

MINUTES  
Board of Regents  
November 15, 2019

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, November 15, 2019, at WSU, in Pullman, Washington.

Present: Brett Blankenship, Chair; Regents Ted Baseler, Marty Dickinson, Johanna Pantig, Lura Powell, Heather Redman, Lisa Schauer, and Mike Worthy; Faculty Representative A.G. Rud, Interim Executive Vice President and Provost Bryan Slinker, and President Kirk H. Schulz.

**I. OPENING**

**A. Report from the Chair of the Board of Regents.** Chair Blankenship called the meeting to order and welcomed everyone. Chair Blankenship commented that it is always a pleasure to hold the Board meeting on the Vancouver campus and noted that Chancellor Mel Netzhammer and his staff are always gracious and wonderful hosts.

Chair Blankenship reported the following activities Board members have participated in since the last regular meeting:

- October 10 – Regent Worthy attended the Ribbon Cutting and Runway Realignment celebration for the Pullman-Moscow Regional Airport.
- October 18 – Regent Carson attended and spoke at the Alumni Fall Leadership meeting.
- October 19 – Chair Blankenship attended the baseball facility groundbreaking.
- October 30 – Regent Redman attended the Granger Cobb Institute for Senior Living Reception and Dinner in Pullman.
- November 7 and 8 – Regent Carson attended and spoke at both the WSU Vancouver and WSU Pullman Veterans Day ceremonies.

In conclusion, Chair Blankenship 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 ten minutes.

**B. Report from the President of the University.** President Schulz welcomed the audience and the Regents to WSU Vancouver and thanked Chancellor Netzhammer and staff for a great job of hosting the meetings. President Schulz commented that he would keep his report brief and then provided the following updates:

- Strategic Planning – The university community continues dialogue and discussions around strategic planning including the recent visioning conference, the land-grant symposium, and a faculty/staff survey.
- Serving the Public Good and Advancing the State: Measuring WSU's Impact – WSU recently ranked 29<sup>th</sup> nationally by Washington Monthly based on what colleges do for the country. Washington Monthly's, published for 50 years in Washington D.C., mission is focused on American traditions of civic responsibility,

carrying for the down and out, and giving the average person a break. Rankings criteria include social mobility, research and providing opportunities for public service.

- WSU was ranked 30<sup>th</sup> nationally for social mobility. Ranking criteria included graduation rate over 8 years, a comparison of reported graduation rate with predicted graduation rate of Pell recipients and first-generation students, affordability for students with family incomes of less than \$75,000, and actual median earnings of former students vs predictive earnings.
- WSU ranked 85<sup>th</sup> for research. Rankings were based on 5 measures: total amount of an institution's research spending (from the Center for Measuring University Performance and the National Science Foundation); the number of science and engineering PhDs awarded by the university; the number of undergraduate alumni who have gone on to receive a PhD in any subject, relative to the size of the college; the number of faculty receiving prestigious awards, relative to the number of full-time faculty; and the number of faculty in the National Academies, relative to the number of full-time faculty.
- WSU ranked 37<sup>th</sup> for community and national service. Ranks were based on 5 measures: number of students in ROTC programs; number of alumni serving in the Peace Corps; percent of federal work-study grant money spent on community service projects; whether or not a college provide at least some matching funds for undergraduate students who had received a Segal AmeriCorps Education Award for having completed national service; and voting engagement.

WSU and University of Washington were the only universities in the greater Pacific Northwest to rank in the top 30 of Washington Monthly's rankings and WSU's ranking of 29<sup>th</sup> puts in the company of universities such as University of Michigan – 27<sup>th</sup>, Notre Dame – 30<sup>th</sup>, and Northwester – 32<sup>nd</sup>. Rankings provide a national perspective about WSU's strengths and further data to consider in the measures to be created for determining progress in the Drive to 25.

President Schulz concluded his report.

**C. Report from the Chancellor of WSU Vancouver.** Chancellor Mel Netzhammer welcomed the Regents and commented it is always an honor to be able to share what is happening on the Vancouver campus with the Board. Chancellor Netzhammer reported that WSU Vancouver was celebrating its 30<sup>th</sup> anniversary and provided statistics about where the community is as a result of WSU Vancouver being there. In 1990, the baccalaureate degree attainment rate was under 17% and today that number is 29%, and while not all of those students have been educated at WSU, the fact that WSU has been in the community has been an important symbol about the importance of college and about the opportunity that is available to receive a higher education degree. Chancellor Netzhammer further reported the first class graduated 38 and last year's class graduated 1,045. Also, 90% of WSU Vancouver's students come from Southwest Washington and 92-95% stay in Southwest Washington after completing their education. In 2012, two thirds of their students were transfer and now that number has dropped to approximately 55% and as WSU Vancouver gets more first-year students, they are taking larger course loads and the direct result is FTE is up significantly. Chancellor Netzhammer concluded

his remarks and introduced Assistant Vice Chancellor for Strategic Partnerships Max Alt, Associate Vice Chancellor for Equity, Diversity and Inclusion Obie Ford III, and Vice Chancellor for Student Affairs and Enrollment Domanic Thomas who provided the Board with reports on strategic partnerships between WSU Vancouver and the community, networking initiatives, regional strategies, equity and diversity efforts and partnerships, and Title IX updates.

## **II. CONSENT AGENDA.**

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

- A) Approval of Minutes – September 20, 2019 and October 9, 2019 Board of Regents Meetings

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

**III. REPORTS FROM SHARED GOVERNANCE GROUPS.** Representatives from each of the University groups—Foundation Board of Directors, Faculty Senate, Associated Students of Washington State University, the Graduate and Professional Student Association, Administrative and Professional Advisory Council, and the Alumni Association—reviewed their reports as submitted. (*Exhibit A*)

**IV. FINANCE AND COMPLIANCE COMMITTEE REPORT.** Regent Dickinson reported the Committee heard an Internal Audit Update presented by Chief Audit Executive Heather Lopez. Regent Dickinson further reported the committee heard the following presentations from Vice President for Finance and Administration Stacy Pearson: FY2019 Financial Statement Audit Update; Athletics Budget Update; Academic Year 2020-2021 Rate Setting: Tuition and Fees; Renewal of Client Services Agreement – WSU’s Online MBA and Executive MBA Programs; and Strengthening the University’s Compliance Program – Revisions to Committee Charter and Board Resolution. Regent Dickinson reported the Committee reviewed one Future Action Item, FY2020 Housing and Dining Rate presented by Acting Vice President for Student Affairs Terry Boston and one Action Item.

Regent Dickinson submitted the following Action Item for the Board’s consideration:

**Proposed 4<sup>th</sup> Year College of Veterinary Medicine (DMV) Differential Tuition Rate**

It was moved and seconded that the Board of Regents approve a 4<sup>th</sup>-year DVM differential tuition rate equal to 13/15 of the regular semester tuition rate. This rate would be effective for students entering the fall 2020 semester but would not be applied until their final year of study. Based upon current CVM tuition rates, this amounts to \$11,156 (\$10,636 operating fee plus \$520 building fee) per student. This differential amount would apply equally to both resident and non-resident students (i.e., no non-resident differential) as proposed. Carried. (*Exhibit B*)

**V. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT.** Regent Worthy, standing in for Regent Redman who was unable to attend the Committee meeting, reported the Committee reviewed one Action Item and forwarded the following for the Board's consideration:

**2021 Board of Regents Meeting Schedule**

It was moved and seconded that the Board of Regents adopt resolution #191115-616, and approve the schedule for the 2021 Board of Regents Meetings; and delegate authority to the President of the University or his designee to select and designate appropriate meetings places, establish meeting times, establish the agenda and prepare agenda items, dispatch all official notices to meet the state Open Public Meetings Act or other notice requirements, publish minutes and maintain records of meetings, and take other necessary action as required for the orderly conduct of Board Meetings as proposed. Carried. (*Exhibit C*)

Regent Worthy further reported committee heard presentations on seven Information Items: Strategic Planning Update presented by Chief of Staff Chris Hoyt; Modernization Initiative Update presented by Vice President Pearson and Assistant Vice President for Finance Matt Skinner; Graduate Medical Education presented by Associate Dean, Graduate Medical Education Jonathan Espenschied; NWCCU Revised Accreditation Standards and Review Cycle Presented by Interim Executive Vice President and Provost Bryan Slinker and Vice Provost for System Innovation and Policy Craig Parks; Emergency Rule Revision for WAC 504-26-110 – Standards of Conduct for Students – Composition of Conduct Board presented by Interim Vice President Terry Boston; Emergency Rule Revision for WAC 504-26-213 – Standards of Conduct for Students – Firearms and Dangerous Weapons present by Vice President Pearson and Chief of Police Bill Gardner; and Compliance Plan Review of WSU's 403b Plans – Washington State University Retirement Plan and Voluntary Investment Program presented by Chief Human Resource Officer Theresa Elliott-Cheslek and Director Benefits Services Ann Monroe.

**VI. RESEARCH AND ACADEMIC AFFAIRS COMMITTEE REPORT.** Regent Baseler, reporting for Regent Sims who was unable to attend the meeting, reported the Committee heard a presentation on Future Action Item: Establish the School of Information (iSchool) present by Interim Executive Vice President and Provost Bryan Slinker and three Information Items: Faculty Manual Change – Section IV.I – Use of Faculty Authored, Edited, or Prepared Scholarly Material and Degree Extension – Bachelor of Science in Earth and Environmental Science to Global Campus both present by Interim Executive Vice President and Provost Slinker and an Office of Research Update presented by Vice President for Research Chris Keane.

**VII. STUDENT AFFAIRS AND STUDENT LIFE COMMITTEE REPORT.** Regent Schauer reported the Student Affairs and Student Life Committee heard two presentations: Cougar Intern Innovators in Athletics presented by Senior Associate Director of Athletics, External Relations Chris Park, and First-Generation Experience: First Forward at WSU presented by Acting Vice President for Student Affairs Terry Boston.

**VIII. INSTITUTIONAL INFRASTRUCTURE COMMITTEE REPORT.** Regent Powell reported the Institutional and Infrastructure Committee heard an in-depth presentation on the WSU Capital

Budget Process presented by Vice President Stacy Pearson and Associate Vice President for Facilities Services Olivia Yang.

**IX. OTHER BUSINESS.** No other business.

**X. PUBLIC COMMENT PERIOD.** No Public Comment.

**XI. ADJOURNMENT.** The meeting adjourned at 10:20 a.m.

Approved by the Board of Regents at its meeting held March 13, 2020 in Richland, Washington.

*SIGNED COPIES AVAILABLE IN THE OFFICE OF THE PRESIDENT*

# WASHINGTON STATE UNIVERSITY FOUNDATION

November 15, 2019

TO ALL MEMBERS OF THE BOARD OF REGENTS

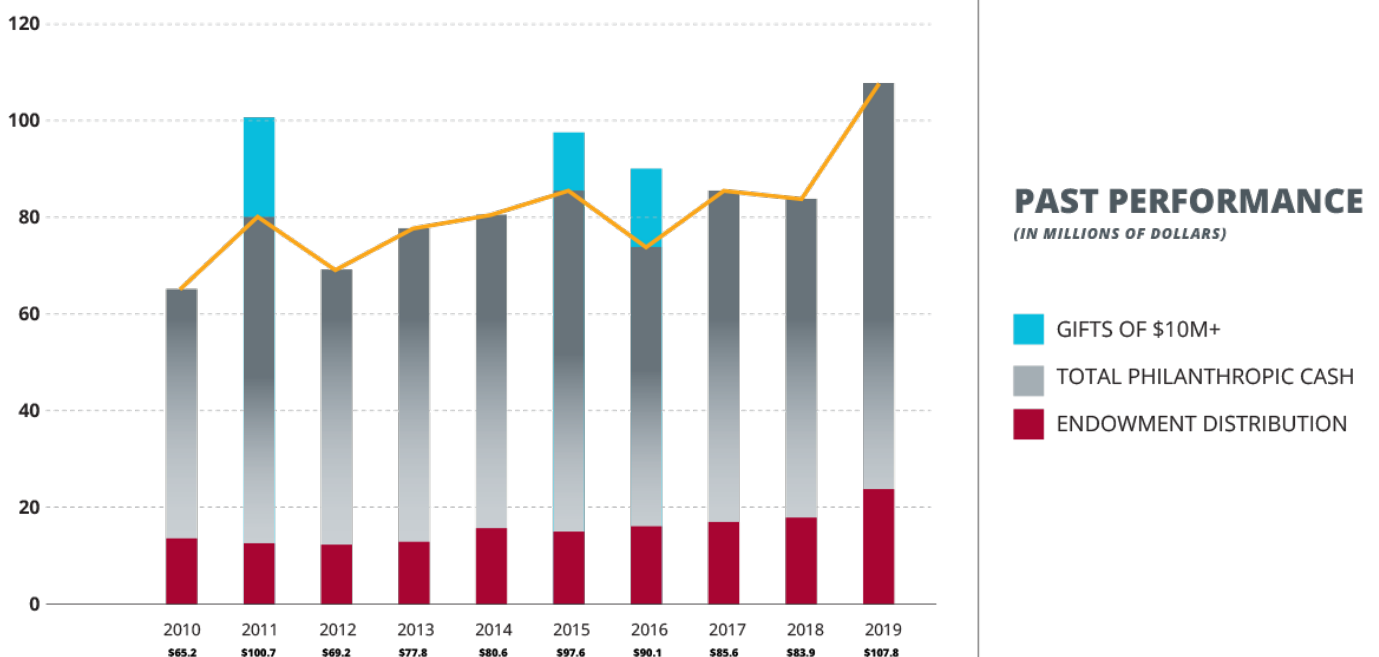
SUBJECT: WSU Foundation Regents Report

SUBMITTED BY: Lisa Calvert, Vice President for Advancement  
CEO, Washington State University Foundation

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

- Alignment of best-in-industry organizational systems, processes, staffing, and resources continues as WSU Advancement seeks to grow a sustainable philanthropic pipeline to advance WSU's academic, research and service mission. The WSU Foundation Board of Directors approved new Campaign Counting and Reporting Guidelines during their meeting on September 20, as recommended by the Reporting Task Force chaired by Gene Voiland.

With the new counting and reporting guidelines in place, and thanks to continuing build of systems, the WSU Foundation now has financial reports that provide understanding about historical philanthropic trends at WSU. These reports confirm that FY2019 was the best year in terms of new philanthropic cash distributed to the University in WSU history. Approximately \$110 million was distributed to WSU from July 1 to June 30, 2019 to directly enrich academic experiences, create opportunities for discovery and innovation, and to leverage WSU to make tangible, positive impacts across our state and around the globe. Further details will be provided during the Regents meeting.



November 15, 2019

TO: All Members of the Board of Regents  
SUBJECT: Faculty Senate Report  
SUBMITTED BY: Greg Crouch, Chair

### **Update on the Faculty Manual Project**

Given the substantial updates to the faculty manual, we have created a page (<https://facsen.wsu.edu/faculty-manual-project>) to track changes in order to make this process transparent. Updates include:

- The faculty manual reorganization was passed by the senate on October 13. In this reorganization, we have combined all references to faculty by topic rather than by track or tenure status. Work continues refining policy language around our new Tracks and Appointments for career track faculty. Professor Steve Hines is chairing the Faculty Affairs Committee and has been meeting with administration and faculty to help draft good policy.
- Updates to Section IV.I, referring to proceeds from faculty-authored materials, has passed and we are now compliant with Washington State Executive Ethics Board guidelines.
- A major goal for the remainder of the academic year includes updating Section III.C.3 concerning annual reviews. We will be working with the provost's office to develop guidelines for a faculty dossier composed of three portfolios (for example, teaching, research, service, extension, or entrepreneurial activities). The dossier would then provide a more complete picture of faculty activity as it relates to our mission and be a key component of the annual review process.
  - As part of this process, we envision a redesign of the Teaching Portfolio (<https://provost.wsu.edu/teaching-portfolio/>) to be based on three major components: student feedback on instruction, formative peer evaluation of teaching, and teaching self-reflection. An additional component based on the scholarship of teaching would be included where appropriate. This effort is being led by the provost's office and senate. Professor Bill Davis, representing the associate deans group, has taken a leadership role in this effort.

### **Update on Faculty Participation in Strategic Planning**

Faculty senate leadership has been involved in our recent system-wide strategic planning process with the goal of producing a meaningful document that captures our land grant mission and values while defining short-term goals and objectives (as well as strategies and tactics). Unlike prior planning work, our goal is for faculty to work in partnership with the president and provost to develop an annual planning process that can quickly respond to opportunities by encouraging innovation in teaching, research, and creative activities. Broad faculty participation is critical in order for the faculty community to have strong buy-in for the plan. Updates:

- A pilot survey was sent to 120 faculty, chairs, and deans in summer of 2019 with a response rate of 72%.
- An all-university survey was constructed and delivered in August of 2019 with 1,845 responses of which 32% identified as faculty.
- A planning conference was held on October 28th. While this conference had about 125 faculty members register, far fewer attended.

All feedback from these efforts is publicly available via a DropBox link on the strategic planning website (<http://strategicplan.wsu.edu>). As we move forward, it is proving difficult to recruit faculty, especially research active faculty, to participate in planning. Reasons for this lack of participation include increasingly heavy workloads, a lack of trust in the planning process, a perception that faculty participation will not result in meaningful change, or that very narrow interests are given priority at the expense of broader constituencies. The latter reasons are based on past experience and lack of evidence of change from prior efforts (The Grand Challenges initiative serves as a stand-out example). We are struggling to find ways to overcome this resistance and to engender trust in a new process. Nonetheless, Faculty Senate leadership remains committed to helping craft a strategic plan for WSU that addresses the evolving concerns of our increasingly diversifying faculty population.



# STUDENT GOVERNMENT

**November 15, 2019**

**To:** All Members of the Board of Regents  
**Subject:** ASWSUV Regents Report  
**Submitted By:** Davina Cepeda, ASWSUV President  
Ana Betancourt Macias, ASWSUV Vice President

The mission and objectives of ASWSUV this year all correlate to the roots of the platform that we ran on: putting students first. We highlighted this as our platform because from our collective experiences within ASWSUV and as students, at the end of the day the work that we do is rooted back to how we can benefit our students. Keeping in line with the pillars of WSU Vancouver, our platform, and intertwining community engagement, we integrated a couple of key projects and initiatives for our students through the following: Club Operational Budget (COB), debunking food insecurity, and addressing mental health.

## **Club Operational Budget (COB)**

With growing student engagement, club activities have increased from the previous year as more than 75% of the 28<sup>th</sup> Senate Allocation Pool (SAP) was requested from student clubs for major key events revolving around cultural events, activities, and more. This year we rolled out our first COB, with the budget starting at \$60,000 for the entire year – which cut our SAP to \$30,000. Multiple clubs have vocalized their excitement for this process, and requests were rolling in since the beginning of August until the hearing dates at the end of September. Clubs would go through an application process and request items they may need for events or club necessities that would also benefit students outside the club. After all club hearings, the entire COB was successfully allocated to 21 individual clubs resulting in an average of \$2,857 per club. We're hoping to go through a reflection process and follow-up with clubs at the end, and project an increase in the COB budget for next year as multiple clubs have mentioned in their hearings that they plan on having at least one key event per semester.

## **Debunking Food Insecurity**

A lot of our students fall within a variety of income brackets, and since WSU Vancouver is also home to a lot of non-traditional students, food insecurity has been on the forefront of



our minds in ASWSUV. We have partnered with our Cougar Food Pantry this year to try and not only provide awareness of the free resource such as the pantry to our students – but also debunk the myth revolving around food insecurity. We have done this by first rolling out an informational video guiding students through the process of requesting food, encouraging student leaders and community members at our events to donate food to our pantry, and remaining conscientious of the language we use while promoting that all students can benefit from this resource. Our next steps include collaborating with community organizations such as the Clark County Food Bank and seeking opportunities for donation boxes in the community for our students.

### **Mental Health Awareness**

Alongside food insecurity, another key topic this year for us on campus is mental health. On top of academic responsibilities, our students have variety of responsibilities they have when they leave campus – some may have dependents that they need to take care of, special circumstances may arise, or more. ASWSUV has continuously supported our Student Wellness Center on campus and highlighting mental health this year is one way we promote the free services students can get through the center. We also decided to host an event revolving around wellness called “October Hope & Health” and connected with the community by inviting local insurance companies, wellness clinics, and other organizations to our campus with the goal of getting students (and their families) connected to the resources outside of campus. We want our students to make sure that they are not only taken care of on campus, but also their families are as well.

November 15, 2019

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: GPSA Board of Regents Report

SUBMITTED BY: Ralph Chikhany, GPSA President  
Matthew Sutherland, GPSA Vice President of Legislative Affairs

On behalf of GPSA, we would like to thank the Board of Regents for your continued support of graduate and professional students. It is with great pleasure that we report the following:

**Graduate Writing Center:** The GPSA has allocated \$10,000 of its budget for 2019-2020 to help support the Graduate Writing Center (GWC). Using these funds, a new 10 hour/week position that started in October was added to the GWC. This position was assigned to a graduate student. In addition, we will be relocating the GWC to a new space and providing more desks and equipment to help make the space more welcoming to graduate students. Following our efforts, the graduate school agreed to provide another GA position for the GWC in the Spring. All of these initiatives will allow the GWC to hold additional walk-in hours and more free weekly one on one appointments for graduate students.

**Advocacy in Olympia:** Graduate Students need representation in Olympia. GPSA Senate has voted to allocate a portion of our budget to housing for our VPLA to be able to lobby fulltime in Olympia. With UW's GPSS doing the same, this will be the first-time graduate students will have full time lobbyists in Olympia. This is a big step in advocacy for our group and allows us to be more effective in our advocacy.

**Resolutions in Senate:** Our Senate passed two resolutions. The first was to support the retrial of Dan Hargraves. Our Association and our constituents are disgusted by the willingness of anyone to take advantage of our students. We understand the victim did not want to retry and of course, respect that. We want to express concerns with how the trial was conducted by prosecutors and call on leadership to be vocal in support of taking away Hargrave's credentials, so he cannot be a police officer anywhere again. We also passed a resolution, jointly with ASWSU, to call on our administration to add "Citizenship and Immigration status" to protected classes in Executive Policy 15. We think this is a critical forward-thinking step in shaping policy at WSU to keep students protected, clarify policy, and ensure our University is proactive in student relationships. We are hoping to see administrators and leadership support this change.

**Legislative Updates:** GPSA sent four executive members (ourselves and two directors) to Washington D.C. for the NAGPS annual Legislative Action Days (September 27-October 1) where we had the opportunity to meet with our representatives in D.C. to advocate for higher education initiatives. We also sent four members (including the president) to the University of Kentucky for the Leadership Academy and NAGPS National Conference (November 7-10) where they had the opportunity to learn about programs, services and legislative initiatives of graduate student governments from universities in the United States. The president represented GPSA at the Washington Student Association in person General Assembly on October 12-13, where many fruitful discussions pertaining to grad/professional students happened with the University of Washington's GPSS president, among other Washington State student government representatives.

November 15, 2019

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Administrative Professional Advisory Council Report

SUBMITTED BY: Stephanie Rink, Chair

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

1. APAC received an operating budget for FY20. Previously, APAC never operated on a true operating budget or followed best practices in terms of budget reconciliation. We started conversations with President Schulz in April and after working collaboratively with the Office of the President and Office of the Provost we have an operating budget and our budget committee is diligently working on APAC policies and procedures for our fiscal health.
2. APAC held the fall professional development seminar, Kevin Parker, former Washington State Representative, who discussed servant leadership, adaptive leadership, and change management. Total of attendance, morning and afternoon sessions, was 280 individuals across the entire WSU system. This winter, on President's Day, APAC will host a round table discussion around constitutional rights, the current political climate, and its effect on students and the workplace. This will allow our staff and faculty to better understand and work with our students and each other. This topic was specifically requested at our Tri-Cities forum. We are also actively working on our spring seminar speaker.
3. APAC continues to have a voice on several university committees and councils including the Fiscal Health Advisory Committee, the Strategic Planning and Institutional Effectiveness Council, and The Commission on the Status of Women, among others.
4. APAC has hosted AP Forums on each campus this year, accompanied by APAC's Executive Leadership and President Schulz. The first forum was held on WSU Everett campus on September 4<sup>th</sup> followed by WSU Spokane on September 13<sup>th</sup>, WSU Tri-Cities forum on October 1<sup>st</sup> and WSU Vancouver on November 13<sup>th</sup>. We are looking at a WSU Pullman forum and a WSU Extension forum. These forums are intended as a way for APAC to openly communicate with our constituents on issues related to APs and for President Schulz to communicate on Presidential initiatives.
5. APAC is proud to be represented on the Provost Search Committee with our colleague Anna McLeod, Associate Director of Student Services at WSU Everett.
6. APAC continues monthly council meetings where all APs are encouraged to attend, and VPs and upper administration are asked to present on initiatives and updates throughout the year. APAC Executive Leadership will continue to meet with President Schulz monthly.

November 15, 2019

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Progress Report

SUBMITTED BY: Jane Yung, WSUAA President 2019-20  
Tim Pavish, WSUAA Executive Director

### **A Homecoming to Remember**

At its semi-annual fall meeting, the WSUAA Board of Directors met to discuss important initiatives. As such, the WSUAA Nominating Committee recommended and the Board approved Shelly Spangler ('07) as the next vice president of the WSUAA. Shelly is the System Manager of Finance at SCL Health in Denver, Colorado, and current president of the WSUAA Colorado Chapter. In addition, Vice President of Advancement Lisa Calvert provided the Board with a strategic update of Advancement priorities, including the introduction of nationally-known advancement consultant Bob Burdenski who is currently completing an assessment of the WSUAA. He presented preliminary information and recommended actions to the Board after interviewing over 30 people.

The WSUAA Fall Leadership Conference, hosted over the same period during Homecoming weekend, had a heavy lineup of events and presentations. Special guest speakers including Regent Scott Carson, President Kirk Schulz, and Chancellor Mel Netzhammer energized WSUAA volunteers on a variety of timely topics. Chapter leaders from all over the country participated in a cultural competency training session to better represent the university and association to their constituents. Participants also honed their recruitment and interpersonal skills.

Additional WSUAA events over Homecoming Weekend included *The Feast* featuring Cougar-connected Cinder Wines, the annual Homecoming Bonfire and Pep Rally hosted by the WSUAA's Student Alumni Ambassadors (and highlighted in the recent HBO special on WSU Athletics), and the always-popular exclusive Platinum Life and Life Member Reception.

### **BECU Partnership**

As part of WSU's relationship with BECU, the credit union will begin supporting the WSUAA's New-Grad Membership Program this December. This program provides a three-year membership to all new WSU graduates from all campuses, including the Global Campus. The WSUAA is also working with BECU to conduct financial literacy training events in Seattle and Spokane this spring, as well as online opportunities for those graduates outside of Seattle and Spokane. Additional in-person financial literacy events will be rolled out to other campuses over the coming year. The programming will include relevant tools for recent graduates from all WSU campuses like information on managing your budget and student loan payoff, tips for purchasing a house, and other pertinent topics.

### **ASU PreGame**

The PreGame events, WSU's official tailgate at select away football games, have concluded for the regular season. In Tempe in October, over 1500 Cougs were welcomed to this incredible invigorating event. Like all PreGames, Cougs enjoyed food and drinks, Cougar gear from The Bookie (at select locations), a selfie with Butch, and a fantastic atmosphere, but the highlight of the event was hearing from President Schulz and Athletics Director Pat Chun. Pat put it best to the crowd when he told them it felt just like a home game, even in the heart of ASU country. Engaging Cougs near and far remains one of the primary goals of the Alumni Association.

## **ACTION ITEM #1**

### **Proposed 4<sup>th</sup> Year College of Veterinary Medicine (DVM) Differential Tuition Rate (Stacy Pearson/Bryan Slinker)**

November 15, 2019

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Proposed 4<sup>th</sup> Year College of Veterinary Medicine (DVM) Differential Tuition Rate

**PROPOSED:** That the Washington State University Board of Regents approve a 4<sup>th</sup>-year DVM differential tuition rate equal to 13/15 of the regular semester tuition rate. This rate would be effective for students entering the fall 2020 semester, but would not be applied until their final year of study. Based upon current CVM tuition rates, this amounts to \$11,156 (\$10,636 operating fee plus \$520 building fee) per student. This differential amount would apply equally to both resident and non-resident students (i.e., no non-resident differential).

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

**SUPPORTING INFORMATION:** The amount of differential tuition discussed in September was based upon the current operating fee only, whereas tuition, as defined in statute, is inclusive of the operating fee and the building fee. Thus, the amount shown above is slightly higher than initially presented in September, and is shown for illustrative purposes only. If approved, the tuition differential going forward will be calculated as 13/15 of the CVM tuition rate, and will adjust accordingly based upon the regular term rates in effect at that time.

**ATTACHMENTS:** Attachment A - Rational for a differential rate for the 4<sup>th</sup> year of the DVM curriculum

Attachment B - Student comments in response to differential tuition rate

## ATTACHMENT A

### Proposal for 4<sup>th</sup>-year DVM Differential Tuition Rate

As part of a multi-pronged fiscal plan to correct accumulating problems in funding the Veterinary Teaching Hospital (VTH) and associated teaching expenses in the Department of Veterinary Clinical Sciences (VCS)<sup>1</sup>, the College of Veterinary Medicine proposes a structural change in its tuition model to shift from the traditional 8 semesters of tuition charges (2 semesters each for 4 academic years of study), to a differential tuition rate for the 4<sup>th</sup> year (see Appendix A for information on the other veterinary schools that have such fee structures). Specifically, we propose a **4<sup>th</sup>-year DVM program differential tuition rate of \$11,156 per student**. DVM students study in our program for most of a full 12-month period in their 4<sup>th</sup> year of clinical rotations, as opposed to their normal 2 semesters of study during each of their first 3 years. Rather than charge a full third semester of tuition the proposed differential tuition rate is based on the 4<sup>th</sup>-year requirement that students enroll for a minimum of 43 weeks of rotations (at 1 credit per week), rather than the 30 weeks of a normal academic year (approximately 15 weeks per semester), and thus the fee is computed as 13/15 (0.8667) of a normal semester operating fee. Further, **we propose that this would be a differential tuition rate that applies equally to both resident and non-resident students** (i.e., no non-resident differential). At current year rates, this would generate approximately \$1.4 M in additional gross revenue.<sup>2</sup> Rolled ahead to the effective date in FY2024, it would be adjusted to correspond with any intervening tuition increases. This differential tuition rate would go into effect for the class of 2024, and thus any currently enrolled student would not be subject to the differential tuition. WSU CVM tuition, educational costs, and graduating student educational debt are shown in relation to the national market of all 30 U.S. veterinary schools in Appendices B, C, and D.

**RATIONALE, BACKGROUND, and CONTEXT:** The rationale for such a 4<sup>th</sup> year differential rate for the DVM curriculum is multifactorial.

At the highest level of consideration, without appeal to specific factors, the 4<sup>th</sup> year is by far the most expensive year of DVM education to deliver, and apart from that consideration, it is a full 12 month year, and not a normal 9-month academic year.

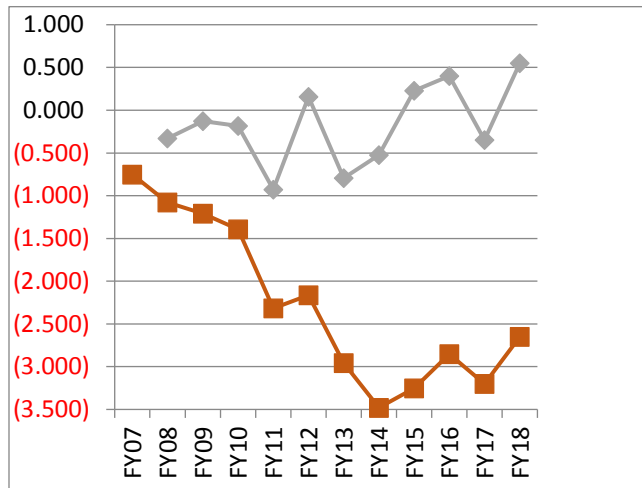
More specifically however, there are two elements that require consideration. One, several factors contribute to a substantial structural underfunding of the Veterinary Teaching Hospital (VTH) and related educational costs borne by the Department of Veterinary Clinical Sciences (VCS), for which the VTH is the primary “teaching laboratory.” Two, in order to respond to feedback from employing veterinary practice owners, and from our recent graduates, we have added substantially to our 4<sup>th</sup> year clinical rotation offerings, and incurred significant new costs in so doing. Both these factors will be further examined in what follows.

**First**, the VTH structural budget problem has been manifest for many years (in fact, predates Dr. Slinker’s time as dean). Some of the more distant history is shown in the graph below. Gray represents

---

<sup>1</sup> The other major elements are 1) more aggressive fee increases for VTH services in each of the next 3-5 years to generate an additional revenue of ~\$250,000 per year each of those years, above and beyond the normal fee increases of the past few years, 2) seeking incremental additions in core funding from the university and/or state.

<sup>2</sup> How much is retained by the CVM and how much flows centrally has yet to be determined.



the annual operating surplus/deficit for the year, while crimson represents the cumulative carry-forward balance. Note that these are net numbers after significant (\$300,000 to \$700,000) annual infusions of discretionary dollars to improve run rates. This is a chronic issue that predates the current fiscal issues that the college is correcting, and many of the specific issues enumerated below.

To date, we have sought to improve this situation by increasing revenue through growth in case accessions and regular increases in service fees. These have indeed led to strong

revenue growth, for example, from ~\$8.7M in FY2015 to ~\$11.6M in FY2019. However, we have only been able to make modest progress because expenses have grown strongly as well. Without belaboring all the details, the general reasons for this include (but are not limited to):

- 1) About 50% of VTH expenses are the cost of disposables (surgery supplies, drugs, etc.) needed to deliver veterinary care and these thus scale with caseload, decreasing the revenue to invest in other functions. Thus, only about \$340,000 of the FY19 revenue growth compared to FY18 is available for more general uses.
- 2) Increased caseload requires more technical staff support, in general, placing more demand on typical revenue growth.

Beyond these general factors that offset much of any new revenue generated by service fee increases, other specific factors that have added significantly to the expense side of the ledger are:

- 3) An internal audit in 2014 identified several significant risk areas in VTH business processes, necessitating the addition of several staff positions. Investments made at that time to correct these, with accumulated effect of periodic pay increases since then, totaled \$458,000 in FY19, and will continue to grow as salaries increase and benefits costs escalate. VTH funded these investments.
- 4) Most staff are paid from revenue. Therefore, each annual mass salary increase for Civil Service employees (most of our VTH staff) and A/P employees, along with the periodic step adjustments in Civil Service pay level, all fall on VTH revenue and are not covered by new state or central university allocations. In a typical year with 3% Civil Service pay increase, as in FY2019, the VTH salary increases that must be self-funded approach \$210,000 annually, and because these occur year after year they not only add up, but they compound.
- 5) The demand for veterinary technicians is very strong nationally, and every veterinary practice struggles to find employees – we are no different. This labor shortage drives up salaries. Accordingly, WSU worked with the State to increase the Civil Service pay scales for licensed veterinary technicians so we could be more competitive in this very tight labor market. The current year annual cost of this scale increase across the VTH at present staffing levels is ~\$230,000.
- 6) The ERP overhead assessment on all non-grant funded salaries puts additional pressure on revenue; for FY2020 and beyond this is a new demand on revenue of ~\$140,000 annually.

- 7) Due to a change in the way the US Department of Labor determined prevailing wages for our clinical Specialty Interns and Residents, our payroll expense for our 41 such employees increased by ~\$133,000 per year starting in FY20 (salary plus benefits are paid from VTH revenue).

The sum of the FY19/20 effects of items 3 through 7 above is nearly \$1.2M per year recurring costs that will continue to grow as salaries increase going forward.

More to the point, the sum of items 4 through 7 above, which reflect new pressures coming in the past year, is approximately equal to last year's revenue growth, far exceeding the capacity of recent VTH revenue growth – thus, part of the multipronged strategy is to apply fee increases above and beyond normal for the specific purpose of growing revenue to help cover these increased costs.)

- 8) An increasingly onerous regulatory environment for pharmacy and chemical safety adds costs for compliance. These are episodic, but persistent as regulations change over time. The latest example is the need for ~\$150,000 in renovation to comply with new regulations regarding safe handling of chemotherapeutic drugs. These regulations are driving most general veterinary practitioners to abandon chemotherapy, increasing demand on our oncology services.

The factors above put pressure on recurring funds for existing operations. In addition, there are areas, detailed below, that need investment of new recurring funds:

- 9) We are inadequately funded for routine equipment repair and maintenance of hospital equipment needed to deliver patient care. This ranges from repairs or purchase of small items in the range of a few thousand dollars to replacing our MRI at a cost of ~\$2.2M. One recurring cost consequence to major upgrades like the MRI is that the annual service contract to support such critical equipment increases when we replace old equipment with new equipment (in the case of the MRI from ~\$84,000 per year to \$121,000 per year). There are scores of examples of this type of recurring expense for which we have inadequate systematic resources.
- 10) We are understaffed at the veterinary technician level, both by any reasonable internal analysis and documented by peer comparison (see Appendix E). This has two major consequences...1) it increases overall stress level in the VTH, working against wellbeing in what is under the best of circumstances a challenging work environment and, 2) it requires that we rely heavily on DVM students for technical tasks and "hands." All of our veterinary graduates have to be competent in many technical procedures and veterinary nursing tasks, but short staffing results in DVM students being utilized more heavily on some services. To reach the average of the peer comparison group for techs/caseload ratios in the peer comparison group of 10 other teaching hospitals, we would have to add 32 technician positions to our current 50.<sup>3</sup> Realistically, we can make the case that to run our VTH the way we should, with staffing that offload work from students and promotes better work-life balance and wellbeing, we need 25 additional staff at the low end of the scenarios we've run. Depending on the exact mix of classifications, this would cost about \$1.8M per year in salary and fringe benefits. Obviously we cannot do this all at once and this would be a multi-year build

---

<sup>3</sup> Probably the closest individual comparison is Purdue University, which has identical caseload and 90 technicians vs. our 50 technicians.



out. However, for long-term planning we need to get on a pathway to grow our staffing significantly over time.

**Second**, we have made significant DVM curriculum enhancements in the past several years at significant program cost. And there are additional program enhancements needed. Current enhancements have substantially improved the educational opportunity for the students in the 4<sup>th</sup> year and most were done in response to feedback from employers of our new graduates, and from our new graduates themselves. We made a commitment to finding donor and foundation funding to support much of the cost of these programs at their inception. We were successful such that, to date, a large proportion of these new costs have been borne by private donations and grants from charitable foundations<sup>4</sup>. The grants from charitable foundations will, in general, not be renewable to sustain programs as the funders do not view that as their role – they are happy to help start new programs that matter to their mission, but not sustain them. Thus we have to transition to core funding for these, for which we need additional revenue. These major DVM teaching program enhancements and their approximate annual costs are:

- 1) Seattle Humane Society and Idaho Humane Society: these are critical enhancements to our soft tissue surgery and primary care curricular offerings in the 4<sup>th</sup> year. They are sited in Bellevue, WA and Boise, ID. The cost of providing these resources to students (including housing the students while they are away from Pullman) is approximately \$480,000 annually (~\$3,800/student).
- 2) Dermatology Center for Animals (DCA), Seattle WA: We do not have adequate dermatology caseload in Pullman to credibly teach this important subject. We are in discussions with an alum who has moved back into the area for a Spokane-based program, but for the last three years we have used the DCA to provide excellent education. We do not know what the costs will be if we successfully work out a program in Spokane, but it would likely be similar to the current cost of providing the DCA clinical rotation, about \$75,000 per year.

Future needed enhancements to our program include:

- 3) A third mental health professional on CVM staff to base in the VTH. This is a critically identified need for the wellbeing of our students and employees working in that stressful environment with its many emotional drains on employees and students of caring for very sick animals, euthanasia, and supporting the emotional well being of our clients who dearly love these sick and dying animals.
- 4) A financial/career counseling staff position in Student Services to help students better prepare for financial success in all dimensions, including handling their significant educational debt.
- 5) Enhanced basic dentistry education, probably based at Seattle Humane Society.

Finally, there is a **third** factor that helps frame the context:

For a four year period after the “Great Recession”, the State Legislature held resident undergraduate tuition flat for two years (13/14 and 14/15) and then reduced resident undergraduate tuition, with backfill, for two years (15/16 and 16/17). DVM tuition was held flat during this timeframe along with all other categories of tuition (even though there was no backfill appropriated for these rate freezes). Although a mere microcosm of the impact this had on the larger dependence of WSU broadly on

---

<sup>4</sup> Specifically, three different grants from PetSmart Charities and the MAC Foundation) total ~\$1,475,000. These cover a 6 year period ending in FY2021. In addition, private donations to date in support of these programs total \$292,000. Thus, nearly \$1.8M in funding has covered much of these costs – funding that will not continue in those amounts.

undergraduate tuition for revenue, the impact of 4 years of flat tuition still weighs heavily on CVM finances. DVM tuition for 02/03 through 12/13 (11 years) had increased a minimum of 7% per year, with one year at 12% and two years at 9%. Had the pace of 7% per year continued through the 4-years that tuition was held flat, in 16/17, the college would have generated an additional ~\$3.1M in gross tuition revenue (~\$1.9M to the college and \$1.2M to central). Because of compounding, the impact in 19/20 is even bigger (~\$3.7M gross, annually; ~\$2.2M to the college). This legacy effect of 4 years of flat tuition continues to exert a huge effect on our college's finances.

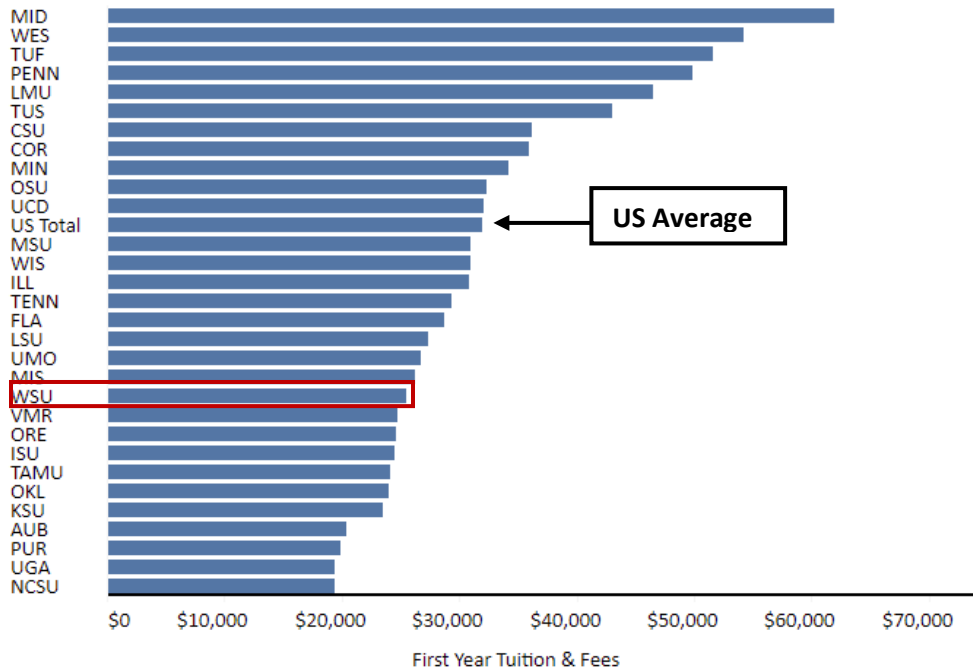
## Appendix A: Summary of US Veterinary Schools that impose 4<sup>th</sup> year surcharges

<a href="#">Auburn</a>	yes	10,294	this is the semester tuition and fees; they state that a 3rd summer semester is charged; I assume a full semester charge, and further assume non-res is higher
<a href="#">Colorado State</a>	no		
<a href="#">Cornell</a>	no		
<a href="#">Davis</a>	yes	4,082	approximate cost of one additional quarter of their professional fee (they have an interesting tuition structure, with total tuition and fees being \$32,103 -- extra charge is same for res and non-res)
<a href="#">Florida</a>	no		
<a href="#">Georgia</a>	yes	8,585	a full third semester is charged - but non-res pay same surcharge as res
<a href="#">Illinois</a>	no		
<a href="#">Iowa State</a>	yes	11,431	nearly a full third semester is charged (full semester is 11,644); non-res is higher (20,503); per semester tuition is actually lower, but the surcharge makes total 4th year cost substantially higher
<a href="#">Kansas State</a>	no		
<a href="#">Lincoln Memorial</a>	no		
<a href="#">Louisiana State</a>	no		
<a href="#">Michigan State</a>	yes	9,907	about 71% of a semester; they have a very fragmented tuition structure - non-res pay proportionately more
<a href="#">Midwestern</a>	no		
<a href="#">Minnesota</a>	yes	11,982	75% of full semester charge - non-res pay proportionately more (16,773)
<a href="#">Mississippi State</a>	no		
<a href="#">Missouri</a>	no		
<a href="#">NC State</a>	no		
<a href="#">Ohio State</a>	yes	16,626	nearly a full semester charge - non-res pay more (19,668)
<a href="#">Oklahoma State</a>	yes	3,140	~25% of full semester charge - non-res pay more (3,640)
<a href="#">Oregon State</a>	no		
<a href="#">Penn</a>	no		
<a href="#">Purdue</a>	yes	1,562	~16% of full semester charge - non-res pay more (1,607)
<a href="#">Tennessee</a>	no		
<a href="#">Texas A&amp;M</a>	yes	1,027	~12% of full semester charge - non-res pay more (1,130)
<a href="#">Tufts</a>	no		
<a href="#">Tuskegee</a>	no		
<a href="#">Virginia MD</a>	yes	7,760	88% of a full third semester is charged (full semester is 8,818 - non residents pay proportionately more (17,127))
<a href="#">Washington State</a>	no		
<a href="#">Western</a>	no		
<a href="#">Wisconsin</a>	no		

## Appendix B: WSU CVM general tuition position in the national market



### First Year Resident Tuition & Fees at U.S. Colleges of Veterinary Medicine Internal AAVMC Data Reports 2019



If one focuses on just 1<sup>st</sup> year tuition, WSU is 11<sup>th</sup> lowest of 30 U.S. schools for 1<sup>st</sup> year resident tuition.

Focusing on total 4-year tuition and fee cost – see chart and notes on next page (Appendix C) – WSU is 6<sup>th</sup> lowest of the 23 schools shown.

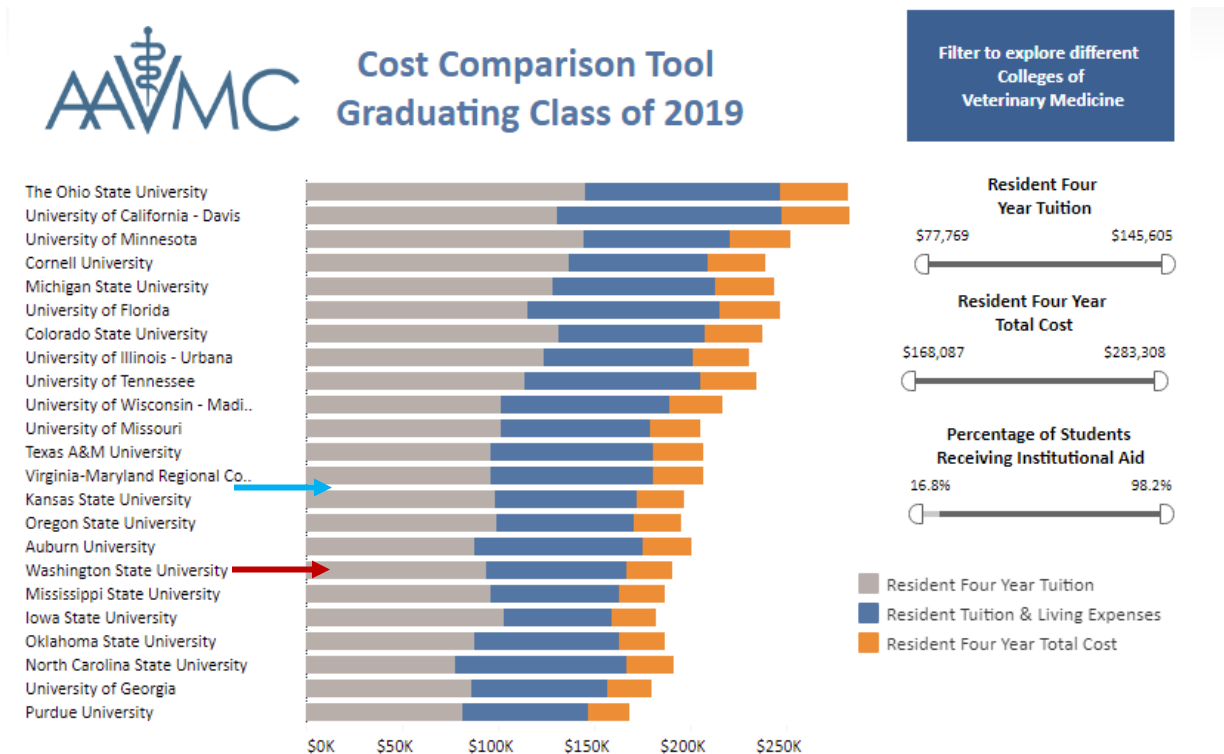
The relatively better position for WSU CVM in the total 4-year resident tuition and fee cost compared to 1<sup>st</sup>-year tuition is due to the fact the 11 of the 30 U.S. Schools have a surcharge in the 4<sup>th</sup> year, ranging from \$1,027 (Texas A&M) to \$16,626 (Ohio State)...see Appendix E.

We propose a 4<sup>th</sup>-year fee that has the following characteristics:

- Computed as 13/15 of a regular semester’s tuition (2 regular semesters x 15 weeks is 30 weeks of instruction in the normal academic year; WSU CVM requires a minimum of 43 weeks of graded activity in the 4<sup>th</sup> year – thus the ratio, 13/15, a bit less than a full extra semester of tuition (15/15). If we do this, we would be the 12<sup>th</sup> school to do so, and have the 4<sup>th</sup> highest of the 12 (lower than only 3 of the current 11)
- No distinction between resident and non-resident (similar to only 2 of the other 11)
- **Based on current resident tuition, the proposed fee in current dollars is \$10,637.<sup>5</sup>**

<sup>5</sup> Those similar or higher are Auburn (\$10,294), Iowa State (\$11,431), Minnesota (\$11,982), and Ohio State (\$16,626); all charge even more for non-residents. If one focuses on non-residents, Va-MD is also higher than we propose (\$17,127).

## Appendix C: WSU CVM total cost of education position in the national market



Figures for tuition, fees and cost of attendance/living are derived and calculated from AAVMC internal data reports with data collected in the fall of 2018. Users should anticipate continued escalations in the overall cost of education. Non-resident tuition figures include adjustments based on eligibility to establish residency during the first year of the program at certain publicly supported institutions. Estimated loan interest assumes the use of Federal Stafford loans to fully finance the cost of the DVM education at a rate of 6%. *This cost is included in the Total Cost of Attendance.* Institutional aid is understood to be college-funded scholarship, fellowship, or grant aid awarded to students.

→ WSU total 4-year cost is 5<sup>th</sup> lowest of the 23 schools represented in the figure above (note the bars are not smoothly rank ordered). Seven<sup>6</sup> of the 30 schools are not represented here. All but one of those seven are significantly more costly than WSU, and so we are in effect 5<sup>th</sup> lowest of the 30 schools.

→ Were this proposal to be adopted at the proposed level in current dollars it would move us up 3 positions to 8<sup>th</sup> (possibly 9<sup>th</sup>) lowest total 4-year cost, i.e., at the bottom of the 2<sup>nd</sup> quartile of the 30 schools:

- Because we propose this fee is not effective in FY2024, the exact relative position is unknown, but because all schools can be expected to have their costs go up we anticipate we will still be in the same relative position in the market.
- Also, the exact amount of the proposed fee is not known because it takes effect for AY2023-2024 and, as proposed, is computed as 43/30 (1.4333) of one semester of resident tuition, which may increase between now and then. But, again, we expect the same relative position as argued in the first bullet.

<sup>6</sup> Midwestern (private), LMU (private), Western (private), Penn (quasi private), Tufts (quasi private), Tuskegee, and Louisiana State. Note that, LSU excluded, these schools graduate students with the highest educational debt.

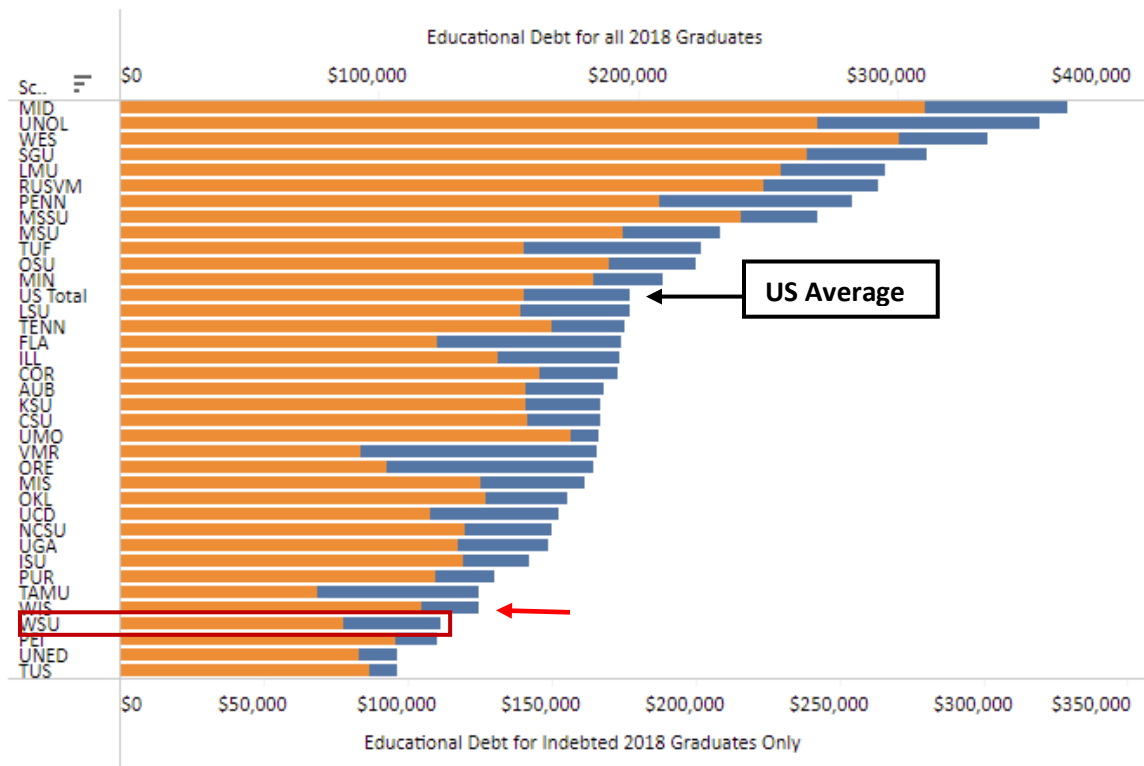
## Appendix D:

### WSU DVM Graduate Educational Debt in Relation to the National Market

The WSU CVM continues to be near the bottom of our peers with respect to total educational debt as shown below. The approximate impact of the proposal, in current dollars, is indicated on the graph (→), moving us up about one position. Our specific ranking varies from year to year, but has historically been no higher than 7<sup>th</sup> lowest, and this relative position will be unchanged by the proposed additional fee.



### Median Institutional Indebtedness for 2018 Graduates at AAVMC Member Institutions Internal AAVMC Data Reports 2019



AAVMC International Members indebtedness data represents 2018 U.S. graduates only.

■ Educational Debt for all 2018 Graduates  
■ Educational Debt of Indebted 2018 Graduates Only

Note the above includes data from US citizens attending foreign vet schools (two of those below WSU are foreign (PEI (Prince Edward Island – the Atlantic Veterinary College in Canada) and UNED (Univ. of Edenborough in Scotland))).

## Appendix E: Peer Comparisons of Veterinary Teaching Hospital Technical Staff

The Veterinary Teaching Hospital is understaffed compared to our peer teaching institutions. For example, data obtained from a recent discussion on a teaching hospital administrator list-serve yielded the table presented below. These data are a little “muddy” because of the lack of stringent definitions for staff and case load but clearly illustrates the challenges facing our VTH.

University	Technical Staff*	Annual Case Accessions	Accessions/Technical Staff Member
Atlantic Veterinary College	33	9,000	273
Colorado State University	151	35,000	232
Cornell University	125	30,866	247
Louisiana State University	80		
Michigan State University	111	20,000	180
North Carolina State University	175	35,863	205
Oklahoma State University	47		
Purdue University <sup>†</sup>	90	22,000	244
Texas A&M University	206	24,000	117
University of Missouri <sup>†</sup>	66	20,000	303
University of California Davis	281	60,000	214
University of Georgia	128	28,000	219
University of Minnesota	165		
Washington State University	50	22,000	440
Mean values	124	32,144	268

\*Technical staff was generally defined as licensed or certified veterinary technicians and unlicensed technician assistants. WSU numbers are the total number if all vacant positions were filled.

<sup>†</sup>The VTHs at these institutions are considered most comparable in size and patient numbers to WSU.

## ATTACHMENT B

*In response to a proposal for a 4<sup>th</sup> year DVM differential tuition rate that would go into effect for the Class of 2024, the following student comments were received :*

Good Afternoon,

I would like to submit comments for your review and submission to the Regents about the proposed tuition increase for our 4th year education.

I have reviewed the proposal, and there were many good points brought to my attention. For example, I did not consider that increasing the case load proportionally increases a lot of the costs of operation so that the revenue is not all that great. I also agree that we are underserved in terms of support staff, and there is no way to increase the help we have without spending more money on them. All of that being said, I have a very visceral reaction to the idea of paying more money to work as hard as we do at the VTH. A lot of this visceral reaction stems from my belief that I don't think many of the rotations at the VTH actually provide us with very much learning opportunity. I feel as if I am working as a technician and paying for it on top of that. Many of these same feelings were voiced by my classmates during the recent meeting with Dr. Sellon and Dean Slinker, so I know I am not alone. In particular, I made very few medical decisions and was hardly asked to think critically in rotations such as Small Animal Soft Tissue Surgery, Oncology, Radiology, Large Animal Overnights, and Equine Surgery. The reasons for my lack of opportunity to learn during these rotations varied by the rotation, and I would be happy to discuss these issues further. Ultimately, however, in regards to the tuition increase, I feel that the increased cost would not be offset by what we gain as students. I don't even particularly feel that the cost we are paying now is worth the benefit we receive from this fourth year of education. I would like to mention, though, that the off-site rotations offered (Seattle and Boise Humane, Dermatology, Preceptorships) have been very instructive and worthwhile for me, and under no circumstances should these programs be reduced in any way.

I would be ok with paying more for the fourth year of veterinary training if (and only if) you could truly guarantee that we would be learning more than we do now in the VTH and doing less work that should technically be the duty of our support staff. I know this was a point that was mentioned in the proposal as a reason to increase the fourth year tuition, but my fear is that the tuition increase will be instated without ever making true changes to the system. I think it would be near impossible for anyone to promise that the system would change so dramatically by just increasing the tuition and hiring a few more technicians. Instead, I believe we need a complete overhaul of the teaching framework at the WSU VTH and out of the box ideas to increase revenue before we consider tuition increases. One idea I have to increase revenue in a revolutionary way is



to increase the number of emergency patients that are seen through services like the Emergent Service. Since this service does not have a student, they do not have the burden of teaching, and I imagine they can get through cases with slightly less opportunity cost. An additional idea would be to increase the Community Practice Service's capacity. I imagine that they have lower operating cost than specialty services, especially for things like vaccine appointments. It is also the best training for students because it is similar to what the majority of us will be doing in general practice. Finally, you could offer an opportunity for clients to sponsor 4th year veterinary students or the 4th year of education through programs similar to the Good Samaritan Fund that is already in place for pets.

I hope these comments have been constructive, and I hope they will be considered by yourselves and the Regents when the 4th year tuition increase is considered.

Thank you so much for your time.

Katelyn Waggoner  
WSU CVM Class of 2020 Secretary  
2020 DVM Candidate

I recently recieved this announcement forwarded from a classmate and wanted to weigh in. I would like to know how a fourth year, who is actually making the school money, deserves to pay a larger tuition fee. Our fees to clients are so low I had clients travel hundreds of miles past other qualified professionals to seek our costs. I worked long nights far past my scheduled hours because your hospital is understaffed and I was forced to be man-labor that sincerely detracted from my learning experience. If vet students were paid their working conditions would not be legal (working 15hr days for 14 days straight on overnights) and I feel the tuition increase is only further exploiting these hard working students. The vet school industry is turning further and further into a greedy business and and seems to increasingly prioritize profits over student learning and welfare. Our debt to income ratio is one of the worst of professions out there and instead of trying to combat this WSU is looking to profit from it.

I'm becoming increasingly disappointed in the program at WSU and I hope the program starts taking the points brought up by students at last weeks meeting seriously before our hard-earned degrees become less valued as Washington State loses respect from our professional communities.

I know there is little chance my voice will be heard on this issue but, nonetheless I felt it important to speak up.

-Dr. Taylor Dowell  
WSU DVM Class of 2019

# ACTION ITEM #1

## 2021 Board of Regents Meeting Schedule (Kirk Schulz)

November 15, 2019

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of the 2021 Board of Regents Meeting Schedule

SUBMITTED BY: Kirk H. Schulz, President

PROPOSED: That the Board of Regents approve the schedule for the 2021 Board of Regents Meetings; and delegate authority to the President of the University or his designee to select and designate appropriate meetings places, establish meeting times, establish the agenda and prepare agenda items, dispatch all official notices to meet the state Open Public Meetings Act or other notice requirements, publish minutes and maintain records of meetings, and take other necessary action as required for the orderly conduct of Board Meetings.

SUPPORTING INFORMATION: Proposed meeting dates are as follows:

2021	
<u>Date</u>	<u>Location</u>
January 21-22, 2021 (Retreat)	TBD
March 11-12, 2021	Tri-Cities
May 6-7, 2021	Spokane
June 3-4, 2021 (Retreat)	TBD
September 16-17, 2021	Pullman
November 18-19, 2021	Vancouver

# BOARD OF REGENTS

## 2021 Board of Regents Meeting Schedule

### Resolution #191115-616

BE IT RESOLVED that the Board of Regents of Washington State University hereby adopts the following schedule of meeting dates for 2021:

<u>Date</u>	<u>Location</u>
January 21-22, 2021 (Retreat)	TBD
March 11-12, 2021	Tri-Cities
May 6-7, 2021	Spokane
June 3-4, 2021 (Retreat)	TBD
September 16-17, 2021	Pullman
November 18-19, 2021	Vancouver

BE IT FURTHER RESOLVED that pursuant to RCW 28B.10.528, authority is hereby delegated to the President of the University or his designee to select and designate appropriate meeting places, establish meeting times, establish the agenda and prepare agenda items, dispatch all official notices to meet the state Open Public Meetings Act or other notice requirements, publish minutes and maintain records of meetings, and take other necessary action as required for the orderly conduct of Board meetings.

BE IT FURTHER RESOLVED that when a regular meeting is rescheduled, notice thereof will be given in conformance with the notice requirements specified by the Open Public Meetings Act for special meetings, with the understanding that special meetings may be called by the President of the Board or as otherwise provided by law.

BE IT FURTHER RESOLVED that the Board of Regents may convene Executive Sessions whenever it is deemed necessary in the interest of the University for the purpose of discussing matters or items for which Executive Sessions are authorized in RCW 42.30 as it now exists or may be amended hereafter.

DATED this 15th day of November, 2019.

---

Chair of the Board of Regents

---

Secretary of the Board of Regents