommendations for FY 2019

I have reviewed and support the WSU Global Campus S&A Committee's FY 2019 budget allocation recommendations. I also support the recommendation to implement an S&A decrease of 10%, effective fall 2018.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc: Budget Office



WASHINGTON STATE UNIVERSITY

MEMORANDUM

To:

Kirk Schulz, Ph.D.

President, Washington State University

From: David Cillay, Ph.D.

Vice President for Academic Outreach and Innovation

Date: March 22, 2018

RE:

WSU Global Campus S&A Fees Recommendations for FY 2019

I have reviewed and support WSU Global Campus S&A Committee's FY 2019 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 3-4, 2018 meeting.

I have also received and support the recommendation by the committee, by majority vote, to implement an S&A Fee decrease of 10% (\$20.75/credit) effective Fall 2018.

Emily Chandler, Antoinette Harrison, Joan King, Emily March, Maggie cc: McFadden, Heather McKnight Nicole Romero, Leslie Thompson, Kelley Westhoff



WASHINGTON STATE UNIVERSITY

MEMORANDUM

TO:

RE:

David R. Cillay, Ph.D.

Vice President, Academic Outreach and Innovation

From: Kara Lane . Chair, WSU Global Services & Activities Fees Committee

Date: March 21, 2018

WSU Global Services and Activities Fee Allocation

The WSU Global Services and Activities Fees Committee met on March 21, 2018 to discuss and recommend budget allocations for Fiscal Year 2019 following the established guidelines. As chair, I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 3-4, 2018 meeting.

The WSU Global S&A Fees Committee recommends an S&A Fee decrease of 10% effective Fall 2018. The new rate will be \$20.75/credit.

WSU Global S&A Fees Committee recommends the following budget allocations:

Group

Wellbeing Online	\$ 75,343
Virtual Mentors	\$ 141,234
Global Connections	\$ 256,784
Center for Civic Engagement	\$ 113,950
Student Involvement-Student Support	\$ 242,149
ASWSU Global Campus	\$ 514,160
Total	\$1,343,620

Emily Chandler, Antoinette Harrison, Joan King, Emily March, Maggie McFadden, Heather McKnight Nicole cc: Romero, Leslie Thompson, Kelley Westhoff

TO:

Paul Pitre

Chancellor, Washington State University Everett

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Everett Services and Activities Fees Recommendations

I have reviewed and support the WSU Everett Services and Activities Fees Committee FY 2018-2019 budget allocation recommendations. I also support the recommendation not to increase S&A Fees, effective fall 2018.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc: Budget Office



Washington State University Everett

MEMORANDUM

TO:

Kirk Schulz

President, Washington State University

FROM:

Paul Pitre

Chancellor, WSU Everett

DATE:

April 10, 2018

RE:

WSU Everett Services and Activities Fees Recommendation

I have reviewed and support the WSU Everett Services and Activities Fees Committee FY18-19 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting.

I have also received and support the recommendation made by the WSU Everett S&A Fees Committee, by majority vote, to implement an S&A Fee increase of 0% effective fall 2018.

	% of Estimated Budget	Academic	One-time/Facility
ASWSUE	51.1%	\$49,166	\$0
WSU Engineering Club	12.1%	\$11,622	\$0
Institute of Electrical and Electronic Engineers (IEEE)	11.7%	\$11,214	\$0
Society of Women Engineers (SWE)	10.8%	\$10,398	\$0
Association for Computing Machinery (ACM)	4.42%	\$4,260	\$0
Sigma Iota	7.84%	\$7,550	\$0
Total Allocation	97.96%	\$94,210	\$0

Estimated Reserve (cumulative unallocated revenue) \$2,000

Cc:

Committee Chair



TO:

Jordan Frost

Chair, WSU Pullman Services and Activities Fees Committee

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Pullman Campus Services and Activities Fees Recommendation

I have reviewed and support the Services and Activities Fees Committee Summer 2018, and academic year 2018-2019 budget allocation recommendations. I also support the recommendation for a 2% decrease in Services and Activities Fees for FY 2019.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc:

Budget Office

Administrative Services



Budget Office

MEMORANDUM

TO:

Kirk Schulz, President

FROM:

Jordan Frost, Chair

WSU Pullman Services and Activities Fees Committee

DATE:

April 4, 2018

SUBJECT:

WSU Pullman Services and Activities Fees Recommendations

The WSU Pullman Services and Activities Fees Committee met on April 4,2018, to discuss and recommend budget allocations for summer 2018 and academic year 2018-2019 in accordance with state and university guidelines.

Groups that have a carry forward or unspent S&A fee balances at the end of the academic year must request the use of that funding in subsequent years. These carry forward or unspent balances are considered by the S&A Fee Committee during their deliberations. Each groups have been notified that all carry forward from the 2017-2018 academic year must be returned to the S&A Fund; any group with a negative balance must cover that by using other non-S&A operational fund.

As Chair, I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting.

The S&A Fees Committee, by unanimous vote, recommends a 2% Services and Activities Fee decrease for FY2019. This equates to a change from \$548 to \$537 per year per full-time student. The committee further recommends that each group take a 2.5 % reduction from their base request, unless their base request was reduced more than 2.5% from their last year's allocation.

The WSU Pullman S&A Fees Committee, by majority vote, recommends the following budget allocations:

WASHINGTON STATE

Budget Office

AC UNIVERSITY		2 6.6.9 6	nc is executances				
S&A Groups Requesting Funding		Base Requests	Total After Reduction 2.5%	Carry Forward Request	One- time Request	Facilities/ Capital	Total Recommended Amount
	_	85,381	83,246	1104000		-	83,246
Access Center - Disability Awareness		161,044	161,044		· .		161,044
ASWSU - Administration/Executives		385,115	385,115				385,115
ASWSU - Senate Programming			117,035	•			117,035
ASWSU - Senate		117,035	and the same of the same of		678,701		659,848
Athletics		240 001	659,848 340,169		0/0,/01		340,169
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PULLMAN GRAND TOTAL		8,180,735	8,709,365	(19,366)	722,604	1,200,000	9,909,365

cc: Alberto Aramburo Mary Jo Gonzales Matt Hudelson Julian Khalifa Joan King Jamie Lepper Maggie McFadden Lana Redman Stacy Pearson Matt Skinner Alec Solemslie Joseph Taylor Kelley Westhoff Brittany Wood

TO:

Daryll DeWald

Chancellor, Washington State University Spokane

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Spokane Services and Activities Fees Recommendations

I have reviewed and support the WSU Spokane Services and Activities Fees Committee summer 2018 and academic year 2018-2019 budget allocation recommendations. I also support the recommendation of a 2% increase to S&A Fees for the 2018-2019 academic year.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc: Budget Office



Office of the Chancellor

April 6, 2018

President Kirk Schulz PO Box 641048 Pullman, WA 99164-1048

Dear President Schulz:

The Services and Activities Fee Committee met on March 22, 2018 to discuss and recommend budget allocations for summer 2018 and academic year 2018-2019, following the established guidelines. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting. The S&A Fee Committee recommends a two percent (2%) increase to S&A Fees for the 2018-2019 academic year. This will take the fee from \$285.50 to \$291.20 per semester. In addition to expected S&A revenue, this year's committee has chosen to utilize reserve funds.

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Student Success Center	\$173,604
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Intercollegiate Athletics	\$8,550
Student Entertainment Board	\$72,750
Yakima Student Pharmacy Asso	c. \$13,000
RSO Funding	\$50,000
General Reserve Request	\$1,800
Facilities Reserve	\$85,346

Sincerely,

Daryll B. DeWald, Chancellor WSU Health Sciences Spokane

Darible B. Dolledald



TO:

Sandra D. Haynes

Chancellor, Washington State University Tri-Cities

FROM:

Kirk H. Schulz

President

DATE:

April 13, 2018

SUBJECT:

WSU Tri-Cities Services and Activities Fees Recommendations

I have reviewed and support the WSU Tri-Cities Services and Activities Fees Committee FY 2018-2019 budget allocation recommendations. I also support the recommendation not to increase S&A Fees, effective fall 2018.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc: Budget Office



Office of The Chancellor

MEMORANDUM

To:

Kirk Schulz, Ph.D., President

Washington State University

From: Sandra D. Haynes, Ph.D., Chancellor

Washington State University Tri-Cities

Date: April 11, 2018

Re:

WSU Tri-Cities Services and Activities Fees Recommendation

I have reviewed the Washington State University Tri-Cities Services and Activities Fees Committee FY 18-19 budget allocation recommendations. I support the students' recommendations. If you also approve, please proceed by forwarding your support to the Board of Regents for approval at the May 4th, 2018 meeting.

I have also received and support the recommendation made by the Tri-Cities S&A Fees Committee, by majority vote, to not implement an S&A Fee increase for academic year 2018/2019.

Please let me know if you have any questions or concerns. Thank you for your consideration of this request.

cc:

Israa Alshaikhli, WSU Tri-Cities Services and Activities Fee Committee Chair

Enc.: S&A Budget Allocation Recommendations

To:

Sandra Haynes, Ph.D.

Chancellor, Washington State University Tri-Cities

From:

Israa Alshaikhli

WSU Tri-Cities S&A Fees Committee Chair

Date:

April 4, 2018

RE:

Tri-Cities Campus Services and Activities Fees Recommendation

The Services and Activities Fees Committee met on April 4, 2018, for final discussion and recommendation of budget allocations for Academic Year 2018-19 following the established guidelines. As Chair, I request your support of the committee recommendations and your submittal of the budget to the President and Board of Regents for approval.

The S&A Fees Committee recommends an S&A Fee increase of 0% for Fall 2018.

The S&A Fees Committee no longer supports charging an administrative fee of \$10 per credit hour for Running Start students.

The S&A Fee Committee recommends the following budget allocations:

Department/ Orgs	Requested	Approved	Approved from Reserve	Total
ASWSUTC	\$208,050	\$185,000	\$10,000	\$195,000
Campus Recreation	\$44,265.44	\$40,000		\$40,000
Career Development	\$77,997.52	\$73,900		\$73,900
Club Sports	\$15,379	\$15,379		\$15,379
Student Affairs	\$37,000	\$28,750		\$28,750
Office of Student Life	\$232,848.14	\$200,848.14	\$15,000	\$215,848.14
SEB	\$106,725.00	\$81,000	\$10,000	\$91,000
Student Financial and Support Services	\$50,929.60	\$43,600	\$7,329.60	\$50,929.60
	\$13,000	\$6,500	\$1,000	\$7,500
Campus Health and Wellness	\$100,000		\$5,000	\$5,000
Total	\$886,195.70	\$674,977.14	\$48,329.60	\$723,306.74

TO:

Mel Netzhammer

Chancellor, Washington State University Vancouver

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Vancouver Services and Activities Fees Recommendations

I have reviewed and support the WSU Vancouver Services and Activities Fees Committee FY 2018-2019 budget allocation recommendations. I also support the recommendation not to increase S&A Fees, effective fall 2018.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 4, 2018, meeting.

Thank you for your service and leadership on this Committee.

Attachment

cc: Budget Office



Office of the Chancellor

MEMORANDUM

TO:

Kirk Schulz

President, Washington State University

FROM:

Mel Netzhammer

Chancellor, Washington State University Vancouver

DATE:

April 3, 2018

RE:

Vancouver Services and Activities Fees Recommendation

I have reviewed and support the Vancouver Services and Activities Fees Committee FY2019 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting.

The Vancouver S&A Fees Committee has recommended no S&A Fee increase for the upcoming fiscal year.

Cc:

Ally Brusseau, Committee Chair

Student Affairs Administrator

Enc:

Budget Allocation Recommendations





TO:

Kirk Schulz

President, Washington State University

FROM:

Mel Netzhammer

Chancellor, Washington State University Vancouver

DATE:

April 3, 2018

RE:

Vancouver Services and Activities Fees Recommendation

I have reviewed and support the Vancouver Services and Activities Fees Committee FY2019 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting.

The Vancouver S&A Fees Committee has recommended no S&A Fee increase for the upcoming fiscal year.

Cc:

Ally Brusseau, Committee Chair

Student Affairs Administrator

Enc:

Budget Allocation Recommendations

ACTION ITEM #9

WSU Pullman Student Technology Fee Committee Allocations Fiscal Year 2019 (Joan King)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman Student Technology Fee Committee Allocations for

Fiscal Year 2019

PROPOSED: That the Washington State University Board of Regents approve the

fiscal year 2019 allocations from the Student Technology Fee

Committee.

SUBMITTED BY: Joan King, Associate Vice President/Chief University Budget Officer

SUPPORTING

INFORMATION: During the 2015 Spring Semester, the ASWSU-Pullman Senate

approved a \$20/semester student technology fee for undergraduate students which took effect in the fall semester. This fee is authorized by RCW 28B.15.051. Fees of varying amounts are charged by the other research and regional universities in Washington. The WSU fee is the lowest among the group. According to the authorizing RCW, the revenue generated by the technology fee "shall be used

exclusively for technology resources for general student use".

To date, over \$4 million dollars has been generated by the student technology fee. The Committee has concluded its deliberative

process and presents its recommendation for approval.

ATTACHMENTS: Student Technology Fee Allocation Recommendations

President's Memo of Support

Student Technology Fee Allocation Recommendations

Funds Available		\$785,000
Request Title	REQUEST AMT	APPROVED AMT
Health and Wellness Mobile Messaging	\$12,936	\$12,396
Robotics Club	\$14,500	\$2,000
CoE – Undergrad Computer Lab	\$117,837	\$56,000
Adobe Creative Cloud	\$197,870	\$0
Fulmer Wireless Upgrade	\$148,000	\$148,000
Geology 101 Lab Upgrades	\$36,960	\$36,960
WSU Libraries – Interactive Technology Lab	\$100,577	\$ 45,842
WSU Libraries – Digital Foundations Lab	\$60,442	\$0
Murrow School of Communication – Creative Corridor	\$17,600	\$0
VCEA – Creative Corridor	\$185,660	\$ 42,430
Fine Arts – Creative Corridor	\$96,895	\$20,000
AOI – STF Branding	\$2,500	\$2,500
Student Collab Areas – Dana Hall	\$60,004	\$16,000
Sloan Hall Upgrades	\$11,735	\$13,000
Bohler Gym Upgrades	\$10,000	\$10,000
Design and Validation Tools for Eng. Students and Clubs	\$13,500	\$13,500
Alive Registration Laptop Replacements	\$58,004	\$19,334
Webster Hall Upgrades	\$18,186	\$6,300
Student Printing	\$250,000	\$150,000
Thompson Hall Upgrades	\$26,695	\$26,695
Commons Student Center	\$163,104	\$6,500
Total	1,603,005	\$627,457

TO:

Garrett Kalt, ASWSU Vice President

FROM:

Kirk H. Schulz

President

DATE:

April 11, 2018

SUBJECT:

WSU Pullman Student Technology Fee Recommendations

I have reviewed and support the Student Technology Fee Committee fiscal year 2019 budget allocation recommendations, as approved by the ASWSU-Pullman Senate on March 21, 2018.

I will submit the Committee's recommendations to the Board of Regents for approval at their meeting on May 4, 2018.

Thank you for your service to the students at Washington State University.

Attachment

cc: Budget Office



T0:

Kirk Schulz, President

FROM:

Garrett Kalt, ASWSU-Pullman Vice President

DATE:

April 4, 2018

SUBJECT:

Student Technology Fee Allocations - Fiscal Year 2019

The ASWSU-Pullman Senate met on March 21, 2018, to review the allocation recommendations for fiscal year 2018 from the Student Technology Fee Committee. The recommendations were approved by a unanimous vote.

We request your support of the following allocation recommendations and submittal to the Board of Regents for approval at the May 4, 2018, meeting.

Funds Available		\$785,000
Request Title	REQUEST AMT	APPROVED AMT
Health and Wellness Mobile Messaging	\$12,936	\$12,396
Robotics Club	\$14,500	\$2,000
CoE – Undergrad Computer Lab	\$117,837	\$56,000
Adobe Creative Cloud	\$197,870	\$0
Fulmer Wireless Upgrade	\$148,000	\$148,000
Geology 101 Lab Upgrades	\$36,960	\$36,960
WSU Libraries – Interactive Technology Lab	\$100,577	\$ 45,842
WSU Libraries – Digital Foundations Lab	\$60,442	\$0
Murrow School of Communication – Creative Corridor	\$17,600	\$0
VCEA – Creative Corridor	\$185,660	\$ 42,430
Fine Arts – Creative Corridor	\$96,895	\$20,000
AOI – STF Branding	\$2,500	\$2,500
Student Collab Areas – Dana Hall	\$60,004	\$16,000
Sloan Hall Upgrades	\$11,735	\$13,000
Bohler Gym Upgrades	\$10,000	\$10,000
Design and Validation Tools for Eng. Students and Clubs	\$13,500	\$13,500
Alive Registration Laptop Replacements	\$58,004	\$19,334
Webster Hall Upgrades	\$18,186	\$6,300



Student Printing		\$250,000	\$150,000
Thompson Hall Upgrades		\$26,695	\$26,695
Commons Student Center		\$163,104	\$6,500
		ē.	
	Total	1,603,005	\$627,457

cc: Jaime Lepper, Chair
Diana Baldovinos
Colleen McMahon
Savannah Rogers
Mitchell Weholt
Deborah Carlson
Joan King
Tony Opheim
Kurt Wilkie

EXHIBIT R Board of Regents May 4, 2018

ACTION ITEM #10

WSU Vancouver Student Technology Fee Committee Allocations Fiscal Year 2019 (Joan King)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Vancouver Student Technology Fee Committee Allocations for

Fiscal Year 2019

PROPOSED: That the Washington State University Board of Regents approve the

fiscal year 2019 allocations from the Student Technology Fee

Committee.

SUBMITTED BY: Joan King, Associate Vice President & Chief University Budget Officer

SUPPORTING INFORMATION:

During the 2017 spring semester, the ASWSU-Vancouver Senate approved a \$20/semester student technology fee for undergraduate and graduate students which took effect fall semester 2017. This fee was authorized by RCW 28B 15 051. Technology fees of varying

was authorized by RCW 28B.15.051. Technology fees of varying amounts are charged by the other research and regional universities in Washington. Both Pullman and Vancouver have a \$20 technology fee. The WSU fees are the lowest among the group. According to the authorizing RCW, the revenue generated by the technology fee "shall be used exclusively for technology resources for general

student use".

The Vancouver Student Technology Fee Committee has recommended an allocation of \$115,584 to improve the student WiFi experience at WSU Vancouver and an allocation of \$7500 to expand the Student Loaner Laptop program; this is a total allocation

of \$123,084.

ATTACHMENT: President's Memo of Support

TO: Mel Netzhammer

Chancellor, WSU Vancouver

FROM: Kirk H. Schulz

President

DATE: April 13, 2018

SUBJECT: WSU Vancouver Student Technology Fee Recommendations

I have reviewed and support the Student Technology Fee Committee fiscal year 2019 budget allocation recommendations, as approved by the ASWSU-Pullman Senate on April 5, 2018.

I will submit the Committee's recommendations to the Board of Regents for approval at their meeting on May 4, 2018.

Thank you for your service to the students at Washington State University.

Attachment

cc: Budget Office





TO:

Kirk Schulz

President, Washington State University

FROM:

Mel Netzhammer

Chancellor, Washington State University Vancouver

DATE:

April 17, 2018

RE:

Vancouver Student Technology Fee Committee Recommendation

I have reviewed and support the Vancouver Student Technology Fee Committee FY2019 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2018 meeting.

The Vancouver Student Technology Fee Committee has recommended to allocate \$123,084 to improve the student WiFi experience (allocation of \$115,584), and provide for an expansion of the Student Loaner Laptop program (allocation of \$7500).

Enc: Budget Allocation Recommendations

14204 NE Salmon Creek Ave. Vancouver, WA 98686

phone: 360.546.9520

web: www.aswsuv.com

MEMORANDUM

TO: Mel Netzhammer, Chancellor

FROM: Jose Scott, ASWSUV President

DATE: April 9, 2018

SUBJECT: Student Technology Fee Allocations – FY19

The ASWSU Vancouver Senate met on April 5, 2018, to review the allocation recommendations for FY19 from the Student Technology Fee Committee. The recommendations were approved unanimously, by a vote of 10-0-0.

Per the discussions of the Technology Fee Committee, the Senate has approved recommendations to allocate \$123,084 to improve the student WiFi experience (allocation of \$115,584), and provide for an expansion of the Student Loaner Laptop program (allocation of \$7500), at WSU Vancouver.

Considering the limited amount of funding that the Technology Fee Committee has to allocate, they would request institutional support for the remaining portion of the project. We view this as appropriate since the WiFi Improvement Project will ultimately positively impact the broader campus community, including students, staff, faculty, and campus guests.

We request your support of the allocation recommendations and submittal to the Board of Regents for Approval at the May meeting.

cc: Ma

Manuel Avalos, Chair

Michael DeManti, Senate Pro-Tempore

Zeke Estes Katrina Smith Nancy Youlden David Hill

Michael Stamper

Jose Scott

ASWSUV President

Michael DeManti ASWSUV Pro-Tempore

Muchan Della

ACTION ITEM #11

Recommendation to Delegate Authority to the President to Ratify Washington State University Collective Bargaining Agreements (Theresa Elliot-Cheslek)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Collective bargaining agreements with the Washington Federation

of State Employees and the WSU Police Guild

PROPOSED: That the Board of Regents delegate authority to the President to

ratify WSU collective bargaining agreements negotiated under Chapter 41.80 RCW with the exclusive representatives of bargaining

units of Washington State University classified employees.

SUBMITTED BY: Theresa Elliot-Cheslek, Associate Vice President and Chief HR Officer

SUPPORTING INFORMATION:

Collective bargaining agreements are negotiated with the Washington State Federation of State Employees (WFSE) presently covering five bargaining units of WSU classified employees represented by the WFSE (233 employees), and the WSU Police Guild covering a bargaining unit of Police Officers (17 employees)

Bargaining is currently conducted under the authority of the collective bargaining law, Chapter 41.80 RCW, and under a delegation of authority from the Board of Regents. After completion of negotiations, the collective bargaining agreements must be ratified by the bargaining units and by the University before they can be sent to the Governor's office for inclusion in the biennial budget submitted by the Governor to the Legislature. The statutory deadline for submission of collective bargaining agreements to the Governor's office is October 1 of even years.

It is recommended the Board of Regents delegate authority to the President to ratify each collective bargaining agreement after the negotiators have tentatively agreed to all of the terms of the collective bargaining agreements.

BOARD OF REGENTS

Delegation of Authority to the President to Ratify WSU Collective Bargaining Agreements

Resolution #180504-573

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 hereby delegate authority to the President, or his designee, to ratify WSU collective bargaining agreements covering bargaining units of WSU employees after tentative agreement has been reached with the exclusive representatives.

Dated this 4th day of May, 2018.	
	Chair of the Board of Regents
	Secretary of the Board of Regents

EXHIBIT T Board of Regents May 4, 2018

ACTION ITEM #2

Facilities Names Recommendation – WSU Wilke Farm Shop "Roger's Shed" (Pearson)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman Facilities Names Recommendation, Wilke Farm

Shop, Davenport WA

PROPOSED: That the Board of Regents approve the recommendation to name

the new farm shop located at the Wilke Research and Extension Farm in Davenport, Washington, as "Roger's Shed" in honor of

Roger Sheffels.

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

SUPPORTING

INFORMATION: The University Administration proposes the new WSU Wilke Farm

Shop located at the WSU Wilke Farm in Davenport, WA, be named

"Rogers Shed" in honor of Roger Sheffels.

Roger's father, Jerry Sheffels, and aunt, Carol Quigg, are generous supporters and donors of research projects in Adams and Lincoln counties and have provided \$150,000 for the new 5,000 sq ft shop. The proposed name for the new shop is *Roger's Shed.* This name has been selected by the family and will honor their generous gift as well as Roger Sheffels. Roger was killed in a plane accident on the family farm. They would like to have a plaque placed inside the shop to read, "Roger's Shed".

In support of the request, attached you will find:

- Naming request from Aaron Esser, Director of Extension
- Support memo from Dean Mittelhammer
- Support memo from Hal Johnson, Chair of the WSU Land Legacy Committee
- Support memo from Rich Koenig, Dept. Chair, Crop & Soil Sciences, and Assoc Dean CAHNRS
- Support memo from Lisa Calvert, VP of Advancement and CEO of the WSU Foundation

ATTACHMENT: Attachment A:

- Naming request from Aaron Esser, Director of Extension
- Support memo from Dean Mittelhammer
- Support memo from Hal Johnson, Chair of the WSU Land Legacy Committee
- Support memo from Rich Koenig, Dept. Chair, Crop & Soil Sciences, and Assoc Dean CAHNRS
- Support memo from Lisa Calvert, VP of Advancement and CEO of the WSU Foundation
- President Schulz approval of request

ATTACHMENT A

December 18, 2017

MEMORANDUM

TO: Chair, WSU Facilities Naming Committee

FROM: Aaron Esser, Adams/Lincoln Counties, Director of Extension

Caron Esser

SUBJECT: Naming of the new shop at the Wilke Farm

I am writing to request the naming of the new Wilke Farm shop be named in honor of Roger Sheffels. Roger's Dad and Aunt Carol Ann Quigg are generous supporters and donors of research projects in Adams and Lincoln counties and have provided \$150,000 for this new 5,000 sq ft shop.

The proposed name for the new shop: *Roger's Shed*. This name has been selected by the family and will honor their generous gift as well as Roger Sheffels. Roger was killed in a plane accident on the family farm when scouting the fields and this will help his name live on into perpetuity in conjunction with the agricultural research at the Buelah Wilke Farm.

Over the past 10 years as an extension faculty member, I have witnessed significant impacts of the research cooperation and financial gifts of both Jerry Sheffels and Carol Quigg and this naming is an important stewardship of all of their giving.

Thank you.



Office of the Dean

COLLEGE OF AGRICULTURAL, HUMAN, AND NATURAL RESOURCE SCIENCES

TO: Chair, WSU Facilities Names Committee

FROM:

Ron Mittelhammer, Dean, The Mittelhammer College of Agricultural, Human and Natural Resource Sciences

RE: Requested naming of the Wilke Farm Shop

DATE: February 1, 2018

On behalf of the College of Agricultural, Human, and Natural Resource Sciences I request the consideration of the Office of the President, Facility Names Committee to strongly consider the naming of the new shop at the Washington State University Wilke Farm in Davenport, in honor of Roger Sheffels. The name for consideration of this shop is "Roger's Shed."

The Sheffels family, specifically Jerry Sheffels and his sister, Carol Quigg gave \$100,000 for the construction and establishment of the shop on the Wilke Farm at Davenport. The intention of this gift was to provide the funding of the initial project cost, which is \$100,000. Roger Sheffels was Jerry's son and was killed in a spray plane accident. Roger was a key leader in the Davenport and agricultural communities in the area and that is why the family would like to name this shop in his honor. The signage would be inside the building in an area that will be used as a meeting room and work space.

Please accept this naming nomination for the Wilke Farm shop, to now be officially named "Roger's Shed." Thank you for your consideration. If you need further clarification or support, please contact our office.

Memorandum

TO: WSU Facilities Names Committee

FROM: Hal Johnson, Chair of the WSU Land Legacy Committee

DATE: November 20th, 2017

RE: Letter in support for naming of Wilke Farm

As a farmer in the Davenport area and as Chair of the Washington State University Land Legacy Committee, I write this letter of support in naming the new shop at Washington State University's Wilke Farm as "Roger's Shed."

Carol Quigg and Jerry Sheffels have collectively contributed over \$100,000 to construct this new shed on the Wilke Farm. The shed was built in memory of Roger Sheffels, Jerry Sheffels' son. Roger was tragically killed in a plane accident.

The Wilke farm is a crucial component of WSU's charge to fulfill its land grant mission. As a farmer in the mid-rainfall area, I have benefitted from the excellent research and knowledge being shared. Roger Sheffels also exemplified being a leader in our agricultural community, which further demonstrates why naming the building Roger's shed will be a fitting tribute to his memory. Thank you for your consideration.



Department of

Crop and Soil Sciences

COLLEGE OF AGRICULTURAL, HUMAN, AND NATURAL RESOURCE SCIENCES

January 20, 2018

MEMORANDUM

TO: Chair, WSU Facilities Naming Committee

Rich Koenig, Department Chair, Crop and Soil Sciences, and Associate Dean, FROM:

CAHNRS

SUBJECT: Naming of the new building at the Wilke Farm

I am writing in support of the naming of the new Wilke Research Farm building in honor of Mr. Roger Sheffels. Mr. Jerry Sheffels (Roger's Dad) and Roger's Aunt Carol Ann Quigg are generous supporters of WSU in many ways and have donated \$150,000 to support construction of this new facility.

I understand that the proposed name for the new shop is to be Roger's Shed. This name is desired by the family to honor Roger Sheffels, who died prematurely in an airplane accident. I think this name is fitting for this type of facility and to honor the family and Roger.

As chair of the Department of Crop and Soil Sciences and Associate Dean in CAHNRS, I value the generous support of the Sheffels and Quigg families. I believe this naming is appropriate to honor and steward their generosity to WSU.

Thank you.



TO:

Stacy Pearson, Vice President, Finance & Administration

Chair, Facilities Names Committee

FROM:

Lisa D. Calvert, Vice President of Advancement

CEO of the WSU Foundation

DATE:

March 6, 2018

SUBIECT:

Request to Name - Shop at the Wilke Farm in Davenport, WA

On behalf of Washington State University Advancement and the WSU Foundation, I fully support and endorse the proposal before the Office of the President and the Facility Names Committee to name the new shop at the WSU Wilke Farm in Davenport, WA, in memory of Roger Sheffels.

In recognition of the Sheffels family—led by Jerry Sheffels and his sister, Carol Quigg—and their gifts which covered in full the initial construction of the shop on the Wilke Farm at Davenport, I fully endorse and concur with the request to name this facility "Roger's Shed" after Jerry's son, the late Roger Sheffels.

Thank you for your consideration of this naming opportunity. Please feel free to contact my office if you have any questions or would like additional clarification.



Office of Finance and Administration

MEMORANDUM

TO:

Kirk Schulz, President

FROM:

Stacy Pearson, Vice President, Finance & Administration

Chair, Facilities Names Committee

DATE:

March 9, 2018

SUBJECT:

Request to Rename

The Facilities Naming Committee recently received a request to name the new Wilke Farm Shop located at the WSU Wilke Farm in Davenport, WA, in honor of Roger Sheffels.

Roger's father, Jerry Sheffels, and aunt, Carol Quigg, are generous supporters and donors of research projects in Adams and Lincoln counties and have provided \$150,000 for the new 5,000 sq ft shop. The proposed name for the new shop is *Roger's Shed*. This name has been selected by the family and will honor their generous gift as well as Roger Sheffels. Roger was killed in a plane accident on the family farm. They would like to have a plaque placed inside the shop to read, "Roger's Shed".

Please see attached supporting documentation:

Naming request from Aaron Esser, Director of Extension
Support memo from Dean Mittelhammer
Support memo from Hal Johnson, Chair of the WSU Land Legacy Committee
Support memo from Rich Koenig, Dept. Chair, Crop & Soil Sciences, and Assoc Dean CAHNRS
Support memo from Lisa Calvert, VP of Advancement and CEO of the WSU Foundation

The Facilities Naming committee concurs with the naming opportunity/proposal. If you approve, please provide your acceptance at the bottom of this page.

Thank you.

I concur with the above request

Kirk H. Schulz, Ph.D.

President

Date

EXHIBIT U Board of Regents May 4, 2018

ACTION ITEM #3

Award of an Honorary Doctoral Degree (Kirk Schulz)

May 4, 2018

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Honorary Doctoral Degree Recommendation

PROPOSED: That the Board of Regents approve the award of an Honorary

Doctoral Degree of Science from Washington State University to

_____•

SUBMITTED BY: Dr. Kirk H. Schulz, President

SUPPORTING

INFORMATION: The highest award that Washington State University can confer upon

an individual is an honorary degree. The Washington State University Board of Regents has statutory authority to award honorary degrees to individuals in recognition of "learning or devotion to literature, art, or science." Recipients of a WSU honorary degree are individuals who have achieved eminence in their field and whose literacy, artistic, or scientific contribution enhance the intellectual climate at

the University.

The Honorary Doctoral Degree Committee, chaired by Faculty Senate Chair Judith McDonald, reviewed several nominations for the honorary doctoral degree award and recommended three individuals for further consideration. After careful review of the nomination materials, I respectfully recommend one of these individuals to the Regents for this award. The Faculty Senate Steering

Committee concurs with this recommendation.

EXHIBIT V Board of Regents May 4, 2018

Request for State Attorney General's Office To Provide Defense for University Employees (Danielle Hess)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Request for State Attorney General's Office to Provide Defense for

Washington State University (WSU) Employees

PROPOSED: That the Board of Regents approve the request for defense by Mike

Leach, Head Football Coach; Andrew Lehr, Financial Aid Counselor; Karen Fischer, Associate Dean of Students; and Kelly Myott-Baker,

Assistant Director of Admissions

SUBMITTED BY: Danielle Hess, Senior Assistant Attorney General

SUPPORTING

INFORMATION: The complaint in the case of Zaire Webb v. WSU, et al., Whitman County

Superior Court, Cause No. 18-2-00055-38, names Coach Leach, Mr. Lehr, Ms. Fischer, and Ms Myott-Baker as defendants, thus

exposing them to a risk of personal liability.

A statutory procedure exists authorizing WSU employees to request that the Attorney General's Office represent them in such cases and that any judgment obtained be paid from state funds. This procedure requires that the Board of Regents take action by resolution finding that the University employee involved was acting within the scope of his duties and in good faith. The Board's determination must be made upon the facts available to it at the time of request for defense and indemnification.

I have reviewed the claim and conducted a preliminary investigation of the facts of this case. It is my opinion that Coach Leach, Mr. Lehr, Ms. Fischer, and Ms Myott-Baker were acting within the scope of their duties and in good faith when taking the actions from which this lawsuit arose. I therefore recommend defense by the Attorney General's Office and indemnification by the state.

A proposed Board Resolution is attached.

BOARD OF REGENTS Washington State University

Resolution #180504-572

WHEREAS, a legal action has been commenced in Whitman County Superior Court by Zaire Webb against Michael C. Leach, Andrew Lehr, Karen Fischer, and Kelly Myott-Baker; and

WHEREAS, Senior Assistant Attorney General Danielle Hess, serving as legal counsel to the University, has reviewed the claim, conducted a preliminary investigation of the facts of the case, and, based upon existing information and belief, has advised the Board of Regents that this claim arose out of activities performed in good faith and within the scope of employment; and

WHEREAS, RCW 28B.10.842 authorizes the Board of Regents to request the Attorney General to defend legal actions against employees, officials, and agents of Washington State University, and to authorize payment of any obligation arising from such actions from the state tort liability account pursuant to the provisions of RCW 4.92.130 through RCW 4.92.160;

NOW, THEREFORE, BE IT RESOLVED that the Board of Regents hereby finds that WSU Head Football Coach Mike Leach, Financial Aid Counselor Andrew Lehr, Associate Dean of Students Karen Fischer, and Assistant Director of Admissions Kelly Myott-Baker, who are named individually as defendants in the legal action brought by Zaire Webb in Whitman County Superior Court, Cause No. 18-2-00055-38, acted within the scope of their duties and in good faith with regard to conduct alleged by the plaintiff. Further, the Board of Regents hereby specifically requests, pursuant to RCW 28B.10.842, that the Attorney General's Office defend the above-named WSU employees against the claim brought by the plaintiff in the above-referenced legal action, or any other claim or legal action commenced by the plaintiff in any state or federal court of proceeding arising out of the facts alleged in this lawsuit, and that any obligation for payment arising from the above-referenced actions, or any other claim or legal action by the plaintiff, be paid from the state tort liability account pursuant to the provisions of RCW 4.92.130 through RCW 4.92.160.

DATED this 4 th day of N	Лау, 2018.	
	Chair, Board of Regents	
	Secretary, Board of Regents	