

September 11, 2020

**BOARD OF REGENTS MEETING NOTICE**  
September 17-18, 2020

The Washington State University Board of Regents will hold its next official meetings on Thursday and Friday, September 17-18, 2020, in Pullman, Washington, pursuant to the schedule below.

Pursuant to Governor Inslee's Proclamation 20-28, dated March 24, 2020 and related updates, and to reduce risks related to Coronavirus, this meeting will be conducted by Zoom. Public listening and/or viewing is available via the following link and by phone at:

Online access: Thursday, September 17, 2020: <https://youtu.be/6ZCq7CPdlsA>

Friday, September 18, 2020: <https://youtu.be/MMhvonn3xCw>

Telephone access: dial 1-253-215-8782, enter code 925 1040 4014.

Board of Regents committee meetings begin at 8:00 am Thursday, September 17, and will run as outlined below throughout the day. Committee meetings may be attended by all members of the Board of Regents, and all members may participate.

**Thursday, September 17, 2020**

8:00 am Board of Regents' Committee Meeting

**Friday, September 18, 2020**

8:00 am Board of Regents Meeting

Members of the public are invited to comment only during the Public Comment Period during the meeting of the full Board on September 18, 2020. Public access to the meeting will be limited to viewing and listening until the public comment period begins.

During the public comment period, members of the public planning to speak are asked to mute their microphones or telephones and to disable their cameras, unless they are called to the Public Comment Period, in order to prevent disruption to the meeting.

Sign up to provide public comment at the meeting of the Board on Friday, September 18, 2020, using the Request to Provide Public Comment form available at noon Friday, September 11, 2020 on the Board of Regents website.

This notice is being sent by the direction of the Chair of the Board of Regents pursuant to the requirements of the Open Public Meetings Act, chapter 42.30 RCW.

Questions about the Board of Regents meeting and schedule may be directed to Desiree Jacobsen, Executive Assistant to the Board of Regents, 509-335-6662.

*\*or upon conclusion of previous session*

**Agenda**  
**Board of Regents Committee Items**  
**Thursday, September 17, 2020**  
**8:00 am – 12:00 pm**

Committee of the whole, Brett Blankenship (Chair)

	<u>Section</u>
1. Information Item 1: COVID-19 Update <ul style="list-style-type: none"><li>- Pullman Community Update (<i>Schulz</i>)</li><li>- Academic Affairs Update (<i>Chilton</i>)</li><li>- COVID-19 Testing Strategy (<i>DeWald/Kerr</i>)</li><li>- Student Affairs Update (<i>Gonzales</i>)</li></ul>	BOR-1
2. Information Item 2: Office of Research Update ( <i>Keane</i> )	BOR-2
3. Information Item 3: FY2021 Integrated Financial Forecast and Planning Tools ( <i>Pearson/Skinner</i> )	BOR-3
4. Information Item 4: Mandatory Student Fees for Academic Year 2020-2021 ( <i>Pearson/Gonzales</i> )	BOR-4
5. Information Item 5: Chief Compliance and Risk Officer Report ( <i>Kammerzell</i> )	BOR-5
6. Information Item 6: Internal Audit Update ( <i>Lopez</i> )	BOR-6
7. Information Item 7: Modernization Initiative Update ( <i>Pearson/Skinner</i> )	BOR-7
8. Information Item 8: System Strategic Plan Implementation ( <i>Hoyt</i> )	BOR-8
9. Information Item 9: Proposed Revision to WAC 504-26 Standards for Conduct for Students ( <i>Gonzales</i> )	BOR-9
10. Information Item 10: Faculty Manual Change Approved Under Delegated Authority – Title IX Investigations ( <i>Chilton</i> )	BOR-10
11. Future Action Item 1: Establish a Department of Community and Behavioral Health ( <i>Chilton</i> )	BOR-11



# BOARD OF REGENTS

WASHINGTON STATE UNIVERSITY

- |     |                                                                                                                                                                       |        |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 12. | Future Action Item 2: Proposed Revision to WAC 504-24-030 Undergraduate Housing Requirement ( <i>Gonzales</i> )                                                       | BOR-12 |
| 13. | Future Action Item 3: 2022 Board of Regents' Meeting Schedule ( <i>Schulz</i> )                                                                                       | BOR-13 |
| 14. | Action Item 1: President's 2020-2021 Goals and Objectives ( <i>Schulz</i> )                                                                                           | BOR-14 |
| 15. | Action Item 2: Revised FY2021 Athletics Budget Approval ( <i>Pearson/Chun</i> )                                                                                       | BOR-15 |
| 16. | Action Item 3: Delegation of Authority – Regents' Appointments to the WSU Foundation Board of Directors and the WSU Foundation Investment Committee ( <i>Schulz</i> ) | BOR-16 |
| 17. | Executive Session ( <i>Hess</i> )                                                                                                                                     |        |

## Fall 2020 Enrollment Update Washington State University

Overall enrollment for the system is 31,159, -1.4% (-448) compared to Fall 2019. Undergraduate enrollment at 25,470, -2.3% (-592), Graduate enrollment at 3,164, -8.7% (-302), Business (MBA) enrollment +50.3% (+400), and Professional programs +3.6% (+46).

- **Everett: Total enrollment is 291**, +2.8% (+8). New transfers -7.4% (-7). Everett continues to serve students returning for degree completion and Veterans. Retention of full-time transfers is up at 91.1% compared to 83.9% last year.
- **Global: Total enrollment is 4,021**, +23.2% (+756) students. Contributing to the growth is a large increase in undergraduates +15.6% (+331), including new freshmen +116% (+35), new transfers +12.1% (+63), former students returning +16.1% (+27), and continuing students +13.3% (+178); new graduate students +17.6% (+19); increase of overall business MBA +50.3% (+400) including new business MBA +15.6% (+49). Retention of first-time, full-time freshmen and full-time transfers is 56.3% and 72.2%, respectively.
- **Pullman: Total enrollment at 19,900**, -5.1% (-1,076). The reduction in enrollment is partially due to the decision by the university to allow the entering freshmen and transfers to defer their enrollment to spring 2021 or fall 2021. This is expected to have an impact of increased enrollment of primarily new freshmen in spring 2021. Pullman overall enrollment has been relatively stable for several years with modest increases. An increase in retention of first-year, full-time freshmen and full-time transfers as well as other continuing undergraduates contributes to the overall enrollment at Pullman. Retention of first-time, full-time freshmen and full-time transfers is 81.5% and 84.6%, respectively.
- **Spokane: Total enrollment is 1,727**, +2.5% (+ 42). This is the largest enrollment in the history of the Spokane Health Sciences campus. Graduate student enrollment is down 14 students (-4.3%), professional programs increased by 4.8% (+40), with new medical students admitted at 80, and a decrease in new pharmacy students, -19.5% (-26). Undergraduate enrollment is up 3.0% (+16). Retention of full-time transfers is 93.5%.
- **Tri-Cities: Total enrollment is 1,716**, -5.4% (-97). Small decreases in undergraduate affected by retention, slightly smaller freshmen and transfer classes, and a drop in graduate enrollment. Graduate student enrollment is -14.8% (-31), undergraduate enrollment is -4.1% (-66). Retention of first-time, full-time freshmen and full-time transfers is 74.1% and 75.6%, respectively.
- **Vancouver: Total enrollment is 3,504**, -2.3% (-81). The reduction in enrollment is primarily due to lower graduate enrollment, -19.5% (-81). Their new freshman class is up +14.9% (+57) and transfers are -11.1% (-71). Retention of first-time, full-time freshmen and full-time transfers is 73.8% and 81.9%, respectively. Both up slightly from last year.

**Demographics**

- WSU continues to serve Washington residents with over 72% of the student population from Washington at all campuses except Global.
- All campuses are showing growth in the percentage of URM and holding steady or slight increases in first generation students
- International student enrollment has decreased on every campus except Everett. Overall, -15.4% (-348) with largest decrease in graduate students -21.3% (-237).
- Pell recipients are down overall -1.1% (-463). Decrease is predominantly at Pullman. This is a trend we are seeing as last year was lower than the prior year.



# WASHINGTON STATE UNIVERSITY

## WSU Research Update



Dr. Christopher J. Keane  
Vice President for Research  
Professor of Physics

Presented to WSU Board of Regents  
Research and Academic Affairs Committee  
September 17, 2020





# Staged return to on-site research, scholarship, and creative activities

Office of Research issued guidance **June 5, 2020**

- Drafted with faculty, staff, students, administrative leaders, and other institutions
- Builds on established safety management processes – Principal Investigator is responsible for their team
- Separate guidance provided for human subject research

Guiding principles of guidance

- **Prioritizing and protecting the health** and well-being of our students, faculty, staff, and research partners
- **Minimizing the spread** of COVID-19 while serving our communities responsibly
- **Protecting the careers** of early stage researchers, including graduate students, postdocs, and faculty

OR is working with the colleges and campuses to implement this guidance

## **INFORMATION ITEM #3**

### **FY2021 Integrated Financial Forecast and Planning Tools (Pearson/Skinner)**

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** FY2021 Integrated Financial Forecast and Planning Tools

**SUBMITTED BY:** Stacy Pearson, Vice President, Finance & Administration  
Matt Skinner, Senior Associate Vice President, Finance & Administration

**BACKGROUND  
INFORMATION:**

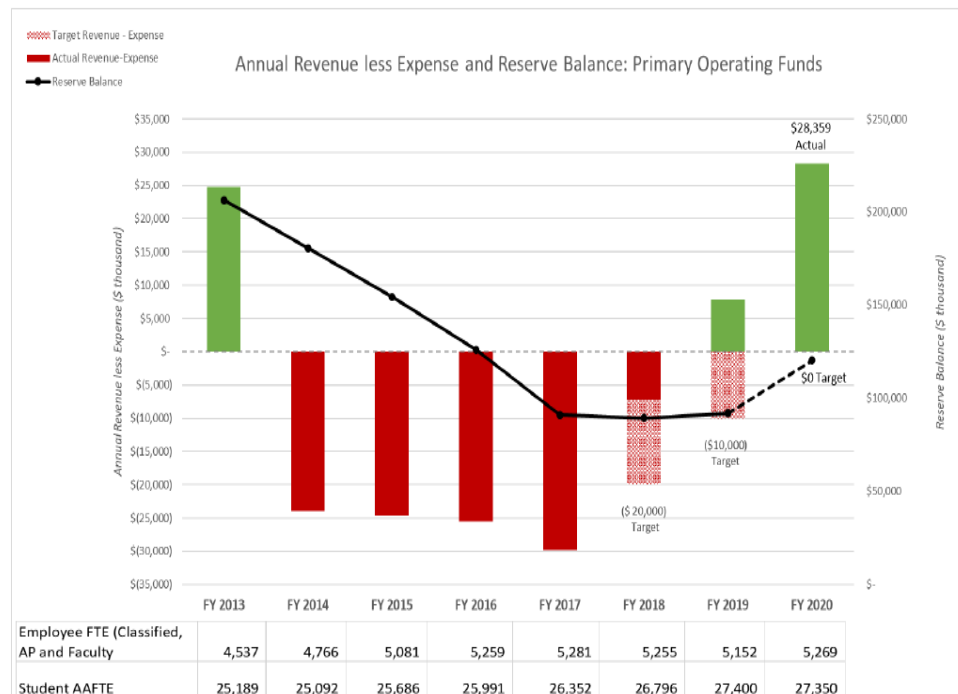
The following information provides an update on the Fiscal Recovery plan, an overview of the integrated financial forecasting approach, an overview of the current FY2021 Integrated Financial Forecast, and some of the planning tools being considered.

#### **Results of Fiscal Recovery**

From FY2014 - FY2017 annual expenditures exceeded revenues, peaking in FY2017 when current year expenditures exceeded revenue by \$30M. This was largely driven by strategic investments in a new medical school, intercollegiate athletics, and the veterinary medical program.

In response, University leadership created a plan to stop annual overspending over a three-year period from FY2018 - FY2020. This plan was rolled out to the University community as the Fiscal Recovery.

WSU ended FY2020 (June 30, 2020) with a positive operating balance in the Operating Budget of \$28 million. As shown in the chart below, WSU's Fiscal Recovery effort was successful in turning a \$30 million operating deficit into a nearly \$30 million surplus.



New revenue was the primary driver of the recovery, including new state appropriations supporting the Elson S. Floyd College of Medicine, salary increases, new tuition revenue made possible through modest tuition rate increases and enrollment growth, and growth in self-sustaining programs like summer session and the online MBA. Expenditures over the three-year recovery grew by under 4%, almost entirely attributable to salary and benefit cost increases.

The positive results of the Fiscal Recovery provides much needed financial means to help deal with the unprecedented and global fiscal impacts of the COVID-19 pandemic.

### **FY2021 Integrated Financial Forecast**

Integrated financial planning and forecasting is critical to WSU's ability to plan for the financial challenges delivered by COVID-19. With the right combination of adjustments to the university business model, budget control, realignment of cost structures, and use of financial tools, the University seeks to emerge from the pandemic with a stronger market position and poised for growth.

Finance and Administration has deployed an integrated financial forecasting approach with three primary activities:

### **1. Formulate baseline cash forecasts for the University**

The first component to integrated financial planning is cash forecasting. Past revenue and expenditure trends provide the baseline forecast of cash. The baseline forecast changes with major inputs such as: enrollment, tuition increase, spend down of carryforward budgets, salary increases, state appropriations, addition of major programs and services.

### **2. Collaborate with core functions across the University to understand and forecast impacts of major changes:**

- Academic affairs budget and planning
- Significant academic initiatives
- Auxiliaries and self-supporting enterprises
- State appropriations, net operating tuition, facilities and administrative cost recoveries, etc.
- Enrollments
- Financial aid and tuition waiver planning
- Intercollegiate athletics
- Sponsored research revenue
- Salary planning
- Capital investments
- Fundraising and advancement activities

The integrated financial planning approach brings these activities together into a single, integrated financial forecast to provide University leadership with updated information on the overall financial health and growth potential across all fund sources.

### **3. Develop University financial plans, strategies and tools**

The results of the integrated financial forecast are used to inform university financial plans and tools. For the near term, the primary focus is to address the financial impacts of COVID-19.

### **Current FY2021 Integrated Financial Forecast**

The base cash forecast clearly demonstrates the positive results of the Fiscal Recovery. This base forecast assumes that revenues and



expenses remain balanced for FY2021 and FY2022, resulting in a steady year end cash balance.

For FY2021, WSU is currently forecasting a \$105 million drop in revenues from state appropriations, tuition housing and dining, athletics, and other auxiliary units. These revenue reductions are projected to be partially offset by expenditure reductions of about \$51 million. The projected net impact is a -\$54 million net loss in revenues for FY2021.

### **Financial Tools under Consideration**

WSU is actively identifying a number of financial strategies and tools in addition to those already adopted. The financial management tools likely become more disruptive the longer the economic impacts continue. Some tools include, but may not be limited to:

- Additional state and federal emergency funds
- Additional cost savings and restructuring
- Revenue generating programs and activities
- Restrictions on the use of carryforwards and reserves
- Contributions and investment distributions to support the operating budget
- Savings from debt refunding
- Consider future restructure of existing debt or new financing options to produce needed cash liquidity

### **Overview of Debt Financing Options under Consideration**

In response to the financial impacts of the pandemic, many public universities are capitalizing on favorable interest rates in debt markets to increase short term cash and liquidity in exchange for relatively affordable, longer-term debt service payments.

Working closely with the University's financial advisor (PFM) and special attorney general and bond counsel (K&L Gates) the University is exploring several opportunities to increase short-term liquidity and deal with the short-term financial impacts of COVID-19. The following provides an overview of these options to help facilitate a discussion with the Board.

### **Debt Refunding**

Debt refunding is similar to refinancing a home mortgage. WSU could take advantage of lower interest rates while still paying off

the debt in the same time frame originally planned. Significant savings may be achievable through the refunding of current debt.

Working with PFM, Finance and Administration is analyzing multiple opportunities to refund general revenue or revenue specific debt series for savings. The refunding scenarios may generate total cash flow savings ranging from approximately \$7.9 to 14.8 million spread over two fiscal years. There are additional savings in FY 2023-25, such that total net present value savings for the refunding range from \$13.0 to \$18.6 million (with 14.6% and 8.6% net present value, respectively). The larger absolute savings may be achievable by including certain less efficient refunding candidates, which is why the nominal savings increase but the net present value percentage of the overall transaction decreases.

Internally, the savings from a refunding will be managed at the University level, using best practices for internal debt service payment and management. It is important that the savings accrue to the University level in order to help address declines in University cash flows.

The Board of Regents Policy on debt management delegates authority to the Chief Financial Officer to perform debt refundings that meet or exceed net present value targets.

### **Debt Restructuring**

Another financial option the University is exploring is a debt restructuring where the university issues new bonds and uses the proceeds to pay the debt service on existing debt. Instead of making the payments on the existing bonds this fiscal year, the University repays the new bonds over future years. This results in near-term cash flow relief but comes at a higher cost because additional interest is paid over a longer time.

As an example, the University could seek a restructuring of debt service payments in FY2021 and FY2022. For every \$10 million in savings sought via debt restructuring, new annual debt service would be approximately \$1 million per year for 15 years (based on current market rates).

Internally, the FY2021 and FY2022 savings from a restructuring would be managed at the University level, using best practices for internal debt service payment and management, in order to accrue the savings at the University level. Subsequently, the central

university budget would need to be adjusted to accommodate the additional debt payments.

### **New Money Financing**

New money financing could be used as an alternative or in addition to the restructuring concept. The University would issue new bonds and use the proceeds to cover short-term liquidity and financing impacts. New funding would need to be set aside in the central budget to cover the new debt service.

For illustration purposes, for every \$10 million sought via new money debt financing, the new annual debt service would be approximately \$1 million per year for 15 years (based on current market rates).

The total cost of debt issuance may be slightly lower for new money debt financings versus debt restructuring.

### **WSU Athletics**

WSU Athletics is expected to experience significant revenue losses in FY2021 that are not likely to be addressed by cost reductions alone. The financing options presented above are not intended to cover the forecasted loss in Athletics. A separate solution must be identified.

WSU is currently working with PFM and K&L Gates to analyze financing options. These include analyzing the legal and financial structure of participating in a future PAC12 Conference financing and also exploring institutional financing.

Any new debt incurred by Athletics would be repaid by making permanent a corresponding portion of the proposed FY2021 cost reductions in the Athletics budget and dedicating those to repay the financing costs.

## **INFORMATION ITEM #4**

### **Mandatory Student Fees for Academic Year 2020-2021 (Mary Jo Gonzales)**

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Mandatory Student Fees for Academic Year 2020-2021

SUBMITTED BY: Mary Jo Gonzales, Vice President, Student Affairs

**SUPPORTING  
INFORMATION:**

On August 7, 2020, WSU communicated to students that the university would be deferring decisions regarding Fall 2020 and Spring 2021 mandatory student fees until the appropriate governing bodies, the majority of which are student led and where student representation is significant, could be included in the decision-making process. Historically, WSU students initiated mandatory student fees by referendum and voted affirmatively before WSU and the Board of Regents formally approved implementation. Nearly all student governing boards are involved in recommending the mandatory fee amount and determining allocations of those funds.

During Fall 2020, approximately 15 separate governing bodies, with significant student representation, will be convened across the WSU System to review 2020-2021 mandatory student fees. If needed, mandatory student fee recommendations and allocations will be presented to the Board of Regents as an Action Item in November 2020. WSU mandatory student fees include the Services and Activity Fees on all campuses, Technology Fees at WSU Vancouver and WSU Pullman, Health Fees at WSU Spokane and WSU Pullman, Student Union Fees at WSU Tri-Cities and WSU Pullman, Safety and Transportation Fee at WSU Tri-Cities, and Recreation, Transit, Stadium, and Media Fees at WSU Pullman.

Across the WSU System, Mandatory Student Fees cover a wide variety of university expenses including debt service, operations, maintenance, staff, programs, services and activities.

ATTACHMENT: Attachment A Email regarding Student Fees for WSU Pullman  
Attachment B Email regarding Student Fees for WSU Tri-Cities

# Student Fees for WSU Pullman

August 7, 2020

## **To our WSU Pullman Students,**

As you prepare for fall 2020, we know you have been waiting for a decision on student fees. We recognize and appreciate the significant personal investments you are making in your education.

The decisions we make as an institution impact your experience at WSU as well as your financial future. We've continued to keep facilities open that support your basic needs and provide you with the services focused on health and well-being. Many of these services are funded by student fees.

**Therefore, we are delaying institutional decisions regarding fee adjustments for fall 2020 until students can be a part of the decision-making process.**

Students are key participants in our shared governance model, serving as leaders and representatives on various advisory boards. This model provides partnership, equity, and accountability. Student involvement in the decision-making process for student fees is imperative and, in some instances, governed by the Revised Code of Washington (RCW).

Decisions related to student fees impact access to programs and services as well as the maintenance of facility debt payments previously adopted by students through referendum. As such, existing advisory boards that include a student voice will be convened when the fall semester begins later this month.

To prepare our advisory boards, a university task force completed an initial review of the mandatory fees previously approved for the 2020–2021 academic year. The existing advisory boards, guided and informed by students, will convene to review the data and information gathered by the university task force. Advisory boards will deliver recommendations for the associated mandatory fee to the appropriate university leadership in the coming months. These student fees and advisory boards/committees include:

- Compton Union Fee: [Compton Union \(CUB\) Advisory Board](#).
- Chinook Fee: [Representation from University Recreation \(UREC\) Advisory Board](#) & [CUB Advisory Board members](#).
- Media Fee: [The Board of Student Media](#).
- Services and Activities (S&A) Fee: [\(S&A\) Fee Committee](#).
- Stadium Fee: To be determined.
- Student Health Fee: [Student Health Advisory Committee \(SHAC\)](#).
- Student Recreation Center Fee: [University Recreation \(UREC\) Advisory Board](#).
- Technology Fee: [Technology Fee Committee](#).
- Transit Fee: [Transit Advisory Group \(TAG\)](#).

Tuition and mandatory fees will be charged at the beginning of the fall 2020 semester. You should see charges on your account next week, and your financial aid will be dispersed prior to the beginning of the semester. We are waiving the initial late fee, normally assessed on September 9, to provide more time to complete payment for tuition and fees.

Detailed information about student fees is provided at the bottom of this email.

Please [join us at the WSU Pullman Student Town Hall](#) on Wednesday, August 12, 5:30–6:30 p.m. PST. We will discuss the Cougar experience for

fall 2020 and address questions related to student fees. [You can submit questions in advance here.](#)

While so many things have changed what our fall semester looks like, what remains steadfast is our tenacious Coug spirit: our commitment to forge ahead in the face of uncertainty, and to rely on help and support from our fellow Cougs when needed.

Stay healthy, and as always, Go Cougs!

Mary Jo Gonzales  
Vice President of Student Affairs

Stacy Pearson  
Vice President of Finance and Administration

Elizabeth Chilton  
Provost and Executive Vice President

Kirk Schulz  
President

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### **Additional Information Regarding Student Fees**

A significant portion of student mandatory fees are dedicated to debt service. Debt services refers to loan payments for capital projects such as facility construction, renovation, or repair. WSU students committed to future payments for the duration of the loans and WSU have a legal and fiduciary responsibility to maintain these payments.

Fees not allocated to debt payments are dedicated to staffing and operational expenses required to provide services both virtually and in-person such as advising for student organizations, fitness classes, medical and mental health appointments, food pantry operations, student

success trainings and workshops, as well as insurance and maintenance expenses.

## **Mandatory Fees**

The **Compton Union (CUB) Fee** was passed by student referendum and is dedicated entirely for debt payments related to building reconstruction and facility enhancement. The CUB will remain open during the fall semester and will continue to provide essential services such as The Bookie, Cougar Prints Plus, and the Cougar Card Center. The fee of \$120/semester is paid by both undergraduate and graduate students.

The **Chinook Building Fee** was passed by student referendum and funded the construction and continued operations of the Chinook building. The fee of \$98/semester is paid by only undergraduate students. Of the \$98/semester fee, approximately \$69 is dedicated to debt service.

The **Services and Activities (S&A) Fees** require that a student led S&A Fee Committee, make recommendations to the Board of Regents regarding the fee itself, and the allocation of the fee to fund student programs and activities. [Details about S&A Fee allocations can be found at student fees.wsu.edu](https://from.wsu.edu/president/2020/student_fees/165852-browser.html). S&A Fees are governed by RCW 28B.15.041–045. The fee of \$279/semester is paid by both undergraduate and graduate students.

The **Stadium Fee** was passed by student referendum and is dedicated entirely to debt payments for building reconstruction and facility enhancement. The fee of \$25/semester is paid by only undergraduate students.

The **Student Health Fee** supports essential services, particularly those needed during a pandemic. For fall 2020, critical services will continue to be offered in a variety of forms, including telehealth and telemental



health, same-day mental health, and the medical clinic. An annual debt payment for the Washington Building remodel is also pledged as part of this fee. The fee of \$244/semester is paid by both undergraduate and graduate students.

The **Student Media Fee** was passed by student referendum. The fee helps offset the day-to-day operations of the *Daily Evergreen*. The *Daily Evergreen* remains operational for the fall 2020 semester. The fee of \$5/semester is paid by both undergraduate and graduate students.

The **Student Recreation Center (SRC) Fee** was passed by referendum, and funded the construction and continued operations of the SRC. Recreational services will continue to be available through a complement of virtual programming, limited facility access, and classes for students. The fee of \$157/semester is paid by both undergraduate and graduate students. Of the \$157/semester fee, approximately \$90 is dedicated to debt service.

The **Technology Fee** is used exclusively for technology resources for general student use, and allocations are recommended to the Board of Regents by a student led Technology Fee Committee. The Technology Fee is governed by RCW 28B.15.051. The fee of \$20/semester is paid by only undergraduate students.

The **Transit Fee** was passed by student referendum to partially fund transit service through Pullman Transit (operated by City of Pullman). Transit continues to operate, though at a reduced level, and with physical distancing provisions. The fee of \$36.08/semester is paid by both undergraduate and graduate students.

### **Non-mandatory Fees**

Students may elect to purchase a **Chinook Yearbook**.

The **Cougar Green Fund** was established by the ASWSU-P

Environmental Sustainability Alliance and provides resources for student-led sustainability projects. Students have the option to donate \$5 at registration.

**Parking permits** are available to students at different price points, depending on permit selection. For fall 2020, full refunds will be available until August 26, 2020. After August 26, 2020, all refunds will be subject to the [prorated refund schedule](#).

**Sports Pass** requests for the 2020–21 academic year have been canceled. If you have requested a Sports Pass, you will not be charged for the upcoming academic year.

[Office of the President, Washington State University](#)

PO Box 641048, Pullman, WA 99164-1048



[View this email in your browser](#)

Aug. 7, 2020



**Dear WSU Tri-Cities students,**

As you prepare for the fall 2020 semester, we know you have been waiting for a decision on student fees.

We recognize and appreciate the significant personal investments you are making in your education. The decisions we make as an institution impact your experience at WSU Tri-Cities, as well as your financial future. We are also committed to continuing to support your success and well-being through services supported by your student fees in the virtual environment until the campus can safely reopen.

**Therefore, we are delaying campus decisions regarding fee adjustments for fall 2020 until students can be a part of the decision-making process.** As such, existing WSU Tri-Cities advisory boards that include students will be convened after the fall semester starts.

Students are critical participants in our shared governance model, serving as leaders and representatives on various advisory boards. This model provides partnership, equity, and accountability. It is important to have students' perspectives because decisions related to student fees impact access to programs and services. It is also important to note that some fees cannot be modified, as they were adopted by former students and are legally committed to the maintenance of facility debt payments.

To prepare our advisory boards, a university task force completed an initial review of the mandatory fees previously approved for the 2020-2021 academic year. The next step is to have the WSU Tri-Cities advisory boards, which include students, convene to review the data and information gathered by the university task force. Advisory boards will then deliver recommendations for the associated mandatory fees to appropriate university leadership in the coming months.

The Associated Students of WSU Tri-Cities (AWSUTC) is in the process of identifying at-large students for recommendations to the boards. For more information on how to get involved, contact ASWSUTC

President Robin Kovis at [robin.kovis@wsu.edu](mailto:robin.kovis@wsu.edu) or Vice President Stephanie Warner at [stephanie.warner@wsu.edu](mailto:stephanie.warner@wsu.edu). ASWSUTC will host an all-student forum with campus leadership after the Labor Day holiday. Be sure to read the Connected Cougs student newsletter sent to all students every Monday and follow campus social media (@wsutricities) channels for meeting date announcements.

**WSU Tri-Cities has three mandatory fees, of which detailed information is included below this message. The advisory boards/committees include:**

- Safety and Transportation Fee Advisory Board
- Services and Activities (S&A) Fee Committee
- Student Union Governance Board

Tuition and mandatory fees will be charged at the beginning of the fall semester. You should see charges on your account next week and see your financial aid discernment prior to the start of the semester. Note that we are waiving the initial late fee, normally assessed on Sept. 9, to provide more time to complete payment for tuition and fees.

While so many things have changed what our fall semester looks like, what remains steadfast is our tenacious Cougar Spirit - our commitment to forge ahead in the face of uncertainty and to rely on help and support from our fellow Cougs when needed.

Stay healthy, and as always, **Go Cougs!**

**Sandra Haynes, Ph.D.**

Chancellor

**Chris Meiers, Ph.D.**

Vice Chancellor for Student Affairs

**Kate McAteer, Ph.D.**

Vice Chancellor for Academic Affairs

**Ray White**

Vice Chancellor for Finance and Administration

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### **Additional Information Regarding Student Fees**

A significant portion of mandatory student fees is dedicated to debt service. Debt services refer to loan payments for capital projects, such as facility construction, renovation, or repair. WSU students have committed to future payments for the duration of the loans, and WSU has a legal and fiduciary responsibility to maintain these payments.

Fees not allocated to debt payments are dedicated to staffing and operational expenses required to provide services, both virtually and in-person, for student organizations, campus recreation, student programs, non-academic support, career services, as well as insurance and maintenance expenses.

### **Mandatory Fees**

(assessed to WSU Tri-Cities students and pro-rated for part-time students)

The **Student Union Building (SUB) Fee** was passed by a student referendum and is dedicated to debt payments, maintenance, programming, and services. The SUB will remain closed for the fall 2020 semester and will reopen as soon as it is safe to do so based on state and Benton Franklin Health District recovery guidelines and requirements. The fee is \$150/semester.

The **Safety and Transportation Fee** was passed by a student referendum and is dedicated to improving the safety and security of the campus, parking (as opposed to a permit system), roadways, and pedestrian paths, and public transit passes. The fee is \$65/semester.

**Services and Activities (S&A) Fees** are allocated to support student programs and activities. These fees are established by the recommendation of the student-led S&A Fee Committee and require approval from the WSU Board of Regents. To be modified, these fees also require WSU Board of Regents approval. These fees are governed by [RCW 28B.15.041-045](#). The fee is \$256/semester. The approved departmental appropriations for the 2020-21 academic year are as follow:

- ASWSUTC | \$169,425
  - Campus Recreation/Club Sports | \$150,067
  - Clubs and Organizations (allocated by ASWSUTC) | \$40,000
  - Information Technology Services | \$19,804
  - Student Engagement and Leadership | \$188,480
  - Student Entertainment Board | \$80,000
  - Student Support Services (Career Services, food bank, tax and legal services, MOSAIC Center for Student Inclusion) | \$159,834
-



**INFORMATION ITEM #5**  
**Chief Compliance and Risk Officer Report**  
(Sharyl Kammerzell)

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Chief Compliance and Risk Officer Report

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

**BACKGROUND INFORMATION:** WSU's first Chief Compliance and Risk Officer (CCRO) position and function were established in early 2020. Sharyl Kammerzell started her tenure as the WSU CCRO in April 2020, nearly two months into the COVID 19 pandemic crisis. In accordance with the BOR's Finance and Committee Charter on compliance reporting, the CCRO is providing her first report to the Regents.

**OVERVIEW:** Compliance Office:

- System Wide Compliance Functions - "Principled Compliance"
- Established Compliance and Civil Rights Unit
- New Assistant Director Health Sciences Compliance
- Establishing Health Sciences Compliance Group, expedited plan for HIPAA compliance
- Developing Assessment Plan in coordination with Internal Audit and Controllers Office

Risk Management:

- Engaged in Ongoing Risk Assessment and Event Response
- Coordination of Corrective Actions
- Enterprise Risk Management in COVID-19 Era
- COVID Response Risk Awareness

**Washington State University  
Office of Internal Audit**

**Fiscal Year 2020 Annual Report**

Heather R. Lopez, CIA, CFE  
Chief Audit Executive  
July 31, 2020



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## Overview of Purpose

The information within this report summarizes the activities of the WSU Office of Internal Audit ('Internal Audit') during the Fiscal Year 2020.

Internal Audit assists the Board of Regents and the University in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of its risk management, internal control and governance processes. These responsibilities extend to assisting in the deterrence of fraud, advisory services that offer recommendations on systems of internal control and operations, advisory services to guide employees in the proper adherence to the Ethics in Public Service Act, and review of the reliability and integrity of financial and operating information.

In carrying out its activities, Internal Audit follows the internal auditing standards promulgated by the International Institute of Internal Auditors (IIA), including:

Standard 2010: "The chief audit executive must establish risk-based plans to determine the priorities of the internal audit activity, consistent with the organization's goals. The internal audit activity's plan of engagements must be based on a documented risk assessment, undertaken at least annually. The input of senior management and the board must be considered in this process."

Standard 2020: "The chief audit executive must communicate the internal audit activity's plans and resource requirements, including significant interim changes, to senior management and the board for review and approval."

Standard 2060: "The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan..."

These standards and other guiding principles are incorporated within the Internal Audit Audit Charter.

The Chief Audit Executive (CAE) reports functionally to the President and administratively to the Vice President Finance and Administration. Regular updates on the status of the annual audit plan, results of audits and updates related to systems of internal control are provided to the President, Vice President Finance and Administration, and the Finance and Compliance Committee.

### *Update to Internal Audit Charter*

IIA Standard 1000: "...The chief audit executive must periodically review the internal audit charter and present it to senior management and the board for approval."

An edit was made to the Internal Audit charter in February 2020. The edit modified the frequency of CAE reporting to the Finance and Compliance Committee from quarterly to semi-annual. This edit was prompted by a similar change in frequency made to the Board of Regents Policy on Committee Charters (Executive Policy #3).

### Organizational Chart and Staff Profile

As of July 2019, Internal Audit is staffed with six professional audit staff on two campuses, providing audit and advisory service across all locations and functions of the University. In most years, one intern each semester has assisted with audit projects as assigned. For the past two fiscal years (Fiscal Years 2019 and 2020), due to budget restrictions, the intern position has not been filled.

Professional certifications and expertise of current audit team include:

- 3 Certified Internal Auditors (CIA)
- 1 Certified Information Systems Auditor (CISA)
- 1 Certified Risk and Information Systems Control (CRISC)
- 3 Certified Fraud Examiners (CFE)
- 1 Certified Public Accountant (CPA)
- 1 Masters of Science, Computer Science
- 1 Juris Doctor

Auditors are recruited from relevant but diverse professional backgrounds and experience to ensure greater depth in perspective, critical thinking and business analysis. Experiences include, but are not limited to: financial accounting and assurance services, tax accounting, natural gas operations, risk management specialist, retail service and sales management, governmental auditing, regulatory and SOX compliance, energy audit and network support services.

Auditors continue to pursue professional certifications such as CIA, CFE and CPA. Further, auditors actively broaden their professional knowledge through continued engagement with peers and participation in conferences and trainings. These efforts to enhance knowledge

and expertise assist Internal Audit in achieving its goals to provide value to the University community.

## Audit Resources – Planned to Actual

The Fiscal Year 2020 Audit Plan was finalized and approved in August 2019. The Plan includes a budgeted allocation of resources (hours) in total and by audit project.

While it is difficult to predict the volume of unplanned activities for services such as investigation or advisories it is important to have a working estimate in order to determine how many hours may be available for planned audits, in other words, how many planned audits (using an estimate of 300–500 hours per audit) may be performed in the year. On average, the audit plan allocates about 70% of available hours to planned audit activities and 30% to other services (advisory, liaison, investigation).

The Fiscal Year 2020 presented challenges beyond expectation – commencing before and exacerbated by COVID-19. Starting in October 2019, there began an unusually high number of complaints and external audit inquiries that extended past the end of the fiscal year. Addressing these unplanned activities, while of immediate value and necessity as a service to management, draws auditors away from planned audits and activities.

More telling of resource use and activities is the actual hours as compared to planned.

### Fiscal Year 2020 Audit Plan to Actual Activity – Hours

	Planned / Estimated	Estimated % to Total Allocate	Actual	Variance to Allocated	Actual % to Total Used
Total FY 2020 Hours (6.0FTE)	12,576		12,765	189	
Less leave (annual/sick/other)	2,208	18%	3,142	934	25%
Less admin/training/review	1,997	16%	2,437	440	19%
Available for projects	8,371	67%	7,186	(1,185)	56%
		100%			100%
FY 2020 Allocation Plan					
Available hours	8,371		7,186		
Planned Assurance Audits	4,751	57%	2,496	(2,255)	35%
Planned Continuous Audits	1,773	21%	1,398	(375)	19%
Planned Follow Up	370	4%	418	48	6%
Reserve – investigation	600	7%	1,556	956	22%
Reserve – advisory/liaison	1,039	12%	1,319	280	18%
Total to projects	8,533	102%	7,186	(1,347)	100%
*Over-allocation	(162)	2%			

\*Project 'Admissions' was added after initial plan submission, increasing hours needed but not increasing hours available.

Overall, less 'billable' hours were available in Fiscal Year 2020 for planned activity due to absences (leave) and reallocation of hours towards training and development during the last quarter of the fiscal year. This would have been a direct result of 'stay home' orders and the subsequent adjustment to working remote from home occurring March 17, 2020 forward (during COVID-19). While not directly related, investigation and advisory activity (especially external liaison) experienced a significant increase resulting in more hours in these areas, thus impacting hours available (and used) for planned assurance audits.

## Project Status – Fiscal Year 2020

While we were able to engage multiple audits during the year, at year end only 61% (11 of 18) have been engaged with two more to be engaged past year end due to continued high risk representing a total of 73% of plan engagement – a figure below our annual goal of 80% of plan engagement each year.

FY 2020 Planned Audit Activity			
<i>Project</i>	<i>Status</i>	<i>Project</i>	<i>Status</i>
Continuous Audits – Pcard	<i>E</i>	Export Controls	<i>N</i>
Continuous Audit – Travel	<i>E</i>	IT Governance	<i>TBE</i>
Continuous Audit – Cash	<i>E</i>	International Travel	<i>E</i>
Continuous Audit – Payroll	<i>E</i>	Nonmonetary Agreements	<i>N</i>
Continuous Audit – Assets	<i>N</i>	IAREC Control Self Assess	<i>E</i>
Admissions	<i>N</i>	Event Concessions	<i>N</i>
IT Incident Response/Mgmt	<i>E</i>	Space Management	<i>E</i>
GLBA Compliance – Safeguards	<i>E</i>	Athletics Financial Attestation	<i>E</i>
Clery Act Compliance	<i>E</i>	IT Audit Plan and Assurance Program	<i>TBE</i>

Completion Rate of Current Audit Plan – 'Status'	% of Total
E – Engaged	61%
N – Not Engaged	27%
TBE – To Be Engaged	12%

The following is a summary of audit and project activity during Fiscal Year 2020.

## *Planned Audits*

All FY 2020 Planned Audits have a focused close date of December 31, 2020.

As noted in Status table, some audits in the audit plan will not be engaged. A robust risk assessment is performed each year to identify the higher risk areas, thus informing the audit plan. While we still believe there is some risk associated with some of the areas not to be engaged, an assessment of current conditions, risk factors and mitigating controls determined these areas may be dropped from the current audit plan and will be reconsidered in the next risk assessment to determine if of sufficient risk to be included in the next plan:

- Admissions
- Export Controls
- Nonmonetary Agreements
- Event Concessions
- Continuous Audit – Assets

This same assessment of risks identified two of the projects that could not be dropped and will still be engaged even though not initiated by end of FY 2020:

- IT Governance
- IT Audit Plan and Assurance Program

## **Planned Audits – Corrective Action**

For all audits with recommendations, management is asked to provide a corrective action plan to resolve noted issues and provide a timeline for completion. In most instances that timeline is between 6–12 months. The audit plan resource budget includes hours for follow up with management to determine if corrective actions have been taken and are effective.

The following tables do not include recommendations that had been resolved during the year, and in some cases, before audit report issued. Outstanding corrective actions below only include those that were due prior to or by end of fiscal year and remained outstanding.

The total outstanding recommendations are 75 across eight audits. Most of these are IT-related audits. Two tables below better illustrate responsibilities for implementing corrective action. The estimated resolve date is provided by management and inserted in final audit report when published.

The following table includes 22 recommendations outstanding across 8 audits (6 of which are IT-related):

Project	Issue	Estimated Resolve Date	Age
P 12-02 – IT Data Access	AIS: Need process for approving IS notification message or banners	12/5/2014	2104
P 16-07 – IT Vulnerability	Central ITS – 1.3 IT Risk Management	12/31/2017	982
P 16-07 – IT Vulnerability	Central ITS – 1.1 Information Security Program	3/31/2018	892
P 16-07 – IT Vulnerability	Central ITS Issue 2.3 Security Assessment Planning (NIST CA-2)	6/30/2018	801
P 16-07 – IT Vulnerability	Central ITS Issue 4.1 Remote Access Documentation (NIST AC-17)	6/30/2018	801
P 16-07 – IT Vulnerability	Central ITS – 1.2 Missing Policies/Procedures	6/30/2018	801
P 16-07 – IT Vulnerability	Central ITS – 1.4 IT Portfolio Management	6/30/2018	801
P 17-11 – IT Monitoring Logs and Accounts	Issue 1.1: Password Enforcement Practice not Consistent with Executive Policy and not Working as Intended (NIST IA-5(1))	12/31/2018	617
P 18-06 – CSC 3 – Secure Config Endpoints and Servers	Issue 1.1: Lack of System-Wide Policy and Procedure Language	6/30/2019	436
P 19-05 – CSC 15 Wireless Access Control	Develop and Implement a Review Process for ITS Services and Contracts	8/23/2019	382
P 16-07 – IT Vulnerability	Central ITS Issue 2.2 Monitoring for Obsolete Operating Systems (NIST SI-4)	9/30/2019	344
P 12-02 – IT Data Access	AIS/IAM: Password authentication policy requirements not being enforced	12/31/2019	252
P 15-04 – Human Subject Research	2.2 Not-For-Cause Audits not Performed as Timely as Required	1/31/2020	221
P 18-06 – CSC 3 – Secure Config Endpoints and Servers	Issue 2.1: Standards Have Not Been Established	2/28/2020	193
P 18-06 – CSC 3 – Secure Config Endpoints and Servers	Issue 3.1 Tools Not Configured to Monitor Baseline Configurations	2/28/2020	193
P 17-06 – IT Inventories	Pullman ITS Issue 3.1.b: Improve existing solution for managing software inventory	6/26/2020	74
P 16-07 – IT Vulnerability	Central ITS Issue 3.1 Malicious Code Protection (NIST SI-3)	6/30/2020	70
P 17-11 – IT Monitoring Logs and Accounts	Issue 1.1: Password Enforcement Practice not Consistent with Executive Policy and not Working as Intended (NIST IA-5(1))	6/30/2020	70
P 17-11 – IT Monitoring Logs and Accounts	Issue 1.1: Password Enforcement Practice not Consistent with Executive Policy and not Working as Intended (NIST IA-5(1))	6/30/2020	70

P 18-01 – Consulting – HIPAA Readiness	1. Develop and Publish Policy Statement	6/30/2020	70
P 18-01 – Consulting – HIPAA Readiness	2. Assign Roles	6/30/2020	70
P 17-11 – IT Monitoring Logs and Accounts	Issue 1.2: Responsibilities are not Adequately Documented or Enforced (NIST AC-2)	7/1/2020	69

(Estimated Resolve Date Revised by Management)

The following table includes 53 more IT-related recommendations not ‘owned’ by central ITS as they were communicated to the respective process owners (e.g. campus IT, college IT):

Project	Issue	Estimated Date	Age
P 15-01 – IT Contingency Planning	Spokane ITS Contingency Plan, Backup, Testing, Training (6)	3/1/2016	1652
P 16-07 – IT Vulnerability	Spokane Security Assessment Planning, Monitoring (9)	9/30/2017	1074
P 16-07 – IT Vulnerability	CVM Security Assessment Planning, Monitoring (7)	6/1/2018	830
P 16-07 – IT Vulnerability	Tri-Cities Security Assessment Planning, Monitoring (11)	1/2/2018	980
P 17-06 – IT Inventories	Tri-Cities Continuous Monitoring (5)	3/1/2018	922
P 17-06 – IT Inventories	Vancouver Continuous Monitoring (5)	6/1/2018	830
P 17-06 – IT Inventories	VCEA Continuous Monitoring (5)	12/1/2018	647
P 17-06 – IT Inventories	CAHNRS Continuous Monitoring (5)	7/1/2019	435

These recommendations remain outstanding as, without exception, these non-central ITS process owners have determined full resolution cannot be attained until central ITS provides the policy, guideline or direction. We continue to work closely with central ITS on addressing outstanding issues.

### *Investigation Activity*

Our office investigates suspected employee wrongdoing in the areas of fraud, waste and abuse, or, asset misappropriation (the use of one’s company or client assets for personal).

There are two main categories of asset misappropriation: cash and noncash. In general, and not specific to WSU, the most popular methods used by employees to misappropriate their



organization's assets include: payroll fraud (over-reported hours worked, under-reported leave used), check tampering or document alteration, false or inflated expense reimbursement, misuse of assets (including vehicle, facilities, network, computer) and theft of assets.

Protocols have been established to ensure appropriate engagement of law enforcement in asset misappropriation cases. And, as a state agency, WSU is required to report to the State Auditor's Office suspected or actual loss of funds, property or other illegal activity. This requirement would encompass most activities that are investigated by Internal Audit.

When internal investigations are engaged the objective of the engagement is to determine if the assertion may be substantiated. At the same time, we evaluate process to determine if improved internal controls may have prevented the issue, or lessened the impact, and provide recommendations to management accordingly.

In Fiscal Year 2020 we engaged 35 investigations – two of these were root cause analyses of data security incidents. By year end, there were an additional 18 closed, five of which had conclusions finding no substantiation to assertions of misconduct. A summary of the nature of all complaints received in the year that moved to investigation after initial preliminary inquiry:

- 6 Fund misappropriation: includes altering records to redirect funds, claims for unearned reimbursement
- 7 Time misappropriation: includes over-reporting time worked, misclassifying time worked for greater pay, under-reporting leave taken
- 16 Abuse of resources: includes abuse of computer, network, access to systems or discounts for private gain
- 2 Data incident: we perform root cause analysis, neither incidents required data breach protocols to be invoked
- 4 Compliance: University, state or federal requirements not followed impacting compliance and potential require for payback or need to move funding to allowable source

### *Advisory Services*

Internal Audit has been used as a resource, with its independent and objective viewpoint, for review of new systems and policies (for adequacy of internal control and interface with other systems, flow of process), addressing questions of interpretation and application of policy

or operations activity, and ethics advisories. The CAE is the University's Ethics Advisor, as confirmed by the President and recognized by the Washington State Executive Ethics Board. Thus, questions posed by individual employees related to ethical situations are forwarded to the CAE to address.

Fiscal Year 2020 saw a large number of advisory requests or referrals. At 210 total incoming, 47 were tips of potential wrongdoing, and as noted in previous section, 35 of these were pushed to investigation. The remaining advisories included requests for guidance on internal controls (81) and ethics (82).

Requests are logged only if specific guidance is provided that requires research or verification of data and rules to ensure properly supported. Some advisories shed light on internal control weaknesses that are either addressed immediately with management or flagged for inclusion in the annual risk assessment and consideration in the next audit plan year.

### **Advisory–Modernization**

Time had been allocated in the FY 2020 Audit Plan to allow the audit team to review selected business processes within the new financial and personnel system, prior to go-live. While auditors attend regular meetings and updates on the Modernization project, including sessions on processes and status, we are not engaged in decision points on policy. Further, because the go-live date has been pushed to January 1, 2021, most of the focused review of business processes and system controls has occurred starting FY 2021. We will continue to allocate time and effort towards providing feedback on internal controls and business processes within the new system.

### ***External Audit Liaison***

Internal Audit is the liaison for external auditors including the State Auditor, the Ethics Board, state agencies and federal auditors. As liaison, initial and closing meetings are coordinated, review of audit intent is evaluated and connection with appropriate University parties is made. Where it makes the most sense from an efficiency and effectiveness perspective, other units or management positions may serve as audit liaisons as well. Where practical, Internal Audit will collect data and perform procedures on behalf of the external auditor.

According to IIA Standard 2050, the CAE '*should share information and coordinate activities with other internal and external providers of assurance and consulting services to ensure proper coverage and minimize duplication of efforts*'. In our liaison role, efforts are made to

ensure appropriate collaboration between internal and external audit and any activity creates little to no redundancy of effort. To that end, as much as possible, Internal Audit also leverages the state auditor's planned activities against the internal plan to ensure broader coverage.

External audit activity in the fiscal year included the regular, planned engagements with the state, including financial statement, and included investigations and audits by third parties, including:

- State Auditor's Office (SAO):
  - FY 2019 and start of FY 2020 Financial Statement
  - FY 2020 Single Audit
  - FY 2018 and 2019 Accountability
  - Whistleblower (2)
  - Fraud, referrals from Internal Audit (3)
- Executive Ethics Board:
  - Ethics, referrals from SAO Whistleblower and Fraud (6)
- USDA, federal program (2)
- DSHS, federal program (1)
- DOH, state Department of Health, program (1)
- Small Business Administration, program (1)
- NIH, federal (1)

The number of inquiries, audits and investigations did increase over prior years and, because many of the requests initiated in January and were still in progress in spring, COVID-19 presented additional challenges for pulling records and data and holding subject and witness interviews and meetings.

**Washington State University**  
**Office of Internal Audit**

Internal Audit Charter

**I. Introduction**

Washington State University and its management bear a responsibility to provide a system of internal controls which assures the proper safeguarding and stewardship of the assets, operations and reputation of the University.

Internal auditing is an independent, objective assurance and consulting activity guided by a philosophy of adding value to improve the operations of Washington State University. It assists the University in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of its risk management, internal control and governance processes.

**II. Role**

The Office of Internal Audit has been established by the Board of Regents' Finance and Compliance Committee <sup>1</sup>(hereafter referred to as the Audit Committee). Internal Audit's responsibilities include the evaluation of the adequacy and efficiency of the systems of internal control to properly safeguard University assets and ensure compliance with policies, regulations and laws. This extends to assisting in the deterrence of fraud, advisory services that offer recommendations on systems of internal control and operations, advisory services to guide employees in the proper adherence to the Ethics in Public Service Act, and review of the reliability and integrity of financial and operating information.

The Chief Audit Executive (CAE), in the discharge of his/her duties, shall be accountable to the President and the Audit Committee to:

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<sup>1</sup> Initially established in 1972 but recognized for independent reporting to the Board of Regents by the Finance and Audit Committee in 2007, name changed to Finance and Compliance Committee in 2016 – bylaws impacting responsibility for internal audit not significantly altered.

- Provide an annual assessment on the adequacy and effectiveness of the University's risk management, internal control and governance activities
- Report significant issues related to the processes for controlling the activities of the University, including potential improvements to those processes
- On a semi-annual basis provide information on the status and results of the annual Audit Plan and the sufficiency of departmental resources
- Perform investigation of irregularities and fraudulent activities in coordination with other control and monitoring functions (i.e. police, legal counsel, compliance, and external audit)
- As the University Ethics Advisor, advise employees and officials on appropriate standards of conduct under the Washington State Ethics in Public Service Act

### III. Professionalism

The internal audit activity will govern itself by adherence to The Institute of Internal Auditors' mandatory guidance including the Definition of Internal Auditing, the Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing (Standards). This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activity's performance.

The Institute of Internal Auditor's Practice Advisories, Practice Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, the CAE and staff of Internal Audit will adhere to Washington State University relevant policies and procedures and the Office of Internal Audit Standard Operating Procedures Manual.

### IV. Scope of Work

The scope of work of Internal Audit must be appropriate so that it can determine whether the University's network of risk management, internal control and governance processes, as designed and represented by management, are adequate and functioning in a manner to ensure:

- Risks are appropriately identified and managed

- Interaction with the various governance groups occurs as needed
- Significant financial, managerial and operating information is accurate, reliable and timely
- Employees' actions are in compliance with policies, standards, procedures and applicable laws and regulations
- Resources are acquired economically, used efficiently and adequately protected
- Programs, plans and objectives are achieved
- Quality and continuous improvements are fostered in the University's control process
- Significant legislative or regulatory issues impacting the University are recognized and addressed appropriately
- Information technology is adequate, reliable and secure

The extent and frequency of internal audits will depend upon varying circumstances such as previous audits, relative risk associated with the activities materiality, the adequacy of the system of internal control and resources available to Internal Audit.

## V. Authority

The CAE is authorized to direct a broad and comprehensive, risk-based program of internal auditing within Washington State University. The CAE and staff of Internal Audit are authorized, with strict accountability for confidentiality and safeguarding records and information, to:

- Have full, free and unrestricted access to information including records, property and personnel relevant to the subject under review
- Have full and free access to the Board of Regents
- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives

## VI. Organization

The CAE shall report functionally to the University President to permit independent and unbiased judgments essential to the proper conduct of audits and investigations. The CAE shall report administratively to the Chief Finance Officer, Vice President of Finance and Administration to permit efficiency and effectiveness in operations and administrative concerns.

The President will:

- Approve the Internal Audit Charter
- Approve the risk-based internal audit plan
- Approve the internal audit budget and resource plan
- Approve decisions regarding the appointment and removal of the CAE
- Approve the remuneration of the CAE
- Receive communications from the CAE on the internal audit activity's performance relative to its plan and other matters

The Chief Finance Officer will.

- Monitor the internal audit budget
- Approve administrative functions impacting the CAE (e.g. travel and leave reporting)
- Receive communications from the CAE on the internal audit activity's performance relative to its plan and other matters

Input from the Audit Committee will be actively solicited with regard to any changes to the CAE appointment and removal. The CAE shall meet with the Audit Committee to discuss the integrity of the University's systems of internal control, and the performance of the internal audit activity in carrying out its related responsibilities, including updates to the Audit Plan

and review of results of audit activities. In addition, the CAE will hold semi-annual meetings with the Audit Committee Chair in the absence of management, and as needed.

## VII. Independence and Objectivity

The Office of Internal Audit and its auditors will remain free from interference by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary independent and objective approach and attitude.

Internal auditors have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair an internal auditor's judgment.

In order to maintain independence throughout the WSU system, the Office and its auditors will not participate in other than Internal Audit employee recruiting and hiring decisions. The Office and its auditors shall not engage in any transaction or professional activity that is in conflict with the proper discharge of the Office's duties, such as participating in the hiring of an employee who may have to participate in a future audit.

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interest or by others in forming judgments.

Internal auditors will formally disclose business and personal interests in entities doing business with the University. A personal impairment may result from a relationship or belief that might cause auditors to limit the extent of inquiry, limit disclosure, or weaken or slant audit findings in any way. A relationship that may cause conflict includes auditors engaged in review of a unit or function for which a close relation has a significant management or participatory role. Individual auditors will notify their supervisor if they have any personal impairment to independence. Actions will be taken to resolve the impairment in a timely manner, including appropriate disclosure, additional oversight, deferred oversight, and/or withdrawal from the audit assignment.

At least annually, the CAE will confirm to the President and the Audit Committee the organizational independence of the internal audit activity.



## VIII. Responsibility

The CAE and staff of Internal Audit have the responsibility to.

- Develop a flexible annual audit plan using appropriate risk based methodology, including any risks or control concerns identified by management, and submit that plan, as well as periodic updates to the plan, to the President for review and approval
- Implement the Audit Plan, as approved, including as appropriate any special tasks or projects requested by management and the Audit Committee
- Report periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan
- Report significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by management or the Board
- Issue periodic reports to management summarizing results of audit activities
- Evaluate the adequacy of actions taken by management to correct reported deficiencies
- Assist in or conduct investigations of significant suspected fraudulent activities and irregularities occurring within the University and notify management and the Board of the results
- Consider the scope of work of external auditors and regulators as appropriate, for the purpose of providing optimal audit coverage to the organization at a reasonable cost
- Perform consulting and advisory services related to internal controls, risk management, compliance and governance processes as appropriate for the organization
- Maintain a professional audit staff with sufficient knowledge, skills, experience and professional certifications to meet the requirements of this Charter

- Maintain proficiency in state ethics rules – the CAE serves as Ethic Advisor to employees and officials

## IX. Internal Audit Plan

The CAE will submit an annual audit plan to the President for review and approval. The Audit Plan will consist of an audit schedule as well as budget and resource requirements to meet planned activities. The approved Audit Plan will be submitted to the Audit Committee for review. The CAE will communicate the impact of resource limitations and significant interim changes to the President and the Audit Committee.

The Audit Plan will be developed based on a prioritization of the audit universe using a risk-based methodology, including input from senior management and the Board of Regents. The CAE will review and adjust the Audit Plan, as necessary, in response to changes in the University's business, risks, operations, programs, systems, and internal controls. Any significant deviation from the approved Audit Plan will be submitted to the President for re-approval and communicated to the Audit Committee through semi-annual reports.

## X. Reporting and Monitoring

A written report will be prepared and issued by the CAE or designee following the conclusion of each internal audit planned audit engagement and will be distributed as appropriate. Internal audit results will also be communicated to the Audit Committee.

The internal audit report may include management's response and corrective action taken or to be taken in regard to the specific findings or recommendations. Management's response, whether included within the original audit report or provided thereafter, should include a timetable for anticipated completion of the action to be taken and an explanation for any corrective action that will not be implemented.

Internal Audit will be responsible for appropriate follow-up on engagement findings and recommendations. All significant findings will remain in an open issues file until cleared.

## XI. Quality Assurance and Improvement Program

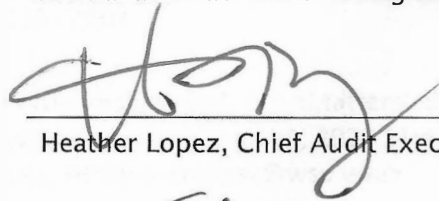
The Office of Internal Audit will maintain a Quality Assurance and Improvement Program (QAIP) that covers all aspects of internal audit activity. The QAIP includes an evaluation of Internal Audit's conformance with the Definition of Internal Auditing and the IIA Standards

and an evaluation of whether internal auditors apply the Code of Ethics. The QAIP also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement.

External assessments will be conducted at least every five years. On at least an annual basis, the CAE will communicate to the President and the Audit Committee on Internal Audit's QAIP, including engagement and results of ongoing internal assessments and results of external assessments.

## XII. Administration

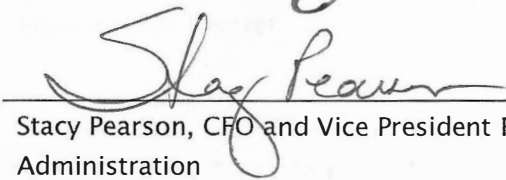
The CAE is responsible for the administration of this Charter and for functionally directing internal audit activities throughout the University.



Heather Lopez, Chief Audit Executive

2/27/2020

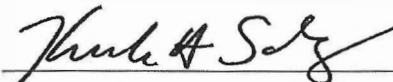
Date



Stacy Pearson, CFO and Vice President Finance and Administration

2/27/2020

Date



Dr. Kirk Schulz, President

2-17-20 see email approval

Date

# INFORMATION ITEM #7

## Modernization Update (Pearson/Skinner)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Modernization Update

SUBMITTED BY: Stacy Pearson, Vice President, Finance & Administration  
Matt Skinner, Senior Associate Vice President, Finance & Administration

### BACKGROUND INFORMATION:

The following information item provides a summary of major project activities to date. In addition, a presentation will be provided at the meeting to reflect the most current project status. Project leadership also expects to present project status at the November Regents meeting, with deployment scheduled for mid-December 2020 – January 1, 2021.

### Current Activities and Status

Since the last report to the Board in May 2020, project has:

- Completed 3,842 End-to-End testing scenarios, identifying and resolving 1,096 defects.
- Conducted 2<sup>nd</sup> readiness assessment survey noting:
  - Increased indication of the initiative as a compelling mission driver;
  - Increased faculty readiness and commitment levels;
  - Central units demonstrated higher readiness and commitment levels compared to non-central units;
  - Need for additional information about training;
  - Decreased confidence in the resources available to support changes in work concurrent with Workday.
- Adopted a monthly Deployment Readiness Assessment with evaluation of 90 criteria presented at the Executive Project Steering Committee each month.
- Completed the User Acceptance Testing Tenant Build (data conversion), loading 1,936,495 data elements with a 99.4% success rate.

- Completed build, design, testing, and defect resolution for approximately 100 integrations between Workday and other systems.

### **User Acceptance Testing**

User acceptance testing began in early August with approximately 350 end users from all campuses testing approximately 400 high volume business processes. Testing labs are fully virtual, using Zoom breakout rooms and a variety of software tools to guide testers through the scenarios and to record defects. In addition, testers are using 130 quick reference guides developed as part of the training curriculum and leaving comments for improvements to the content. User acceptance testing is designed to accomplish 4 goals:

- Verify that the configured system meets security requirements for end user;
- Focus on a “Day in the Life” for HR & Finance;
- Focus on a “Day in the Life” for employee or manager as self;
- Validate operational readiness and determine additional support needs to enable successful go-live.

### **Preparing for Training**

Modernization and central business office staff have been preparing the training curriculum for more than 12 months. All training will be facilitated virtually. Curriculum includes:

- 31 unique virtual instructor lead courses, with over 430 sessions offered from October – December;
- 32 unique self-guided micro or video learning courses;
- 130 quick reference guides to help users perform routine activities in Workday.

The Organizational Change Management Team will continue to refine and own future updates to training material and the creation of new training content post deployment, resulting in a continuous Workday training model for new and existing employees alike.

### **Critical Project Risk and Watch Items**

The project is currently progressing according to plan. Project leadership is watching several critical items closely to ensure proper resolution. Areas under close scrutiny include:

- Completing development of WSU custom reports;
- Finalizing new approach for planning and budgeting for salaries and benefits in Workday;
- Supporting the University community in the transition from the financial data warehouse to use of Workday in-system analytics and reports;
- Resolution of issues with multi-year obligation of grants;
- Launching mid-fiscal will bring unique challenges in monitoring budgets for the first 6 months.

Project leadership is monitoring progress in these focus areas using quantitative metrics, the project management plan, and staff resource plans on a weekly basis. PMO continues to report quantified results to the Project Executive Steering Committee each month.

### **Preparing for Change**

As discussed at the kick-off of the Modernization Initiative, changing business processes and systems after 40 years will come with challenges and bumps along the way. The project timeline includes a one-year stabilization period to help address issues with system operation, and to prepare the way for optimization. During the early stabilization period, it is normal for employees to experience a decline in productivity and satisfaction as they adjust to new ways of working. The Modernization Team is preparing a virtual Workday Service Desk to support employees as they interact with the system.

### **Project Timeline**

- **August-September 2020:** User Acceptance Testing
- **October-December 2020:** Training, Final Data Conversion and Tenant Build for Deployment
- **January 2021:** Start using Workday for WSU
- **January 2021-January 2022:** On-going stabilization and change support
- **January 2022:** Begin optimizing the system

### **COVID-19 Impacts**

In response to COVID-19, the Modernization Team (including WSU and Deloitte professionals) has shifted to remote work. User Acceptance Testing and User Training will be executed virtually. In addition, the team will likely perform cutover and deployment activities working remotely using virtual tools to complete the

needed activities. Given the large number of employees working remotely at WSU, the team is preparing end user support mechanisms using a support desk that covers all remote employees and locations without in person contact.

## **Engagement and Communication**

Engagement and communication continue as critical activities to support the University community in this significant change to the way daily work is performed. All Modernization community engagement events and meetings are being held using Zoom, which allow attendees to participate from the convenience of their current work location.

The Modernization Team continues to produce a monthly newsletter and resources including blog posts, videos, and handouts.

To view the most current newsletter and video resources, please visit: <https://modernization.wsu.edu/news/modernization-newsletter/>

## **Project Budget**

The project continues to operate within the budget approved by the Board of Regents on June 8, 2018. The project continues to maintain an adequate budget contingency.

## **Project Scope**

Project leadership and the Executive Steering Committee have maintained strong oversight over scope of the project. Project scope remains as planned.

## **Leadership Messaging to Support the Modernization Project**

Leadership often asks, “What can we do to support or communicate as we enter the last 3 months before launch of Workday?” Below are the key leadership takeaways and talking points to assist with messaging and communications:

### **1. Workday launch is coming soon**

- University-wide training begins in October 2020.
- You will be able to do some HR and Payroll transactions in Workday starting on December 16, 2020.
- January 1, 2021: All of Workday will be available for use.

## **2. Prepare for the transition to Workday**

- Express appreciation. Embracing a change this large requires involvement from every campus, college, and administrative area. Thank you to everyone for your hard work and involvement in making our new workday a reality.
- It is normal for a change of this size to bring with it some kinks that will need to be worked out. It might be bumpy at first, but together we will learn Workday, resolve issues, and overcome challenges.
- It will take up to one year after launch to fully stabilize the new system.
- Do not worry, we will have your back throughout.
- Support will be in place to assist you and your teams at Workday's launch and beyond.
- We are building a specialized Workday Knowledge Base and Service Desk that will help you get answers to your questions and receive specific guidance from our central team, even while working remotely.
- Recognize that these are challenging times and are implementing a new system during a pandemic. As Cougs, we need to be patient and support each other. Our systems are changing, but not the spirit of being a WSU Cougar!

## **3. Get involved**

- Take training this fall.
- Questions? Contact your area's Change Network members. They can guide you to resources and connect you with experts for specific questions. Find a directory of members at [modernization.wsu.edu/change-network](https://modernization.wsu.edu/change-network).
- Visit the Modernization website, [modernization.wsu.edu](https://modernization.wsu.edu), for videos, handouts, a detailed project timeline, and additional resources.
- Be patient with yourself and those around you as we work together to adapt to new systems and ways of working. Stabilizing the system can take a year. This will give WSU employees plenty of time to adapt to using Workday.



# **INFORMATION ITEM #8**

## **WSU System Strategic Planning Implementation (Hoyt)**

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Implementation of the WSU System Strategic Plan

SUBMITTED BY: Christine R. Hoyt, Chief of Staff

**BACKGROUND  
INFORMATION:**

The attached document entitled “Leadership Structure for System Strategic Planning Implementation” outlines the roles, responsibilities, and membership of three groups charged with various aspects of systemwide planning efforts. The groups are: the WSU System Council, the System Strategic Planning Implementation Team, and a System Strategic Planners Council.

Since adoption of the 2020-2025 System Strategic Plan, the WSU System Council met in a half-day planning retreat to discuss system priorities for the next 12-18 months, the Implementation Team has met four times, and the Planners Council will meet later in the fall. The Implementation Team is actively engaged in the planning of the Fall 2020 Virtual Conference, establishing goal area working groups, and developing an action plan for the management and coordination of the system plan implementation. A full update of current activities will be provided at the September 17-18, 2020, Board of Regents Meeting.

ATTACHMENT: *Leadership Structure for System Strategic Planning*

## **Washington State University System Leadership Structure for System Strategic Planning Implementation**

### **Introduction**

WSU's first-ever system strategic plan was developed through a participatory and inclusive process that involved regents, administrators, faculty, staff, students, and community members statewide. The plan reflects the input of the entire university community who engaged in meetings, retreats, listening and dialog sessions, and systemwide conferences.

Continued engagement and involvement, both internally and externally, will be essential to the success of the plan's implementation. A compendium of committees, institutional leaders, shared governance groups, and university stakeholders will continue to be involved and play important roles throughout the implementation process.

The WSU System Council and the System Strategic Planning Implementation Team will provide direct oversight and management of the system strategic plan and related system initiatives. The System Strategic Planners Council will focus on facilitating efficient and effective planning processes systemwide.

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### **WSU System Council**

In its planning role, the WSU System Council helps to oversee and monitor progress toward implementation of the system plan and related initiatives. The System Council receives support and advising from the System Strategic Planning Implementation Team and collaborates with other institutional leaders and shared governance groups, and is guided by the Board of Regents, in making planning decisions.

Major planning responsibilities include:

- Discuss annual strategic plan objectives and metrics, as well as key initiatives related to the WSU system strategic planning process;
- Identify priorities, targets and strategies that will leverage WSU's land-grant mission, increase its statewide impact, and achieve performance toward chosen metrics;
- Monitor internal and external environments, assess implications for WSU, and proactively address changes affecting WSU and the higher education landscape, in general; and
- Champion the overall process of planning strategically across the WSU system.

WSU System Council Members:

President's Cabinet  
Deans  
Vice Chancellors for Academic Affairs  
Vice Chancellors for Finance  
Vice Chancellors for Research  
Vice Chancellors for Student Affairs

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## System Strategic Planning Implementation Team

The System Strategic Planning Implementation Team (System Implementation Team) is a multi-functional project team that reports to the WSU System Council. The System Implementation Team is chaired by the President's Chief of Staff and is vested with the responsibility and authority to manage, guide, and coordinate implementation of the system plan and related strategic initiatives across campuses, colleges, functions and units, as well as increase continuity, visibility, and accountability for institutional planning.

Primary responsibilities of the System Implementation Team include:

- Organizational and Process Alignment – Help to ensure organizational alignment of campuses, colleges, units and management processes to the system strategic plan; collaboratively develop and monitor an annual process to align planning and budgeting driven by the institution's mission.
- Annual Planning – Support and monitor work plans developed annually that include specific objectives, outcome measures (metrics), and detailed action plans; develop and manage processes relating to annual planning, e.g., annual environmental scanning, stakeholder engagement, goal setting processes, etc.; serve as “keepers of the process”; and develop and carry out planning events, e.g., annual planning conference.
- Strategic Initiative Management – Oversee management of specified strategic initiatives, particularly those that advance WSU's “systemness” and the *OneWSU System Operating Principles*.
- Metrics and Scorecard Management – Develop and monitor scorecard metrics and targets with institutional leadership; facilitate reporting to Regents, institutional leaders, and others; collaborate with Institutional Research (IR) to standardize dashboard terminology and measurement definitions across the system; help to ensure integrity of the reported dashboard data; and coordinate with IR and others to assure that data reporting processes are valid and reliable.
- Progress Reviews – Develop and shape an agenda consisting of regular progress reviews with institutional leadership and the Board of Regents toward existing priorities; determine follow-up and assure that any designated actions are carried out.
- Strategic Discussions – Using environmental indicators that bear on the institution's success, identify and coordinate strategic topics for discussion with institutional leadership and the Board of Regents; actively participate in and facilitate strategic discussions during System Council meetings, meetings with leadership groups, Board of Regents meetings, and other important activities and events to increase continuity, visibility, and accountability for planning and execution of key initiatives, goals, and objectives.
- Strategic Planning Communications – Develop and implement an integrated marketing and communications plan, consistent and coordinated with University Marketing and Communications strategies and plans, to institutionalize the system strategic plan, enhance a culture of planning, and promote widespread and deep understanding of WSU's strategic direction to university stakeholders; and help to ensure training and education to faculty and staff about the system plan and key strategic initiatives.

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### System Strategic Planners Council

The System Strategic Planners Council (SP Planners Council) plays an integral role in helping to ensure the effectiveness and efficiency of planning processes systemwide. The SP Planners Council will meet about three times annually to share information, provide advice and feedback, and develop action steps, as appropriate, to help move planning processes forward from year to year.

The role of the SP Planners Council is to:

- Share professional knowledge concerning current best practices and innovative ideas in higher education planning.
- Share lessons learned and encountered, along with their solutions, to lead to improvements in policies and procedures related to institutional planning.
- Serve as a “think tank” to develop key planning policies and processes, such as an annual environmental scanning process and an annual planning calendar that will align institutional planning processes.
- Recommend strategies for engaging and communicating with internal and external stakeholders in planning discussions to uncover new ideas, stimulate valuable dialogue, and advance the culture of planning at WSU.
- Assist with the development of training and education practices to help arm campus, college, and unit “planners” with the right tools and techniques for strategic planning; serve as facilitators on planning topics and during planning sessions.

Members:

Chris Hoyt, Chief of Staff, WSU System (Chair)  
Craig Parks, Vice Provost for System Innovation and Policy, WSU Pullman  
Ray White, Vice Chancellor for Finance and Administration, WSU Tri-Cities  
Lynne Varner, Associate Vice Chancellor and Chief of Staff, WSU Everett  
Name [to be inserted], WSU Global  
Margaret Holt, Chief of Staff, WSU Spokane  
Sherri Bennett, Chief of Staff, WSU Vancouver  
[To be inserted: Planners from each college and major non-academic units]

## INFORMATION ITEM ITEM #9

Proposed Revision to WAC 504-26  
Standards for Conduct for Students  
(Mary Jo Gonzales)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU System, Revisions to WAC 504-26-010; 504-26-015; 504-26-020; 504-26-045; 504-26-050; 504-26-120; 504-26-204; 504-26-206; 504-26-209; 504-26-217; 504-26-219; 504-26-220; 504-26-221; 504-26-222; 504-26-223; 504-26-227; 504-26-230; 504-26-401; 504-26-402; 504-26-403; 504-26-409; 504-26-415; 504-26-420; 504-26-425; 504-26-504; 504-26-515; 504-26-525 Standards for Conduct for Students; Creation of WAC 504-26-231

PROPOSED: That the Board of Regents adopt revisions to WAC 504-26 Standards for Conduct of Students

SUBMITTED BY: Mary Jo Gonzales, Vice President for Student Affairs

SUPPORTING INFORMATION: On May 19, 2020 the United States Department of Education (the Department) published amendments to its regulations for implementing Title IX of the Education Amendments of 1972 (Title IX). The Department's amended regulations specify how recipients of federal financial assistance covered by Title IX (which includes the University) must respond to allegations of gender discrimination, including sexual harassment and sexual assault. The Department's amended regulations took effect on August 15, 2020. Amendments to the University's Standards of Conduct for Students is required to comply with the Department's amended Title IX regulations.

The newly created section, WAC 504-26-231 specifically addresses definitions of relationships and interactions as related to intimate partner violence.

The University filed an emergency rule making order on August 14, 2020 in order to ensure compliance with federal rules. The permanent WAC rule revisions will be presented as a Future Action Item in November with an Action Item anticipated in March 2021.

## **INFORMATION ITEM #10**

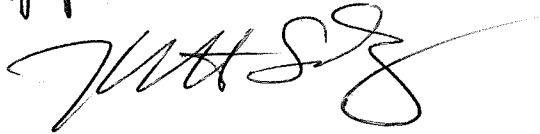
Faculty Manual Change Approved by the  
President Under Delegated Authority  
(Elizabeth S. Chilton)

### **Change to the Faculty Manual**

The Faculty Senate recommended approval for the following change to the *Faculty Manual*.


- Title IX Investigations

The memorandum denoting the specific changes as submitted to President Schulz for consideration is attached. The recommendation was passed by the Faculty Senate Executive Committee on August 12, 2020.

Approved 8-13-2020  


**MEMORANDUM**

TO: Kirk Schulz, President

FROM: Elizabeth Chilton, Provost and Executive Vice President 

SUBJECT: President Request for Approval – Faculty Manual Change

DATE: August 12, 2020

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*Faculty Manual Change*

On August 12<sup>th</sup>, 2020, the Faculty Senate Steering Committee approved changes to the Faculty Manual based on new federal guidelines related to Title IX investigations that go into effect August 14<sup>th</sup>, 2020. Authority to allow Faculty Senate Steering to approve changes to the faculty manual was provided by the full senate during the April 9<sup>th</sup>, 2020 meeting. Action Item 14 from that meeting's agenda allowed Faculty Senate Steering to carry out all necessary functions of the Faculty Senate during the period of May 16, 2020 through August 15, 2020. The changes outlined below were developed in partnership between Faculty Senate Steering, The Office of Civil Rights Compliance & Investigation, the Office of the Attorney General, and my office. These new federal guidelines required numerous policies and procedures updates across the university.

Given the requirement that WSU comply with federal Title IX policy, I request that you approve the changes outlined below and that these be made active on August 14, 2020.

Changes are fully documented as redline markup on the Faculty Senate Website at URL <https://facsen.wsu.edu/summer-2020-fm-title-ix-changes/> Minor changes are listed below:

1. Change "EP#15, the Policy Prohibiting Discrimination, Sexual Harassment, and Sexual Misconduct" to "EP#15, the Policy Prohibiting Discrimination and Harassment" (throughout)
2. Change "Office of Civil Rights Compliance and Investigation (CRCI)" to "Compliance and Civil Rights (CCR)" (throughout)
3. Added required non-discrimination statement and CRC contact information to III. Faculty Personnel Policies (page 54)

Section II.F "Disciplinary Process/Procedures" was modified to add specific procedures to bring the Faculty Manual into compliance with Title IX Sexual Harassment cases. Generally, these changes *only* apply where allegations have been identified as Title IX Sexual Harassment, as defined by EP#15:

- a. A description that an investigation into matters involving Title IX Sexual Harassment must be initiated through a formal complaint to CCR/Title IX Coordinator.

- b. The Provost will rely on the CCR investigation, but where there are allegations beyond Title IX Sexual Harassment, the complainant and respondent will be alerted 10 days in advance of any meetings of the purpose of the meetings, who is participating, and the date/time/location of the meeting.
- c. Regardless of the outcome of an investigation, the complainant and the respondent will be afforded an opportunity to participate in a live hearing.
- d. The Faculty Status Committee will serve as the Hearing Committee and must receive specific training on Title IX regulatory requirements from CCR.
- e. The live hearing process must include the following: Notice to both parties, presumption that the respondent is not responsible, opportunity to participate, right to have an advisor, evidence availability, opportunity to submit witnesses, right to cross-examine all witnesses (including the complainant and the respondent) through an advisor, and if a party does not have an advisor, through an advisor provided by the institution free-of-charge. The complainant and the respondent are also afforded the opportunity to be in separate rooms/locations during the hearing and to participate through technology.
- f. The live hearing decision-makers may only accept witness statements for consideration that have been subject to cross-examination. The live hearing decision-makers may only accept relevant evidence, and certain types of information relating to a complainant's sexual history are prohibited from being considered.
- g. At the conclusion of the hearing, rather than forwarding recommendations to the President, the Faculty Status Committee will make and issue a written determination simultaneously to the parties with rationale for their findings, sanctions, and remedies.
- h. Audio or audio-visual recordings or a transcript must be made available to both parties.
- i. A statement about available remedies has been added.
- j. A new appeals process has been added for Title IX Sexual Harassment cases. Both parties will have an opportunity to appeal to the Office of the President on limited grounds. The other appeal rights described in the faculty manual are not applicable to these cases.
- k. Upon receipt of an appeal, the Office of the President will notify both the complainant and the respondent in writing, when an appeal has been received. Each party will have ten days to submit a written statement in support of or challenging an outcome to the Office of the President.
- l. The president or the president's delegate, who has received the required Title IX regulatory training provided by CCR, will review the appeal and determine whether to sustain the decision of the Hearing Committee or to return it to the Hearing Committee with specific objections.

Please let me know if you approve these changes, and let me know if you have any questions.



## **FUTURE ACTION ITEM #1**

**Establish a Department of Community and Behavioral Health  
(Elizabeth S. Chilton)**

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Establishment of a Department of Community and Behavioral Health

**PROPOSED:** That the Board of Regents establish a Department of Community and Behavioral Health

**SUBMITTED BY:** Elizabeth S. Chilton, Provost and Executive Vice President

**SUPPORTING INFORMATION:** The Elson S. Floyd College of Medicine proposes the establishment of the Department of Community and Behavioral Health to best support the behavioral and community health foci embodied by many of the faculty.

This change renames the existing, but inactive, Department of Health Policy and Administration. Doing so aligns the college's administrative structure with national and international practice. This also benefits efforts to secure extramural support by providing faculty with a unit title that explicitly identifies their broad areas of expertise.

In addition, the new department will align with many efforts external to Washington State University for which the Elson S. Floyd College of Medicine faculty may be overlooked because they are identified with a department title that does not reflect their work. Finally, this will set the stage for the future development of both graduate and undergraduate educational offerings in behavioral and community health. These offerings will be in partnership with faculty in other units, both within and outside the Elson S. Floyd College of Medicine.

The complete proposal for the Department of Community and Behavioral Health is attached. This proposal was reviewed carefully and has support from the Provost's Office. This recommendation was recommended by the Faculty Senate Executive and Faculty Affairs Committees on April 6, 2020.

The Elson S. Floyd College of Medicine proposes establishment of the Department of Community and Behavioral Health effective as soon as feasible.

ATTACHMENT: Attachment A – Notice of Intent to Create/Rename a College, School, or Department

## Notice of Intent to Create/Rename a College, School, or Department

**Proposed Name:** Department of Community and Behavioral Health (CBH)

**Justification:** To best support the behavioral and community health foci embodied by many of the faculty in Elson S. Floyd College of Medicine, we propose to establish a Department of Community and Behavioral Health. This change renames our existing, but inactive, department of Health Policy and Administration. Doing so aligns our administrative structure with national and international practice. This also benefits efforts to secure extramural support by providing faculty with a unit title that explicitly identifies their broad areas of expertise. In addition, the new department will align with many efforts external to WSU for which College of Medicine faculty may be overlooked because they are identified with a department title that does not reflect their work. Finally, this will set the stage for the future development of both graduate and undergraduate educational offerings in behavioral and community health. These offerings will be in partnership with faculty in other units, both within and outside the College of Medicine.

**Process:** In November 2019 this proposed action was discussed and approved by the Dean's Executive Leadership Team. The proposal was also approved by the existing department Chairs in ESFCOM and impacted faculty have had an opportunity to express concerns about the name change. None has voiced a dissenting view. In December 2019 the plan was discussed in a meeting between Dr. Roll (Vice Dean of Research ESFCOM and Associate Vice President Strategic Research Initiatives in the Health Sciences), Dr. Craig Parks (Vice Provost for System Innovation and Policy) and Dr. Dewald (Chancellor Spokane Campus and Vice President Health Sciences). At the conclusion of that meeting Vice President Dewald instructed Drs. Parks and Roll to pursue establishment of the new department with haste given its strategic importance to WSU. An initial proposal was reviewed by members of the Steering Committee and the Faculty Affairs Committee of the WSU faculty Senate. It was also added to the agenda as an informational item for the last full faculty senate meeting in April 2020. There was no opposition.

Community and Behavioral Health requires no additional resources and will initially be supported with existing funding streams transferred from the Department of Medical Education and Clinical Science (DMECS) along with the faculty who move to the new department. Dr. Roll will serve as interim Chair without additional compensation.

**Other Affected Units:** Inaugural faculty will move from DMECS to CBH. The Chair of DMECS, as well as impacted faculty, are enthusiastic about this planned transition. This includes faculty previously in Health Policy and Administration, and those from the following groups: Behavioral Health Innovations; Occupational Sleep Medicine;

Analytics and PsychoPharmacology; Sleep and Performance Research Center; and the Institute for Research and Education to Advance Community Health. While faculty have been enthusiastic about this move none will be compelled to relocate to this department. Upon establishment of the CBH, faculty from the above-mentioned groups will be offered the opportunity to join the new department. It is anticipated that all will do so.

**Timeline:** The department will be established as soon as final approval is granted.

**Person Filing:** John Tomkowiak, MD, MOL, Founding Dean, College of Medicine

John.tomkowiak@wsu.edu

509-358-7549

**Date of Filing:** March 11, 2020

## **FUTURE ACTION ITEM #2**

Proposed Revision to WAC 504-24-030  
Undergraduate Housing Requirement  
(Mary Jo Gonzales)

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Pullman Campus, Revision to WAC 504-24-030  
Undergraduate Housing Requirement

**PROPOSED:** That the Board of Regents adopt revisions to WAC 504-24-030 Undergraduate Housing Requirement

**SUBMITTED BY:** Mary Jo Gonzales, Vice President for Student Affairs

**SUPPORTING  
INFORMATION:**

The rule change for WAC 504-24-030 is requested in order to a) updated and clarify procedural guidelines, b) improve the University's ability to respond to emergent student needs and special circumstances, and c) assign delegate authority at the appropriate institutional level. This change, prompted by a thorough review of policy during the COVID-19 pandemic, will allow the Division of Student Affairs' Housing and Residence Life Department to address student and family needs in our ever-shifting environment and clarifies language from earlier versions.

The University filed an emergency rule making order effective June 30, 2020 in order to adapt to the needs of students as quickly as possible and remain compliant with RCW 28B.30.150. The permanent rule revision will be presented as an Action Item at the November 2020 meeting of the Regents.

# **FUTURE ACTION ITEM #3**

## **2022 Board of Regents Meeting Schedule**

(Kirk Schulz)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of the 2022 Board of Regents Meeting Schedule

SUBMITTED BY: Kirk H. Schulz, President

PROPOSED: That the Board of Regents approve the schedule for the 2022 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:

2022	
<u>Date</u>	<u>Location</u>
January 20-21, 2022 (Retreat)	TBD
March 10-11, 2022	Tri-Cities
May 5-6, 2022	Spokane
June 9-10, 2022 (Retreat)	TBD
September 15-16, 2022	Pullman
November 17-18, 2022	Vancouver

# **ACTION ITEM #1 (Revised 9-17-2020)**

President's 2020-2021 Goals and Objectives

(Kirk Schulz)

September 18, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed 2020-2021 Goals and Objectives

PROPOSED: That the Board of Regents accept the President's 2020-2021 Goals and Objectives

SUBMITTED BY: Kirk H. Schulz, President

SUPPORTING INFORMATION: Pursuant to the Board of Regents Policy on Presidential Performance Evaluation, attached please find my "2020-2021 Annual Goals and Objectives". The goals outlined and objectives in this document reflect issues of strategic importance for the WSU Pullman campus and the WSU System, including those related to the System Strategic Plan goals and related initiatives.

These goals were presented at the June 25-26, 2020, Board of Regents retreat where the Regents had the opportunity to provide feedback and make suggestions for the upcoming year.

ATTACHMENT: *2020-2021 Annual Goals and Objectives document*

**President Kirk H. Schulz**  
2020-2021 Annual Goals and Objectives

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**WSU Pullman Goals**

- Meet target spending levels for WSU Athletics for 2020-2021 that are consistent with the Regents-approved FY2021 Athletics Budget.
- Develop and implement a WSU Pullman Strategic Plan.
- Continue implementation of the recommendations submitted by the Campus Culture and Climate working groups of faculty, staff, and students charged to develop a plan to build a more welcoming and inclusive environment at WSU Pullman.

**WSU System Goals**

- Develop and implement a two-year plan focused on enhancing WSU's presence in the Greater Seattle area and tie it to the University's budget and philanthropic goals.
- Raise in excess of \$135 million in philanthropic funds in support of WSU.
- Develop and communicate fiscal plans to address expected COVID-19 state of Washington related budget reductions.
- Launch the WSU System Strategic Plan, including appointing working groups, to develop the areas of focus within the context of the four strategic plan goals:
  - Goal 1 – Research, Innovation & Creativity
  - Goal 2 – Student Experience
  - Goal 3 – Outreach, Extension, Service and Engagement
  - Goal 4 – Institutional Effectiveness & Infrastructure
- Guided by the WSU System Strategic Plan, work on the following related initiatives:
  - Develop an annual process of integrated planning and budgeting that is driven by WSU's land-grant mission.
  - Establish a President's Commission on Campus Culture and Climate to: (1) serve as the principal working group to assist with system strategic planning initiatives related to diversity, equity, and inclusion; (2) collaborate with all campuses, colleges, and units systemwide to advance the work of the five working groups around culture and climate issues; and (3) identify and share best practices around important cultural matters that impact the institution.



- Develop and implement a new WSU system enrollment management plan.
- Advance WSU's institutional analytics capability to support data-informed decision-making to enhance administrative efficiency and strategic leadership across the system, including the development and implementation of a comprehensive web-based interactive dashboard for WSU System Strategic Plan metrics.
- Develop and implement an action plan to further define WSU system functions and responsibilities for leadership as outlined in the System Roles and Responsibilities report.
- Hold strategic discussions with administrators, faculty, staff, and students, including a virtual 2020 Planning Conference for WSU, focused on issues of importance facing the institution and the state.

**ACTION ITEM #2**  
**FY2021 Athletics Budget Approval**  
**Additional Impact of COVID-19**  
**(Stacy Pearson/Pat Chun)**

September 18, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Additional Impact of COVID-19 on FY2021 Athletics Budget

**PROPOSED:** That the Washington State University Board of Regents approve the changes to the FY2021 Athletics budget which are a result of the COVID-19 pandemic. Changes include reductions to both revenue and expenses.

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

**SUPPORTING INFORMATION:** The WSU Board of Regents approved the FY2021 Athletics budget in an open public meeting in June 2020 in compliance with RCW 28B.15.120 (Board of trustees or regents—annual budget requirements) and state legislation. On August 11, the Pac-12 Conference announced the postponement of all fall sports until at least January 1, 2021. While the impacts of the pandemic on the Athletics budget have resulted in lower expenses, the reductions in revenue are projected to be even higher due to the postponement of fall sports.

On the revenue side, the postponement of fall sports will result in a potential loss of a significant portion of WSU's Pac-12 distribution. Additionally, Athletics is still forecasting some home events with minimal to no fan participation across all sports. The total reductions in revenues are estimated to total over \$30 million.

On the expense side, savings are realized in several areas related to sport programs including game expenses, team travel, and recruiting. Expenditure reductions have been implemented in support areas due to lack of events in the fall and other travel related restrictions. The Pac-12 has also implemented cost containment measures which will reduce the annual Pac-12 dues. Additional steps have been taken to reduce compensation for all employees. In August, two-week furloughs were implemented for non-contract employees and a 5% salary reduction for all contract employees.

Due to the rapidly changing environment, it would be premature to make any changes to the projections for future fiscal years (FY2022-FY2024) at this time. Athletics continues to monitor this evolving environment and will provide budget updates as new information becomes available and at the November Regents meeting.

As referenced in the earlier presentation on integrated financial planning, WSU is evaluating options to help address the projected increase in Athletics operating deficits for FY21.

ATTACHMENTS: Attachment A: Historical Athletics Five Year Annual Operating Budgets (FY16-FY20)

Attachment B: September 2020 Update to the FY2021 Approved Operating Budget including unaudited FY20 projections and projections for FY22-FY24.

# Attachment A: Historical Athletics Five Year Annual Operating Budgets (FY16-FY20)

Washington State University Athletics Budget - Historical					
	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Unaudited FY20
<b>REVENUES:</b>					
Ticket Sales	5.5	7.7	8.4	9.5	8.6
Contributions/Endowments	8.2	8.7	9.8	12.4	15.3
NCAA/Pac-12	28.6	32.8	31.9	34.2	34.7
Royalties/Advert/Sponsor	6.3	4.4	4.4	4.6	3.3
Waivers/Student Fees	4.5	4.9	5.0	5.2	5.2
Other Revenue**	5.5	5.9	5.5	5.8	7.5
<b>Total Revenue</b>	<b>58.7</b>	<b>64.4</b>	<b>65.0</b>	<b>71.6</b>	<b>74.7</b>
<b>EXPENSES:</b>					
Compensation	24.5	25.2	26.1	27.7	28.5
Scholarships	11.0	10.7	10.8	11.0	10.5
Sport Programs*	11.7	11.2	11.7	11.4	10.7
Marketing/Fund Raising	2.4	2.2	2.0	1.8	1.3
Debt Payments	9.7	9.3	9.2	9.2	9.2
Direct Admin/Dues	4.1	4.0	4.1	4.7	4.3
Other Expense**	8.3	9.2	9.8	10.3	12.7
<b>Total Expenses</b>	<b>71.6</b>	<b>71.9</b>	<b>73.7</b>	<b>76.2</b>	<b>77.2</b>
<b>Net Income from Operations</b>	<b>(12.9)</b>	<b>(7.5)</b>	<b>(8.7)</b>	<b>(4.6)</b>	<b>(2.5)</b>
<b>Capitalized Expenses</b>	<b>0.6</b>	<b>1.0</b>	<b>2.7</b>	<b>0.7</b>	<b>6.9</b>
<b>Net Income after Capitalized Expenses</b>	<b>(13.5)</b>	<b>(8.5)</b>	<b>(11.4)</b>	<b>(5.3)</b>	<b>(9.4)</b>
<b>Accumulated Deficit</b>	<b>(49.4)</b>	<b>(57.9)</b>	<b>(69.3)</b>	<b>(74.6)</b>	<b>(84.0)</b>
<i>*Sport Programs includes team travel, game expenses, recruiting, equipment, meals, spirit, medical</i>					
<i>**Significant other revenues and expenses include:</i>					
<i>Revenue: concessions, game guarantees, game day parking, facility fees from admissions and allocations from campus parking rights</i>					
<i>Expenses: academics, game guarantees, severance, ticketing partner commission, concession expenses, Workday assessment, all other goods &amp; services</i>					

Attachment B: September 2020 Update to the FY2021 Approved Operating Budget including unaudited FY20 projections and projections for FY22-FY24

Washington State University Athletics Budget							
	Unaudited FY20	Orig Budget* FY21	Sept Update FY21	Difference	Budget FY22	Budget FY23	Budget FY24
<b>REVENUES:</b>							
Ticket Sales	8.6	8.7	0.6	(8.1)	10.6	11.6	11.2
Contributions/Endowments	15.3	11.9	9.3	(2.6)	12.2	13.0	12.5
NCAA/Pac-12	34.7	38.0	21.6	(16.4)	39.3	41.2	42.9
Royalties/Advert/Sponsor	3.3	3.3	1.6	(1.7)	3.4	4.8	5.1
Waivers/Student Fees	5.2	4.8	4.8	-	5.2	5.2	5.2
Other Revenue	7.5	5.3	3.6	(1.7)	8.9	9.4	9.6
<b>Total Revenue</b>	<b>74.7</b>	<b>72.0</b>	<b>41.5</b>	<b>(30.5)</b>	<b>79.6</b>	<b>85.2</b>	<b>86.5</b>
<b>EXPENSES:</b>							
Compensation	28.5	28.6	26.7	(1.9)	29.1	30.0	30.6
Scholarships	10.5	11.4	11.4	-	11.5	11.7	12.0
Sport Programs**	10.7	12.2	11.5	(0.7)	13.0	13.4	13.5
Marketing/Fund Raising	1.3	2.0	1.7	(0.3)	2.5	2.6	2.6
Debt Payments	9.2	10.0	10.0	-	10.0	10.0	10.0
Direct Admin/Dues	4.3	4.7	3.5	(1.2)	4.7	4.9	5.1
Other Expense***	12.7	8.1	7.1	(1.0)	12.0	10.7	10.9
<b>Total Expenses</b>	<b>77.2</b>	<b>77.0</b>	<b>71.9</b>	<b>(5.1)</b>	<b>82.8</b>	<b>83.3</b>	<b>84.7</b>
<b>Net Income from Operations</b>	<b>(2.5)</b>	<b>(5.0)</b>	<b>(30.4)</b>	<b>(25.4)</b>	<b>(3.2)</b>	<b>1.9</b>	<b>1.8</b>
<b>Capitalized Expenses</b>	<b>6.9</b>	<b>0.3</b>	<b>0.3</b>	<b>-</b>	<b>0.3</b>	<b>-</b>	<b>-</b>
<b>Net Income after Capitalized Expense:</b>	<b>(9.4)</b>	<b>(5.3)</b>	<b>(30.7)</b>	<b>(25.4)</b>	<b>(3.5)</b>	<b>1.9</b>	<b>1.8</b>
<b>Accumulated Deficit</b>	<b>(84.0)</b>	<b>(89.3)</b>	<b>(114.7)</b>		<b>(118.1)</b>	<b>(116.3)</b>	<b>(114.4)</b>
*Original Budget approved at June 2020 BOR Retreat							

## **ACTION ITEM #3**

### **Delegation of Authority - Regents' Appointments to the WSU Foundation Board of Directors and the WSU Foundation Investment Committee (Kirk H. Schulz)**

September 18, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Delegation of Authority - Regents' Appointment to the WSU Foundation Board of Directors and to the WSU Foundation Investment Committee

**PROPOSED:** That the WSU Board of Regents delegate authority to the Board of Regents Chair to approve, review, and de-select Board of Regents appointments to the WSU Foundation Board of Directors, pursuant to the Amended and Restated Bylaws, and the WSU Foundation Investment Committee, pursuant to the Charter and Investment Policy Statement of the WSU Foundation Consolidated Endowment Fund.

**SUBMITTED BY:** Kirk H. Schulz, President

**BACKGROUND:** WSU Regents currently serve on the WSU Foundation Board of Directors and the WSU Foundation Investment Committee, as provided in the Amended and Restated Bylaws of the WSU Foundation and the Charter and Investment Policy Statement of the WSU Foundation Consolidated Endowment Fund, respectively. The Foundation Bylaws do not specify the manner in which a Regent appointment is made to the Board of Directors, while the Investment Policy Statement provides that the Board of Regents appoints the members to the Investment Committee.

It is proposed that the Regents delegate authority to the Chair of the Board of Regents to make these Foundation committee appointments at the same time and in the same manner as appointments are made each year to the Board of Regents Standing Committees.

Article III of the Board of Regents Bylaws provides: "Following Board elections, as outlined in Article I, Section 3, the Chair of the Board shall make Committee appointments ...." The Board of Regents committee appointments are made each year during the summer,

following the Board's annual retreat that typically takes place in June. Making the Foundation appointments at the same time would help to ensure their efficiency and timeliness.

Following is additional background information from the Foundation Bylaws and the Investment Policy Statement.

#### WSU Foundation Board of Directors

The Board of Directors of the WSU Foundation Trustees serves as the governing board for the WSU Foundation. The Board of Directors has fiduciary responsibility for the general business and affairs of the WSU Foundation, including oversight of the Foundation's property, assets, and policies of the WSU Foundation.

The Foundation Bylaws provide for the appointment of a representative from the WSU Board of Regents. Article 4.1 of the Bylaws states that "[t]he Board of Directors is comprised of not less than fourteen (14) individuals, nine (9) of whom shall be elected by the Directors, and five (5) of whom shall serve as Directors ex officio (i.e. by virtue of the offices or positions they hold), namely:

- Chief Executive Officer of WSU Foundation (voting)
- Immediate Past President of the Board of Directors (voting)
- President of University (non-voting)
- University Board of Regents Representative (non-voting)
- President of University Alumni Association (non-voting)

#### WSU Foundation Investment Committee

Members of the WSU Board of Regents are fiduciaries for University endowed assets that are managed and invested by the WSU Foundation Directors, the WSU Foundation, and the WSU Foundation Investment Committee (Committee). Additionally, as provided in the Investment Policy Statement, "[t]he Investment Committee, a standing committee established under the Restated Bylaws of the WSU Foundation, shall be responsible for investments, reinvestments, and general management of all gifted property and assets of the WSU Foundation and those University assets entrusted to the WSU Foundation by contract with the University, except planned gift assets under management and oversight of the Gift Acceptance Committee."

Pursuant to the Investment Policy Statement, the Regents are responsible for reviewing and approving Regents-appointed members to the WSU Foundation Investment Committee. They are also responsible for reviewing and approving de-selection recommendations from the Committee of Regents-appointed members. De-selection does not include normal end-of-term roll-off of members.

Following for your reference is an excerpt from Investment Policy Statement regarding the composition and duties of the Investment Committee (highlighting added for ease of reference):

#### COMPOSITION/APPOINTMENT/TERMS:

The Committee is comprised of at least seven (7), but not more than eleven (11) appointed members (voting) and between two (2) and four (4) ex officio members (non-voting). The Regents appoint two (2) of these voting members, one of whom must be a member of the Regents, the other who may be a Regent or a volunteer with investment experience selected upon consultation with the Committee, subject to notice to the Directors. These members serve a one-year (1-year) renewable term upon appointment by the Regents. The other Committee members are appointed by the Chair of the Board of Directors and are selected from volunteers with investment experience upon consultation with the Committee, and subject to notice to the Regents. These members serve two (2) four (4-year) renewable staggered terms for a maximum of two (2) terms. Ex officio (non-voting) seats are designated by the Directors pursuant to the Charter and shall always include at least one (1) University representative and one Audit Committee Member. The Committee Chair Serves for one (1) two-year (2-year) term and is appointed by the Chair of the Board of Directors. As the date of the adoption of this Investment Policy, the Executive Director of Budget and Planning of the University, the CEO of the WSU Foundation, and the Snr. Associate Vice President of Finance, Operations and Services of the WSU Foundation are ex officio. The Chair can serve one additional two year (2-year) term upon approval by the Chair of the Board of Directors. Members whose terms have expired, may serve until a successor is appointed. The Committee Chair must be a Director. The Snr. Associate Vice President for Finance, Operations and Services of the WSU Foundation serves as Secretary to the Committee.

Further, following are the duties of the Investment Committee:



The Committee is responsible for implementation of this Investment Policy, and for investing capital, monitoring and reviewing investment performance, establishing appropriate benchmarks, and investment management. It may delegate fulfillment of investment and administrative tasks to others. The Committee's responsibilities with respect the Fund's assets include completing each of the duties below in a prudent manner:

- Exercise ordinary business care and prudence under the facts and circumstances prevailing in managing and investing the assets of the endowment. Specific factors guiding the Committee in managing and investing the assets are:
  - General economic conditions;
  - Effects of inflation and deflation;
  - Expected tax consequences of investment decisions;
  - Role of each investment in fund portfolio;
  - Expected total return from income and growth of investments;
  - Other University resources;
  - Needs for the fund to make distributions and preserve capital;
  - An assets special relationship or special value to the University's mission;
  - To incur only costs that are appropriate and reasonable in relation to the Fund's assets;
  - Make reasonable effort to verify facts relevant to the management and investment of the Fund; and
  - Annually (each December) review Investment Policy Statement.
- Act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in delegating management and investment of the Fund to an external agent in:
  - Selecting the agent;
  - Establishing the scope and terms of the delegation; and
  - Reviewing and monitoring the agent's performance.
- Act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in making decisions to appropriate for expenditure or accumulate Fund assets, taking into consideration:
  - Duration and preservation of the endowment fund;

- Purposes of the University and the endowment fund;
- General economic conditions;
- Possible effect of inflation or deflation;
- The expected total return from income and the appreciation investments;
- Other resources of the University
- This Investment Policy.
- Comply with all applicable state and federal laws, regulations, and rulings that relate to the Fund's investment management process.
- Recommend Investment Policy changes to the Directors and the Regents.
- Operate within the allocation ranges of the Investment Policy.
- Establish and regularly review objectives, asset allocation, and guidelines for the investment of the Funds' assets.
- Establish and regularly review manager structure guidelines for the Fund's components.
- Establish and comply with policies addressing issues that may result in perceived or actual conflicts of interest (including but not limited to relationships with investment managers or other firms doing business with the Fund and receipt of gifts or entertainment above a certain dollar value from firms doing business with the Fund) and other governance issues.
- Select qualified external investment managers to manage the Fund's assets.
- Select other service providers it deems appropriate to carry out its function, including, but not limited to, independent investment consultant(s).
- Meet quarterly to evaluate policy compliance, review progress in achieving the Fund's goals, and assess the effectiveness of the investment program.
- Evaluate the Fund's performance and the performance of the professionals hired to assist the Committee in managing the Fund's investment program.
- Communicate on a regular basis with the investment managers and investment consultant.
- Periodically review and evaluate ongoing understanding and relevance of investment policies of commingled funds in which Fund assets are invested.
- Take appropriate action if objectives are not being met or if policy and guidelines are not being followed.
- Keep the Audit Committee informed of any laws, regulations, rulings or investment decisions that might affect the annual audit of the WSU Foundation.

If the Regents approve this delegation, it is recommended that the WSU Foundation Charter and Investment Policy Statement be amended as soon as possible to reflect this change.

The Regents Chair-appointed committee member (Regent member) shall report back to the Regents on an annual basis regarding the operational performance of the Fund and other significant developments. In addition, the other responsibilities of the Board of Regents as set forth in Section 2.1.2 of the Foundation Charter and Investment Policy Statement will not be impacted by this delegation. Those responsibilities include:

- Approve the Investment Policy and changes to the Investment Policy as it relates to University endowed assets.
- Annually review the operational performance of the Fund and the actions of the WSU Foundation, its Directors, and its Committee in their role as manager of University endowed assets in order to monitor performance and compliance with the scope of the delegation of management of University endowed assets.

## AGENDA

### BOARD OF REGENTS MEETING

Washington State University

Pullman, Washington

Friday, September 18, 2020 – 8:00 am

- |                                                                                                                                               | <u>Section</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| I. OPENING                                                                                                                                    |                |
| A. Report from the Chair of the Board of Regents                                                                                              |                |
| B. Report from the President                                                                                                                  |                |
| II. CONSENT AGENDA                                                                                                                            |                |
| A. Approval of Minutes – June 26, 2020 Board of Regents Meeting                                                                               | Minutes        |
| III. REPORTS FROM SHARED GOVERNANCE GROUPS                                                                                                    | Reports        |
| IV. COMMITTEE MEETING REPORT                                                                                                                  |                |
| A. Action Items:                                                                                                                              |                |
| 1. President's 2020-2021 Goals and Objectives                                                                                                 | BOR-14         |
| 2. Revised FY2021 Athletics Budget Approval                                                                                                   | BOR-15         |
| 3. Delegation of Authority – Regents' Appointments to the<br>WSU Foundation Board of Directors and the WSU Foundation<br>Investment Committee | BOR-16         |
| V. OTHER BUSINESS                                                                                                                             |                |
| VI. PUBLIC COMMENT                                                                                                                            |                |
| VII. ADJOURN                                                                                                                                  |                |

MINUTES  
Board of Regents  
June 26, 2020

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, June 26, 2020. Due to Governor Jay Inslee's Proclamation 20-28, dated March 24, 2020, and to reduce risks related to the COVID 19 pandemic, the meeting was conducted using Zoom technology.

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

**I. OPENING**

**A. Report from the Chair of the Board of Regents.** Chair Blankenship called the meeting to order and welcomed audience members. Chair Blankenship reminded the audience that the Regents as well as presenters would be participating in the meeting by phone and via Zoom. He further reminded the audience that there would be a public comment period during the meeting and that given the length of the agenda and the Board's inability to anticipate when regular business would conclude, the Board elected to hold the public comment period at the beginning of the meeting rather than the end. He said the public comment period would follow opening remarks and would be for up to 10 minutes. Each speaker would be allowed two minutes and preference would be given to those who were speaking on matters that are or will be before the Board at future meetings.

**B. Report from the President of the University.** President Schulz welcomed the audience and the Regents to the meeting. He began his report by expressing his sincere thanks and appreciation to the Regents on how they conducted his recent comprehensive assessment. He said he thought it went very well and was pleased it was made public so that the WSU community could see both the positive comments and also some key areas that need to be focused on over the next several years.

President Schulz announced that Elizabeth Chilton, Dean of the Harpur College of Arts and Sciences at Binghamton University, had been selected as WSU's new Provost and Executive Vice President and that her official start date would be July 15, 2020. He said Dr. Chilton had already been interacting with senior leadership and has been participating in Cabinet meetings regularly, which will help with a very smooth transition when she arrives on campus.

President Schulz further reported WSU has three other colleagues joining the leadership team over the summer. Dr. Mary Koithan will be joining WSU as the new Dean of Nursing. President Schulz said, Dr. Koithan comes to WSU from the University of Arizona and brings energy, vitality and new vision to the position. Dr. Mark Leid will be joining WSU as the Dean of the College of Pharmacy and Pharmaceutical Sciences. A WSU graduate in the College of Pharmacy, he comes to WSU from Oregon State University. Dr. Dory Borjesson from the University of California, Davis will be joining WSU as the new Dean of the College of Veterinary Medicine. President Schulz said the hiring of deans of Veterinary Medicine is very tough and very competitive. He commented

Interim Provost and Executive Vice President Bryan Slinker and his team did a fantastic job of talking to prospective candidates early so that when the formal search began WSU had a very strong pool of candidates already interested in applying.

President Schulz reported recent COVID-19 Town Hall meetings conducted over YouTube have been working very well. He commented the May 29 Town Hall had nearly 10,000 views. President Schulz said he thought attendance might drop off after the first couple Town Halls but instead attendance has gone up. He said we are trying to do everything we can to reach our audiences and answer the questions faculty, staff, students and alumni have.

President Schulz announced WSU has been selected to win a CASE (Council for the Advancement and Support of Education) "Overall Performance" award for fundraising. He said there were five universities nationally recognized - WSU, University of North Carolina Chapel Hill, University of Oregon, UC Berkeley and UC Santa Barbara. President Schulz reported WSU is in the top 1 percent nationally in an overall three-year set of fundraising objectives. He said the award is done by a blind review and, of the 4,500 schools that submitted materials, WSU was in the top five. Other schools may have raised more money, but this award is more about where your program was and what your program is putting in place moving forward. President Schulz recognized Foundation CEO Lisa Calvert and her team for their fundraising efforts.

President Schulz recognized Interim Provost and Executive Vice President Bryan Slinker for his outstanding leadership and service to WSU. He further recognized the entire WSU leadership team for their outstanding efforts and said at no time in his 30-year career in higher education had he ever experienced a pandemic and the fiscal issues associated with a pandemic, coupled with a period of time of change in the way we perceive racism and economic inequality. He said leaders are under a lot of pressure and expectations for performance are high in a very uncertain time. President Schulz said he is honored and appreciates the opportunity to lead WSU and looks forward to a challenging year.

**II. PUBLIC COMMENT PERIOD.** WSU Students Kennedy Erickson, Colin Beauvais, and Brook Kotlarz provided public comment on the proposed tuition increase and online learning model.

## **II. CONSENT AGENDA.**

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

### **A) Approval of Minutes – May 8, 2020, Board of Regent Meeting**

Chair Blankenship 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.

**IV. BOARD OF REGENTS COMMITTEE REPORT.** Chair Blankenship reported the Board met in committee of the whole on Thursday, June 25 and reviewed and thoroughly discussed numerous agenda items. Chair Blankenship submitted the following Action Items for Board consideration:

### **WSU System Strategic Plan Approval**

It was moved and seconded that the Board of Regents approve the Washington State University 2020-2025 System Strategic Plan, effective immediately as proposed. Carried. *(Exhibit A)*

### **Fiscal Year 2021-2023 Biennial Operating Budget Request**

It was moved and seconded that the Board of Regents adopt Resolution #200626-628 and approve the FY2021-2023 Biennial Operating Budget Request and further delegate authority to the President to approve changes or adjustments that may be needed before the submission of the Office of Financial Management as proposed. Carried. *(Exhibit B)*

### **Academic Year 2020-2021 Tuition Rates**

It was moved and seconded that the Board of Regents set tuition rates for academic year 2020-2021 as proposed. Carried. *(Exhibit C)*

### **Services and Activities Fees Rates for Academic Year 2020-2021**

It was moved and seconded that the Board of Regents accept the recommendation of the student led S & A Fees Committee to not increase campus Services and Activities Fees for academic year 2020-2021 as proposed. Carried. *(Exhibit D)*

### **Services and Activities Fees Committee Allocations for Summer 2020 and Academic Year 2020-2021**

It was moved and seconded that the Board of Regents approve the allocations of Services and Activities fees for summer 2020 and academic year 2020-2021, as recommended by the Services and Activities Fees Committees representing each campus of Washington State University as proposed. Carried. *(Exhibit E)*

### **WSU Tri-Cities, Safety and Transportation Fee Increase**

It was moved and seconded that the Board of Regents approve a new mandatory safety and transportation fee for the Tri-Cities campus of \$65.00 per semester (fall and spring) and \$5.00 per credit (maximum \$30.00) for summer session to begin in the fall of 2020 as proposed. Carried. *(Exhibit F)*

### **WSU Pullman, Student Health Fee Increase**

It was moved and seconded that the Board of Regents approve a \$40.00 per semester increase to the Academic Year (fall/spring) Student Health fee beginning fall 2020 and Summer Health Fee increase by \$13.00 for Summer 2021 as proposed. Carried. *(Exhibit G)*

### **WSU Spokane, Student Health Fee Increase**

It was moved and seconded that the Board of Regents approve and increase in the mandatory fall and spring semester Spokane Health Fee and establish a mandatory Spokane Health Fee for summer term as proposed. Carried. *(Exhibit H)*

**WSU Undergraduate Application Fee Increase**

It was moved and seconded that the Board of Regents approve a \$20.00 increase to the WSU Undergraduate Application Fee as proposed. Carried. *(Exhibit I)*

**WSU Pullman, Undergraduate Technology Fee Committee Allocations for Academic Year 2020-2021**

It was moved and seconded that the Board of Regents approve the Academic Year 2020-2021 allocations as recommended by the Pullman Student Technology Fee Committee as proposed. Carried. *(Exhibit J)*

**WSU Vancouver, Technology Fee Committee Allocations for Academic Year 2020-2021**

It was moved and seconded that the Board of Regents approve the Academic Year 2020-2021 allocations as recommended by the Vancouver Student Technology Fee Committee as proposed. Carried. *(Exhibit K)*

**Fiscal Year 2021 Athletics Budget Approval**

Chair Blankenship noted for the record, 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 Bylaws II.12.B

It was moved and seconded that the Board of Regents approve the FY2021 Athletic Budget in accordance with SSB6493 as proposed. Carried. *(Exhibit L)*

**Sale of Real Property – Bonney Lake WA 74.74 Acres**

Chair Blankenship noted for the record, 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 Bylaws II.12.B

It was moved and seconded that the Board of Regents adopt Resolution #200626-627 authorizing the sale of two (2) parcels of vacant land in Bonney Lake, Washington totaling 74.74 acres, identified as Pierce County Parcel Nos. 0519031027 and 0519034037 (collectively, the "Property"), to Tarragon, L.L.C., a Washington limited liability company, and delegate authority to the President or his designee to enter into any and all documents necessary to complete this sale as proposed. Carried. *(Exhibit M)*

**Facilities Names Request – Renaming WSU Vancouver "Entrance Road" to "NE Sam Smith Drive"**



Chair Blankenship noted for the record, 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 Bylaws II.12.B

It was moved and seconded that the Board of Regents approve the recommendation to rename the WSU Vancouver "Entrance Road" to "NE Sam Smith Drive" as proposed. Carried. (*Exhibit N*)

**Facilities Names Request – Name the Headhouse at the New Plant Growth Facility at the Northwestern Washington Research and Extension Center (NWREC) in Honor of Ruth Wylie**

Chair Blankenship noted for the record, 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 Bylaws II.12.B

It was moved and seconded that the Board of Regents approve the recommendation to the name the Headhouse at the New Plant Growth Facility at the Northwestern Washington Research and Extension Center (NWREC), "Ruth Wylie Plant Growth Headhouse", in honor of Ruth Wylie as proposed. Carried. (*Exhibit O*)

**Regents Distinguished Alumnus Award**

Chair Blankenship noted for the record, 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 Bylaws II.12.B

It was moved and seconded that on the recommendation of the Regents' Distinguished Alumnus/a Award Committee, the Board of Regents select and approve Candidate "A" and Candidate "B" as recipients of Regents' Distinguished Alumnus/a Award for 2020. Carried. (*Exhibit P*)

**Honorary Doctoral Degree Award**

Chair Blankenship noted for the record, 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 Bylaws II.12.B

It was moved and seconded that on the recommendation of the Honorary Doctoral Degree Committee and the Faculty Senate Steering Committee, the Board of Regents select and approve the award of Honorary Doctorate Degrees from Washington State University to Candidate "A" and Candidate "B". Carried. (*Exhibit Q*)

**V. EXECUTIVE SESSION.** Chair Blankenship reported that the Board meet in Executive Session to discuss the performance of a public employee and separately, to discuss with legal counsel litigation or potential litigation in which the university is or could be party. Chair Blankenship further reported in executive session, the Board wrapped up President Schulz's comprehensive evaluation and commented the Regents are in agreement that the President's

performance has been exemplary and as a result of his excellent and steady leadership, WSU is well-positioned to face the many challenges ahead.

Chair Blankenship reported based on the Board's evaluation and its strong desire to retain President Schulz, the Board decided to extend his employment contract for addition five (5) years. Chair Blankenship said given the budget concerns resulting from COVID-19, and at President Schulz's specific request, the Regents will not make any changes in his compensation at this time. Chair Blankenship also reminded those in attendance that President Schulz has taken a voluntary 10 percent salary cut and agreed to forego \$50,000.00 in retention pay.

Chair Blankenship reported Dr. Schulz has relinquished his use of the Seattle condominium, a part of his original employment contract, which required him to use it when traveling on the west side of the state, and has asked that this item be removed from his contract, along with the vehicles. Regent Blankenship noted that the condominium, which is a legacy item from the prior WSU presidency that was included in the contract by the Regents, has created extra expense for the University in the form of taxes and maintenance, as well as additional tax liability for the Schulzes, which the University discovered after a review of taxation issues and which revealed some errors and inconsistencies on the part of the University that have now been addressed in a proactive manner. Chair Blankenship said the Board therefore directs that the condominium be sold, and the Schulzes be made whole for any unintended tax liability arising from its use. The proceeds from the condominium sale will be used to assist with the university budget.

Based on the above discussions, Chair Blankenship submitted the following for Board consideration:

It was moved and seconded that the Board of Regents approve a five-year extension of the President's contract and delegate authority to the Board Chair to work with legal counsel to finalize the amendment, which will include removal of the items as discussed above. Carried.

**VI. OTHER BUSINESS.** Chair Blankenship reported that the June 2020 meeting would be Regent Mike Worthy's last meeting as a Regent and thanked him for his service to Washington State University. Regent Worthy asked that Chair Blankenship read a statement on his behalf. *(Exhibit R)*

**VI. ADJOURNMENT.** The meeting adjourned at 10:53 a.m.

Approved by the Board of Regents at its meeting held September 18, 2020.

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Chair, Board of Regents

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Secretary, Board of Regents

# **ACTION ITEM #1**

## **2020-2025 System Strategic Plan**

(Kirk H. Schulz)

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Washington State University 2020-2025 System Strategic Plan

**PROPOSED:** That the Board of Regents approve the Washington State University 2020-2025 System Strategic Plan, effective immediately.

**SUBMITTED BY:** Kirk H. Schulz, President  
Christine R. Hoyt, Chief of Staff

**SUPPORTING INFORMATION:** The WSU 2020-2025 System Strategic Plan describes a desired vision for the WSU system identified in the Drive to 25 and includes the elements essential to achieving that vision. The plan is grounded in core ideology and driven by an envisioned future that realizes the full potential of WSU's ability to support its faculty, staff, and students. The University's commitment is articulated in goals that declare outcomes or attributes we intend to achieve, and objectives represent key metrics affecting WSU's ability to achieve a goal and articulate the direction in which these issues much be moved.

This plan does not lock the WSU system into a predetermined path for the next five years, as the University system must continue to evolve to meet the needs of a constantly changing environment in which it operates. Underlying this plan is the adoption of an ongoing process of planning, re-evaluating, and thinking strategically, designed to ensure relevance of direction and action over time.

Once approved, our next major effort in the planning process will be to develop an annual plan that will provide a clear picture of how we will put the strategic plan into operation toward achievement of our goals and objectives.

**Attachment:** WSU 2020-2025 System Strategic Plan

# WSU SYSTEM STRATEGIC PLAN 2020-2025

DRAFT IV

June 18, 2020

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## ACKNOWLEDGEMENT OF AMERICA’S FIRST PEOPLES

Washington State University acknowledges that its locations statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. Currently, there are 43 tribes, 36 of which are federally recognized, that share traditional homelands and waterways in what is now Washington state. Some of these are confederacies that represent multiple tribes and bands. The University expresses its deepest respect for and gratitude to these original caretakers of the region. As an academic community, we acknowledge our responsibility to establish and maintain relationships with these tribes and Native peoples, in support of tribal sovereignty and the inclusion of their voices in teaching, research, and programming. We also pledge that these relationships will consist of mutual trust, respect, and reciprocity.

### Tribes and Nations whose Homelands are in Washington State

*All tribes are federally recognized, except for those marked with an asterisk \*, which non-federally recognized. Some of the non-federally recognized tribes are in the process of becoming recognized.*

#### Washington

Chinook Indian Tribe\*  
Confederated Tribes of the Colville Reservation  
Confederated Tribes of the Chehalis Reservation  
Confederated Tribes and Bands of the Yakama Nation  
Cowlitz Indian Tribe  
Duwamish Tribe \*  
Hoh Indian Tribe  
Jamestown S’Klallam Tribe  
Kalispel Tribe of Indians  
Kikiallus Indian Nation\*  
Lower Elwha Klallam Tribe  
Lummi Nation  
Makah Tribe  
Marietta Band of Nooksack Tribe\*  
Muckleshoot Indian Tribe  
Nisqually Indian Tribe  
Nooksack Indian Tribe  
Port Gamble S’Klallam Tribe  
Puyallup Tribe of Indians  
Quileute Tribe  
Quinault Indian Nation  
Samish Indian Nation  
Sauk-Suiattle Indian Tribe  
Shoalwater Bay Tribe

Skokomish Indian Tribe  
Snohomish Tribe\*  
Snoqualmie Tribe  
Snoqualmoo Nation\*  
Spokane Tribe of Indians  
Squaxin Island Tribe  
Steilacoom Tribe\*  
Stillaguamish Tribe of Indians  
Suquamish Tribe  
Swinomish Indian Tribal Community  
Tulalip Tribes  
Upper Skagit Tribe

#### Idaho

Coeur d’Alene Tribe  
Kootenai Tribes of Idaho  
Nez Perce Tribe

#### Montana

Confederated Salish and Kootenai Tribes

#### Oregon

Confederated Tribes of Umatilla  
Confederated Tribes of Warm Springs  
Confederated Salish and Kootenai Tribes of the Flathead Reservation



## FROM THE PRESIDENT

### Charting a Course for the Washington State University System

The world that has shaped Washington State University the past 130 years is changing more rapidly than ever. Societal, technological, economic, and cultural upheaval is constant.

As we chart the future course of our statewide system in the midst of this dynamic environment—an environment made more dynamic than we ever imagined due to the impact of COVID-19—we must evolve and adapt on a constant basis to maintain the University’s relevancy and value to society. We must expand on our ability to meet the future needs of the state of Washington, the Pacific Northwest, our nation, and beyond. We must serve the public good in new and innovative ways.

Our 2020–2025 system strategic plan sets out the framework for us to do exactly that. The plan builds on our overarching institutional goal as defined by the Drive to 25 (D25):

Washington State University will be recognized as one of the nation’s top 25 public research universities—creating **positive outcomes for all**.

Already, we have made much progress the past few years in key areas that support the Drive to 25 vision. The number of faculty receiving prestigious national awards is growing. Our research and development funding is at record levels. We are enrolling the highest number of students in our history. We continue to build new relationships and partnerships with communities and stakeholders across the state that advance the public good.

In creating this first-ever strategic plan focused on the WSU system, we have articulated the purpose, values, vision, and goals that connect all of our functions; all of our campuses, colleges, and units; and all of our stakeholders to the Drive to 25. We still have much work to do in this regard, but I am convinced this plan will enable us to leverage our statewide resources and apply them in powerful new ways to benefit the state.

Notably, as well, this plan expands the original desired outcomes and metrics of the D25 to make them more relevant and applicable to the entire University community as well as to our stakeholders. Among the questions the strategic plan answers: *Who will benefit from the D25, and in what ways? What outcomes will be achieved, and for whom?*

Among the key points that are important to understanding this broadened view of the D25:

- One of our institutional strengths is providing access to higher education for students who have not yet had the opportunity to reach their full potential. We will expand our commitment in this regard in the future.
- Rankings in themselves may imply a danger that we are seeking to become elite, thus jeopardizing our focus on people or our sense of self. The Drive to 25 is not a drive toward elite status and a university that is more exclusionary. The D25 is about doing what we do now better than ever, so that we can improve upon the ways in which we serve our stakeholders and, by extension, the greater good.
- We may achieve additional prestige and higher rankings as we implement this plan, but that would be an ancillary benefit. Most important, we will remain focused on our foundational commitment: to transform lives. We will not chase rankings at the expense of this commitment.
- In determining the success of this plan, we will measure progress using metrics (see Appendix 3) that matter most to the fulfillment of our mission, such as the social mobility of students and our institutional impact on communities. We will measure the quality, not simply the quantity, of our actions.

As we proceed, this strategic plan also will guide us in making key institutional decisions and allocating resources. We will revisit the plan annually by engaging in conversations with our community, review the checkpoints we establish to measure progress, and adjust our objectives and strategies as the needs of the University evolve and the environment in which we operate as a system change.

My sincere thanks to the entire WSU community, which participated at an unprecedented level, in crafting this plan. I hope you feel as energized about the future of the WSU system as I do. In a world being dramatically reshaped by the coronavirus pandemic, Washington State University’s ability to improve lives has never been more important.

Kirk Schulz  
President  
Washington State University System

## INTRODUCTION

When the Northwest Commission on Colleges and Universities (NWCCU) reaffirmed Washington State University's accreditation in August 2018, the accrediting organization recognized the University's institutional accomplishments during the review period by including several commendations in its final report. The commendations praised WSU for its:

- transparency and inclusiveness in decision-making;
- sense of loyalty within the WSU community;
- efforts to improve student access and success, especially among underrepresented groups;
- assessment of student learning outcomes;
- commitment to cutting-edge instructional approaches; and
- thematic approach to scholarship.

The 2020–2025 WSU system strategic plan capitalizes on these strengths and builds on the momentum that produced these commendations. Most notably, this plan is the result of a collaborative effort by the University community to generate a collective vision of the “future WSU” and articulate goals and strategies that will move the WSU system toward that vision. It represents a synthesis of the most ambitious, challenging, and impactful ideas generated by the University's statewide community during an 18-month-long planning process. It is a truly collectively written roadmap for the future.

This plan also emphasizes WSU's commitment to its land-grant mission:

- education for all regardless of means or background;
- scholarly activity that benefits the public and especially Washingtonians; and
- outreach to the residents of the state to share the institution's expertise and positively impact people and communities.

WSU is the state's land-grant research institution within the state of Washington and is responsible for delivering a statewide impact. The University system embraces this responsibility, and it is central to everything the institution does. The framework for this plan is thus WSU's commitment to the wellbeing of Washington residents and the commerce of the state, and a long-term goal around which this plan is oriented is for the University to be recognized as among the best land-grant institutions in the nation.

Some might question why WSU, or any institution of higher learning, needs a strategic plan when the institution's responsibilities are so clearly laid out: educate students, engage in scholarly inquiry, and share expertise with the public. In fact, the strategic plan serves as a guide to help the University make informed decisions about resource allocation and program development. It is also the University's primary means of tracking and demonstrating performance to stakeholders and legislators. It is not sufficient to conclude that WSU is meeting its responsibilities simply because students graduate and residents enroll in outreach programs and faculty produce scholarly works. The quality of the institution's performance must also be considered. This plan includes a set of outcome metrics (see Appendix 3) that are calibrated to specific aspects of WSU's responsibilities to help the institution determine what it is doing well and in which areas it can improve. These metrics will be analyzed yearly and the analyses will be published in an annual public report that is made widely available. A strategic plan is, then, necessary as WSU continues to grow and improve.

This plan also articulates goals and strategies for growth and excellence in education, scholarly work, and outreach. For the first time, it also specifies a goal to fully integrate and take advantage of the expertise that resides across the entire University system, as well as a number of strategies to accomplish this goal. The WSU system is one of distributed expertise and the University's larger goals can only be realized by taking full advantage of this expertise. The goals in all four areas of this plan are ambitious. Some may seem overly so. If some indeed prove to be too ambitious, falling short in those areas will still lead to meaningful improvements that can be built upon in the next strategic plan.

# WSU HISTORY AND EVOLUTION TO A STATEWIDE SYSTEM

## Washington State University: The People's University, 1890-2020

Who could have imagined the bright future that awaited Washingtonians in 1890 when Governor Elisha P. Ferry signed legislation creating an agricultural college and science school that led to the establishment of WSU on a wind-swept hilltop in Pullman, Washington?

From those early days, when the Washington Agricultural College and School of Science consisted of a one story, thirty-six by sixty-foot structure, Washington State University has evolved to become one of the nation's premier land-grant universities, a statewide enterprise of more than 31,000 students, 6,000-plus employees, and a nearly \$400 million annual research operation. The University's ten degree-granting academic colleges offer almost 250 undergraduate and graduate degrees, with many academic programs top-ranked nationally.

That the University has evolved from its humble roots to become a valued partner in growing the state's economy and improving the quality of life for its residents is testimony to the achievements of the faculty, researchers, staff, and administrators who have worked to make the dream established 130 years ago an ongoing reality.

Along the path to achieving a remarkable record of public service, WSU has demonstrated an ongoing commitment to the land-grant principle of providing access to higher education—often acting in advance of its peers in this regard. For example, the first student of color attended WSU in 1906, when Ihei Yamauchi enrolled to study civil engineering. The College of Veterinary Medicine graduated its first African American student in 1920—a time during which few African Americans attended colleges in the U.S., let alone a veterinary college. Similarly, the first woman graduated from the veterinary college in 1933, an era in which fewer than four percent of women in the country completed four years of college or more.

Looking back, the University's progress can perhaps best be summarized by reviewing its major achievements on the basis of four major stages of development.

### The Early Days

The fledgling school opened its doors in 1892 to 59 students who reflected the egalitarian principles set out in the Morrill Act that created the nation's land-grant institutions. The students were not from wealthy families. Instead, they were the sons and daughters of farmers, laborers, and shopkeepers, representatives of America's working and middle classes.

WSU's third president, Enoch A. Bryan, who served as president from 1893 to 1915, set the direction for the new college to become a higher education institution with a comprehensive curriculum, expanding its academic breadth beyond agriculture and science to include disciplines such as pharmacy, veterinary medicine, and the liberal arts. The effort culminated in the renaming of the school to the State College of Washington, or WSC, in 1905.

### A Period of Growth

The period between 1915 and 1945 can best be characterized as a period of growth for the college, both in academics and student life.

In 1917, under the direction of President Ernest O. Holland, five colleges (agriculture, home economics, mechanic arts and engineering, sciences and arts, and veterinary science) and four schools (education, mines, music and applied design, and pharmacy) were created, key steps toward eventual designation as a university. Similar growth occurred in campus facilities, as modern laboratories, classrooms, and dining facilities were constructed.

The college obtained a chapter of Phi Beta Kappa, the nation's oldest and best known national honorary society, in 1929, recognition of WSC's commitment to the liberal arts as well as to practical education.

Enrollment during the 30-year period rose and fell in tandem with the country's economic fortunes, reaching a record of 4,035 students in 1940, only to fall steadily as World War II engulfed the nation, eventually dropping to 1,530 students in September 1945.

### Achieving University Status

With the end of World War II and the return of military veterans from overseas, enrollment ballooned to more than 6,000 students beginning in the late 1940s. The increase in students spurred a period of substantial growth on the Pullman campus that included construction of a new library, expanded faculty research, and the establishment of general education requirements in the humanities, social sciences, and natural sciences.

The maturation of the college was formally recognized on September 1, 1959, when WSC was renamed Washington State University. The new name recognized the reality that WSC featured multiple colleges offering both undergraduate and graduate studies, increasingly notable research, and a growing role in addressing the needs of the state.

The growth curve accelerated from the mid-60s to the mid-80s. Enrollment increased by more than 50 percent from 1967 to 1985, to 16,500 students. Research grants mushroomed from \$11 million to \$68.5 million during the same period, a reflection of the priority placed on faculty research and scholarship. Areas of academic emphasis ranged from veterinary medicine to the biological sciences, nursing, the humanities, and social sciences.

### **Expanding Access to Education Statewide**

The reach of WSU's mission expanded significantly in 1989, when the University's statewide campus system was established under former WSU President Samuel Smith in response to a request from the state government for Washington State University and the University of Washington to offer education at multiple locations around the state to serve place-bound and job-bound students. WSU located campuses in Vancouver, the Tri-Cities (Richland), and Spokane, with Spokane being a cooperative venture with Eastern Washington University. Creation of new WSU learning centers located statewide and the extended degree programs further expanded access to the University.

The three regional campuses originally offered upper-division classes only and thus began as destinations for transfer students, which necessitated establishing strong relations with local community colleges—a robust partnership that continues today. As enrollment grew throughout the 1990s, the campuses gained greater flexibility to serve the needs of the communities in which they were located. As an example, responding to community wishes, WSU Vancouver welcomed its first freshman class in fall 2006. WSU Tri-Cities followed suit in fall 2007. In 2011 the Spokane campus was designated by the University's Board of Regents as WSU Health Sciences Spokane, and the campus now is predominately focused on professional education and health research.

A campus in Everett was added in 2014 to meet the higher education needs of the north Puget Sound area. WSU Everett remains a transfer campus. Instructional sites now also exist in Bremerton, Yakima, and Walla Walla.

In parallel with the development of these campuses, in the 1990s WSU created a distance degree program through which students anywhere could earn a University degree by enrolling in courses for which lectures had been videotaped and mailed to the student. This program evolved into the internet-based Global Campus, which is the sixth campus in the WSU system. The WSU Global Campus, through its online programs, extends the University's land-grant mission worldwide to those who increasingly require a high level of flexibility while pursuing a quality education.

During the past decade, WSU's impact has reached unprecedented levels. Records have been set in enrollment, fundraising, and research expenditures. The University completed 30 major construction projects from 2007 to 2015, including one of the world's most technologically advanced wine science centers at WSU Tri-Cities and the Paul G. Allen School for Global Animal Health at WSU Pullman.

In one of the most historic achievements in WSU's history, the Washington state legislature in 2015 granted approval for the University to establish a medical school on the WSU Spokane Health Sciences campus. Adhering to the land-grant tradition, the Elson S. Floyd College of Medicine seeks to expand access to health care in under-served communities across Washington and increase the ability of Washingtonians to earn a medical degree without leaving the state.

### **Planning for the Future**

Shortly after beginning his tenure as WSU's 11th president on June 13, 2016, current WSU President Kirk Schulz announced the Drive to 25, a system-wide initiative designed to elevate WSU to recognized status as one of the nation's top 25 public research universities. The objectives of the Drive to 25 are guiding decisions about institutional goals, priorities, and resource allocations affecting the University's teaching, research, and service mission. As such, the Drive to 25 served as a roadmap for the creation of the 2020-2025 WSU system plan.

### **The 2020-2025 WSU System Strategic Plan**

President Schulz and then Provost Daniel Bernardo appointed a 24-member task force made up of faculty, staff, and students from throughout the system to lead the planning process. The president and provost co-chaired the group, the Strategic Planning and Institutional Effectiveness Council (SPIEC), which met monthly to guide development of the plan and to ensure ongoing input from the entire University community and WSU stakeholders.

The process of creating the first comprehensive strategic plan that encompasses the WSU system has included significant interactive involvement by WSU faculty, staff, and students system-wide as well as alumni, community partners, and other

University stakeholders. Input gathering occurred through participation in open listening sessions, online postings, mass digital communications, and two major University events attended by a total of more than 1,200 participants.

## THE WSU SYSTEM TODAY

### Guided by Our Land-grant Identity

Washington State University is the land-grant research institution for the state of Washington. Land-grant schools are uniquely charged by the federal government with educating students from a broad range of backgrounds, conducting scholarly inquiry in the “practical arts,” and actively sharing their expertise and knowledge with the state’s residents.

Today WSU functions as a statewide system. The land-grant identity remains core to the University’s functioning, and the institution’s achievements in this regard are significant. WSU has a decades-long reputation for development of wheat strains that can grow under a variety of challenging conditions. More recently, among other accomplishments, University researchers have developed a method to create 3D-printed bone implants; established a nationally recognized bread research facility that helps wheat farmers make informed decisions about which varieties to grow; created and refined a measure designed to reduce the potential of school truancies that has been adopted statewide; and created a web-based pesticide education resource accessible to the public. On a yearly basis about one-third of WSU’s freshman class consists of first generation college students, and the University provides extensive and all-encompassing support to help students adjust to college life. The University maintains Extension offices in each of the state’s 39 counties, and more than 1 million people participate annually in the programs offered through these offices. WSU research centers also are located in Mount Vernon, Prosser, Puyallup, and Wenatchee, all key agricultural areas.

Importantly, while developing the multi-campus system WSU retained its college-based academic structure under which a single department chair or school director is responsible for all faculty in the unit regardless of where they reside, and a single dean is responsible for all units in the college. This means that all faculty, regardless of work location, must meet the same standards for tenure and promotion. Deans share responsibility and authority for departments, schools, or academic programs offered jointly across two or more colleges. Deans share responsibility with chancellors for the success of components of departments, programs, or schools residing on another campus.

While acknowledging the existing academic structure, the University recognizes the need for and increasing value of multidisciplinary research. The complex societal problems that exist can only be adequately addressed through the input of individuals from many different disciplines. Academic administrators and those faced with funding decisions will need to continue identifying mechanisms that properly support critical research that cuts across existing academic structures.

The institution operates as an integrated university system, with all campuses adhering to the same set of goals, practices, and policies—known as One WSU. For example:

- degree requirements are similar across campuses;
- all instructors and researchers, regardless of their location, are considered part of one faculty; and,
- the offices of student affairs and finance and administration are regarded as distinct but highly integrated components of the same administrative divisions.

The University has been redefining its administrative and operational structures to ensure delivery of an integrated set of services, while allowing each campus autonomy via the leadership of the chancellor and a clearly defined identity.

### Growth in the Twenty-first Century

In the wake of the 2008-09 recession, WSU experienced rapid growth in enrollment and now has a record-large student body, with 31,607 students enrolled across the six campuses for fall semester 2019. As well, the University embarked on an ambitious expansion campaign during the past decade that expanded its statewide footprint, establishing a world-renowned center for the study of animal-to-human disease transmission, launching a medical school in Spokane in response to critical statewide shortages in primary care physicians, creating the Everett campus, initiating construction of a five-building life sciences complex in Pullman, and opening a wine science center at the Tri-Cities campus. WSU thus has made some notable strides in establishing itself as a top-tier public university that remains true to its land-grant mission.

The state of Washington has one of the more robust economies in the nation, and since 2014 has yearly experienced a positive net migration in excess of 50,000 people. The state Office of Financial Management expects the state’s population to increase by 1.6 million people by 2040. The educational consulting firm of Ruffalo Noel Levitz predicts Washington to have the fourth-largest increase among all states in high school graduates between 2020 and 2030. For this rapidly

growing population the state provides only six public universities to accommodate the educational needs of its residents, and only two of those, the University of Washington and Washington State University, are charged with active engagement in scholarly productivity. Further, WSU is directed to employ its expertise in the service of the economic and societal needs of state residents, through its research and outreach programs. Demand for educational access by Washingtonians will, then, continue to grow through at least 2040. WSU must pursue continual and unbroken growth in enrollment.

As a system, the University has extensive resources to sustain and develop the state of Washington. Each campus offers a distinctive learning environment to equip students with knowledge and life-long skills, while the resources of a globally-engaged research university provide a wealth of opportunities across the system to advance and translate knowledge and model creativity, and many units work with the broader community to address critical issues in Washington and throughout the world. To build the collective future of the WSU system, this strategic plan highlights and connects the distinctive strengths and forms of excellence that exist across the University.

Excellence takes many forms that merit the University's shared investment. The WSU system provides Washingtonians with access to outstanding liberal arts education, hands-on learning experiences in fields, labs, and community centers, and research and educational experiences. Through preparing educators and health care providers, providing opportunities that expand cultural understanding and enrich lives, and fueling economic development, WSU shapes future leaders and strengthens communities. This plan highlights the institution's strategic intentions related to educational development, scholarly research and creative work, and partnering with Washington communities. It also outlines next steps that will allow the University to be even more responsive to the challenges facing Washington's towns and cities, the state and nation, and the world.

## ONE WSU—WSU SYSTEM OPERATING PRINCIPLES

In a world defined equally by tremendous opportunities and rapid change, the vision of the Washington State University system is built on the foundational purposes of the land-grant university: to provide education to all, to conduct scholarly inquiry that benefits society, and to share expertise that boosts the lives of individuals and communities.

The WSU system's focus on academic excellence for the public good goes hand-in-hand with the University's commitment to diversity, equity, and inclusion. It is central to the institution's mission that each member of the community has full opportunity to thrive.

The principles that follow establish an overarching philosophy that unites the WSU system and provides clarity and consistency for guiding the institution's day-to-day actions. Some of the principles currently are operative while others are aspirational. The principles are specific enough to be meaningful, yet broad enough to remain relevant in an evolving environment. Adopted and practiced consistently across the WSU system, the principles will enable the University to act on its core ideology and progress toward its envisioned future.

### One WSU

WSU delivers its educational, research, and outreach benefits statewide through its campuses and other locations statewide, including Pullman, Everett, Seattle, Spokane, Tri-Cities, Vancouver, Yakima, and Bremerton. In addition, the WSU Global Campus delivers academic programming worldwide in a virtual environment. The University focuses on critical problems and issues affecting the state of Washington, partnering with stakeholders to discuss and develop solutions. WSU sustains and enhances community-campus relationships in all locations.

### One Degree

The quality of a Washington State University degree will be the same at all campuses throughout the statewide system. All graduates earn a WSU diploma with no campus designation.

### One Faculty

All faculty, regardless of rank or appointment, are committed to the same standard of academic excellence across the system. The standards for faculty career advancement are fundamentally shared at all WSU campuses, ensuring a consistent level of educational experience and interdisciplinary scholarly quality and productivity system-wide.

### Shared Accountability

WSU vice presidents, chancellors, and deans and their leadership teams each have unique and connected leadership roles that may encompass campus, college, unit responsibilities, as well as WSU system responsibilities, and are collectively accountable for the success of the institution and the system.

### Operational Excellence

WSU operates an efficient and effective organizational structure, characterized by system-wide operational and management processes that support and promote innovation, stewardship, entrepreneurship, and responsible risk taking. WSU core services, compliance, educational, executive, and business policies ensure organizational efficiency and effectiveness across the system.

### Fiscal Stewardship

WSU's system-wide budget model supports student success and academic excellence in alignment with the University's system strategic plan and the institution's shared mission and purpose. All WSU campuses, colleges, and other units operate within their authorized budgets, and are responsible for achieving fiscal, enrollment, and operating goals, as well as developing new sources of revenue that will fund future investments.

### Data-informed Decision-making

WSU proactively uses data in decision-making to enhance administrative efficiency and strategic leadership across the system. Strategic priorities, environmental sustainability, financial sustainability, resource allocations, transparency, and predictability are all based on data-informed performance indicators and metrics.

## Community Partnerships

WSU seeks out and embraces opportunities to partner with external stakeholders in an effort to solve the critical problems and issues that face the state of Washington and its residents. The University also encourages the development of entrepreneurial activities that lead to creative, solutions-oriented partnerships. WSU sustains and enhances community-university relations statewide.



# THE STRATEGIC PLANNING PROCESS

## A Model for Planning and Thinking Strategically

The Washington State University 2020-2025 system strategic plan describes a desired vision and the elements essential to achieving that vision. The plan is grounded in core ideology and driven by an envisioned future that realizes the full potential of WSU's ability to support its faculty, staff, and students. The University's commitment is articulated in goals that declare the outcomes or attributes the organization intends to achieve. Objectives represent key metrics affecting WSU's ability to achieve a goal and articulate the direction in which these issues must be moved.

The University system must continue to evolve to meet the needs of the constantly changing environment in which it operates. Therefore, underlying this plan is the adoption of an ongoing process of planning and thinking strategically, designed to ensure relevance of direction and action over time.

This strategic plan reflects a model that organizes conversations about the future into four distinct planning "horizons." This helps organizations in setting and implementing priorities as well as in ensuring relevance of long-range direction over time.



## Core Ideology and Envisioned Future

The four planning "horizons" framework consists of crafting a comprehensive strategic direction based on the balance between what doesn't change—the timeless principles of the organization's core purpose and core values (core ideology)—and what the organization seeks to become within a ten-year horizon—what would be possible beyond the restraints of the current environment. The ten-year horizon is characterized by the articulation of an envisioned future—an aspirational goal—and a vivid description—what it will be like to achieve the goal.

## Assumptions About the Future

The articulation of the envisioned future guides the organization as it considers the factors that will affect its ability to achieve its goals. Building foresight about the five-to ten-year horizon—assumptions, opportunities, and critical uncertainties in the likely relevant future as well as emerging strategic mega-issues—suggests critical choices about the potential barriers the organization will face. This foresight also suggests the responses the organization will need to consider in navigating its way toward achievement of its aspirational goal.

## Strategic and Operational Planning

The linkage continues into the three-to five-year horizon through the development of a formal long-range strategic plan, in which WSU articulates the outcomes it seeks to achieve for its faculty, staff, students, alumni, and other stakeholders. How will the world be different as a result of what the organization does? Who will benefit and what will the likely results be? Further, the articulation of strategies will bring focus to the organization's annual operational allocation of

discretionary resources. Action plans, checkpoints, and milestones will be developed through a process of operational planning, indicating progress toward each goal in every planning year.

A strategic long-range plan is not intended as a substitute for an annual operating plan. A strategic plan does not detail all the initiatives, programs, and activities the organization will undertake in the course of serving its members, stakeholders, and industry, nor can it foresee changes to the underlying assumptions on which key strategic choices were based. Instead, the system strategic plan focuses on the future and outlines—in broad strokes—how WSU will need to evolve to succeed. Consequently, the strategic plan implies change—doing new things or doing more or less of current activities to ensure successful outcomes. The University’s campuses, colleges, and units will further define the operational aspects that support the framework of this plan, and they will also create or revise existing plans to complement and build on the direction established by the system plan.

## Ongoing Re-evaluation

Strategic planning for WSU should become the methodology for the organization’s operations. If it is successful, this process will not have yielded a plan to be placed on the shelf but will have served as a catalyst for the process of planning strategically at all times and at all levels throughout the WSU system. In order to achieve its vision, the University must not look at strategic long-range planning as a one-time project that produces a milestone document of its best thinking at the moment. Instead, the entire WSU system must adopt strategic planning as an operational philosophy of ongoing re-evaluation of the critical knowledge bases that form the framework of its world, including:

- sensitivity to the needs of its constituencies;
- insight into the future environment;
- understanding of the capacity and strategic position of the organization; and
- effective analysis of the ethical implications of policy, program, and service choices.

## Environmental Scanning

### Conducting an Environmental Scan

Environmental scanning is the ongoing tracking of trends and occurrences in an institution’s internal and external environment that bear on its success, currently and in the future. The results are useful in shaping goals and strategies and selecting annual priorities. Effective environmental scanning examines both quantitative and qualitative changes. Ultimately, an institution should create a set of key environmental indicators—internal, external, qualitative, and quantitative—that have the most important potential impact on the work the institution does.

### Considering Internal and External Factors

These indicators may include internal issues and trends that are inherent to the institution, such as budget issues, enrollment fluctuations, fundraising opportunities, and changes in leadership. They may also include external factors in the environment outside of the institution that are out of the University’s control such as:

- **Demographics**—locally, regionally, nationally, and increasingly internationally (e.g., population, racial/ethnic mix, immigration status, education levels, etc.)
- **Politics and public policy**—changes in governmental regulation, federal financial aid policies, and public attitudes toward institutions of higher education
- **Economies**—local, regional, national, and international
- **Labor market**—the demand in relevant fields and the associated skills desired by employers
- **Academic interests**—popular fields and the employment interests of prospective students and their families
- **Technology**—the increasingly rapid changes that impact nearly every aspect of higher education
- **Research**—changes in interests and funding from governmental, private, and foundation sources
- **Philanthropy**—changes in available funding and in the attitudes, interests, and approaches of donors

Environmental scanning will be conducted throughout the WSU system on an ongoing basis but an environmental scan document will be created annually, which will serve as a knowledge base. Strategic plan assumptions about the future support annual environmental scanning to inform the development of new initiatives, updates to the strategic plan, and SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis conversations system-wide.

## Annual Strategic Plan Review and Update

The WSU system's strategic long-range plan represents a compass the organization will use to guide its work over the next five years. Each year of its life, the plan will be updated based on experience or new circumstances or as new opportunities or challenges emerge. By 2024 or sooner, WSU should author a new strategic long-range plan based upon the new environment expected to exist in the latter half of the decade.

## WSU System-wide Strategic Planning Process—Campuses, Colleges, and Units

The system strategic plan will serve as the foundational document that guides the evolution of WSU's statewide enterprise from 2020 to 2025. The plan reflects the vision identified in the Drive to 25, and it also aligns with, and incorporates, other recent institutional planning efforts, including initiatives focused on modernization, campus culture, student success, and strategic research priorities. WSU's campuses, colleges, and other administrative units will develop or update their unit plans in the coming months. Those plans will complement and flesh out the big-picture goals, objectives, and strategies established by the framing of the system-wide plan.

## WSU'S CORE IDEOLOGY

**Core ideology** describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: **core mission**—the organization's reason for being, and **core beliefs and values**—essential and enduring principles that drive the institution.

### Core Mission

Washington State University is a public land-grant research university that is committed to the principles of practical education for all, scholarly inquiry that benefits society, and the sharing of expertise to positively impact the state and communities.

- **WSU's educational mission** is to help students become more informed, aware, engaged, and creative—a process through which the University's graduates achieve upward social mobility. WSU strives to make its expertise available to anyone who seeks to benefit from it, regardless of where they live, where they come from, what they believe, or what their life experiences have been.
- **WSU's scholarly mission** is directed toward the betterment of human existence through the uncovering of new information, the discovery of how to use that information to solve problems, and the creative expression of human experience. The University especially seeks to address issues that impact Washingtonians, and the institution works with residents, commerce, and lawmakers to identify those issues.
- **WSU's outreach mission** is to serve the needs of Washingtonians by sharing its expertise and helping residents integrate that knowledge into their daily lives.

### Core Beliefs

- **The University strives to improve lives through the delivery of a practical education** as articulated in the Morrill Act of 1862 to establish the land-grant colleges. It welcomes students from all racial and ethnic backgrounds, gender identities and sexual orientations, economic backgrounds, students with disabilities, veterans, and first-generation students. In short, to paraphrase Congressman Morrill, WSU welcomes the sons and daughters of toil. Students with widely differing interests as well as varying levels of college preparation are welcome and encouraged to pursue a WSU education. Many transform their lives as a result of their University experience. The University seeks greater diversity in its student body. Keeping college affordable is implicit in WSU's focus. The University judges its success by its ability to help students become more informed, aware, engaged, creative, and socially mobile.
- **WSU focuses on improving the human condition through research, scholarship, and artistic activities.** To address the vast and complex problems confronting the world, the University balances the twin needs of continuing the basic research that leads to fundamental discoveries with efforts focused on delivering practical solutions to everyday problems faced by communities in the state and beyond. As WSU strives to be a force for societal transformation, the University embraces entrepreneurial activities and seeks out partnerships that bring together the bold ideas and multidisciplinary expertise required to maximize the benefit to stakeholders and residents.
- **WSU accepts responsibility for enriching the social, economic, and cultural vitality of the region through service and outreach.** The University delivers its educational, research, and outreach benefits statewide, with a particular emphasis on major population centers including Everett, Seattle, Spokane, Tri-Cities, Vancouver, Yakima, and Bremerton. WSU focuses on critical problems and issues affecting the state of Washington, partnering with stakeholders to develop solutions to a variety of challenges and spur economic prosperity. The University sustains and enhances community-campus relations statewide.
- **WSU engages globally for the future of the planet.** Every aspect of the University's teaching, research, and service mission has global implications—it is inherent in the mission of a Tier 1 national research university. All WSU faculty are part of an international community of scholars, so their endeavors potentially address a global audience. In serving local communities, WSU develops innovative approaches and solutions that can deliver benefits worldwide. Advancing the institution's global engagement is a critical component of future success.
- **WSU is committed to achieving an ethically and socially just society for all.** Instituting social change on a large scale begins at home. The University is committed to diversity, equity, and inclusion throughout every aspect of its statewide system. In the process a climate will be created that enables underrepresented students, faculty, and staff to not only survive, but thrive in communities that foster a sense of belonging in a culture of inclusion. The ultimate

goal? Creation of an institutional culture in which inclusion and equity are the norms, a model that helps move the world toward a place in which all people are treated with dignity and respect.

## Core Values

- Land-grant ideals. Land-grant ideals of access to practical education for all regardless of background, the teaching of skills and knowledge necessary to be an engaged community member, scholarly inquiry for the betterment of society, and the sharing of institutional expertise with state residents.
- Community. A “Cougar Spirit” in WSU graduates that emphasizes community: both the community in which university faculty, staff, and students live and in the one made up of the family of Cougs worldwide.
- Integrity, trust, and respect. Trust and respect for all persons in an environment that cultivates individual and institutional integrity in all that the University does.
- Equity, diversity, inclusion, and belonging. Promotion of an ethical and socially just society through an intentional commitment to equity, diversity, and inclusion.
- Global citizenship. Stewardship of the planet’s resources to ensure its vitality, as well as actions focused on social responsibility and cultural empathy in the context of an interconnected world.
- Freedom of expression. Free exchange of ideas in a constructive and civil environment, including the canons of academic freedom in teaching, research, and outreach.
- Wellbeing. Whole-person wellness for all members of the institution and a belief it is WSU’s responsibility to contribute to the overall wellness of our communities and the broader society in which individuals reside.

## ENVISIONED FUTURE

The **envisioned future** conveys a concrete, but as yet unrealized, vision for the organization. It consists of **an aspirational goal**—a clear and compelling catalyst that serves as a focal point for effort—and **vivid descriptions**—vibrant and engaging descriptions of what it will be like to achieve the aspirational goal.

### Vision (aspirational goal)

- Washington State University will be recognized as one of the nation's top 25 public research universities—**creating positive outcomes for all**.

### Vivid Descriptions

- **WSU will be a leading land-grant institution, as measured by accessibility, graduation rates, and public service.** Land-grant universities were created to change the world, and WSU will model the core principles upon which these institutions were founded. In the process the University will become a national leader in all three areas of its mission, setting an example for others to emulate.
- **WSU will be the university of choice for student success.** The University will provide an educational experience through which students transform their view of themselves and the difference they can make in the world. The University will have robust resources system-wide to provide an accessible, affordable, life-changing education to a diverse student body—highlighted by experiences, internships, and opportunities that will prepare students to be contributors and leaders in their communities, the state, the nation, and the world. Additional resources will better support first-time and under-served populations, both urban and rural. Innovative teaching will foster a community in which students expect to be challenged to learn, and to succeed. More students will graduate, ready to make a difference in the world. They will experience reduced time to degree completion, achieve higher graduation and placement rates, and earn greater numbers of advanced degrees. As a result, interest in WSU from prospective students will increase substantially.
- **The University will be a magnet for students seeking to overcome equity gaps in their journey to complete a degree because WSU will be well known for the upward social mobility its graduates experience after they begin their post-University life.** The WSU system will offer a well-developed suite of resources to assist students who have no history of college attendance within their family, have significant financial need, or have gaps in their preparation for higher education.
- **The people of the state of Washington will benefit to an even greater degree from the benefits the WSU system delivers through scientific innovation, research-based program delivery, and University-led practical problem solving.** WSU will increase the resources and improve the internal infrastructure required to enrich its ability to serve as a key player in solving the problems of the state, the nation, and the world. By advancing the Drive to 25, the University will boost its ability to contribute to accessibility, social mobility, and community well-being.
- **WSU truly will become the state's university, enhancing opportunities for the state's residents to gain access to its expertise.** The caliber of the University's faculty will continue to grow, and students will receive a superlative education. WSU's endowment will increase. Local economies will improve due to the high value human capital the University provides. Industry will look with greater frequency to WSU as a partner in creating programming that supports workforce development. The University will strengthen its capabilities in workforce development, innovative research, health care (throughout the state), and development opportunities for residents.
- **WSU's stature as a university will be dramatically elevated.** The University will be viewed as one of the top places in the United States to learn, teach, and study as it grows its reputation for transforming lives and bettering society. The institution will receive new opportunities for external research funding, including enhanced public and private partnerships, and most importantly—create richer educational experiences for students.

**WSU's research will continue to change the state, nation, and world.** System-wide, University researchers will be highly visible in their communities. World-changing innovations developed throughout the WSU system will address the challenges of the state, the nation, and the world. The impact of WSU's efforts will lead to more community engagement as industry and other external stakeholders seek to partner with the University. The WSU system will have an enhanced ability to assess state economic needs and to adapt and provide research and education to address those needs. Research won't be only the purview of researchers. Every student—undergraduate, graduate, or professional, not just those in fields labeled “scientific”—will receive the opportunity to be involved in research to

some degree. As WSU proactively addresses and demonstrates the benefits of its research in service to society, the University's contributions will play an important role in enhancing the reputation of higher education from a national perspective. An improved reputation for impactful research also will assist the recruitment of faculty, staff, and students, and research dollars will flow to the University at unprecedented levels. In becoming a top 25 university, doors will be opened to greater collaboration with higher educational institutions across the United States and beyond. WSU students will benefit from international partnerships and exchanges that allow them to learn from people worldwide, enriching their education and providing insights that can be applied in their future careers. Both partnerships with corporations and endowments will increase, and the WSU system's structure will create greater links between campuses for research partnerships.

- **The WSU system will be a vibrant, diverse, and thriving community of scholars, students, and staff, known for its integrated and informed campus communities.** WSU's collaborative, integrated multi-campus system will leverage its strengths to enable each component to respond more fully to those they serve and to the evolving environment. The WSU system will recognize and celebrate the uniqueness of each campus, college, and unit, as well as the role each plays in the success of the system. Campuses, colleges, and units may become known for specific areas of excellence, yet all disciplines will play a part in creating a transformative student experience. The sum of WSU will be stronger because of the way each of the parts will complement the system. All components of the system will benefit from the institution's enhanced and sustainable fiscal health, which will provide increased resources to meet needs and support growth. WSU will fully embrace and pursue a culture of philanthropy, further reducing its dependence on state funds. A dramatic increase in the endowment will occur. Improved and new facilities, labs, personnel, and equipment will create an infrastructure that will allow WSU to enhance the benefits of research that serves the public good.
- **WSU system-wide will achieve a deeper sense of responsiveness to communities statewide, built in part on increased dialogue between communities and the University focused on identifying top local concerns. As a result,** the campuses will become more integrated into their communities. Increased funding of outreach, education, and service activities will benefit local communities and broaden the institution's impact statewide. These connections will become an institutional strength.
- **Faculty and staff at all locations across the WSU system will feel inspired, engaged, and supported by the institution as a whole and by each other.** New faculty and staff looking for employment will seek to join the University, and the satisfaction level of existing faculty and staff will reach unprecedented levels due to improved salaries and additional opportunities for professional development and training. An emphasis on shared governance throughout the system will more fully incorporate the input of faculty and staff in decisions affecting the strategic direction of the institution.
- **The pride that faculty, staff, students, alumni, and communities feel about the University will grow to unprecedented levels as they become even more engaged in helping WSU grow.** One of the University's biggest strengths is the sense of Cougar Pride. "Cougness" exists system-wide—at every college, campus, and unit. It lifts the WSU community when challenges arise. It drives fierce loyalty among members of the Cougar family—to each other and to serving the greater good. Cougar Pride inspires the WSU community to fearlessly pursue human advancement. It manifests itself when students and alumni rally to raise money for hurricane victims or volunteer to do home repairs for the elderly. It's evident when nursing students care for the homeless. WSU Athletics magnifies Cougar Pride, serving as the front door to WSU and introducing thousands of stakeholders to the rest of the University and its academic mission. WSU Athletics thus is an integral part of the University—nurturing a community mindset that is a unique blend of family, pride, and work ethic. Cougness provides the fertile soil that allows the WSU community to believe that it can make positive change in the world. It is at the heart of WSU's institutional ethos. Cougar Pride will drive the WSU community to achieve even more in the future.
- **All members of the WSU community will feel connected to the Drive to 25 and clearly understand their ability to contribute to the collective vision.** Community members will understand that each individual can play a significant goal in the University's vision, regardless of rank or position at WSU. The goals and metrics of the Drive to 25 are focused equally on raising WSU's accomplishments in all three phases of the University's land-grant mission: teaching, research, and service. The Drive to 25 will create the culture for operational excellence system-wide. It will be an outcome of living institutional values, not just a slogan, and the initiative will not focus solely on competition with other institutions. Each college, campus, and unit will be empowered to find ways to achieve excellence toward the collective vision.

- **The Drive to 25 will be not just a static goal.** Every year, the WSU community system-wide will engage in conversations focused on institutional actions, progress, and the path forward in fulfilling the strategic plan. “We have always done it that way” will not be a philosophy that guides future actions. Checkpoints for accountability will be established. Students, staff, and faculty from each campus, college, and unit will be encouraged to provide input on a regular basis. Individual units will be able to point to WSU’s mission and vision as a guide for strategic decision making and resource allocation. The institutional commitment to continuous improvement will allow for flexibility and change as the needs of the University and students evolve, and as the environment in which the system operates changes. Throughout, the bottom line focus will remain unwavering: to serve the public good.



## ASSUMPTIONS ABOUT THE RELEVANT FUTURE

**Assumption** statements will help the WSU system purposefully update the strategic plan on an annual basis. When conditions change, strategy needs to be adjusted. An annual review of these assumptions will help the system ensure the ongoing relevance of its strategy. The assumptions that follow are based on a pre-COVID-19 environment. Due to the impact of the virus and the future implications of COVID-19 for society and economies globally, reviewing, reassessing, and updating our assumptions on a regular basis will be even more critical.

### Demographics

- The population of college-aged people nationally will continue to decline. Unless college-going patterns change, many institutions will experience large enrollment declines in the mid-2020s in line with predictions for the number of high school graduates. Washington likely will be an outlier in this regard, at least in the short-term future.
- The number of traditional college-aged students will continue to decline nationally, and students over 25 who are working fulltime (non-traditional students) may eventually become the majority of the student population in higher education.
- The diversity of the population will increase, and students will continue to come from more diverse economic, cultural, and educational backgrounds. Nearly half of Generation Zers (48 percent) are racial or ethnic minorities representing African American, Latinx, Native American, Pacific Islander, and Asian American students, among other groups. Institutions of all types can expect a student body consisting of more students of color, but the specifics will differ by institution type and geographic location.
- Students increasingly will enter four-year institutions with at least some of their lower-level requirements met through dual enrollment or possession of an AA degree, which will require the four-year school to concentrate resources on upper-division education.
- Funding challenges will continue to affect the student population. Millennials have more income but less wealth than older Americans had at the same age, due in part to student loan debt, and this will be a challenge in terms of funding their education.

### Social, Cultural, and Consumer Trends

- The current political climate which has emerged not only on university and college campuses but also in communities across the country will continue to put university administrators in a difficult place. One major challenge? They will need to strike a balance between allowing free speech and maintaining a secure and safe environment for students, faculty, and staff.
- The public will continue to scrutinize higher education policy and public skepticism about the value of higher education may place more emphasis on ROI (Return on Investment), micro-credentials, “mini-masters” academic programs, and non-academic careers.
- If proposed cuts in federal funding for the arts and humanities are enacted, societal relief in terms of access to arts and culture will diminish, thus increasing stress and increasing disparity in access.
- Students increasingly will view themselves as customers and consumers, expecting high-quality facilities and services.
- Society will expect students to be able to immediately apply their knowledge, which will place a burden on institutions to broaden and diversify their experiential learning opportunities.

### Economic Climate

- Economic inequality will continue to grow during the next ten years, with a larger segment of the population living on lower incomes and with less access to wealth.
- Business models of universities highly dependent upon tuition dollars and adjunct faculty will be tested more seriously than ever before.
- While the state of Washington has been an exception, federal and state funding of higher education and research will be an issue nationally, particularly in a post-coronavirus environment.

- The reliance on philanthropy to provide funding support for student scholarships, research, and education initiatives will continue to increase.
- Society will expect more of universities in any economic climate.

## Legislative and Regulatory

- Population loss and economic shifts will continue to lead to the restructuring of major university systems. Structural changes in university systems, such as campus mergers, will be the subject of legislative activity in many states.
- The national focus on college affordability will continue, and state officials—from the capital to the campus—will likely feel more pressure to hold down the price of higher education.
- An increased focus on sustainability in all its forms will continue to reshape policies and procedures at all levels of universities across the nation. Responding adequately to many of the issues will require additional funding.
- Increased policy and political pressure from the federal government may negatively impact an institution's ability to recruit and retain qualified international students.
- The continuing uncertainty about the future of the Deferred Action for Childhood Arrivals (DACA) immigration policy will continue. If DACA expires without a resolution, the impact on public higher education institutions, particularly in states with substantial populations of DACA students, will be consequential.

## Higher Education

- Institutions must adapt to the challenges and “new normal” confronting society as a result of the coronavirus pandemic.
- Higher education institutions will continue to diversify in form and access. More “elite” public institutions will become less accessible to lower-income students because of changes in educational funding programs such as federal grants and loans. Private higher education institutions may continue to make up for some of this differential access through endowments and private giving.
- As higher education is increasingly commodified, the role and purpose of the liberal arts and humanities will continue to be questioned. Current national-level discussions indicate the liberal arts are again likely to be more highly valued in the short-term future.
- Reformation of core financial and educational practices, and greater business complexity, will require colleges and universities to provide greater transparency and implement new accountability structures to sustain public trust.
- Occupations that require highly specific skillsets will more frequently emerge and disappear, requiring institutions to be able to quickly establish—and eliminate—degrees as dictated by the marketplace.
- A greater number of university administrative and service functions (e.g., financial management, housing, student services) will be privatized.
- In an era in which the value of higher education is being questioned at unprecedented levels, land-grant universities must recommit themselves to serving their local communities as part of the effort to demonstrate their value.

## Scientific and Technological Advances

- Data privacy issues will impact higher education institutions. Among the top issues: the need to secure student and research data, guard against data breaches, and demonstrate responsible enforcement.
- Distance learning will be an increasingly common option in higher education. It will co-exist with but not threaten the traditional bricks-and-mortar model.
- Tech-savvy students will expect fast-paced, interactive technology, as well as new methods to be infused in their educational program and learning experience.
- Many students will have less developed communication skills due to their reliance on technology to communicate. As a result, many will enter college with diminished verbal and written skills.
- Students will continue to be challenged by their instructors to engage in more personal interactions, as more of them will have been raised with social media being their primary form of communication and connection.

## 3-5 YEAR OUTCOME-ORIENTED GOALS

**Goals** are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move WSU toward the realization of its vision. The goals below are not prioritized. Every goal will need to be accomplished if the organization is to fully achieve its vision. Each goal is accompanied by a set of objectives, which represent key issues affecting WSU's ability to achieve the goal and articulate milestones against which to measure progress. Possible strategies for reaching objectives are also identified. The prioritization of the goals, objectives, and strategies will be determined by the University community as part of the implementation of this plan.

### Goal 1: Research, Innovation, and Creativity

Washington State University will be recognized for embracing risk and bold thinking to serve the needs of its communities through innovative research, scholarship, and creative activities.

#### Objectives

- Expand research, scholarship, and creative activities that cross disciplines and employ new methodologies to address community needs and twenty-first century global challenges.
- Increase WSU's ability to highlight its achievements and their societal impact.
- Maximize the ability to shape research, creative activity, and entrepreneurship in direct partnership with the communities the University serves.
- Enhance WSU's ability to pursue, retain, and reward exceptional talent committed to creativity and bold thinking.
- Promote sustainable external partnerships to accelerate innovation and maximize the impact of the University's discoveries.

#### Possible strategies

- Grow the global impact of WSU's research by building additional partnerships with leading universities, research institutes, and corporations in the United States and abroad.
- Create cross-disciplinary research teams that build on WSU's strengths in order to accelerate innovation and maximize impact.
- Establish community advisory groups in key research domains to allow researchers and stakeholders to propose ideas and get feedback. Leverage the WSU Extension network to partner with faculty, staff, and students to give University-led research greater impact.
- Invest in state-of-the-art instruments, facilities, and administrative infrastructure to provide the necessary support for a modern research environment.
- Actively recruit and retain research-focused faculty, graduate students, and staff from under-represented backgrounds, and create more positions for research-focused only faculty.
- Revise system-wide tenure and promotion policies to recognize and reward community-based research partnerships and entrepreneurial activities that include incentives for strategic risk-taking, bold thinking, interdisciplinary research activities, and high-impact achievements, in addition to the traditional metrics.

### Goal 2: Student Experience

Washington State University students will engage in scholarship, research, and experiential learning activities to prepare future leaders, scholars, and global citizens.

#### Objectives

- Increase educational affordability geared toward improving the completion and graduation rates of students.
- Increase career development resources for all students starting with their first year.
- Ensure every WSU student has the opportunity to participate in experiential learning and community engagement (e.g., service learning, internships, undergraduate research, creative discovery, study abroad, and/or leadership).
- Enhance the quality of the undergraduate academic experience with an eye toward greater mastery of learning goals along with increased student retention and graduation rates.

- Strengthen collaborations with industry partners to enhance the student experience, including practicums, internships, and research opportunities.
- Nurture and promote mental, physical, and social wellbeing among students.

#### Possible strategies

- Develop a need-based financial aid model that eliminates unmet need over \$1,000.
- Establish a baseline of career services offered throughout the WSU system and significantly increase funding levels to ensure the career services provided align with industry standards.
- Ensure every degree program identifies or develops required experiential learning activities and that there is a system-wide ePortfolio solution that documents and showcases these experiences.
- Expand institutional support for pedagogical and curricular innovations along with faculty professional development in teaching.
- Establish baseline wellness services on all campuses and fund the proposal by the WSU Campus and Community Health Task Force to infuse an emotional wellbeing curriculum throughout the WSU experience, both in and out of the classroom.

### Goal 3: Outreach, Extension, Service, and Engagement

Washington State University will be a national leader in advancing quality of life, economic development, sustainability, and equity through meaningful engagement in discovery, education, and service with partners throughout the state, nation, and world.

#### Objectives

- Improve and implement cohesive, system-wide mechanisms for assessing and communicating the impact and value of outreach, Extension, service, and engagement.
- Increase the alignment of WSU priorities with the needs, challenges, and opportunities in the state of Washington identified via outreach, Extension, service, and engagement activities.
- Increase outreach, Extension, service, and engagement activities across all colleges, all campuses, and throughout the state, as an essential element to achieving WSU's land-grant mission.
- Increase and enhance partnerships with under-represented communities.
- Increase University-wide resource investment in outreach, Extension, service, and engagement activities.
- Increase the impact of outreach, Extension, service, and engagement activities to improve human health.

#### Possible strategies

- Provide training for all WSU personnel, including new hires, to learn about the University's land-grant history and mission, to improve and coordinate communication, and embed in the WSU brand the importance/advantages of outreach, Extension, service, and engagement activities at a land-grant university.
- Implement University-wide systems to better incentivize and reward programs and individuals to engage in outreach, Extension, and service activities (e.g., tenure/promotion portfolios).
- Leverage Extension by creating programs and processes that forge linkages (e.g., faculty affiliations, joint grant and project work, and student engagement); increase participation in outreach, Extension, service, and engagement activities by academic units; and inform/benefit the University's teaching and research missions.
- Develop and implement a university requirement that WSU students learn about and participate in outreach, Extension, service, and engagement activities as an essential part of the student experience.
- Prioritize outreach, Extension, service, and engagement activities as a strategy for diversifying extramural resource acquisition.

### Goal 4: Institutional Effectiveness and Infrastructure

WSU will advance a culture of engagement and collaboration across its multi-campus system that values and invests in resources—physical, financial, human, and intellectual—leveraging these to become the social and economic drivers for the community, the state, and the world.

## Objectives

- **Budget and planning:**
  - Align financial resources with strategic plan goals.
  - Engage in integrated planning of current educational programs and research efforts to maintain and strengthen their quality.
- **Modernization of infrastructure:** Modernize facilities, technology, business practices, and campus environments to be safe, sustainable, and supportive for future areas of growth and leading-edge practices in teaching, learning, and research.
- **System:** Enhance overall internal buy-in for the WSU system and appreciation for all of its assets and components.
- **Staff recruitment and retention:** Increase the hiring and retention of exceptional faculty and staff—who represent diversity in all its forms—to advance research and the educational experience.





## Possible strategies

- Produce an annual operating budget that promotes transparency around the current allocation of resources and informs the planning of future incentive-based budget models.
- Promote an enhanced infrastructure and technology planning process incorporating input from a wide range of internal stakeholders to prioritize deferred maintenance and long-term technology needs that support WSU's aspirational growth.
- Form a team representative of the system and all its components to identify hindering and helping forces to promote system-wide best practices, opportunities for local decision-making, and collaboration based on a set of shared values and principles.

Continue to advance and enhance programs focused on the hiring and retention of diverse faculty and staff including recruitment initiatives, training, mentoring/equity advisor programs, and University and community resources.

## APPENDIX 1: WSU SYSTEM LOCATIONS



- |                                                                                                                      |                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
|  Campuses (6)                     |  County Extension Offices (39)                     |
|  Research & Extension Centers (4) |  Extension Tribal Office (1)                       |
|  Research Units & Stations (4)    |  Extension Energy Program (1)                      |
|  Small Business Dev. Centers (24) |  Other Major Program Locations (Bremerton, Yakima) |

## APPENDIX 2: CAMPUS PROFILES

### WSU Everett

WSU Everett is student- and community-centered, bringing industry-aligned undergraduate programs with an interdisciplinary focus to the North Puget Sound region to prepare students to compete globally in the local economy. The campus offers junior- and senior-level courses in seven high-demand bachelor's degree programs, including data analytics, engineering, hospitality business management, and integrated strategic communication. It also serves as a clinical campus for the Elson S. Floyd College of Medicine based in Spokane. WSU Everett is located in a four-story facility constructed in downtown Everett that opened in 2017. The campus enrolls nearly 300 students.

#### Student Profile, Fall 2019

- Total enrollment: 283
  - Undergraduate: 283
- Students of color: 34.6%
- International: 5.7%
- Women: 27.9%
- First generation: 41.7%

#### WSU Everett Current Strategic Plan

(<https://everett.wsu.edu/wsu-everett-strategic-plan/>)

### WSU Global Campus

In addition to serving students through its brick-and-mortar campuses, the University also reaches out to the residents of Washington and beyond through the WSU Global Campus, which delivers degrees online, and professional education, which includes a range of non-credit continuing education programs, such as seminars, workshops, conferences, trade expositions, and online certificates. Several of these programs have earned national acclaim. The WSU Global Campus serves more than 3,000 students through its online offerings. With programs in fields including accounting, management, management information systems, economics, data analytics, criminal justice, human development, humanities, social sciences, integrated strategic communications, and psychology, students around the world have access to WSU's world-class faculty and academic programs regardless of geography.

#### Student Profile, Fall 2019

- Total enrollment: 3,265
  - Undergraduate: 2,126
  - Graduate: 1,139
- Students of color: 29.2%
- International: 5.2%
- Women: 60.1%
- First generation: 29.4%

#### WSU Global Campus Current Strategic Plan

(development of plan in process)

### WSU Pullman

The Pullman campus is the oldest (founded 1890) and largest campus in the WSU system. Most of the system's senior administrative team, including WSU's president and provost, are based in Pullman. Enrollment totaled 20,976 students for the 2019 fall semester. About 1,500 faculty, supported by 1,600 graduate assistants and 2,900 administrators and staff, work on the Pullman campus. WSU Pullman offers studies in more than 200 undergraduate, graduate, and professional programs.

Due to significant investments from the state as well as private and federal support, outstanding new campus facilities have been constructed and others upgraded during the past decade. Major new facilities include a digital classroom building, multiple plant sciences facilities, a multicultural center, a veterinary and biomedical research building, and the PACCAR Environmental Technology Building.

WSU Pullman is a hub for most of the University's student organizations, including its athletic teams, as well as galleries, performance venues, and museums dedicated to art, anthropology, zoology, and other topics. The Pullman campus is largely residential; 46 percent of students live in residence halls, University-owned apartments, or fraternity and sorority houses.

#### Student Profile, Fall 2019

- Total enrollment: 20,976
  - Undergraduate: 18,346
  - Graduate: 2,173
  - Professional: 457
- Students of color: 29.7%
- International: 9.1%
- Women: 50.5%
- First generation: 31.0%

#### WSU Pullman Current Strategic Plan

(development of new plan to begin spring 2020)

### WSU Health Sciences Spokane

Located about 75 miles north of Pullman, WSU Health Sciences Spokane is the University's urban health sciences campus, which prepares the state's future generations of physicians, nurses, pharmacists, and other health professionals. Nearly 1,700 undergraduate, professional, and graduate students pursue degrees at the 48-acre campus. WSU Health Sciences Spokane is home to several modern facilities including the Pharmaceutical and Biomedical Sciences building, which houses the latest in health science laboratories and classroom technology. The campus also houses programs offered by Eastern Washington University and is located just across the Spokane River from Gonzaga University. Fittingly, this area of Spokane is referred to as the University District, or U-District.

#### Student Profile, Fall 2019

- Total enrollment: 1,685
  - Undergraduate: 534
  - Graduate: 325
  - Professional: 826
- Students of color: 31.9%
- International: 2.3%
- Women: 71.6%
- First generation: 30.4%

#### WSU Health Sciences Spokane Current Strategic Plan

(development of plan in process)

### WSU Tri-Cities

WSU Tri-Cities is located on 200 acres along the banks of the Columbia River in the southeastern part of the state. The campus serves more than 1,800 students by offering 50-plus undergraduate and graduate degree programs, many of them in STEM-related disciplines. The Ste. Michelle Wine Estates WSU Wine Science Center opened on campus in 2016. The facility—one of the most technologically advanced wine science centers in the world—represents the thriving partnership between the Pacific Northwest wine industry and WSU. The campus also is home to the Bioproducts, Sciences, and Engineering Laboratory, built in partnership with nearby Pacific Northwest National Laboratory. In addition, WSU Tri-Cities serves as a clinical campus for the Elson S. Floyd College of Medicine.



### Student Profile, Fall 2019

- Total enrollment: 1,813
  - Undergraduate: 1,603
  - Graduate: 210
- Students of color: 42.4%
- International: 2.2%
- Women: 56.1%
- First generation: 41.8%

### WSU Tri-Cities Current Strategic Plan

(<https://tricities.wsu.edu/administration-and-leadership-at-wsu-tri-cities/campus-strategic-planning/>)

## WSU Vancouver

As the second largest campus in the WSU system, WSU Vancouver offers big-school resources in a small-school environment. Now enrolling more than 3,500 students, WSU Vancouver provides affordable, high-quality baccalaureate- and graduate-level education to benefit the people and communities it serves. As the only four-year research university in Southwest Washington, WSU Vancouver helps drive economic growth through relationships with regional businesses and industries, schools, and nonprofit organizations. Areas of research focus include sustainable water, brain health, and smart devices. WSU Vancouver also serves as a clinical campus for the Elson S. Floyd College of Medicine. Ninety-two percent of WSU Vancouver alumni remain in the region after graduation to live, work, and contribute to their communities.

### Student Profile, Fall 2019

- Total enrollment: 3,585
  - Undergraduate: 3,170
  - Graduate: 415
- Students of color: 29.1%
- International: 2.6%
- Women: 54.4%
- First generation: 43.4%

### WSU Vancouver Current Strategic Plan

(<https://www.vancouver.wsu.edu/strategic-plan>)

## WSU Extension

With locations throughout the state, WSU Extension is the front door to the University. Extension builds the capacity of individuals, organizations, businesses, and communities, empowering them to find solutions for local issues and to improve their quality of life. Extension collaborates with communities to create a culture of life-long learning and is recognized for its accessible, learner-centered, relevant, high-quality, unbiased educational programs. WSU Extension partners with businesses, communities, and volunteers to develop programs that drive innovation, invention, and technology transfer. Extension offers programs statewide that address a wide range of topics, including digital inclusion, food safety, horticulture, parenting, stormwater, and pest management. More than one million individuals participate in Extension-managed programs annually.

### Extension Locations

#### Extension County Offices

- One in each of the 39 counties in the state of Washington

#### Research and Extension Centers

- Mount Vernon Northwestern Washington Research and Extension Center
- Prosser Irrigated Agriculture Research and Extension Center
- Puyallup Research and Extension Center
- Wenatchee Tree Fruit Research and Extension Center

## APPENDIX 3:

### STRATEGIC PLAN METRICS

**Goal 1: Research, Innovation, and Creativity:** Washington State University will be recognized for embracing risk and bold thinking to serve the needs of its communities through innovative research, scholarship, and creative activities.

#### Objectives

1. Expand research, scholarship, and creative activities that cross disciplines and employ new methodologies to address community needs and twenty-first century global challenges.
2. Increase WSU's ability to highlight its achievements and their societal impact.
3. Maximize the ability to shape research, creative activity, and entrepreneurship in direct partnership with the communities the University serves.
4. Enhance WSU's ability to pursue, retain, and reward exceptional talent committed to creativity and bold thinking.
5. Promote sustainable external partnerships to accelerate innovation and maximize the impact of the University's discoveries.

#### Metrics

- Licensing agreements
  - Licensing revenue
  - Number of agreements
- Research and development expenditures per full-time, tenured/tenure track faculty (T/TT)
  - Federal R&D
  - Total R&D
- Graduate and professional degrees awarded per T/TT
- Faculty promotions: Associate to Full Professor

**Goal 2: Student Experience:** Washington State University students will engage in scholarship, research, and experiential learning activities to prepare future leaders, scholars, and global citizens.

### Objectives

1. Increase educational affordability geared toward improving the completion and graduation rates of students.
2. Increase career development resources for all students starting with their first year.
3. Ensure every WSU student has the opportunity to participate in experiential learning and community engagement (e.g., service learning, internships, undergraduate research, creative discovery, study abroad, and/or leadership).
4. Enhance the quality of the undergraduate academic experience with an eye toward greater mastery of learning goals along with increased student retention and graduation rates.
5. Nurture and promote mental, physical, and social wellbeing among students.

### Metrics

- Affordability Index
  - Percentage of need met for undergrad students awarded any need-based aid
  - Number of degree-seeking undergrads with no financial need who received non-need-based scholarship or grant aid (exclude athletic awards and tuition benefits)
  - Average dollar amount of institutional non-need-based scholarship or grant aid awarded to degree-seeking undergrads with no financial need
  - Proportion of need-based vs. non-need-based aid (scholarships, institutional aid, tuition and fees)
- Retention Rates
  - Pell
  - First generation
  - Race/ethnicity
  - Sex
- 6-year graduation rate
  - Pell
  - First generation
  - Race/ethnicity
  - Sex
- Number of students engaged in experiential learning and community engagement
  - # students involved in undergraduate research
  - # students in study abroad programs
  - # students in service learning
  - # students in internships
- Number of doctorates awarded
  - # of PhDs
  - # of MDs
  - # of EdDs
  - # of DVMs
  - # of PharmDs

- Social mobility index
  - Percent Pell
  - 6-year Graduation rate
  - 8-Year Graduation rate
  - Net price
  - # of Pell recipients earning bachelor's degrees

**Goal 3: Outreach, Extension, Service, and Engagement:** Washington State University will be a national leader in advancing quality of life, economic development, sustainability, and equity through meaningful engagement in discovery, education, and service with partners throughout the state, nation, and world.

### Objectives

1. Improve and implement cohesive, system-wide mechanisms for assessing and communicating the impact and value of outreach, Extension, service, and engagement.
2. Increase outreach, Extension, service, and engagement activities across all colleges, all campuses, and throughout the state, as an essential element to achieving WSU's land-grant mission.
3. Increase and enhance partnerships with under-represented communities.
4. Increase the impact of outreach, Extension, service, and engagement activities to improve human health.
5. Increase the alignment of WSU priorities with the needs, challenges, and opportunities in the state of Washington identified via outreach, Extension, service, and engagement activities.
6. Increase University-wide resource investment in outreach, Extension, service, and engagement activities.

### Metrics

- Outreach, Extension, service, and engagement activities of campuses, colleges, schools, and units
  - Total # of activities
  - # of activities focused on improving human health outcomes
  - # of participants; learning hours in activities
  - Total # of external partnerships
  - # of external partnerships with under-represented communities
- Sponsored funding for community-engaged research initiatives with external partners that addresses key quality-of-life indicators (economic growth, health, environment) in the state of Washington
- Media stories (featuring WSU's impact on the state, nation, and globally)
  - Number
  - Reach
- Social Engagement and Service
  - # of students in ROTC programs
  - # of alumni service projects
  - # of WSU colleges that provide matching funds for undergraduate students who receive Segal AmeriCorps Education Award for having completed national service
  - Voting engagement
- Amount of volunteer time contributed (Extension)

**Goal 4: Institutional Effectiveness and Infrastructure:** WSU will advance a culture of engagement and collaboration across its multi-campus system that values and invests in resources—physical, financial, human, and intellectual—leveraging these to become the social and economic drivers for the community, the state, and the world.

#### Objectives

1. Budget and planning:
  - Align financial resources with strategic plan goals.
  - Engage in integrated planning of current educational programs and research efforts to maintain and strengthen their quality.
2. Modernization of infrastructure: Modernize facilities, technology, business practices, and campus environments to be safe, sustainable, and supportive for future areas of growth and leading-edge practices in teaching, learning, and research.
3. System: Enhance overall internal buy-in for the WSU system and appreciation for all of its assets and components.
4. Staff recruitment and retention: Increase the hiring and retention of exceptional faculty and staff—who represent diversity in all its forms—to advance research and the educational experience.

#### Metrics

- Percent of faculty/staff diversity
- Facility condition index (FCI)
- Reserves
  - University reserves
  - Central reserves
- Return on investment (from alignment of goals and strategies)
- Annual giving

## APPENDIX 4:

### DEFINITION OF PLANNING TERMS

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#### CORE IDEOLOGY

An organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: core mission—the organization's reason for being, and core beliefs and values—essential and enduring principles that drive the organization.

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#### MISSION

The fundamental purpose for which the institution exists.

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#### BELIEFS AND VALUES

Essential and enduring tenets that guide behavior and decision-making and shape institutional culture.

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#### VISION

What the institution seeks to be or become within a future time horizon—consists of a big goal statement and vivid descriptions.

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#### ASSUMPTIONS

Future-oriented statements that serve as projections about the future environment that the institution is likely to be operating in as it moves toward achievement of its vision.

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#### GOALS

Outcome-oriented statements, worded in the future tense, that describe what will be achieved for stakeholders, and the progress that will be made toward the long-range vision.

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#### OBJECTIVES

Measurable, attainable milestones that describe progress toward key issues affecting the ability to achieve the goal, and what would constitute success in observable or measurable terms. Indicates a direction—increase, expand, decrease, reduce, consolidate, abandon, improve, distribute, or enhance.

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#### METRICS

Numeric or data-oriented milestones to achieve by a specific point in time on the way to accomplishing the goal. Describes the measure or change that will be used to assess progress and set future benchmarks and targets.

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#### TACTICS

Specific actions taken by the institution to commit its resources to accomplishing the goal. Brings focus to operational allocation of resources. Indicates an activity—redesign, refine, identify, revise, develop, implement, create, or establish.

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## APPENDIX 5:

### STRATEGIC PLANNING KEY STEPS AND TIMELINE

#### Planning Process and Timeline

The planning process incorporated nine steps that took place between August 2018 and March 2020.

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#### August 2018—March 2019

##### Step 1: Setting the Stage

- Analyze the 2018 WSU accreditation report completed by the Northwest Commission on Colleges and Universities
- Develop planning model for creating a new strategic plan
- Launch the planning process with communication from President Schulz
- Conduct system-wide listening sessions on current strategic plan

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#### January—April 2019

##### Step 2: Expanding the Effort

- Analyze data from initial listening sessions
- Create Strategic Planning and Institutional Effectiveness Council (SPIEC), with system-wide representation
- Engage senior leadership teams—president’s cabinet, deans, campuses, colleges—in strategic dialogue about the WSU system

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#### May 2019

##### Step 3: Convening the Community: Land-grant Symposium

- Host full day, system-wide dialogue focused on the future of land-grant institutions
- Explore in-depth the three primary elements of WSU’s land-grant mission: teaching, research, and service

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#### June—September 2019

##### Step 4: Building a Knowledge Base

- Design environmental scanning process
- Design knowledge repository
- Evaluate knowledge gaps
- Engage in quantitative/qualitative research with internal and external stakeholders
- Survey community online about purpose, values, vision, goals, and assumptions
- Create “What We Know” document

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#### October 2019

##### Step 5: Convening the Community: Visioning Conference

- Gather community input regarding:
  - Assumptions about the future
  - SWOT analysis
  - Core purpose and core values
  - Envisioned future (big goal/vivid descriptions)
- Short-term, outcome-oriented goals and objectives

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#### October—November 2019

##### Step 6: Crafting the Plan: Concept Teams

- Form concept teams
- Teams draft goals, objectives, and strategies to be included in the strategic plan based on input from the visioning conference, “What We Know” document, and associated research



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## December 2019

### Step 7: Strategic Plan Document Drafting

- Draft the first iteration of the strategic plan
  - Relying on the input gathered, a small team writes the first draft of the plan
  - The draft addresses purpose, values, and vision and goals, as well as underlying assumptions about the future

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## February 3—February 24, 2020

### Step 8: Stakeholder Input on Draft Strategic Plan

- Community provides comments about the draft plan
- Draft plan is revised to incorporate feedback received

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## March 2020

### Step 9: Strategic Plan Submitted to WSU Board of Regents

- Regents review and comment on draft plan

## APPENDIX 6: STRATEGIC PLANNING AND INSTITUTIONAL EFFECTIVENESS COUNCIL (SPIEC) MEMBERSHIP

### COCHAIRS

Kirk Schulz, Ph.D.

President

Professor

Voiland School of Chemical Engineering and Bioengineering

Voiland College of Engineering and Architecture

Bryan Slinker, DVM, Ph.D.

Interim Provost and Executive Vice President

Professor

Department of Integrative Physiology and Neuroscience

College of Veterinary Medicine

### MEMBERS

Morgan Atwood

Undergraduate Student

Social Sciences

College of Arts and Sciences

President

Student Government Council

President

ASWSU Global

Terry Boston, B.A.

Acting Vice President

Division of Student Affairs

Lisa Calvert, B.S.

Vice President for Advancement and Chief Executive Officer

WSU Foundation

Pat Chun, M.S.

Director

Intercollegiate Athletics

Dave Cillay, Ph.D.

Chancellor

WSU Global Campus

Vice President

Academic Outreach and Innovation

Greg Crouch, Ph.D.

Clinical Professor

Chemistry

Chair

Faculty Senate

Daryll DeWald, Ph.D.

Chancellor

WSU Health Sciences Spokane

Vice President

WSU Health Sciences Spokane

Professor

School of Biological Sciences

College of Arts and Sciences

Mary Jo Gonzales, Ph.D.

Vice President

Division of Student Affairs

Sandra Haynes, Ph.D.

Chancellor

WSU Tri-Cities

Fran Hermanson, B.S.

Executive Director

Institutional Research

Christine Hoyt, J.D.

Chief of Staff

Office of the President

Matt Jockers, Ph.D.

Dean

Professor of English

College of Arts and Sciences

Kristen Johnson

Ph.D. Candidate

Physical Chemistry

College of Arts and Sciences

Director

University and Student Affairs

Graduate and Professional Student Association

Representative

College of Arts and Sciences

Graduate and Professional Student Association

Chris Keane, Ph.D.

Vice President

Office of Research

Professor of Physics

College of Arts and Sciences

Colleen Kerr, J.D.

Vice President

External Affairs and Government Relations

Mel Netzhammer, Ph.D.

Chancellor

WSU Vancouver

**Craig Parks, Ph.D.**

Vice Provost for System Innovation and Policy  
Office of the Provost

Professor of Psychology  
College of Arts and Sciences

**Stacy Pearson, MPA**

Vice President  
Finance and Administration

**Sasi Pillay, Ph.D.**

Vice President and Chief Information Officer  
Information Technology Services

**Paul Pitre, Ph.D.**

Chancellor  
WSU Everett

Associate Professor of Educational Leadership  
and Counseling Psychology  
College of Education

**Stephanie Rink, MBA**

Assistant to the Dean  
Carson College of Business

Chair  
Administrative Professional Advisory Council

**Brandy Seignemartin**

Ph.D. Candidate  
College of Pharmacy and Pharmaceutical Sciences

Vice President  
OneWSU Student Government Council

Vice President  
Legislative Affairs  
ASWSU Health Sciences

**John Tomkowiak, M.D., MOL**

Founding Dean  
Elson S. Floyd College of Medicine  
WSU Health Sciences Spokane

**Mike Trevisan, Ph.D.**

Dean  
Professor of Educational Psychology  
College of Education

**Phil Weiler, B.A.**

Vice President  
Marketing and Communications  
Office of University Marketing and Communications

## SPIEC CONSULTING AND ADMINISTRATIVE SUPPORT

Guy Ellibee

Director

Information Systems Operations and System Services

Office of the President

Jean S. Frankel

Consultant

Ideas for Action LLC

Christine Hoyt, J.D.

Chief of Staff

Office of the President

Rebecca Lande

Program Manager

Office of the President

Craig Parks, Ph.D.

Vice Provost for System Innovation and Policy

Office of the Provost

Professor of Psychology

College of Arts and Sciences

John Sutherland, B.A.

Director

Presidential Communications

Office of University Marketing and Communications

## ACTION ITEM #2

### Fiscal Year 2021-2023 Biennial Operating Budget Request (Stacy Pearson)

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: 2021-2023 Biennial Operating Budget Request

PROPOSED: That the Board of Regents approve the FY2021-2023 Biennial Operating Budget Request and further delegate authority to the President to approve changes or adjustments that may be needed before the submission to the Office of Financial Management.

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

SUPPORTING INFORMATION: A FY2021-2023 Biennial Operating Budget request will be submitted to the Office of Financial Management this fall in accordance with their instructions, which will be presented later this spring. At the May 2020 meeting, Regents asked that we review our request considering COVID 19 impacts. The items listed below are critical to the Elson S. Floyd College of Medicine per the plan to support enrollments of 80 new students per year. The maintenance and operations request is for the new WSUTC Academic Building and is customary for new state funded facilities based on industry benchmarking and historic costs.

Medical School Completion funding	approx. \$3.6M
Maintenance and Operations of new Buildings	approx. \$0.9M

**BOARD OF REGENTS**  
FY2021-2023 Biennial Operating Budget Request

**Resolution #200626-628**

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 WSU Board of Regents approve the FY2021-2023 Biennial Operating Budget Request and further delegate authority to the President to approve changes or adjustments that may be needed before the submission to the Office of Financial Management.

Medical School Completion Funding	approx. \$3.6M
Maintenance and Operations of New Buildings	approx. \$0.9M

Dated this 26th day of June, 2020.

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Chair, Board of Regents

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Secretary, Board of Regents

## ACTION ITEM #3 - REVISED 6/24/2020

### Academic Year 2020-2021 Tuition Rates (Stacy Pearson)

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Academic Year 2020-2021 Tuition Rates

PROPOSED: That the Washington State University Board of Regents set tuition rates for academic year 2020-2021.

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

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 allows resident undergraduate tuition to increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years. The maximum increase for AY2020-2021 is 2.5%.

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

The current full-time annual rates for 2019-2020 are shown below along with the proposed changes for academic year 2020-2021.

Tuition Rates	Current	Proposed	Change	%Change
Undergraduate Resident	\$ 9,953	\$10,202	\$249	2.5%
Undergraduate Non-Resident (Attachment A)	\$24,531	\$25,145	\$614	2.5%
Undergraduate Resident Global Campus	\$ 9,953	\$10,202	\$249	2.5%
Undergraduate Non-Resident Global Campus	\$11,135	\$11,414	\$279	2.5%
Graduate Resident (Attachment B)	\$11,493	\$11,781	\$288	2.5%
Graduate Non-Resident	\$25,248	\$25,879	\$631	2.5%
Graduate – Global Campus	\$11,493	\$11,781	\$288	2.5%
Master of Nursing Resident	\$17,234	\$17,234	\$0	0%
Master of Nursing Non-Resident	\$32,256	\$32,256	\$0	0%
PharmD Resident (Attachment C)	\$21,990	\$23,990	\$2,000	9%
PharmD Non-Resident	\$38,644	\$40,644	\$2,000	5.20%



<b>Tuition Rates</b>	<b>Current</b>	<b>Proposed</b>	<b>Change</b>	<b>%Change</b>
DVM Resident	\$25,744	\$25,744	\$0	0%
DVM Non-Resident	\$61,156	\$61,156	\$0	0%
ESF College of Medicine Resident (Attachment D)	\$38,357	\$39,508	\$1,151	3%
Masters in Athletic Training – Resident	\$13,074	\$13,074	\$0	0%
Masters in Athletic Training – Non-Resident	\$26,506	\$26,506	\$0	0%

In accordance with RCW 28B.15.067 (5)(b), the Regents must make public its proposal for tuition increases 21 days before the board considers adoption and allow opportunity for public comment. Prior to taking action to change rates, the governing board must also consult with student associations or organizations with undergraduate and graduate student representatives regarding impacts of potential increases.

These proposals were posted to the WSU Student Government Council website on June 3, 2020 and the Graduate Student Professional Association website and communicated via social media by these groups. A presentation to provide the details of these requests and to receive questions and input was conducted on June 11, 2020. In addition, the notice invited comments and questions to be submitted to the WSU budget office email address. These comments will be compiled and shared with the Regents prior to the meeting on June 25<sup>th</sup>.

**ATTACHMENTS:** Attachment A: Undergraduate Tuition Rate Supporting Documents  
Attachment B: Graduate Tuition Rate Supporting Documents  
Attachment C: Pharmacy Tuition Rate Supporting Documents  
Attachment D: Medicine Tuition Rate Supporting Documents

# Attachment A - Undergraduate Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

Fee name: Undergraduate Tuition

	Resident	Non-Resident
Current Rate (Annual)	\$9,953 (on campus & online)	\$24,531 (on campus) \$11,135 (online)
Proposed Rate (Annual)	\$10,202 (on campus & online)	\$25,145 (on campus) \$11,414 (online)
\$ Increase	\$249	\$614 (on campus) \$279 (online)
% Increase	2.5%	2.5%

Description of who pays the fee: *(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):*

Undergraduate students.

On campus rates are the same for all physical campuses, the online campus rate for non-residents was reduced in AY 2013-14 to equal the resident online rate.

These are full-time fall and spring semester rates for students enrolled in 10-18 credits. Over 18 credits pay an additional 1/10th of this rate per credit, part-time and summer session rates are 1/10th of these amounts per credit hour.

Justification for the increase / consequence for not increasing :

State appropriations and tuition are the major funding sources for the operating budget. The state does not provide inflationary increases in appropriations, and further, the state budget assumes that new funding for incremental cost increases like benefit rates and minimum wage are funded in part through tuition increases. Additionally, WSU expects significant costs associated with campus preparedness this fall in light of the Covid-19 pandemic. The proposed inflationary increase balances the necessity to keep pace with rising costs while protecting the interest of students by keeping costs as low as possible.

## Tuition and Fee Rate Increase Request

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)

Resident Undergraduate rates would be just below 2015-16 rates after the proposed increase. Resident undergraduate rates decreased 5% in 2015-16, and another 10% in 2016-17. Since then, annual inflationary increases have occurred of 2.2%, 2.0%, and 2.4%.

A 2.4% increase in non-resident undergraduate rates for AY 19-20 was the first increase in the on campus rate since AY 12-13 (six year freeze from 2013-14 through 2018-19). The online rate had been the same since 2013-14, when the rate was decreased to align resident and non-resident rates for global campus.

The proposed increases are consistent with recent increases adopted by in-state peers, strategic plan peers and Pac-12 peers.

### Alternatives Considered:

Operational challenges related to Covid-19 are significant. The University expects decreased state appropriations next year, and impacts of Covid-19 on enrollment are unknown, but declines are expected. These factors will decrease the University's major operating revenue sources just when additional costs are being incurred due to the Covid-19 response and preparedness for returning to campus this fall. The tuition rate increases will provide some additional funds to offset these costs. Expanded eligibility for the Washington College Grant Program will guarantee financial assistance for eligible resident students, and to ease the burden for non-residents the proposed rate increase was decreased to 2.5% from the original proposal of 3%.

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?

Proposals will be presented to student leadership on all campuses to share with constituents, all students will have opportunity to provide feedback which will be made available to the Regents for the June meeting.

Please Attach Any Supporting Documents

# Attachment B - Graduate Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

Fee name: Graduate Resident and Non-resident Tuition

	Resident	Non-Resident
Current Rate (Annual)	\$11,493	\$25,248 (on campus) \$11,493 (online)
Proposed Rate (Annual)	\$11,781	\$25,879 (on campus) \$11,781 (online)
\$ Increase	\$288	\$631 (on campus) \$288 (online)
% Increase	2.5%	2.5%

Description of who pays the fee: (*undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?*):

Resident and non-resident graduate students in all programs except Medicine, Nursing, Pharmacy, and Veterinary Medicine.

Resident rates are the same for all campuses, the online campus rate for non-residents was reduced in AY 2013-14 to equal the resident rate.

The rates above are full-time fall and spring semester rates for students enrolled in 10-18 credits.

Over 18 credits pay an additional 1/10th of this rate per credit, part-time and summer session rates are 1/10th of these amounts per credit hour.

Justification for the increase / consequence for not increasing :

State appropriations and tuition are the major funding sources for the operating budget. The state does not provide inflationary increases in appropriations, and further, the state budget assumes that new funding for incremental cost increases like benefit rates and minimum wage are funded in part through tuition increases. Additionally, WSU expects significant costs associated with campus preparedness this fall in light of the Covid-19 pandemic. The proposed inflationary increase balances the necessity to keep pace with rising costs while protecting the interest of students by keeping costs as low as possible.

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)

A 2.4% increase in graduate rates for AY 19-20 was the first increase since AY 12-13 (six year freeze from 2012-13 through 2018-19)

The proposed increases are reasonable based on recent increases adopted by in-state peers, strategic plan peers and Pac-12 peers.

## Tuition and Fee Rate Increase Request

<b>Alternatives Considered:</b>
Operational challenges related to Covid-19 are significant. The University expects decreased state appropriations next year, and impacts of Covid-19 on enrollment are unknown, but declines are expected. These factors will decrease the University's major operating revenue sources just when additional costs are being incurred due to the Covid-19 response and preparedness for returning to campus this fall. The tuition rate increases will provide some additional funds to offset these costs. The proposed rate increases were decreased to 2.5% from the original proposal of 3%.

<b>How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?</b>
Proposals will be presented to student leadership on all campuses to share with constituents, all students will have opportunity to provide feedback which will be made available to the Regents for the June meeting.

Please Attach Any Supporting Documents

## Tuition and Fee Rate Increase Request

Fee name: Doctor of Pharmacy Resident and Non-Resident Tuition
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	Resident	Non-Resident
Current Rate (Annual)	21990	38644
Proposed Rate (Annual)	23990	40644
\$ Increase	2000	2000
% Increase	~9%	~5.2

Description of who pays the fee: <i>(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):</i>
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Annual Operating Fee plus Building Fee paid by doctor of pharmacy students in Spokane and Yakima in the College of Pharmacy and Pharmaceutical Sciences (CPPS)
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Justification for the increase / consequence for not increasing :
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With current national trend of declining enrollment and the increasing costs of doctor of pharmacy education an increase is necessary and justifiable to ensure that we continue to provide the best educational opportunities to our students to ensure they are competitive and highly sought by the employers upon their graduation. The current funding model for the CPPS relies on tuition from our enrollment. We must be able to cover our costs as we experience revenue loss from declining enrollment. Although we are implementing expense reductions in many areas of the college, in order to cover the base costs of the program, we must increase tuition.
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Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)
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Our last tuition increase was for the academic year 2018-19 and the previous increase to that increase was for the academic year 2012-13. The 2018-19 increase was \$2000 annually for both residents and non-residents. Our peer institutions are charging tuition rates near or higher than our rates. Please see attached Exhibit A providing tuition plus mandatory fees at competitor and regional institutions. University of Washington is our only in-state competitor and its tuition is significantly higher. Other competitor schools are Oregon, Roseman- Nevada, and several of the California schools. All of these schools' tuition and mandatory fees are currently higher than our tuition. Assuming a \$2000 increase in our tuition and mandatory fees and leaving the other schools with no increase, we would still have lower tuition than our competitor schools. See Exhibit B attached. Finally, the total 4-year tuition and mandatory fees for the WSU Doctor of Pharmacy student will be roughly \$100,000 while the average tuition paid by our regional schools is \$150,000. We remain a quality, competitive program that is affordable to our students and to the students we are recruiting.
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## Tuition and Fee Rate Increase Request

### Alternatives Considered:

Other than not increasing our tuition, one alternate approach would be to increase enrollment. This approach is not viable at this time due to the national enrollment trends in pharmacy. We are currently not able to meet our enrollment goal and are looking at a reduction of 40% in our application pool. Other approaches we are exploring are creating and implementing new revenue sources for CPPS. Although we have had success in some areas, we need time and additional resources for these opportunities to mature to make a significant impact and change our funding model. Realistically we see these opportunities and enhancements to the college more than we see them as alternatives to a PharmD tuition increase as they will come with their own set of costs.

### How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?

We have been discussing these trends and issues with our faculty, our dean's advisory council, professional student advisory council, and other strategic partners in the national pharmacy community. Although frustrated with the trends, all parties understand the reality of the situation and our need to increase revenues while coming up with innovative approaches to maintaining our enrollment levels. We are seeing other schools struggle with accreditation issues, closing of their extension sites, and reducing their enrollment. Our stakeholders believe in our commitment to continue our efforts to maintain our enrollment, maintain our extension site in Yakima, provide an innovative curriculum, and graduate the best pharmacists who will be well prepared for and sought after by pharmacist employers. We have communicated this tuition increase and our commitment to provide the best opportunities and personalized education to our students to assure they are highly marketable and sought after by the pharmacy profession upon graduation. We held Town hall meetings with our students in February and early March to communicate our plans for the tuition increase and our continuing commitment to our doctor of pharmacy students. The students were not initially supportive of the increase. Some felt that the college might not see the increased tuition but rather it would be used to cover other university short falls, some felt that the increase should not be applied to all students but just the new incoming students, and some felt the increase was only in response to the lower class size (decline in enrollment). We focused on the increasing opportunities that we are providing our students, the importance of having opportunities to differentiate themselves and improve their marketability when they reach the employment pool, and most importantly our belief that we offer the best curricular delivery method and exceptional student support. We are still the best value for a doctor of Pharmacy degree in the greater western region. The Dean communicated the same information to her Advisory Council. They completely understood the need and the reasons and were in total support of this decision. Additionally, at our most recent the Dean's Advisory Council meeting (May 1) they still supported the tuition increase but acknowledged the tough times that students are now facing and established an emergency fund within the college for pharmacy students. They recognized that the tuition increase and the current COVID-19 pandemic are two different issues. The COVID-19 pandemic and economic downturn is a current issue for our society. The tuition increase is about the on-going and future mission of the college and our ability to provide the best student experience through support, curriculum, and opportunities with the end result of employment success through enhanced marketability.

## Tuition and Fee Rate Increase Request

Please Attach Any Supporting Documents



Exhibit A

Current Tuition Rates at Regional and/or Competitor Schools

School Name	State	Annual In-state tuition + Mandatory fee year 1	Total In-State + Mandatory fees (4 years)	% WSU TOTAL comparator In-state	Total Out-State + Mandatory fees (4 years)
<b>Washington State University</b>		<b>\$22,846</b>	<b>\$91,526</b>		<b>\$158,142</b>
University of California, San Diego	CA	\$39,804	\$159,216	174%	\$208,196
University of California, San Francisco	CA	\$47,242	\$166,164	182%	\$215,144
California Health Sciences University	CA	\$46,397	\$185,412	203%	\$185,412
California Northstate University	CA	\$50,160	\$199,090	218%	\$199,090
Touro University California	CA	\$47,120	\$188,475	206%	\$188,475
University of Southern California	CA	\$62,494	\$248,461	271%	\$248,461
University of the Pacific	CA	\$81,094	\$215,734	236%	\$215,734
Western University of Health Sciences	CA	\$50,715	\$203,210	222%	\$203,210
University of Colorado	CO	\$31,738	\$126,532	138%	\$160,512
Idaho State University	ID	\$19,248	\$86,611	95%	\$178,870
The University of Montana	MT	\$13,094	\$52,376	57%	\$127,832
The University of New Mexico	NM	\$21,771	\$87,084	95%	\$176,796
Roseman University of Health Sciences	NV	\$58,582	\$170,196	186%	\$170,196
Oregon State University	OR	\$26,560	\$110,864	121%	\$181,392
Pacific University Oregon	OR	\$49,890	\$148,964	163%	\$148,964
The University of Utah	UT	\$31,110	\$149,995	164%	\$278,975
<b>University of Washington</b>	WA	<b>\$32,779</b>	<b>\$131,116</b>	<b>143%</b>	<b>\$217,564</b>
University of Wyoming	WY	\$17,299	\$70,560	77%	\$144,945
<b>PEER GROUP AVERAGE</b>		<b>\$40,394</b>	<b>\$150,003</b>		<b>\$191,654</b>

Exhibit B

Comparison after \$2000 Annual Tuition Increase at WSU

School Name	State	Annual In-state tuition + Mandatory fee year 1	Total In-State + Mandatory fees (4 years)	% WSU TOTAL comparator In-state	Total Out-State (4 years)
<b>Washington State University</b>		<b>\$24,846</b>	<b>\$99,526</b>		<b>\$166,142</b>
University of California, San Diego	CA	\$39,804	\$159,216	160%	\$208,196
University of California, San Francisco	CA	\$47,242	\$166,164	167%	\$215,144
California Health Sciences University	CA	\$46,397	\$185,412	186%	\$185,412
California Northstate University	CA	\$50,160	\$199,090	200%	\$199,090
Touro University California	CA	\$47,120	\$188,475	189%	\$188,475
University of Southern California	CA	\$62,494	\$248,461	250%	\$248,461
University of the Pacific	CA	\$81,094	\$215,734	217%	\$215,734
Western University of Health Sciences	CA	\$50,715	\$203,210	204%	\$203,210
University of Colorado	CO	\$31,738	\$126,532	127%	\$160,512
Idaho State University	ID	\$19,248	\$86,611	87%	\$178,870
The University of Montana	MT	\$13,094	\$52,376	53%	\$127,832
The University of New Mexico	NM	\$21,771	\$87,084	87%	\$176,796
Roseman University of Health Sciences	NV	\$58,582	\$170,196	171%	\$170,196
Oregon State University	OR	\$26,560	\$110,864	111%	\$181,392
Pacific University Oregon	OR	\$49,890	\$148,964	150%	\$148,964
The University of Utah	UT	\$31,110	\$149,995	151%	\$278,975
<b>University of Washington</b>	WA	<b>\$32,779</b>	<b>\$131,116</b>	<b>132%</b>	<b>\$217,564</b>
University of Wyoming	WY	\$17,299	\$70,560	71%	\$144,945
<b>PEER GROUP AVERAGE</b>		<b>\$40,394</b>	<b>\$150,003</b>		<b>\$191,654</b>

## Tuition and Fee Rate Increase Request

Fee name: Tuition Increases Resident Students in the Elson S. Floyd College of Medicine
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	Resident	Non-Resident
Current Rate (Annual)	\$38,357	Click or tap here to enter text.
Proposed Rate (Annual)	\$39,508	Click or tap here to enter text.
\$ Increase	\$1,151	Click or tap here to enter text.
% Increase	3.0%	Click or tap here to enter text.

Description of who pays the fee: <i>(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):</i>
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The ESF College of Medicine requests tuition increases of 3.0% for resident medical students. Medical Students Campus locations include Spokane, Tri-Cities, Vancouver and Everett.
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Justification for the increase / consequence for not increasing :
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Additional revenue for the College of Medicine will provide the ability to have sufficient funding in order to cover the costs of retaining quality faculty and to invest in equipment upgrades across several programs to continue to train students at an optimal level. The proposed tuition increase will also help the college achieve break-even levels with our annual operation budget as we begin enrollments of our fourth year of medical students.
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Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)
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The college's pro-forma included an annual 3% tuition increase. The increased tuition and fees will assist with the provision of sustainable financial support for the ESFCOM and our students. The attached document reflects the following: Table 1) in-state tuition comparison against UW School of Medicine. Table 2) AY2019-20 Community Based Medical Schools 4-year tuition average comparison. Table 3) Total cost of attendance for ESFCOM compared to the public schools across all regions. In summary ESFCOM's tuition is 15% lower when compared to the University of Washington's School of Medicine. Furthermore, ESFCOM total costs of attendance is below the national average for Public Universities. Please see the attached supporting tables.
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Alternatives Considered:
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## Tuition and Fee Rate Increase Request

Tuition and fees represent less than 20% of the college's total annual revenues and will remain at that level for the first 10 years of operations. It should be noted that most public schools have academic health centers (practice plans) that provide a diverse source of income and help defray the dependence of tuition funding.

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?

Proposed increases will be communicated to our students, and students will have opportunity to provide feedback which will be made available to the Regents for the May meeting.

Please Attach Any Supporting Documents

Table 1: State of Washington Tuition Comparison

	First Year Students	Second Year Students	Third Year Students	Fourth Year Students	Average
WSU- ESFCOM	\$38,357	\$38,357	\$38,357	NA	\$38,357
University of WA- SOM (Resident)	\$36,792	\$42,289	\$48,699	\$48,699	\$44,120
UW- SOM (NR)	\$66,987	\$77,092	\$88,878	\$88,878	\$80,459

- Source is 2019-20 AAMC Tuition and Student Fees Questionnaire

Table 2: AY2019-20 Community Based Medical Schools 4-year tuition average

Community Based Medical Schools	4-year Average
University of South Carolina School of Medicine	\$42,888
Central Michigan University College of Medicine	\$42,880
Southern Illinois University School of Medicine	\$41,843
CUNY School of Medicine	\$41,600
Northeast Ohio Medical University	\$41,274
Michigan State University College of Human Medicine	\$39,140
Washington State University Elson S. Floyd College of Medicine	\$38,357
Wright State University Boonshoft School of Medicine	\$37,934
University of Hawaii, John A. Burns School of Medicine	\$36,672
East Tennessee State University James H. Quillen College of Medicine	\$35,543
Florida International University Herbert Wertheim College of Medicine	\$32,738
Eastern Virginia Medical School	\$32,456
University of North Dakota School of Medicine and Health Sciences	\$32,064
University of South Dakota, Sanford School of Medicine	\$31,787
University of Nevada, Reno School of Medicine	\$28,810
Charles E. Schmidt College of Medicine at Florida Atlantic University	\$28,111
University of Central Florida College of Medicine	\$25,490
Marshall University Joan C. Edwards School of Medicine	\$22,682
Florida State University College of Medicine	\$22,408
University of Texas at Austin Dell Medical School	\$18,593
Texas Tech University Health Sciences Center Paul L. Foster School of Medicine	\$16,070
Texas Tech University Health Sciences Center School of Medicine	\$15,616
University of California, Riverside School of Medicine	\$13,661

Table 3: Total Cost of Attendance

	<i>First Year Resident Total Costs of Attendance</i>	<i>Second Year Resident Total Cost of Attendance</i>	<i>Third Year Resident Total Cost of Attendance</i>	<i>Fourth Year Resident Total Cost of Attendance</i>
<i>Washington State-Floyd</i>	\$60,395	\$63,278	\$63,104	NA
<i>Public, All Regions Average</i>	\$62,551	\$63,392	\$68,286	\$64,283

## ACTION ITEM #4

### Services and Activities Fees Rates for Academic Year 2020-2021 (Stacy Pearson/Mary Jo Gonzales)

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Services and Activities (S&A) Fees Rate Changes for Academic Year 2020-2021

PROPOSED: That the Board of Regents accept the recommendation of the student led S&A Fees Committees to **not increase** campus Services and Activities Fees for academic year 2020-2021.

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

SUPPORTING INFORMATION: By law, the Board of Regents may increase Services and Activities (S&A) Fees annually by amounts that shall not exceed four percent. There is no such control on rate decreases.

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

Each campus retains 100% of its own S&A fees and can choose a rate increase or decrease for the campus. The S&A Fees 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 rate recommendations by campus are listed below:

Campus	Current	Proposed	%	\$
	AY 19-20	AY 20-21	Change	Change
Everett	\$527	\$527	0%	\$0
Global Campus (per credit hour)	\$20.75	\$20.75	0%	\$0
Pullman	\$558	\$558	0%	\$0
Spokane	\$582	\$582	0%	\$0
Tri Cities	\$512	\$512	0%	\$0
Vancouver	\$559	\$559	0%	\$0

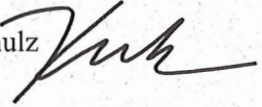
ATTACHMENT:            Attachment A: Services and Activities Fee Rates Support Documents



Office of the  
President

**MEMORANDUM**

TO: Paul Pitre  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Everett S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Everett S&A Committee's FY 2021 budget allocation recommendations. I also support the recommendation of no changes to the Everett Campus S&A Fee rate; the rate will remain at \$527/year for Fall 2020.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.


Thank for your service and leadership on this committee.

cc: Budget Office



**MEMORANDUM**

TO: Kirk Schulz  
President, Washington State University

FROM: Paul Pitre  
Chancellor, WSU Everett 

DATE: April 1, 2020

RE: WSU Everett Services and Activities Fees Recommendation

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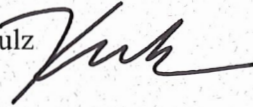
I have reviewed and support the WSU Everett Services and Activities Fees Committee FY20-21 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 2020 meeting.

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 2020.

	Committee Allocation Recommendation	% of Allocation (based on estimated budget)
ASWSUE	\$73,954	53.41413%
WSU Engineering Club	\$15,000	10.83392%
Institute of Electrical and Electronic Engineers (IEEE)	\$2,000	01.44452%
Society of Women Engineers (SWE)	\$500	.36113%
Association for Computing Machinery (ACM)	\$20,000	14.44523%

**MEMORANDUM**

TO: Dave Cillay  
Chancellor, WSU Global Campus

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Global Campus S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Global Campus S&A Committee's FY 2021 budget allocation recommendations. I also support the recommendation of no changes to the Global Campus S&A Fee rate; the rate will remain at \$20.75/credit hour for Fall 2020.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office



## Academic Outreach & Innovation

WASHINGTON STATE UNIVERSITY

### MEMORANDUM

**To:** Kirk Schulz, Ph.D.  
President, Washington State University

**From:** David Cillay, Ph.D. *Dave Cillay*  
Vice President, Academic Outreach and Innovation  
Chancellor, WSU Global Campus

**Date:** March 31, 2020

**RE:** WSU Global Campus S&A Fees Recommendations for FY 2021

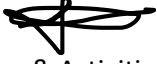
I have reviewed and support WSU Global Campus S&A Committee's FY 2021 budget allocation recommendations. I request your support of the committee recommendations and your submittal of the budget to the Board of Regents for approval at the May 7-8, 2020 meeting.

I have also received and support the recommendation by the committee, by majority vote, of no changes to the Global Campus S&A Fee rate. The rate will remain at \$20.75/credit effective Fall 2020.

**cc:** Jessica Barajas, Michelle Dowler, Heather McKnight, Gianna Mertz, Nigeria Tyler-Williams, Leslie Thompson

**MEMORANDUM**

**TO:** David R. Cillay, Ph.D.  
Vice President, Academic Outreach and Innovation  
Chancellor, WSU Global Campus

**From:** Tania Hernandez-Vallejo   
Chair, WSU Global Services & Activities Fees Committee

**Date:** March 31, 2020

**RE:** WSU Global Services and Activities Fee Allocation

---

The WSU Global Services and Activities Fees Committee met on March 31, 2020 to discuss and recommend budget allocations for Fiscal Year 2021 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 7-8, 2020 meeting.

The WSU Global S&A Fees Committee recommended no changes to the Global Campus S&A Fee rate. The rate will remain at \$20.75/credit.

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

<b>Group</b>	
Wellbeing Online	\$ 114,849
Center for Civic Engagement	\$ 132,132
ASWSU Global Campus	\$ 430,015
WSU Global Campus Student Involvement & Support	<u>\$ 808,310</u>
Total	\$1,485,306

cc: Jessica Barajas, Michelle Dowler, Heather McKnight, Gianna Mertz, Nigeria Tyler-Williams, Leslie Thompson

Sigma Iota	\$10,000	7.22261%
Tutoring Services	\$17,000	12.27844 %
<b>Total Allocation</b>	<b>\$138,454</b>	<b>100%</b>

Estimated Reserve (cumulative unallocated revenue) \$0

Estimated allocation FY21: \$138,454

Everett students pay: \$527/ year (\$26.35 /credit hour per semester)


Cc:

Committee Chair



**MEMORANDUM**

TO: Quinton Berkompas  
Chair, WSU Pullman Services and Activities Fees Committee

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Pullman S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Pullman S&A Committee Summer 2020, and academic year 2020-2021 budget allocation recommendations. I also support the recommendation of no change to the WSU Pullman S&A Fee rate; the rate will remain at \$558/ year for Fall 2020.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office

**MEMORANDUM**

TO: Kirk Schulz, President

FROM: Quinton Berkompas  
Chair, WSU Pullman Services and Activities Fees Committee

Date: April 6, 2020

Subject: Services and Activities Fees – Fiscal Year 2021 Recommendations



The WSU Pullman Services and Activities Fees Committee met on April 2, 2020, to discuss and recommend budget allocations for summer 2020 and academic year 2020-2021 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 group has been notified with limited exception that all carry forward from the 2020-2021 academic year must be returned to the S&A fund; any groups 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 2020 meeting.

The S&A Fee Committee, by unanimous vote recommends no change to the S&A Fee; the rate will remain at \$558 per year per full-time student.


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

<b>Pullman S&amp;A Fee Committee Recommended Allocations</b>				
<b>S&amp;A Groups Requesting Funding</b>	<b>Base Allocation (Acad &amp; Sumr)</b>	<b>Carry Forward Request</b>	<b>One-time Request</b>	<b>Allocation Amount (includes carryforward)</b>
ASWSU - Administration/Executives	242,561	-	15,000	257,561
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Transit	460,171	-	-	460,171
UREC	1,430,670	-	-	1,430,670
<b>PULLMAN GRAND TOTAL</b>	<b>7,743,819</b>	<b>39,500</b>	<b>527,375</b>	<b>8,310,694</b>



**MEMORANDUM**

TO: Daryll DeWald  
Chancellor, WSU Spokane

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Spokane S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Spokane S&A Committee's FY 2021 budget allocation recommendations. I also support to not implement a rate range to the Spokane S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office

April 7, 2020

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

Dear President Schulz:

The Services and Activities Fee Committee met on March 26, 2020 to discuss and recommend budget allocations for summer 2020 and academic year 2020-2021, 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 2020 meeting. In addition to expected S&A revenue, this year's committee has chosen to utilize reserve funds.

**The WSU Health Sciences S&A Fee Committee recommends the following budget allocations: \$1,298,305.00**


Group	Allocation
ASWSUHS	\$266,781
AINS Yakima	\$16,319
Campus Pantry	\$29,760
Student Success Center	\$174,539
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Intercollegiate Athletics	\$7,500
Student Entertainment Board	\$60,419
Yakima Student Pharmacy Assoc.	\$9,172
RSO Funding	\$35,000
Reserve Requests	\$4,258
Facilities Reserve	\$57,870

Sincerely,

Daryll B. DeWald  
Vice President and Chancellor, WSU Health Sciences Spokane

**MEMORANDUM**

TO: Sandra Haynes  
Chancellor, WSU Tri-Cities

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Tri-Cities S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Tri-Cities S&A Committee's FY 2021 budget allocation recommendations. I also support to not implement a rate range to the Tri-Cities S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office

**Memorandum**

**Date:** April 1, 2020

**To:** Kirk Schulz, President

**From:** Sandra Haynes, Chancellor



**Cc:** Zachary Harper, WSU Tri-Cities Services and Activities  
Fee Committee Chair

**Subject:** WSU Tri-Cities Services and Activities Fees Recommendation

---

I have reviewed the Washington State University Tri-Cities Services and Activities Fees Committee FY 20-21 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 8, 2020 meeting.

I have also received and support the recommendations made by the Tri-Cities S&A Fees Committee, by majority vote, to not implement an S&A fee increase for academic year 2020/2021.

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

Encl: S&A Budget Allocation Recommendations

To: Sandra Haynes, Ph.D.  
Chancellor, Washington State University Tri-Cities

From: Zachary Harper  
WSU Tri-Cities S&A Fees Committee Chair

Date: March 25, 2020

RE: Tri-Cities Campus Services and Activities Fees Recommendation

The Services and Activities Fees Committee met on March 24, 2020, for final discussion and recommendation of budget allocations for Academic Year 2020-21, 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 would like to express that fully funding the requests below is due to several extenuating circumstances. First, the S&A carryforward projections are healthy and expected to rise as previous S&A funded groups are reporting lowered spending due to COVID-19, and S&A reserves are strong. Second, the committee is confident that S&A funded groups can use this setback as an opportunity to ensure the campus can continue lively student-centered events next academic year. The committee will ask follow-up questions about each group's use of allocated S&A fees at a subsequent meeting next year to ensure that student money is being used to its fullest extent.

The S&A Fees Committee recommends an S&A Fee increase of 0% for Fall 2020.

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


Group	Total Requested	Approved from S&A Forecast	Allocated from Reserve	Not Funded
Student Support Services	\$159,833.82	\$109,233.82	\$50,600	\$0
Student Life	\$188,479.63	\$172,026.58	\$16,453.05	\$0
Student Entertainment Board (SEB)	\$80,000	\$73,000	\$7,000	\$0
Information Technology Services*	\$19,999.94	\$18,103.86	\$1,700	\$196.08
Campus Recreation/Sports	\$150,066.80	\$136,966.80	\$13,100	\$0
ASWSUTC	\$169,424.94	\$154,624.94	\$14,800	\$0
Club Funding	\$40,000	\$36,500	\$3,500	\$0
TRIO	\$7,317.28	\$0	\$0	\$7,317.28
<b>Totals</b>	<b>\$815,122.41</b>	<b>\$700,456.00</b>	<b>\$107,153.05</b>	<b>\$7,513.36</b>

\*Information Technology Services submitted an S&A Budget Request of \$19,999.94, but a calculation error was found. The committee fully funded the group for its corrected amount.



**MEMORANDUM**

TO: Mel Netzhammer  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Vancouver S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Vancouver S&A Committee's FY 2021 budget allocation recommendations. I also support to not implement a rate range to the Vancouver S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office

**MEMORANDUM**

**TO:** Mel Netzhammer  
Chancellor, Washington State University Vancouver

**FROM:** Davina Cepeda  
Chair, Services and Activities Fees Committee



**DATE:** April 1, 2020

**RE:** Services and Activities Fees Allocation

---

The Services and Activities Fees Committee met on April 1, 2020 to discuss and recommend budget allocations for the Academic Year 2020-2021, 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 2020 meeting.

The S&A Fee Committee does not recommend an increase for the S&A Fees at this time, due to the wide-reaching effects of COVID-19.

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

Group	Allocation
ASWSUV	\$267,332.00
American Democracy Project	\$7,000.00
Career Services	\$19,500.00
Child Development Program	\$57,500.00
CILA	\$187,000.00
Club Operating Budget	\$80,000.00
Cougar Food Pantry	\$42,480.00
CougSync	\$6,145.00
Counseling Services	\$266,970.00
Counseling Services Improvement	\$98,500.00
Financial Literacy	\$6,024.00
First Aid Training	\$2,353.00
Gaming Club Space	\$5,500.00
Graduate Travel Grant	\$40,000.00*
Health Services	\$124,333.00
Intercollegiate Athletics	\$1,500.00
KOUG Radio	\$41,451.00
New Student Programs	\$2,200.00
OSI	\$495,803.00
OSI Contingency	\$27,500.00

People Skills Training	\$2,170.00
Places4Students	\$3,800.00
Salmon Creek Journal	\$39,000.00
Self Defense Training	\$1,500.00
Student Activities Board	\$115,000.00
Student Life Building	\$200,000.00
Student Media	\$27,580.00
Students Helping Students	\$22,000.00
Undergraduate Travel Grant	\$18,000.00
VanCoug Journey	\$20,000.00
VanCougar Newsmagazine	\$81,890.65
Veteran's Center	\$10,000.00

*\*Use of carry forward funds from FY20 approved*

cc: Gunjan Gakhar, Domanic Thomas, Marisa Smith, Katya Farinsky, Salvador Robb-Chavez,  
Alex Paulino-Rodriguez, Kenia Garnica-Avila, Mandipa Masike



## **ACTION ITEM #5**

### **Services and Activities Fees Committee Allocations for Summer 2020 and Academic Year 2020-2021**

**(Mary Jo Gonzales/Stacy Pearson)**

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Services and Activities Fees Committee Allocations for summer 2020 and Academic Year 2020-2021

**PROPOSED:** That the Board of Regents approve the allocation of Services & Activities Fees for summer 2020 and academic year 2020-2021, as recommended by the Services and Activities Fees committees representing each campus of Washington State University.

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

**SUPPORTING INFORMATION:** Services and Activities (S&A) fees are used to fund student activities, programs and student buildings. S&A 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 is able to recommend a rate increase or decrease. The S&A fees 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 following committee recommendations have been reviewed by President Schulz and are forwarded for approval by the Board of Regents. The recommendations are developed following the guidelines governing the establishment and funding of student programs set forth in RCW 28B.15.045.

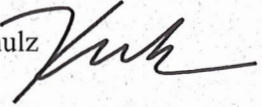
**ATTACHMENT:** Attachment A: Services and Activities Fees Rates Support Documents



Office of the  
President

**MEMORANDUM**

TO: Paul Pitre  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Everett S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Everett S&A Committee's FY 2021 budget allocation recommendations. I also support the recommendation of no changes to the Everett Campus S&A Fee rate; the rate will remain at \$527/year for Fall 2020.


I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office

**MEMORANDUM**

TO: Kirk Schulz  
President, Washington State University

FROM: Paul Pitre  
Chancellor, WSU Everett 

DATE: April 1, 2020

RE: WSU Everett Services and Activities Fees Recommendation

---

I have reviewed and support the WSU Everett Services and Activities Fees Committee FY20-21 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 2020 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 2020.

	Committee Allocation Recommendation	% of Allocation (based on estimated budget)
ASWSUE	\$73,954	53.41413%
WSU Engineering Club	\$15,000	10.83392%
Institute of Electrical and Electronic Engineers (IEEE)	\$2,000	01.44452%
Society of Women Engineers (SWE)	\$500	.36113%
Association for Computing Machinery (ACM)	\$20,000	14.44523%

Sigma Iota	\$10,000	7.22261%
Tutoring Services	\$17,000	12.27844 %
<b>Total Allocation</b>	<b>\$138,454</b>	<b>100%</b>

Estimated Reserve (cumulative unallocated revenue) \$0

Estimated allocation FY21: \$138,454

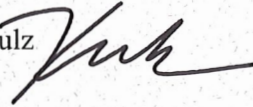
Everett students pay: \$527/ year (\$26.35 /credit hour per semester)

Cc:

Committee Chair

**MEMORANDUM**

TO: Dave Cillay  
Chancellor, WSU Global Campus

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Global Campus S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Global Campus S&A Committee's FY 2021 budget allocation recommendations. I also support the recommendation of no changes to the Global Campus S&A Fee rate; the rate will remain at \$20.75/credit hour for Fall 2020.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office





## Academic Outreach & Innovation

WASHINGTON STATE UNIVERSITY

### MEMORANDUM

**To:** Kirk Schulz, Ph.D.  
President, Washington State University

**From:** David Cillay, Ph.D. *Dave Cillay*  
Vice President, Academic Outreach and Innovation  
Chancellor, WSU Global Campus

**Date:** March 31, 2020

**RE:** WSU Global Campus S&A Fees Recommendations for FY 2021

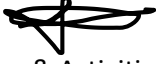
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I have also received and support the recommendation by the committee, by majority vote, of no changes to the Global Campus S&A Fee rate. The rate will remain at \$20.75/credit effective Fall 2020.

**cc:** Jessica Barajas, Michelle Dowler, Heather McKnight, Gianna Mertz, Nigeria Tyler-Williams, Leslie Thompson

**MEMORANDUM**

**TO:** David R. Cillay, Ph.D.  
Vice President, Academic Outreach and Innovation  
Chancellor, WSU Global Campus

**From:** Tania Hernandez-Vallejo   
Chair, WSU Global Services & Activities Fees Committee

**Date:** March 31, 2020

**RE:** WSU Global Services and Activities Fee Allocation

---

The WSU Global Services and Activities Fees Committee met on March 31, 2020 to discuss and recommend budget allocations for Fiscal Year 2021 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 7-8, 2020 meeting.

The WSU Global S&A Fees Committee recommended no changes to the Global Campus S&A Fee rate. The rate will remain at \$20.75/credit.


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

<b>Group</b>	
Wellbeing Online	\$ 114,849
Center for Civic Engagement	\$ 132,132
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WSU Global Campus Student Involvement & Support	<u>\$ 808,310</u>
Total	\$1,485,306

cc: Jessica Barajas, Michelle Dowler, Heather McKnight, Gianna Mertz, Nigeria Tyler-Williams, Leslie Thompson

**MEMORANDUM**

TO: Quinton Berkompas  
Chair, WSU Pullman Services and Activities Fees Committee

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Pullman S&A Fees Recommendations for FY 2021

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Thank for your service and leadership on this committee.

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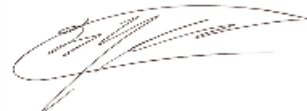
**MEMORANDUM**

TO: Kirk Schulz, President

FROM: Quinton Berkompas  
Chair, WSU Pullman Services and Activities Fees Committee

Date: April 6, 2020

Subject: Services and Activities Fees – Fiscal Year 2021 Recommendations



The WSU Pullman Services and Activities Fees Committee met on April 2, 2020, to discuss and recommend budget allocations for summer 2020 and academic year 2020-2021 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 group has been notified with limited exception that all carry forward from the 2020-2021 academic year must be returned to the S&A fund; any groups 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 2020 meeting.


The S&A Fee Committee, by unanimous vote recommends no change to the S&A Fee; the rate will remain at \$558 per year per full-time student.

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

<b>Pullman S&amp;A Fee Committee Recommended Allocations</b>				
<b>S&amp;A Groups Requesting Funding</b>	<b>Base Allocation (Acad &amp; Sumr)</b>	<b>Carry Forward Request</b>	<b>One-time Request</b>	<b>Allocation Amount (includes carryforward)</b>
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<b>PULLMAN GRAND TOTAL</b>	<b>7,743,819</b>	<b>39,500</b>	<b>527,375</b>	<b>8,310,694</b>

**MEMORANDUM**

TO: Daryll DeWald  
Chancellor, WSU Spokane

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Spokane S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Spokane S&A Committee's FY 2021 budget allocation recommendations. I also support to not implement a rate range to the Spokane S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office

April 7, 2020

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

Dear President Schulz:

The Services and Activities Fee Committee met on March 26, 2020 to discuss and recommend budget allocations for summer 2020 and academic year 2020-2021, 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 2020 meeting. In addition to expected S&A revenue, this year's committee has chosen to utilize reserve funds.

**The WSU Health Sciences S&A Fee Committee recommends the following budget allocations: \$1,298,305.00**

Group	Allocation
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Student Entertainment Board	\$60,419
Yakima Student Pharmacy Assoc.	\$9,172
RSO Funding	\$35,000
Reserve Requests	\$4,258
Facilities Reserve	\$57,870

Sincerely,




Daryll B. DeWald  
Vice President and Chancellor, WSU Health Sciences Spokane



**MEMORANDUM**

TO: Sandra Haynes  
Chancellor, WSU Tri-Cities

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Tri-Cities S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Tri-Cities S&A Committee's FY 2021 budget allocation recommendations. I also support to not implement a rate range to the Tri-Cities S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office

**Memorandum**

**Date:** April 1, 2020

**To:** Kirk Schulz, President

**From:** Sandra Haynes, Chancellor



**Cc:** Zachary Harper, WSU Tri-Cities Services and Activities  
Fee Committee Chair

**Subject:** WSU Tri-Cities Services and Activities Fees Recommendation

---

I have reviewed the Washington State University Tri-Cities Services and Activities Fees Committee FY 20-21 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 8, 2020 meeting.

I have also received and support the recommendations made by the Tri-Cities S&A Fees Committee, by majority vote, to not implement an S&A fee increase for academic year 2020/2021.

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

Encl: S&A Budget Allocation Recommendations

To: Sandra Haynes, Ph.D.  
Chancellor, Washington State University Tri-Cities

From: Zachary Harper  
WSU Tri-Cities S&A Fees Committee Chair

Date: March 25, 2020

RE: Tri-Cities Campus Services and Activities Fees Recommendation

The Services and Activities Fees Committee met on March 24, 2020, for final discussion and recommendation of budget allocations for Academic Year 2020-21, 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 would like to express that fully funding the requests below is due to several extenuating circumstances. First, the S&A carryforward projections are healthy and expected to rise as previous S&A funded groups are reporting lowered spending due to COVID-19, and S&A reserves are strong. Second, the committee is confident that S&A funded groups can use this setback as an opportunity to ensure the campus can continue lively student-centered events next academic year. The committee will ask follow-up questions about each group's use of allocated S&A fees at a subsequent meeting next year to ensure that student money is being used to its fullest extent.

The S&A Fees Committee recommends an S&A Fee increase of 0% for Fall 2020.


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

Group	Total Requested	Approved from S&A Forecast	Allocated from Reserve	Not Funded
Student Support Services	\$159,833.82	\$109,233.82	\$50,600	\$0
Student Life	\$188,479.63	\$172,026.58	\$16,453.05	\$0
Student Entertainment Board (SEB)	\$80,000	\$73,000	\$7,000	\$0
Information Technology Services*	\$19,999.94	\$18,103.86	\$1,700	\$196.08
Campus Recreation/Sports	\$150,066.80	\$136,966.80	\$13,100	\$0
ASWSUTC	\$169,424.94	\$154,624.94	\$14,800	\$0
Club Funding	\$40,000	\$36,500	\$3,500	\$0
TRIO	\$7,317.28	\$0	\$0	\$7,317.28
<b>Totals</b>	<b>\$815,122.41</b>	<b>\$700,456.00</b>	<b>\$107,153.05</b>	<b>\$7,513.36</b>

\*Information Technology Services submitted an S&A Budget Request of \$19,999.94, but a calculation error was found. The committee fully funded the group for its corrected amount.

**MEMORANDUM**

TO: Mel Netzhammer  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Vancouver S&A Fees Recommendations for FY 2021

I have reviewed and support the WSU Vancouver S&A Committee's FY 2021 budget allocation recommendations. I also support to not implement a rate range to the Vancouver S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office



**MEMORANDUM**

**TO:** Mel Netzhammer  
Chancellor, Washington State University Vancouver

**FROM:** Davina Cepeda  
Chair, Services and Activities Fees Committee



**DATE:** April 1, 2020

**RE:** Services and Activities Fees Allocation

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The Services and Activities Fees Committee met on April 1, 2020 to discuss and recommend budget allocations for the Academic Year 2020-2021, 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 2020 meeting.

The S&A Fee Committee does not recommend an increase for the S&A Fees at this time, due to the wide-reaching effects of COVID-19.

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

Group	Allocation
ASWSUV	\$267,332.00
American Democracy Project	\$7,000.00
Career Services	\$19,500.00
Child Development Program	\$57,500.00
CILA	\$187,000.00
Club Operating Budget	\$80,000.00
Cougar Food Pantry	\$42,480.00
CougSync	\$6,145.00
Counseling Services	\$266,970.00
Counseling Services Improvement	\$98,500.00
Financial Literacy	\$6,024.00
First Aid Training	\$2,353.00
Gaming Club Space	\$5,500.00
Graduate Travel Grant	\$40,000.00*
Health Services	\$124,333.00
Intercollegiate Athletics	\$1,500.00
KOUG Radio	\$41,451.00
New Student Programs	\$2,200.00
OSI	\$495,803.00
OSI Contingency	\$27,500.00

People Skills Training	\$2,170.00
Places4Students	\$3,800.00
Salmon Creek Journal	\$39,000.00
Self Defense Training	\$1,500.00
Student Activities Board	\$115,000.00
Student Life Building	\$200,000.00
Student Media	\$27,580.00
Students Helping Students	\$22,000.00
Undergraduate Travel Grant	\$18,000.00
VanCoug Journey	\$20,000.00
VanCougar Newsmagazine	\$81,890.65
Veteran's Center	\$10,000.00

*\*Use of carry forward funds from FY20 approved*

cc: Gunjan Gakhar, Domanic Thomas, Marisa Smith, Katya Farinsky, Salvador Robb-Chavez,  
Alex Paulino-Rodriguez, Kenia Garnica-Avila, Mandipa Masike

## **ACTION ITEM #6**

### **WSU Tri-Cities Safety and Transportation Fee (Sandra Haynes/Stacy Pearson)**

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Establish a WSU Tri Cities Safety and Transportation Fee

**PROPOSED:** That the Board of Regents approve a new mandatory fee for the Tri-Cities campus of \$65 per semester (fall and spring) and \$5 per credit (maximum \$30) for summer session. The Safety and Transportation Fee would begin in the fall of 2020.

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

**SUPPORTING INFORMATION:** This action brings forward for Regent approval the establishment of a mandatory Safety and Transportation Fee for students at the Washington State University Tri-Cities Campus.

The WSU Tri-Cities administration approached the Associated Students of WSU Tri-Cities (ASWUTC) to discuss implementing a student fee that would assist the campus in providing transportation, safety, and security enhancements. Campus leadership and ASWSUTC developed an MOU outlining the fee during the fall 2019 semester. The MOU calls for the student fee to be combined with a campus contribution of \$160 annually per faculty and staff FTE to be used for specific acceptable uses as outlined in the MOU (See Attachments). An advisory committee, including student representatives, will provide recommendations to the Chancellor as to the allocation of these funds.

RCW 28B.15.610 grants authority to students to create or increase voluntary student fees for each academic year when passed by a majority vote of the student government or its equivalent, or referendum presented to the student body.

The campus leadership collaborated with ASWSUTC on the consideration of this fee for the spring 2020 (February 26-28) general election ballot through student engagement and marketing (See Attachments). ASWSUTC and Campus Safety staff hosted

multiple forums on campus to educate the student population in addition to electronic media and campus communications. ASWSUTC held their Spring 2020 elections and the Safety and Transportation Fee Referendum passed with an 80 percent approval rating.

ATTACHMENT: Attachment A: WSU Tri-Cities Safety and Transportation Comprehensive Fees

## Tuition and Fee Rate Increase Request

Fee name: WSU Tri-Cities Safety and Transportation Comprehensive Student Fee
------------------------------------------------------------------------------

	Resident	Non-Resident
Current Rate (Annual)	New fee	New fee
Proposed Rate (Annual)	\$160 annually	\$160 annually
\$ Increase	New fee	New fee
% Increase	New fee	All

Description of who pays the fee: <i>(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):</i>
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All credit-bearing students enrolled at WSU Tri-Cities (including Running Start students) will be assessed the fee based on the criteria based on their enrollment level in courses located at Tri-Cities.

#### Fall and Spring Semesters

Students enrolled in ten (10) or more credits at a Tri-Cities location during the Fall and Spring semesters will be assessed a \$65 fee. Fees for students enrolled in less than ten (10) credit hours will be prorated at \$6.50 per credit hour.

#### Summer Session

Students enrolled in any credits conducted at a Tri-Cities location will pay \$5 per credit hour, capping at \$30 for the entire summer session

Justification for the increase / consequence for not increasing :
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WSU Tri-Cities has lacked funding for improved transportation, as well as upgraded safety and security measures. The WSU Tri-Cities administration approached the Associated Students of WSU Tri-Cities (ASWSUTC) to discuss implementing a student fee that would assist the campus in providing transportation, safety, and security enhancements. This fee will be used to improve campus safety and security equipment on campus, construction and repairs of existing parking areas and walkways, and to provide subsidies for students to have access to Benton Franklin Transit buses while enrolled. A newly-established advisory committee ensuring for proper representation of the student body will provide recommendations to the Chancellor on the allocation of funds.

## Tuition and Fee Rate Increase Request

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)

The fee is considered a preferable solution over administrative fees to fund services that require a revenue source not derived from tuition or state legislative funding. The fee is also a more economical solution for students for access to parking as opposed to implementing a permitting system.

An \$160 annual fee is comparable to the other WSU campuses that have parking fees but also provides additional value in safety and transit improvements. The major transfer feeders for the campus (CBC, YVCC, WWCC) have similar parking and security fees, so we are aligning with local rates.

Alternatives Considered:

A permitting system for parking was considered and it was determined that a mandatory fee provides more value to students as opposed to the operation of a permitting system on a small campus.

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?

A MOU outlining the fee was signed by campus leadership and ASWSUTC during the fall 2019 semester. The campus administration is collaborating with ASWSUTC on the consideration of the fee on the spring 2020 (February 26-28) general election ballot through collaborative student engagement and marketing. ASWSUTC and Campus Safety staff are hosting multiple forums on campus to educate the student population in addition to electronic media and campus communications.

Please Attach Any Supporting Documents

**Memorandum of Understanding  
between the  
Associated Students of Washington State University Tri-Cities  
and  
Washington State University Tri-Cities  
on the  
Safety and Transportation Comprehensive Student Fee**

***ARTICLE I – PARTIES AND PURPOSE***

The Associated Students of Washington State University Tri-Cities (“ASWSUTC”) and Washington State University Tri-Cities (“WSU Tri-Cities”) enter into this Memorandum of Understanding (“MOU”) in order to establish a Safety and Transportation Comprehensive Student Fee (“Student Fee”).

***ARTICLE II – BACKGROUND***

Safety and transportation fees increase access to campus and the ability to provide modern safety measures. A safety and transportation student fee is a common fee in institutions of higher education, and WSU Tri-Cities is the only campus in the WSU system that does not charge a safety and transportation fee. In addition, Columbia Basin College, Central Washington University, and Eastern Washington University all have similar fees.

***ARTICLE III – FEE AMOUNTS***

**SUBSECTION A – STUDENT FEE AMOUNTS**

Fall and Spring Semesters

Students enrolled in ten (10) or more credits at a Tri-Cities location during the Fall and Spring semesters will be assessed a \$65 fee. Fees for students enrolled in less than ten (10) credit hours will be prorated at \$6.50 per credit hour.

Summer Session

Students enrolled in any credits conducted at a Tri-Cities location will pay \$5 per credit hour, capping at \$30 for the entire summer session.

**SUBSECTION B – STAFF & FACULTY FEE AMOUNTS**

WSU Tri-Cities will contribute an annual amount equal to the student fee based on the annualized total Full Time Employment (FTE) of faculty and staff (\$160 per 1

FTE) where their primary office location is the Tri-Cities campus or affiliated facilities.

Student employees shall pay the Student Fee based on their student enrollment only, and they will not be subject to additional staff or faculty fees.

### **SUBSECTION C – STUDENT FEE INCREASES**

The Student Fee may be increased by following the ASWSUTC Constitution and Bylaws as well as appropriate WSU policies and procedures.

### ***ARTICLE IV – ACCEPTABLE USES OF THIS STUDENT FEE***

Acceptable uses of this Student Fee include:

- Equipment, improvements, or other measures that result in improvements to campus safety and/or security.
- Repair, replacement, enhancement, construction, and expansion of parking areas, roadways, and pedestrian paths, in areas not funded by capital projects.
- Providing subsidy for public Transit Passes to encourage alternative transportation.
- Other transportation alternatives which may become necessary upon completion of regional and campus Commute Trip Reduction plans.

### ***ARTICLE V – PROJECT SELECTION***

An Advisory Committee will be created to provide recommendations to the Chancellor on how to allocate these funds. This committee will consist of the ASWSUTC President, two at-large students, the Director of Safety, the Campus Facilities Executive, and the Director of Campus Student Life. The Director of Campus Student Life and the Vice Chancellor for Finance and Administration will co-chair the Advisory Committee, and the Director of Safety on the Tri-Cities campus is responsible for providing regular reports to the committee about the safety and transportation operations.

### ***ARTICLE VI – PARKING PERMIT PROHIBITION***

Upon the implementation of this MOU, in accordance with *Article VII*, WSU Tri-Cities will not assess students another parking or safety fee alternative, such as a parking permit system or similar. Implementation of a parking permit system or similar, or adoption of a separate parking or safety fee, will cancel this Student Fee and any associated agreements.



This prohibition applies only to students. *Article VI* shall not create any limitation on WSU Tri-Cities' ability to create or modify fees charged to staff, faculty, and/or visitors, nor shall this section prohibit WSU Tri-Cities from implementing alternative systems impacting staff, faculty, and/or visitors.

#### ***ARTICLE VII – MOU IMPLEMENTATION***

This MOU will be implemented once the General Membership of ASWSUTC votes in favor of assessing the Student Fee and the Washington State University Board of Regents approves the Student Fee.

#### ***ARTICLE VIII – SIGNATURES***

\_\_\_\_\_  
Zachary Harper

President, Associated Students of WSU Tri-Cities

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dr. Sandra Haynes

Chancellor, WSU Tri-Cities

\_\_\_\_\_  
Date

\_\_\_\_\_  
Ray White

Vice Chancellor, Finance and Administration

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dr. Chris Meiers

Vice Chancellor, Student Affairs

\_\_\_\_\_  
Date



## Referendum #01 – 2019-2020

Author: Zachary Harper, ASWSUTC President

Sponsor: Danae Williams, ASWSUTC CAHNRS Senator

### SAFETY AND TRANSPORTATION FEE

#### BE IT ENACTED BY THE SENATE OF THE ASSOCIATED STUDENTS OF WASHINGTON STATE UNIVERSITY TRI-CITIES (ASWSUTC)

**Authority** In accordance with Article VIII of the ASWSUTC Constitution, the ASWSUTC Senate has the authority to submit any measure that it determines to be of substantial student interest to the membership of ASWSUTC for a vote within a reasonable time period.

**Background** Safety and transportation fees increase access to campus and the ability to provide modern safety measures. A safety and transportation student fee is a common fee in institutions of higher education, and WSU Tri-Cities is the only campus in the WSU system that does not charge a safety and transportation fee. In addition, Columbia Basin College, Central Washington University, and Eastern Washington University all have similar fees.

**Fee Amount** Students enrolled in ten (10) or more credit hours at a Tri-Cities location during the Fall and Spring semesters will be assessed a \$65 fee per semester.

Students enrolled in less than ten (10) credit hours at a Tri-Cities location during the Fall and Spring semesters will be assessed a \$6.50 fee per credit hour.

Students enrolled in any credits at a Tri-Cities location during the summer session will pay a \$5 fee per credit hour, capping at \$30 for the entire summer session.

WSU Tri-Cities will contribute an annual amount equal to the student fee based on the annualized total Full Time Employment (FTE) of faculty and staff (\$160 per 1 FTE) where their primary office location is the Tri-Cities campus or affiliated facilities.

- Fee Usage** Acceptable uses of this Student Fee include:
- Equipment, improvements, or other measures that result in improvements to campus safety and/or security.
  - Repair, replacement, enhancement, construction, and expansion of parking areas, roadways, and pedestrian paths, in areas not funded by capital projects.
  - Providing subsidy for public Transit Passes to encourage alternative transportation.
  - Other transportation alternatives which may become necessary upon completion of regional and campus Commute Trip Reduction plans.

An Advisory Committee will be created to provide recommendations to the Chancellor on how to allocate these funds. This committee will consist of the ASWSUTC President, two at-large students, the Director of Safety, the Campus Facilities Executive, and the Director of Campus Student Life. The Director of Campus Student Life and the Vice Chancellor for Finance and Administration will co-chair the Advisory Committee, and the Director of Safety on the Tri-Cities campus is responsible for providing regular reports to the committee about the safety and transportation operations.

- Prohibition** Upon approval of this Student Fee, WSU Tri-Cities will not assess students another parking or safety fee alternative, such as a parking permit system or similar. Implementation of a parking permit system or similar, or adoption of a separate parking or safety fee, will cancel this Student Fee and any associated agreements.

This prohibition shall not create any limitation on WSU Tri-Cities' ability to create or modify fees charged to staff, faculty, and/or visitors, nor shall this section prohibit WSU Tri-Cities from implementing alternative systems impacting staff, faculty, and/or visitors.

- Fee Increase** The Student Fee may be increased by following the ASWSUTC Constitution and Bylaws as well as appropriate WSU policies and procedures.

- Approval** In accordance with Section 2007.00 of the ASWSUTC Bylaws, the Fee Referendum must receive at least sixty percent (60%) of the votes cast in the election to be passed by the General Membership of ASWSUTC.

Upon approval from the General Membership of ASWSUTC, this Fee Referendum must be sent to the WSU Board of Regents for final approval.

Passed with 07 votes in favor, 00 votes in opposition, and 00 abstentions on November 12, 2019.

Signed,

Dan Williams  
The Main Sponsor

11/14/19  
Date

On Call  
The Senate Pro-Tempore

11/14/19  
Date

Tracy M. Harper  
The ASWSUTC President

11/13/19  
Date

# WHAT IS REF. #01 SAFETY AND TRANSPORTATION FEE?

THE PREFERRED METHOD TO FUND CRITICAL ENHANCEMENT, REPAIRS, AND MAINTENANCE  
OF CAMPUS INFRASTRUCTURE RELATED TO SAFETY, SECURITY, AND TRANSPORTATION

## WHAT IS REF. #01?

The Safety and Transportation Fee is a proposed student fee, that, upon approval, would support transportation, safety, and security enhancements on campus.

## HOW MUCH WILL IT COST?

The fee would be a cheaper option for students than a parking permit for campus, which would be implemented should the fee not pass.

The Safety and Transportation Fee would cost \$6.50 per credit hour, capping at \$65 per semester.

During the summer, the fee would be \$5 per credit hour, capping at \$30 per summer session.

## WHAT IS IT PAYING FOR?



### Public Transit

Bus pass for all students



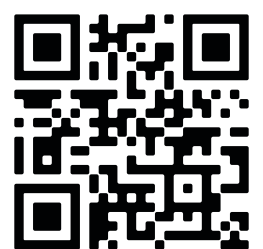
### Expanded Parking

Repair, expand, and construct parking areas, roadways, and paths



### Campus Safety

Improve campus safety and security through updated equipment



**GENERAL ELECTION FEB. 26 - 28**  
**MAKE SURE YOU VOTE!**



## ACTION ITEM #7

### WSU Pullman, Student Health Fee Increase (Mary Jo Gonzales/Ellen Taylor)

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Student Health Fee Increase

PROPOSED: That the Board of Regents approve a \$40 per semester increase to the Academic Year (Fall/Spring) Student Health Fee beginning Fall 2020 and Summer Health Fee increase by \$13 for Summer 2021.

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

SUPPORTING INFORMATION: Currently WSU-Pullman students are charged \$204 per Fall/Spring semester for student health fees and \$70 per Summer semester. Cougar Health Services (CHS) is proposing an increase to the health fee. This fee was last increased and approved by the Board of Regents in Spring 2017.

Pullman Health Fee Rate Recommendation				
	Current Rate	Proposed Rate	\$ Increase	% Increase
Health Fee - Regular term (Fall/Spring)	\$204/semester	\$244/semester	\$40	20%
Health Fee - Summer	\$70	\$83	\$13	19%

Health care costs continue to escalate across the nation and particularly in the state of Washington with focus on access. The proposed increases would enhance access to holistic well-being efforts (including medical and mental health services) for WSU-Pullman students, address compliance and risk management needs, and begins to establish a sustainable funding model. Regular and manageable periodic and predictable small increases commensurate with the Medical CPI will be necessary moving forward. The health fee cannot be the only element of this long-term stabilization plan; CHS will also update processes and systems to more effectively realize potential revenue from

third party payors and other sources. This will enable us to fulfill our mission with more nominal increases to the health fee in the future.

CHS has a long history of providing excellent medical and mental health care, as well as vision, pharmacy, and health promotion/prevention services to enrolled students on the Pullman campus. The demand for care, both in volume and acuity, has increased steadily in recent years. At the same time, the compliance and regulatory landscape has expanded, increasing administrative burden of providing health care for our students. Pullman is a federal designated shortage area for mental health services, meaning that CHS must fill as much of the need as possible. This places pressure on the medical clinic, Counseling and Psychological Services (CAPS), and the Pharmacy. During the 2019-20 academic year, the Medical Clinic saw a 9% increase in student visits from the prior year and an 18% increase in mental health related visits. Similarly, CAPS has seen 5% to 15% increases in requests for service each year for the past several years. The Pharmacy now fills over 46,000 prescriptions each year, a 41% increase since 2015. Much of this increase is in chronic and mental health conditions.

These current proposed health fee increases are based on a year-long analysis of the current state of CHS, including staffing levels, compliance and risk management concerns, and the need for long-term stability. A five-year budget plan is in development to determine the necessity and timing of future fee increases. CHS is at risk in continuing to fulfill its mission due to rising costs, increased demands, and inadequate revenue. Our goal is to ensure CHS is firmly grounded as an effective, efficient, compliant, and fiscally sound service provider.

The increased fees will be used to fund operations, especially to expand capacity and student access to Same-Day Mental Health and the medical clinic. In addition, funding is needed to address recruitment and retention in CAPS, replace obsolete medical equipment, and enhance compliance and billing support.

This proposal was presented to the Student Health Advisory Committee (SHAC) on February 20, 2020. The committee,

comprised of undergraduate and graduate students on the Pullman campus, expressed their support for the plan.



## **ACTION ITEM #8**

### **WSU Spokane, Student Health Fee Increase (Daryll DeWald/Stacy Pearson)**

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Spokane, Health Fee Increase

**PROPOSED:** That the Board of Regents approve an increase in the mandatory fall and spring semester Spokane Health Fee and establish a mandatory Spokane Health Fee for summer term.

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

**BACKGROUND  
INFORMATION:**

WSU Spokane proposes an increase in the mandatory student Health Fee of \$8 per semester for fall and spring semester. In addition, WSU Spokane seeks to create a new mandatory Health Fee of \$100 for summer term. Currently students pay a mandatory Health Fee of \$92 in fall and spring, and the fee is voluntary in summer.

This proposal is consistent with the recommendations of the Spokane Student Fee Committee. If approved, the fee would be implemented fall 2020.

WSU Health Sciences campus is proud of the high level of support provided for student health care needs and neither administration nor students want to cut services. Current services include medical care with MultiCare/Rockwood, free on-campus counseling, health and wellness programs, an after-hours crisis line, new telemedicine services that will expand from Yakima to all Spokane students, and support for the on-campus fitness center. These fee adjustments will offset rising costs and numbers of students served.

The fee adjustments have been approved unanimously by the students, faculty, and administrators present at the Student Fee Committee on October 15, 2019. The proposal was also presented to ASWSU-Spokane Senate and they expressed support. WSU Spokane Administration has sent emails to students informing them of the increased fee; to date no feedback was received.

**ATTACHMENT:** Attachment A: WSU Spokane Student Health Fee

## Tuition and Fee Rate Increase Request

Fee name: Spokane Student Health Fee
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	Resident	Non-Resident
Current Rate (Annual)	\$184 mandatory, fall & spring \$92 voluntary, summer	Same as resident
Proposed Rate (Annual)	\$200 mandatory, fall & spring \$100 mandatory summer	Same as resident
\$ Increase	\$16 annually fall & spring New mandatory fee for summer (\$8 increase over current voluntary summer fee)	Same as resident
% Increase	8.6% fall & spring New mandatory fee for summer	Same as resident

Description of who pays the fee: <i>(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):</i>
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Undergraduates, graduate, professional students, full-time and part-time in Spokane and Yakima. The fee is mandatory (\$92 per term) for Fall and Spring semester. This proposal seeks to create a mandatory fee for Summer and increase the regular term fee by \$16 annually.
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## Tuition and Fee Rate Increase Request

### Justification for the increase / consequence for not increasing :

The current health fee for Spokane and Yakima students is \$92 per semester, mandatory for Fall and Spring semester and voluntary for Summer term. This fee covers the costs of counseling, health services, fitness center, and wellness programs. This proposal represents two recommendations of the Spokane Student Fee Committee: 1) Make the fee mandatory in the summer, 2) Increase the fee from \$92 per semester to \$100 per semester.

WSU Health Sciences has seen an increase in student demand for services in the summer. Currently, the services in the summer are covered by mandatory fees collected in fall and spring, and students who voluntarily pay the fee in the summer. Unfortunately, this does not properly cover the costs of expanding counseling to 12 months from a previous time of 10 months. When students are in crisis, we will always stabilize the student; however, for the student to continue to receive counseling in the summer, they must pay the fee. Students often do not think they will need care, so they do not want to pay the voluntary fee ahead of time, and when they realize they need care, they do not expect to be asked to pay a fee and this creates conflict when we should be providing care.

The most cost effective and efficient method of providing health care and counseling to students year around is to make the fee mandatory in fall, spring, and summer for enrolled students.

The second recommendation of the Student Fee Committee is to increase the fee from \$92 to \$100 per student per semester. The Health Fee budget in Spokane is estimated to be in a deficit of over \$40,000 by the end of the 2021FY and the deficit would continue to increase every year without action. The fee budget in Yakima should have a reserve of about \$48,000 at the end of this fiscal year but that will continue to decrease without a rate adjustment due to us adding telehealth services and expanding brick and mortar services for Yakima students. WSU Health Sciences is proud of the high level of support we provide for student health care needs and neither administration nor students want to cut services. Our services include medical care with MultiCare/Rockwood, free on-campus counseling, health and wellness programs, an after-hours crisis line, new telemedicine services that will expand from Yakima to all Spokane students, and support for the on-campus fitness center. These fee changes will help Spokane/Yakima to solve problems before they happen.

Multicare/Rockwood Clinic, which provides health services to students in Spokane, are increasing their charge from \$43 per student per semester to \$46 per student per semester. This has an impact on the budget. In Yakima, based on new contracts, how services are paid for in Yakima (per service as opposed to per student), and an increase in marketing and outreach, Yakima costs will increase substantially. Based on the new contracts and outreach, more students are already using the services and we are seeing higher costs than initially estimated.

The funds generated through these two recommended changes will keep the Health Services budgets on solid financial grounds and maintain the high level and diverse health services we provide to students. These recommendations were approved unanimously by the students, faculty, and administrators present at the Student Fee Committee on October 15, 2019. It was also presented to ASWSU Senate where they expressed support for the proposal.

## Tuition and Fee Rate Increase Request

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)

In 2014-15 the Spokane Health Fee was increased from \$85 to \$87 where it remained until it was increased in 2017-18 to the current \$92.00 per semester. From the 2017-18 academic year to 2018-19, Spokane experienced a 105% increase in students using counseling. We added an additional counselor in Spokane and a part-time counselor in Yakima to meet these needs. We contract with Multicare/Rockwood Clinic for services and the associated costs with these services are increasing. We have expanded services in Yakima and more students are using these services. Finally, we have established a fitness center on campus, which is partially funded through the health fee. The increase in student demand for services and the addition of new programs has put a strain on the budget.

Alternatives Considered:

We did consider cutting services but that would not meet the growing demands that students are putting on our counseling and health services.

We also considered shifting costs off of the health fee to S & A fees but this would put too much strain on these funds.

How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?

The above mentioned recommendations were approved unanimously by the students, faculty, and administrators present at the Student Fee Committee on October 15, 2019. It was also presented to ASWSU Senate where they expressed support for the proposal. Emails have gone out to students informing them of the change but no feedback was received.

Please Attach Any Supporting Documents

## **ACTION ITEM #9**

### **WSU Undergraduate Application Fee Increase (Bryan Slinker/Stacy Pearson)**

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Undergraduate Application Fee Increase

**PROPOSED:** That the Board of Regents approve a \$20 increase to WSU Undergraduate Application Fee.

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

**SUPPORTING INFORMATION:** WSU proposes an increase to the undergraduate application fee from \$50.00 per application to \$70.00 per application. This increase would apply to freshmen, international, and transfer students.

The costs associated with recruitment, admissions, and supporting systems have increased significantly due to the growing number of applicants, the need to improve technology, and the staffing required to adequately serve our students. Raising the application fee to \$70.00 places WSU in-line with competitor institutions both in Washington and out-of-state. Students with financial need would not be impacted by the increase, because fee-waivers for students demonstrating need would continue to be granted. Increasing the fee will provide the resources necessary to implement best-practices in communication and recruitment campaign management, and admissions, recruitment and systems training across the WSU system.

**ATTACHMENT:** Attachment A - WSU Undergrad Application for Admission

## Tuition and Fee Rate Increase Request

Fee name: WSU Undergrad Application for Admission
---------------------------------------------------

	Resident	Non-Resident
<b>Current Rate (Annual)</b>	\$50.00 per application	\$50.00 per application
<b>Proposed Rate (Annual)</b>	\$70.00 per application	\$70.00 per application
<b>\$ Increase</b>	\$20.00 per application	\$20.00 per application
<b>% Increase</b>	40%	40%

Description of who pays the fee: <i>(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):</i>
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The \$70 fee applies to WSU Undergrad Application for Admission of Freshmen, International, & Transfer Students. Non-Degree Seeking & Former Students receive a 50% discount, thus will pay \$35 per application.
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Justification for the increase / consequence for not increasing :
-------------------------------------------------------------------

See the attached justification.
---------------------------------

Decision Support information: when was the last increase, 5-year rate history, peer comparisons, etc)
-------------------------------------------------------------------------------------------------------

Competitor comparison – Washington State University has not increased application fees in several years, while many competitors have increased application fees, placing WSU among the lowest in the state and out-of-state.
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

University of Washington:	\$80.00
University of CA system:	\$70.00 (per application, per campus)
California State University:	\$70.00
Oregon State University:	\$65.00
University of Oregon:	\$65.00
Eastern Washington University:	\$60.00
Western Washington University:	\$60.00
Arizona State University:	\$50.00 resident, \$70 non-resident
Central Washington University:	\$50.00
<b>Washington State University:</b>	<b>\$50.00</b>

## Tuition and Fee Rate Increase Request

### Alternatives Considered:

Multiple financial models were considered. However, as outlined in the attached justification, the cost of enrollment management to underpin WSU's growth and success -- specifically hiring and cross-training recruiting professionals, and supporting them with the marketing and software systems needed to manage undergraduate recruitment across the WSU system -- are rising as we invest to improve and modernize. Increasing the application fee to that of our peer institutions is needed to provide the funds needed to invest in our goals for improved enrollment management as the "front end" of meeting our Land Grant access mission and our corresponding goals for student success.

### How have (or will) you communicate impacts of the rate increase to students? What was the feedback received?

Impact communication will be distributed to seek input before this proposal appears as an action item. Notable groups to receive communication include undergraduate students, recruiting and enrollment management units, legislative liaisons, and community partners. This proposal was developed with input from recruiting professionals and enrollment management leadership, and their opinion is that WSU fee pricing is well below market competitors, as shown in the decision support information section of this request. The existing fee waiver program will continue, unchanged, to provide applicants an avenue for consideration based on need. In the last admission cycle, for example, approximately 26% of application fees were waived on the Pullman campus.

Implementation is anticipated for the next admission cycle, and thus this increased fee would be effective August 1, 2020.

Please Attach Any Supporting Documents

## **WSU Undergraduate Application for Admission – Fee Increase Justification**

### ***Current Situation***

WSU has a single application for all applicants throughout the WSU system. We currently charge one application fee regardless of residency, campus, or undergraduate student type. The fee has not been raised in decades and is lower than most other 4-year publics in Washington and at out-of-state competitor institutions. Students do not pay additional application fees to have their application moved to another WSU campus. The current fee of \$50.00 can be waived if a student or high school counselor requests a fee waiver and the student is eligible, based on a variety of criteria (student previously qualified for a fee waiver from SAT or ACT, student participates in a TRiO program, student is Pell eligible, etc.). Currently 30-40% of student applicants (depending on campus) receive fee waivers.

### ***Proposed Increase***

We propose that the application fee be increased from \$50.00 to \$70.00 per application (regardless of student type or residency) effective August 1, 2020. With the proposed increase all eligible students will continue to receive fee-waivers as under the current program, and non-degree seeking and former students will continue to receive a 50% discount.

### ***Justification***

- **WSU fees are low in comparison to our in-state and out-of-state peers** – Washington State University has not increased application fees in several years, while many competitors have increased application fees, placing WSU among the lowest both in the state and out-of-state.

<i>University of Washington:</i>	\$80.00
<i>University of CA system:</i>	\$70.00 (per application, per campus)
<i>California State University:</i>	\$70.00
<i>Oregon State University:</i>	\$65.00
<i>University of Oregon:</i>	\$65.00
<i>Eastern Washington University:</i>	\$60.00
<i>Western Washington University:</i>	\$60.00
<i>Arizona State University:</i>	\$50.00 resident, \$70 non-resident
<i>Central Washington University:</i>	\$50.00
<b><i>Washington State University:</i></b>	<b>\$50.00</b>

- **The costs associated with recruiting and admitting nationally declining numbers of students in an increasingly competitive market continue to rise** – Recently, WSU moved from having multiple CRM (customer relationship management) contracts/systems to one system-wide CRM vendor (Slate). The application for admission will move from a third-party hosted application vendor to the new system-wide CRM, effective August 1, 2020, providing many improvements in the application experience for students, and increased efficiency in processing the applications internally. Further, WSU has seen a significant increase in the number of applications in the last several years, without additional resources to manage the intake and processing of the applications. The new system will help streamline processes and will create additional efficiencies. In addition to the existing costs to process an application (admissions staff, technology, IT support, communication), supporting an enterprise-wide platform with equitable support throughout the WSU system will require additional



resources. Increasing the application fee offers the opportunity to fully support the new system and move WSU towards the One WSU mission.

- **Lowering barriers for students** – The new application will provide students the opportunity to submit their application to their campus of choice, and to select a secondary campus if the student is considering more than one campus. Other systems similar to WSU typically charge an application fee for each campus to which the student applies. WSU will allow students to submit required documentation via instant upload into the WSU hosted application, potentially saving students' time and money. WSU will maintain its commitment to our access mission by ensuring that students demonstrating need are granted an application fee waiver. And, as noted previously, the need-based fee waiver program will remain in place so those applicants will not be affected.
- **We desire to continue to enhance WSU system-wide collaboration and efficiency, promoting success across all WSU campuses** – By increasing the application fee, WSU will be able to better support the new system and develop business process that not only benefit the student, but help to ensure that students are receiving communication, support, and information that equips them to consider the WSU campus that is their best fit. WSU lacks resources to provide adequate development and execution of specific needs of each campus partner. Increasing the fee will contribute to the staffing costs of system-wide technology support related to the CRM and application for admission. Many departments/campuses have supplemental applications and require additional supporting documents or interviews for admission into specific programs (i.e. nursing, nutrition exercise physiology). This type of support will help these programs recruit students and streamline admission processes between campuses. In addition, a system-wide CRM trainer will help develop consistent best-practices for use of the system to recruit students to WSU to meet enrollment goals and that aligns with the WSU mission and vision. A system-wide campaign manager who works closely with university marketing, the CRM project manager, and enrollment and marketing staff at each campus will ensure that communication campaigns for the system and each campus are coordinated, branded, and executed to the standards of WUS's brand, mission, and vision. The Campaign manager will provide additional needed support and resources to build out segmented, targeted communication strategies for the system, each campus and academic programs.

### ***Summary***

The application for admission fee has not been raised in decades at Washington State University, while the costs associated with recruitment, admissions, and supporting systems have increased significantly due to the growing number of applicants, the need to improve technology, and the staffing required to adequately serve our students. Raising the application fee to \$70.00 places WSU in-line with competitor institutions both in Washington and out-of-state. Students with financial need would not be impacted by the increase, because fee-waivers for students demonstrating need would continue to be granted. Increasing the fee will provide the resources necessary to implement best-practices in communication and recruiting campaign management, and admissions, recruitment and systems training across the WSU system. Further, the fee increase will contribute to the One WSU mission by aligning our campuses with the resources, support, and training needed to implement a system approach to recruitment, and enrollment at WSU.

## **ACTION ITEM #10**

### **WSU Pullman, Undergraduate Technology Fee Committee Allocations for Academic Year 2020-2021 (Stacy Pearson)**

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Pullman Student Technology Fee Committee Allocations for Academic Year 2020-2021.

**PROPOSED:** That the Board of Regents approve the Academic Year 2020-2021 allocations as recommended by the Pullman Student Technology Fee Committee.

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

**SUPPORTING  
INFORMATION:** During the 2015 Spring Semester, the ASWSU-Pullman Senate approved a \$20/semester student technology fee for undergraduate students, effective beginning with the 2015 Fall Semester. This fee is authorized by RCW 28B.15.051, which states that the revenue generated by the technology fee "shall be used exclusively for technology resources for general student use".

The Pullman Student Technology Fee Committee has recommended the following allocations:

**ATTACHMENT:** Attachment A: WSU Pullman Technology Fee Supporting Documents

PROJECT SPONSOR	REQUEST TITLE	REQUEST AMT	APPROVED AMT
Air Force ROTC	WiFi Installation	\$10,113	\$10,113
Center for Civic Engagement	CCE Software	\$15,000	\$15,000
College of Arts and Sciences	Tech for Data / Student Ambassadors Program	\$10,187	\$6,112
College of Arts and Sciences	Physics Active Learning Classroom	\$26,500	\$20,550
College of Arts and Sciences	Biol 106 Lab Room Tech Upgrade	\$67,316	\$67,316
College of Arts and Sciences	Kimbrough Modernization PH II	\$14,361	\$14,362
College of Education	Smith Gym and Phy Ed Bldg WiFi	\$82,607	\$82,607
College of Education	Education Addition Security Cameras	\$23,505	\$0
Cougar Prints	Student Printing Plan	\$270,000	\$180,000
CUB	CUB Senate Room Tech Upgrades	\$10,800	\$1,200
CVM	Advanced Bioinformatics Infrastructure	\$23,565	\$23,565
CVM	Todd Hall "Catchbox" Microphones for Interactive Learning	\$1,050	\$0
Office of Academic Engagement	Commons Bldg 3rd Floor	\$7,835	\$7,835
VCEA	The Fiz Makerspace Modernization	\$17,277	\$17,277
VCEA	EME Mechatronics Computer Lab	\$31,800	\$31,800
VCEA	Wegner Hall Wireless	\$60,435	\$0
WSU Esports / Chinook	Expansion of Chinook Esports	\$191,369	\$191,369
WSU Libraries	WSU Libraries Public Computers	\$60,745	\$60,745
	<b>TOTAL</b>	<b>\$914,352</b>	<b>\$729,851</b>

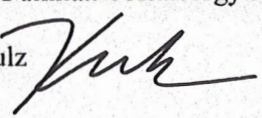
ATTACHMENT:      WSU Pullman Undergraduate Student Technology Fee Allocation Support Documents



Office of the President

**MEMORANDUM**

TO: Matthew Winchell  
Chair, WSU Pullman Technology Fee Committee

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Pullman Student Technology Fee Recommendations for FY 2021

I have reviewed and support the WSU Pullman Student Technology Fee FY 2021 budget allocation recommendations, as approved by the ASWSU-Pullman Senate March 11, 2020.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office

P U L L M A N • S P O K A N E • T R I - C I T I E S • V A N C O U V E R

PO Box 641048, Pullman, WA 99164-1048  
509-335-6666 • Fax: 509-335-0137



**MEMORANDUM**

TO: Kirk Schulz, President

FROM: Matthew Winchell *Robert M. Winchell*  
Chair, WSU Pullman Technology Fee Committee

Date: March 17, 2020

Subject: Student Technology Fee – Fiscal Year 2021 Recommendations

The ASWSU-Pullman Senate met on March 11, 2020 to review the allocation recommendations for academic year 2020-2021 from the Student Technology Fee Committee. The recommendations were approved by a unanimous vote of 9-0-0.

We request your support of the following allocation recommendations and submittal to the Board of Regents for approval at the May 2020 meeting.

PROJECT SPONSOR	REQUEST TITLE	REQUEST AMT	APPROVED AMT
Air Force ROTC	WiFi Installation	\$10,113	\$10,113
Center for Civic Engagement	CCE Software	\$15,000	\$15,000
College of Arts and Sciences	Tech for Data / Student Ambassadors Program	\$10,187	\$6,112
College of Arts and Sciences	Physics Active Learning Classroom	\$26,500	\$20,550
College of Arts and Sciences	Biol 106 Lab Room Tech Upgrade	\$67,316	\$67,316
College of Arts and Sciences	Kimbrough Modernization PH II	\$14,361	\$14,362
College of Education	Smith Gym and Phy Ed Bldg WiFi	\$82,607	\$82,607
College of Education	Education Addition Security Cameras	\$23,505	\$0
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CVM	Advanced Bioinformatics Infrastructure	\$23,565	\$23,565
CVM	Todd Hall "Catchbox" Microphones for Interactive Learning	\$1,050	\$0
Office of Academic Engagement	Commons Bldg 3rd Floor	\$7,835	\$7,835
VCEA	The Fiz Makerspace Modernization	\$17,277	\$17,277
VCEA	EME Mechatronics Computer Lab	\$31,800	\$31,800
VCEA	Wegner Hall Wireless	\$60,435	\$0
WSU Esports / Chinook	Expansion of Chinook Esports	\$191,369	\$191,369
WSU Libraries	WSU Libraries Public Computers	\$60,745	\$60,745
	<b>TOTAL</b>	<b>\$914,352</b>	<b>\$729,851</b>

## ACTION ITEM #11

### WSU Vancouver, Technology Fee Committee Allocations for Academic Year 2020-2021 (Netzhammer/Pearson)

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Vancouver Technology Fee Committee Allocations for Academic Year 2020-2021.

**PROPOSED:** That the Washington State University Board of Regents approve the Academic Year 2020-2021 allocations as recommended by the Vancouver Student Technology Fee Committee.

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

**SUPPORTING INFORMATION:** During the 2017 Spring Semester, the ASWSU-Vancouver Senate approved a \$20/semester student technology fee for undergraduate and graduate students effective beginning with the Fall Semester 2017. This fee is authorized by RCW 28B.15.051, which states that 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 the following allocations:

Project	Allocation
Student Printing Credit	\$12,334
Student Loaner Laptop Program	\$2,940
WiFi Improvement/Expansion	\$9,055
Outdoor VMMC Electronic Reader Board	\$31,226
Pilot Virtual Student Computing Programs	\$28,708
Total Allocation	\$84,263


**ATTACHMENT:** Attachment A: Student Technology Fee Allocation Support Documents



Office of the  
President

**MEMORANDUM**

TO: Mel Netzhammer,  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz   
President

Date: April 6, 2020

Subject: WSU Vancouver Student Technology Fee Recommendations for FY 2021

I have reviewed and support the WSU Vancouver Student Technology Fee FY 2021 budget allocation recommendations, as approved by the ASWSU-Vancouver Senate March 23, 2020.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2020 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office

MEMORANDUM

TO: Kirk Schulz  
President, Washington State University

FROM: Mel Netzhammer, Chancellor



DATE: April 2, 2020

SUBJECT: Vancouver Student Technology Fee Committee Recommendation

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I have reviewed and support the Vancouver Student Technology Fee Committee FY2021 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 2020 meeting.

The Vancouver Student Technology Fee Committee has recommended to allocate \$84,263 including:

- \$12,334 to continue support for the student printing credit
- \$2,940 towards additional resources for the student loaner laptops program (i.e. additional laptops)
- \$9,055 to increase expansion and improvements of Wi-Fi on campus
- \$31,226 to update the outdoor VMMC Electronic Reader Board display
- \$28,708 towards the pilot virtual student computing program through Apporto, which consists of 30 concurrent licenses for a year with additional marketing/advertising support.





# STUDENT GOVERNMENT

**TO:** Mel Netzhammer, WSU Vancouver Chancellor

**FROM:** Davina Cepeda, ASWSUV President

**DATE:** March 30, 2020

**SUBJECT:** Student Technology Fee Allocations – FY21

The ASWSU Vancouver Senate met on March 23, 2020, to review the allocation recommendations for FY21 from the Student Technology Fee Committee. The recommendations were approved unanimously, by a vote of 9-0.

Per the discussions of the Technology Fee Committee, the Senate has approved recommendations to allocate **\$84,263** including:

- \$12,334 to continue support for the student printing credit
- \$2,940 towards additional resources for the student loaner laptops program (i.e. additional laptops)
- \$9,055 to increase expansion and improvements of Wi-Fi on campus
- \$31,226 to update the outdoor VMMC Electronic Reader Board display
- \$28,708 towards the pilot virtual student computing program through Apporto, which consists of 30 concurrent licenses for a year with additional marketing/advertising support.

Considering the limited amount of funding that the Student Technology Fee Committee has to allocate, they ask for institutional support from WSU Vancouver IT, the WSU Vancouver Library, and other departments at WSU towards the successful use of these funds on behalf of WSU Vancouver students.

We request your support of the allocation recommendations and submittal to the Board of Regents for approval at the May 2020 meeting.

cc: Rebecca Daniel  
Jonathan Abbott  
Domanic Thomas  
Michael Stamper  
David Hill

---

Davina Cepeda  
ASWSUV President

---

Micah Black  
ASWSUV Senator

## **ACTION ITEM #12**

### **FY2021 Athletics Budget Approval** **(Pat Chun/Stacy Pearson)**

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** FY2021 Athletics Budget Approval

**PROPOSED:** That the Washington State University Board of Regents approve the FY2021 Athletics Budget in accordance with SSB6493.

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

**SUPPORTING  
INFORMATION:**

Washington State University has implemented a fiscal recovery plan for WSU Athletics to achieve an operating breakeven position by FY2023. This plan also ensures that WSU is fully compliant with [RCW 28B.15.120](#) (Board of trustees or regents annual budget requirements), which requires certain actions of state college and university boards related to the budgets of intercollegiate athletics programs.

The statute requires that the WSU Board of Regents specifically approve, in an open public meeting, the Athletics Operating Budget in advance of any expenditure for that fiscal year.

The FY21 Athletics budget set forth in Attachment A represents our best current estimates in a period of great uncertainty and is consistent with the recovery timelines previously established in the fiscal recovery plan noted above. This attachment also provides an update to the FY2020 budget that shows an improvement over the May 2020 projections.

Many significant factors that will likely impact this budget will not be known until later in the summer. As we continue to move through the different recovery phases in Whitman County, our projections will be adjusted and any negative impacts to the bottom line of the recovery plan will be addressed and reported at the September Regents meeting. Our intention is to respond appropriately to maintain compliance with the recovery plan.

**ATTACHMENTS:** Attachment A: Athletics Annual Operating Budgets including actual results for FY2019, projections for FY2020 and budgets for FY2021-2024

Attachment B: FY2020 Estimated Fiscal Year End Transfers to  
Cover the Athletics Accumulated Deficit

								Attachment A
<b>Washington State University Athletics Budget</b>								
	<b>Actual FY19</b>	<b>Orig Budget* FY20</b>	<b>May BOR FY20</b>	<b>June BOR FY20</b>	<b>Budget FY21</b>	<b>Budget FY22</b>	<b>Budget FY23</b>	<b>Budget FY24</b>
<b>REVENUES:</b>								
Ticket Sales	9.5	8.6	8.6	8.6	8.7	10.6	11.6	11.2
Contributions/Endowments	10.1	11.4	11.2	10.8	11.9	12.2	13.0	12.5
NCAA/Pac-12	34.2	35.5	33.0	34.6	38.0	39.3	41.2	43.0
Royalties/Advert/Sponsor	4.6	3.2	3.2	3.2	3.3	3.4	4.8	5.2
Waivers/Student Fees	5.2	5.2	5.2	5.2	4.8	5.2	5.2	5.2
Other Revenue***	5.8	8.2	9.1	9.1	5.3	8.9	9.4	9.6
<b>Total Revenue</b>	69.4	72.1	70.2	71.5	72.0	79.6	85.1	86.5
<b>EXPENSES:</b>								
Compensation	27.7	29.2	29.4	29.4	28.7	29.1	30.0	30.6
Scholarships	11.0	11.0	11.0	11.0	11.4	11.5	11.7	12.0
Sport Programs**	11.4	13.0	11.9	11.9	12.2	13.0	13.4	13.5
Marketing/Fund Raising	1.8	2.4	2.4	2.4	2.0	2.5	2.6	2.6
Debt Payments	9.2	9.6	9.6	9.6	10.0	10.0	10.0	10.0
Direct Admin/Dues	4.7	4.4	4.4	4.3	4.7	4.7	4.9	5.1
Other Expense***	10.3	11.9	12.7	12.8	8.1	12.0	10.7	10.9
<b>Total Expenses</b>	76.3	81.4	81.5	81.5	77.0	82.8	83.3	84.7
<b>Net Income from Operations</b>	(6.8)	(9.3)	(11.2)	(10.0)	(5.0)	(3.2)	1.9	1.8
<b>Capitalized Expenses</b>	0.7	6.7	6.7	6.7	0.7	0.3	-	-
<b>Net Income after Capitalized Expenses</b>	(7.6)	(16.0)	(17.9)	(16.7)	(5.7)	(3.5)	1.9	1.8
<b>Accumulated Deficit</b>	(76.8)	(92.8)	(94.8)	(93.5)	(99.3)	(102.7)	(100.9)	(99.0)
*Original Budget approved at June 2019 BOR Retreat								
**Sport Programs includes team travel, game expenses, recruiting, equipment, meals, spirit, medical								
<b>***Other Revenue &amp; Other Expense:</b>								
<b>Includes several items which are budgeted to offset each other</b>								
Revenue and Expenses for Bowl Games								
Revenue and Expenses for Sport Camps								
Institutional support and expense for the operation of the Compliance Office								
In-kind revenue and expenses								
<b>Significant other revenues and expenses include:</b>								
Revenue: concessions, game guarantees, game day parking, facility fees from admissions, and allocations from campus pouring rights								
Expenses: academics, game guarantees, severance, ticketing partner commission, concession expenses, Workday assessment, all other goods & services								

Attachment B

**Washington State University  
Athletics Transfers at FY2020 Year End**

Projected Cumulative Athletics Deficit (93.5)

**Projected Cash Transfer (based on April 30, 2020 cash balances)**

Transfers to offset deficit as of June 30, 2020

Housing and Dining (63.3)

Parking and Transportation (6.3)

Misc. Auxiliaries and Self-Sustaining Activities (10.0)

Internal Service Funds (5.6)

General Construction Funds (3.3)

Real Estate Management (5.0)

Total (93.5)

**ACTION ITEM #13**  
**Sale of Real Property**  
**Bonney Lake, WA 74.74 Acres**  
**(Stacy Pearson/Ryan Goodell)**

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Sale of Real Property located in Bonney Lake, WA

PROPOSED: That the WSU Board of Regents authorize the sale of two (2) parcels of vacant land in Bonney Lake, Washington totaling 74.74 acres, identified as Pierce County Parcel Nos. 0519031027 and 0519034037 (collectively, the "Property"), to Tarragon, L.L.C., a Washington limited liability company, and delegate authority to the President or his designee to enter into any and all documents necessary to complete this sale.

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

SUPPORTING INFORMATION: In 1941, Weyerhaeuser (WY) deeded 150 acres of property in Bonney Lake to the University (State College of Washington at that time) for use as a research and demonstration forest. The Deed from WY contains a reversionary clause that requires the entire property to revert to WH if the property is not used for these purposes. On or about 2004, the University stopped using the property as a demonstration forest and for its 4-H program, and the reversionary clause in the Deed was rediscovered. In 2009, and in lieu of WY enforcing its reversionary interest in the property, the University and WY entered into a development agreement pursuant to which WY (and its related entities) assumed a project management and construction management role to pursue entitlements for the property, to sell portions of the property to developers, and to potentially develop the property. Under this agreement, WY is entitled to a preferred return on the capital that it spends to seek the entitlements, a project management fee and a construction administration fee, and the remainder of the net proceeds from the sale(s) of the property are to be split on a 50/50 basis with the University.

In 2009, the Board of Regents approved the above development agreement between the University and WY, as well as the sale of the property (at this time, the property was still 150 acres in total). A copy of the Board of Regents Resolution #090508-359 is provided in Attachment "A". Later in 2009, the University and the City of Bonney Lake entered into a development agreement wherein the westerly 37 acres of the 150-acre property was designated for commercial development, 40 acres was designated as a "Central Park" and was donated to the City, and the remaining 74+/- acres was designated high density residential development. The 74-acre, residential portion of the total property is referred to herein as the "Property" and is the subject of this Action Item. An illustration of the Property is provided in Attachment "B".

In 2011, the University sold approximately five of the westerly 37 acres to a commercial developer who developed a medical office building on the property. The remaining 32 acres was then sold to another commercial developer in 2016, which was developed into a Costco and other commercial buildings, as you will see in Attachment "B". The 40-acre "Central Park" is located in between these commercial developments and the Property.

In May 2020, the University executed a Letter of Intent with Tarragon, L.L.C., and/or assigns ("Tarragon") to sell the Property (i.e., the remaining 74.74 residential acres) to Tarragon for \$5,300,000. The Purchase and Sale Agreement is now being negotiated and will likely be executed by the end of June. Pursuant to the 2009 development agreement between the University and WY, WY is entitled to a preferred return on the capital that it has spent to seek the entitlements on the Property, as well as a project management fee and a construction administration fee for the time period between the 2016 sale through the date of this sale. The remainder of the net proceeds from the sale of the Property to Tarragon will then be split on 50/50 basis between the University and WY. The University will receive approximately \$2,300,000+/- from the sale of the Property.

The Property is assigned to Finance and Administration and the proceeds from the sale will be deposited into the Real Estate and Business Operations account.

Attachment A: Board of Regents Resolution #090508-359  
Attachment B: Illustration of Property

Attachment "A"

**BOARD OF REGENTS**

Washington State University (WSU) and Weyerhaeuser Real Estate  
Development Company (WREDCO) Agreement

**Resolution #090508-359**

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

RESOLVED: That the Board of Regents approve the development and sale agreement between Weyerhaeuser Real Estate Development Company (WREDCO) and Washington State University (WSU) for property in Bonney Lake, WA, and authorize the President or his designee(s) to make such future changes in the agreement as may be necessary to accomplish the development and sale of the property.

Dated this 8<sup>th</sup> day of May, 2009.

  
Chair of the Board of Regents

  
Secretary to the Board of Regents



## Attachment "B"

### Illustration of Property



WSU Property

# BOARD OF REGENTS

Sale of Real Property (74.74 Acres) located in Bonney Lake, WA

## Resolution #200626-627

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 two (2) parcels of vacant land in Bonney Lake, Washington totaling approximately 74.74 acres, identified as Pierce County Parcel Nos. 0519031027 and 0519034037 (collectively, the "Property"), to Tarragon, L.L.C., a Washington limited liability company and/or assigns, and delegate authority to the President or his designee to enter into any and all documents necessary to complete this sale.

Dated this 26th day of June 2020.

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Chair, Board of Regents

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Secretary, Board of Regents

## ACTION ITEM #14

### Facility Name Recommendation Rename WSU Vancouver "Entrance Road" to "NE Sam Smith Drive" (Mel Netzhammer/Stacy Pearson)

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Facility Name Recommendation, rename WSU Vancouver "Entrance Road" to "NE Sam Smith Drive"

PROPOSED: That the Board of Regents approve the recommendation to rename the WSU Vancouver "Entrance Road" to "NE Sam Smith Drive".

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

SUPPORTING INFORMATION: WSU Vancouver is requesting to rename "Entrance Road" to "NE Sam Smith Drive."

Sam Smith was president of Washington State University in 1989 when the legislature approved the creation of the Vancouver campus. His leadership resulted in a historic moment for Washington State University. Beyond the creation of the "branch" campuses, WSU made great advances in Extension, and President Smith laid the foundation for what would eventually become the Global Campus. He remained engaged with the campus long after his tenure as WSU president.

In support of the request, attached you will find:

- A memorandum from Chancellor Netzhammer giving the particulars of the naming request that includes rationale for the naming and supporting information about President Emeritus, Samuel H. Smith  
(also see <https://president.wsu.edu/smith/>)
- Letters of support from Regent Mike Worthy, Director of Government Relations Chris Mulick, Faculty Alum Gay Selby, and Vice Chancellor Lynn Valenter
- WSU Vancouver campus map with road to be renamed in crimson

Attachment B: President Schulz approval of request



Office of the

Chancellor

TO: Stacy Pearson  
Naming Committee Chair

FROM: Mel Netzhammer  
Chancellor  
WSU Vancouver

DATE: May 8, 2020

SUBJECT: Overview of Proposal to Name "Sam Smith Drive"

As you know, WSU Vancouver is requesting to name the entrance road to campus "Sam Smith Drive." We are submitting the following package of materials, in accordance with EP-9, for review by the WSU Naming Committee.

*EP-9, Section 4.1* All facility naming requests should be directed to the Chair of the University Facilities Names Committee and include the following:

1. A memorandum giving the particulars of the naming request that includes rationale for the naming, referring to relevant criteria in [3.0](#) above; **(memo from Chancellor)**
2. Supporting information about the individual, group of individuals, or organization for which the facility is to be named; **(memo from Chancellor and other supporting documents; also see <https://president.wsu.edu/smith/>)**
3. At least two letters of support for this request from faculty, staff, students, or alumni as appropriate, and one letter from the administrator of the unit to be renamed; **(letters from Mike Worthy, Chris Mulick and Gay Selby; and unit head Lynn Valenter)**
4. A letter of approval from the area administrator (Dean or Vice President for WSU Pullman, Chancellor for urban campuses); and **(memo from Chancellor)**
5. Any other information that may be relevant to the potential implementation of the request. **(campus map with road to be named in crimson)**

Sincerely,

A handwritten signature in black ink, appearing to read 'Emile C. Netzhammer, III'.

Emile C. Netzhammer, III  
Chancellor

TO: Stacy Pearson  
Naming Committee Chair

FROM: Mel Netzhammer  
Chancellor  
WSU Vancouver

DATE: May 8, 2020

SUBJECT: Proposal to Name "Sam Smith Drive"

In accordance with Executive Policy 9, I am approving and endorsing the recommendation to rename the "Loop Road" (aka Entrance Road) at WSU Vancouver "Sam Smith Drive."

Under the criteria articulated in EP-9, the candidate must have had a "substantial impact upon the University as member(s) of its faculty, staff, administration, or governing board...." Sam Smith was president of Washington State University in 1989 when the legislature approved the creation of the Vancouver campus. His leadership resulted in a historic moment for Washington State University. Beyond the creation of the "branch" campuses, WSU made great advances in Extension, and President Smith laid the foundation for what would eventually become the Global Campus. He remained engaged with the campus long after his tenure as WSU president.

Besides his fundamental role in creating this campus, Sam Smith was a national leader in higher education during his time as president and long after. My recent conversations with him focused on higher education policy, serving adult learners, and program development. He continued to serve WSU students by being a fierce advocate and fundraiser for Washington State Opportunity Scholarships.

On a personal level, President Smith maintained a deep awareness of developments at WSU Vancouver. Each time I spoke with him I was given a report card on my leadership, always delivered with the kindest and most helpful tone. Prior to his move East, he provided insightful counsel and was a fountain of knowledge on the history of WSU Vancouver.

I believe it is fitting to name the primary thoroughfare that winds its way through campus after President Sam Smith, particularly during our 30<sup>th</sup> Anniversary year. This recognition on our campus is long overdue and would be an eloquent way to end this milestone year.

Sincerely,



Emile C. Netzhammer, III  
Chancellor

May 8, 2020

Naming Committee:

I write this letter in support of naming the Washington State University Vancouver Campus Entrance Road Sam Smith Drive.

Sam Smith is the past president of Washington State University. He was a strong advocate for the founding of the “branch” campuses, as they were originally envisioned, of WSU. He was personally engaged with charging the site selection committee and appointing the members, embracing their work. He is very proud of how the campus was originally envisioned and how it has grown and matured. He served as WSU President for 15 years.

His impact on WSU was and is profound, but it does not stop there. He was a founding trustee of Western Governor’s University and received an honorary doctoral degree in 2011, one of four he has now been granted. He was chair of the Executive Committee of the NCAA, he was a founding member and director of the College Success Foundation (providing scholarships to low-income students) and a director of NASULGC (now APLU), serving on the Kellogg Commission during that time.

The naming of the campus entrance road in his honor aligns his role in founding the branch campuses as well as his “leading the way” to establishing WSU Vancouver in the current location. There is no current signage denoting the name, in fact, it may have been inadvertently “named” by common usage from mapping and other software applications. Sam Smith Drive would have signs installed, consistent with campus design standards (rather than county sign standards), reflecting the honorary nature of the road name.

Dr. Smith has remained engaged in WSU’s philanthropic work. He is credited with WSU’s first comprehensive fundraising campaign, exceeding the \$250M target. He and his wife have been strong supporters of the WSU Museum of Art. This honor provides recognition of his impact to WSU, WSU Vancouver and our state, while not precluding future philanthropic support for other buildings and areas on campus.

Thank you for your thoughtful consideration.

Lynn Valenter  
Vice Chancellor for Finance and Operations





May 11, 2020

Mel Netzhammer  
Chancellor  
Washington State University Vancouver  
14204 NE Salmon Creek Ave  
Vancouver, WA 98686-9600

Dear Chancellor Netzhammer:

It is my pleasure to endorse the naming of the entrance roadway to the WSU Vancouver campus "Sam Smith Drive". In my view, that acknowledgement of President Smith's significant efforts in promoting our Vancouver Campus is totally appropriate. While WSU locations outside Pullman had long been contemplated by the University's leadership, Sam's efforts in skillfully leading the complicated politics and range of other challenges, set in motion what has become an extraordinary community asset in Southwest Washington. Most importantly, Sam's dedication to WSU's Land Grant mission with respect to "access", was a key element in achieving significantly higher baccalaureate rates in Southwest Washington.

It was my good fortune to work closely with Sam during his tenure as WSU President and in the years that followed. I was honored to serve as President of the WSU Alumni Association and later as a WSU Foundation Trustee while Sam was President. I was present for the groundbreaking for the Dengerink Administration building that activated what has become the world class physical plant and extraordinary setting that is WSU Vancouver. After his Presidency, Sam recommended my appointment to the Washington State Higher Education Coordinating Board where we served together for 2 years, further evidencing Sam's commitment to higher education in our State.

In celebration of WSU Vancouver's 30<sup>th</sup> Anniversary, it is absolutely appropriate to acknowledge Sam's leadership by the renaming of the primary access to the Vancouver campus to "Sam Smith Drive".

Best Regards, and GO COUGS !

A handwritten signature in blue ink, appearing to read "Michael C. Worthy", with a long, sweeping underline that extends to the right.

Michael C. Worthy  
President & CEO



May 6, 2020

Mel Netzhammer, Chancellor  
Washington State University Vancouver  
14204 NE Salmon Creek Avenue  
Vancouver, WA 98686

Dear Dr. Netzhammer:

RE: Naming the Entrance Road to Washington State University  
Vancouver Campus: Sam Smith Drive

"A leader is one who sees more than others see, who sees farther than others see,  
and who sees before others see." –Leroy Eimes

Sam Smith was such a leader for Washington State University.

When Sam Smith began his 15-year tenure as President of Washington State University, he established four goals, the first of which was to expand the land-grant reach of the university to three branch campuses. Southwest Washington was one of those areas—in fact, it was the most underserved area of Washington State for higher education opportunities.

With Sam's leadership, committed WSU alumni, local and regional leaders, and strong legislative leadership from the SW Washington delegation, his dream of a branch campus system for Washington State University became a reality.

During this time, I was Superintendent of the Kelso School District and president of the Kelso Chamber of Commerce. As a WSU alum (EDD '80) and concerned about higher educational opportunities for graduates of the Kelso School District, I took a very active role in advocacy for a branch campus in SW Washington. To my great surprise, Dr. Smith asked me to serve as a member of the site recommendation committee for the southwest Washington branch campus. Thus began, not a six-month process (as outlined by Sam) but an eighteen-month plus process that took committee members on visitations to each of the more than a dozen proposed sites under consideration. The Salmon Creek site was one of the last ones we visited. To a person, we knew we had found the perfect site for the new Washington State University campus in SW Washington.

I believe Sam Smith to be "the father of the branch campus system in Washington State." He brought his knowledge of such from Penn State and molded it to fit the State of

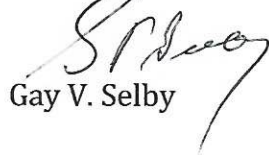
Washington and Washington State University. His vision and know-how opened the door of higher education to hundreds, and eventually thousands, of Washington citizens.

I am completely supportive of naming the campus entrance road to the campus of Washington State University Vancouver in honor of Sam Smith. This is the road that students will travel as they pursue their dreams—as well as Sam Smith's dreams for them. As we celebrate the 30<sup>th</sup> Anniversary of the WSU Vancouver campus, I can think of no better way to remember the road we have traveled these 30 years. The following quote says it best:

"Wisdom is knowing what to do next, skill is knowing how to do it, and virtue is doing it." –David Star Jordan

Thank you for the opportunity to add my support in honoring Sam by naming the entrance road to WSU Vancouver "Sam Smith Drive."

Sincerely,

A handwritten signature in dark ink, appearing to read "Selby", with a long, sweeping horizontal stroke extending to the right.

Gay V. Selby

**TO:** Mel Netzhammer, Chancellor, Washington State University Vancouver

**FROM:** Chris Mulick, Director of State Relations, Washington State University

**DATE:** May 6, 2020

**SUBJECT:** Proposal to rename "Entrance Road" to "Sam Smith Drive"

---

Chancellor Netzhammer,

I'm writing to offer my unambiguous support of the proposal to rename Entrance Road on the Washington State University Vancouver campus to "Sam Smith Drive." This honor is befitting of a leader whose historic contributions to educational attainment in Washington continue to grow in exponential fashion.

Often thought to be the father of the branch campus system, it is to President Smith's great credit that the term "branch" has now been removed from state statute to reflect the mature nature of WSU campuses established in Spokane, the Tri-Cities and Vancouver and University of Washington campuses in Bothell and Tacoma that were simultaneously advanced by a coalition he built.

Today, those five campuses enroll well in excess of 18,000, many being place-bound, first generation college students from under privileged backgrounds. Their ranks continue to grow.

In a state that has for decades struggled with robust employer demand for graduates but a depressed college-going culture, the impact on educational attainment has been profound. WSU Vancouver has perhaps best exemplified that. Since inception, the attainment rate of four-year degrees in Southwest Washington has risen from just shy of 17 percent to almost 30 percent today, a stunning achievement in a county that has seen dramatic growth.

By articulating the value proposition WSU brings to the state from border to border, the success of these WSU campuses has made subsequent achievements possible. WSU Everett could never have come into being without them, nor could the establishment of a College of Medicine based on a health sciences campus in Spokane. WSU's distance education efforts nurtured by President Smith have grown to a Global Campus that is the gold standard for online education in Washington today.

In the brilliant tradition of WSU's greatest leaders, President Smith enjoyed longevity at the university. Just its 8<sup>th</sup> president, it would be 15 years before we'd see the 9<sup>th</sup>. By then, his signature would adorn the diplomas of an astonishing four of every 10 graduates in the university's history.

Mine is among them. I met President Smith as a student reporter turned editor of the Daily Evergreen in the mid-1990s. And while we would casually see each other at meetings I had no reason to expect he'd remember me following graduation. But he did remember – me and so many other students he took the time to know. The quiet moments we spent in his office over the past 10 years reciting university history and telling tales of legislative victories and challenges old and new will always be cherished.

Having grown up working the lettuce fields of the rural West, President Smith – steeped in the rich traditions of the land grant college – was himself among the sons and daughters of toil Congressman Justin Morrill spoke of in 1862. He wasn't just our leader, he was one of us. In 15 years of distinguished service, he helped thousands of us find our home and taught us the WSU way.

Upon the 30<sup>th</sup> anniversary of the establishment of WSU Vancouver, but one laurel upon which his legacy rests, I find the naming of Sam Smith Drive an appropriate tribute.

Sincerely,

A handwritten signature in black ink, appearing to read 'Chris Mulick', with a stylized, cursive script.

Chris Mulick  
Director of State Relations  
Washington State University





WASHINGTON STATE  
UNIVERSITY  
VANCOUVER

SALMON  
CREEK  
AVENUE  
ENTRANCE



50<sup>TH</sup>  
AVENUE  
ENTRANCE

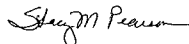
MOUNT ST. HELENS  
CORRIDOR

MOUNT HOOD  
CORRIDOR



MEMORANDUM

TO: Kirk Schulz, President

FROM: Stacy Pearson, CFO and Vice President, Finance & Administration  
Chair, Facilities Names Committee 

DATE: May 20, 2020

SUBJECT: Request to Rename

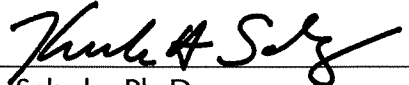
The Facilities Naming Committee recently received a request from Chancellor Netzhammer to rename WSU Vancouver's entrance road (Loop Road) in honor of Sam Smith. WSU Vancouver campus community feel this is a fitting tribute to the president who created the branch campus system and a fitting way to end our 30<sup>th</sup> anniversary celebration

Please see the attached letter of request from Chancellor Netzhammer.

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

6/11/20  
\_\_\_\_\_  
Date

## ACTION ITEM #15

Name the Headhouse at the New Plant Growth Facility at the  
Northwestern Washington Research and Extension Center (NWREC) in  
Honor of Ruth Wylie  
"Ruth Wylie Plant Growth Headhouse"  
(André-Denis Wright/Stacy Pearson)

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Name the Headhouse at the New Plant Growth Facility at the  
Northwestern Washington Research and Extension Center  
(NWREC) in Honor of Ruth Wylie.

**PROPOSED:** That the Board of Regents approve the recommendation to name  
the Headhouse at the New Plant Growth Facility at the  
Northwestern Washington Research and Extension Center  
(NWREC), "Ruth Wylie Plant Growth Headhouse", in Honor of Ruth  
Wylie.

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

**SUPPORTING  
INFORMATION:** Ruth Wylie has a deep relationship supporting WSU and is  
deserving of this naming request. As a longtime and  
well-respected Skagit County Commissioner and County Treasurer  
during her career, Ruth has been a vocal advocate for WSU  
Extension and the efforts of NWREC. Ruth is a 1950 WSU alumna,  
parent and donor and has supported WSU for over 30 years. The  
Wylie family has deep roots with WSU and the Skagit Valley where  
this new building will be located. Many members of the Wylie  
family are WSU alumni, including Ruth's late husband, Jack, her  
children and extended family members. In 2015, the Wylie family  
was recognized as the Skagit Valley Pioneer Family of the year for  
their longtime agricultural involvement and development of the Fir  
Island area dating back to the late 1800's.

In support of the request, attached you will find:

- Letter of approval from CAHNRS Dean, André-Denis Wright
- Letter of support from NWREC Director, Chad Kruger

- ATTACHMENTS: Attachment A: Naming request packet from Shea Saralecos, Assistant Director of Development, CAHNRS  
Attachment B: President Schulz approval of request





Alumni & Development

COLLEGE OF AGRICULTURAL, HUMAN, AND NATURAL RESOURCE SCIENCES

TO: Stacy Pearson, Chair, and WSU Facilities Naming Committee  
cc: George Keegan, Sr. AVP Constituent Development Units  
Jon Thorsen, Sr. AVP Finance and Operations

FROM: Shea Saralecos, Assistant Director of Development, CAHNRS 

RE: Naming of the Headhouse for the new NWREC Plant Growth Facility

DATE: March 2, 2020

With the recent moratorium on the naming committee lifted, we eagerly present a complete nomination packet requesting to name the Headhouse for the new Plant Growth Facility at the Northwestern Washington Research and Extension Center (NWREC) in honor of Ruth Wylie. The name for consideration of this project is the *Ruth Wylie Plant Growth Headhouse*.

Ruth Wylie has a deep relationship supporting WSU and is deserving of this naming request. As a longtime and well-respected Skagit County Commissioner and County Treasurer during her career, Ruth has been a vocal advocate for WSU Extension and the efforts of NWREC. Ruth is a 1950 WSU alumna, parent and donor and has supported WSU for over 30 years. The Wylie family has deep roots with WSU and the Skagit Valley where this new building will be located. Many members of the Wylie family are WSU alumni, including Ruth's late husband, Jack, her children and extended family members. In 2015, the Wylie family was recognized as the Skagit Valley Pioneer Family of the year for their longtime agricultural involvement and development of the Fir Island area dating back to the late 1800's.

The overall project cost has been steeply impacted by the competitive increased costs of construction. When initial discussions started in 2016, the rough order of magnitude estimate for the first phase was \$280,000. With the lag time to move the project through the WSU facilities process and the competitive nature of the construction in the NW Washington region, the total cost of the first phase is now \$771,349 for the 1,800 Gross Square Foot (GSF) Building.

Initially, Skagit County provided a grant to support the project with the incentive to match private donor dollars committed. Thanks to the generous support of Ruth's daughter,

Nancy Kercheval, who would like to name the Headhouse in her mother's honor; her contribution will substantially contribute to the building cost with a gift of \$150,000, which is being matched dollar-for-dollar by Skagit County. Enclosed is a letter from Skagit County confirming their match of this gift. Because of Nancy's commitment and the gift match, the total contribution influenced by her private gift is \$300,000. The additional dollars for project completion have been secured through additional private, county, and university allocations (this is outlined in the enclosed CAHNRS Operations Summary of Project Funding).

The contribution for the space being built and the total influenced dollars strongly supports this naming request. Once the naming committee approves the nomination, the gift will be made through a Donor Advised Fund for this purpose. The details are outlined in the enclosed draft internal gift use agreement.

The Headhouse construction is the first phase to build a new plant growth facility at the Mount Vernon location which is critically needed infrastructure to increase the total research capacity of the center. Mount Vernon R&E is home to one of the oldest plant growth facilities still in use at a WSU Research & Extension Center, having been built post-WWII in 1947 when the original facility was first opened.

Enclosed are all supporting documents for the nomination packet including:

- Letter of approval from CAHNRS Dean, André-Denis Wright
- Letter of support from NWREC Director, Chad Kruger
- Letters of support from Alumni & Friends of Ruth Wylie
- Short Biographies of Ruth Wylie and Nancy Kercheval
- Skagit County letter of support and matching commitment
- WSU Facilities Services Project Charter
- CAHNRS Operations & Information Technology Summary of Funding
- Draft Internal Gift Use Agreement
- Skagit County Economic Development Public Facility Project Grant Applications

Stacy Pearson  
c/o WSU Facilities Naming Committee  
PO Box 99164-1045  
Pullman, WA 99164

March 2, 2020

WSU Naming Facilities Committee,

As the WSU Mount Vernon Headhouse moves toward completion, I am requesting the committee to consider the naming opportunity for the Headhouse in honor of Ruth Wylie, a former student of WSU and mother of Nancy Kercheval. As part of the effort to secure funding for this project, Nancy came forward and would like to honor her mother with naming the Headhouse portion of the new Plant Growth Facility. Because of Nancy's commitment to the project, Skagit County also agreed to match her generous donation toward the building of the facility, making the total impact of her private philanthropy \$300,000 toward the project.

CAHNRS Mount Vernon Northwestern Washington Research and Extension Center (NWREC) is home to several key research programs that actively contribute to the robust academic, research, extension and economic development of our institution and our state. They have some of the oldest plant growth facilities still in use across the WSU system, and have needs beyond the current capacity the existing facility can provide.

This new building will provide areas for research preparation and will house offices as well as lab space for employees. With that in mind, the Faculty and NWREC leadership identified additional greenhouse space as its top priority as a center and have been actively engaging stakeholders and donors in securing funding to construct a new plant growth facility for the past three years. WSU has been successful in receiving the Skagit County Economic Development Public Facility Project Grant and private funds to

make this a reality, and project charter has been approved through WSU Facilities Services as of February 18, 2020.

Without this generous commitment from Nancy Kercheval to honor her mother, Ruth Wylie, this critically needed research facility would not be near reality today. The accompanying documents and letters of support for the naming of the Headhouse demonstrate what an honor it is to have Ruth's commitment to Skagit County, and her longtime affiliation with WSU recognized in this way. As the Dean of the College of Agricultural, Human, and Natural Resource Sciences, I support this naming request and thank the naming committee for the consideration in bestowing this naming honor on the Mount Vernon Headhouse space.


Sincerely,

A handwritten signature in blue ink, reading "André-Denis Wright". The signature is stylized with a large, sweeping flourish at the end.

André-Denis Wright, PhD

Dean, College of Agricultural, Human, and Natural Resource Sciences

TO: Stacy Pearson, Chair, and WSU Facilities Naming Committee

FROM: Chad Kruger, Director, WSU Mount Vernon NWREC 

RE: Naming of the Headhouse for the new NWREC Plant Growth Facility

DATE: February 20, 2020

As Director of the WSU Mount Vernon Northwestern Washington Research & Extension Center, I support the naming of the headhouse of the new WSU NWREC Plant Growth Facility in honor of Ruth Wylie. The name for consideration of this greenhouse is the *Ruth Wylie Plant Growth Headhouse*.

WSU Mount Vernon NWREC was founded by members of the Skagit agricultural community and the partnership between the community and WSU has lasted more than 70 years. The generous farm families of the Skagit Valley have been supporting investments in facilities and research programs for generations. With the changing nature of agricultural research dependent on increasingly high atmospheric quality control for crop experiments, NWREC is in desperate need of expanding plant growth facilities at the REC. Ruth comes from a generational farm family in the Skagit Valley and her daughter, Nancy Kercheval, has made a generous gift in her honor.

I thoroughly endorse this request. Thank you for your consideration. If you need further clarification or support, please feel free to contact me.

October 24, 2018

MEMORANDUM

TO: Chair, WSU Facilities Naming Committee

FROM: Mrs. Toni Hulbert, Mount Vernon Washington


SUBJECT: Naming of the new Headhouse in Mount Vernon, Washington

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I am writing to request the naming of the new Headhouse be named in honor of Ruth Wylie. (WSU class of 1950). Ruth's daughter, Nancy Kercheval (WSU Class of 1979) has made a generous gift to the WSU Research Center in Mount Vernon Washington in honor of Ruth on her 90<sup>th</sup> birthday. Skagit County Economic Development has matched the donation.

The proposed name for the new Headhouse: *Ruth Wylie Plant Growth Headhouse*. This name will honor long time residents, farmers, public servants, Ruth and Jack Wylie. (Jack Wylie passed away in 1999.)

Thank you.



Mrs. Toni Hulbert  
Mount Vernon, Washington

October 26th, 2018

MEMORANDUM

TO: Chair, WSU Facilities Naming Committee

FROM: Mr. Bill Vaux, Mount Vernon Washington

SUBJECT: Naming of the new Headhouse in Mount Vernon, Washington


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I am writing to request the naming of the new Headhouse be named in honor of Ruth Wylie. (WSU class of 1950). Ruth's daughter, Nancy Kercheval (WSU Class of 1979) has made a generous gift to the WSU Research Center in Mount Vernon Washington in honor of Ruth.

Skagit County Economic Development has matched the donation.

The proposed name for the new Headhouse: *Ruth Wylie Plant Growth Headhouse*. This name will honor longtime residents, farmers, public servants, Ruth and Jack Wylie. (Jack Wylie passed away in 1999.)

Thank you.

  
Mr. Bill Vaux  
Mount Vernon, Washington

## Donor & Honoree Biographies

**Ruth Elaine Wylie**, a WSU graduate (1950), was born June 26<sup>th</sup>, 1928 to Skagit County pioneers Harry and Eva Parker. Ruth grew up in Mount Vernon and graduated from Mount Vernon High School. Her career included 12 years at United General Hospital, where she was promoted to Business Manager, until 1979 when she was elected Skagit County Treasurer. After 13 years as Treasurer, Ruth went on to serve as Skagit County's first woman County Commissioner. Ruth has also served on the Board of the Skagit Symphony, St. Paul's Episcopal Church and as volunteer at the Palm Springs Art Museum.

Ruth was married to Jack Wylie. Jack also served many years as Skagit County Commissioner and was a WSU honorary Cougar. Jack's parents homesteaded and farmed on Fir Island from the early 1900's. In 1976, the Wylie family was honored as Skagit County Dairy Family of the Year. The Wylie family was recognized as Pioneer family of the year in 2017. Ruth and Jack were married over 30 years and lived on the Wylie farm on Fir Island. They enjoyed piloting their single engine airplane for many years, as both were accomplished pilots. Jack passed away in 1999.

**Nancy S. Kercheval** received a BS in Agricultural Economics from WSU in 1979 and is a member of Alpha Gamma Delta Sorority. She enjoyed a successful career in the commercial fishing industry in the North Pacific, retiring after her sale of Cascade Fishing Inc. in 2011. Nancy has continued her involvement in the industry via research projects focused on fisheries and marine mammals in the Aleutian Islands and Bering Sea. Recognizing the importance of funding to the success of research, Nancy's gift in her mother's name is intended to support continuing research at the Mount Vernon Northwestern Washington Research Extension Center. Nancy and her husband Hans Sohlstrom have two children - Annika Sohlstrom and Stefan Sohlstrom - and have lived in Lake Oswego, Oregon since 1983.

Nancy's donation to the WSU Research Center in Mount Vernon is in honor of her mother Ruth's milestone 90<sup>th</sup> birthday.





**Skagit County  
Board of Commissioners**

**Ron Wesen**, First District

**Kenneth A. Dahlstedt**, Second District

**Lisa Janicki**, Third District

October 8, 2018

**Re:** WSU Northwest Washington Research and Extension center donation

Dear Nancy,

The Skagit County Board of Commissioners is pleased to acknowledge your contribution toward expanding research capacity at the WSU Northwest Washington Research and Extension Center.

Skagit County will match your generous gift of \$150,000 with a recently awarded Economic Development Public Facilities Project grant, also in the amount of \$150,000, to the WSU Extension. These funds will go toward construction of a new plant growth facility at the WSU Extension's Mount Vernon location.

One of our priorities as County Commissioners is preservation of rural agricultural land, and by extension, preservation of the agricultural producers who depend on that land. WSU's Northwest Washington Research and Extension center is a strong partner in supporting our local farms and leading agricultural innovation. We are excited about the potential a new plant growth facility has for expanding research and helping solve agricultural issues for our Skagit Valley farmers, both today and in the future.

Thank you again for your generous contribution. We look forward to celebrating with you at the completion of the new plant growth facility.

Sincerely,

**BOARD OF COUNTY COMMISSIONERS  
SKAGIT COUNTY, WASHINGTON**

A handwritten signature in blue ink that reads "Kenneth A. Dahlstedt".

Kenneth A. Dahlstedt, Chair

A handwritten signature in blue ink that reads "Lisa Janicki".

Lisa Janicki, Commissioner

A handwritten signature in blue ink that reads "Ron Wesen".

Ron Wesen, Commissioner

## PROJECT CHARTER

### Project Goal Approval

**Project:** Mt Vernon - Install Headhouse

**Project Number:** 9896-2018

**Program Vision:** Construct a new head house to support future greenhouse(s). Head house will include prep and research areas and also include office/lab space for Extension employees.

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**Conceptual Project Budget:** \$775,000

**Building / Project Size:** 1,800 SF

**Estimated Schedule:**

Programming: June 2018 – November 2018

Design: August 2019 – February 2020

Construction: May 2020 – November 2020

Occupancy: December 2020

**Project Committee Members:** The following individuals have been selected to participate in the project design.

1) Chad Kruger, Director, NWREC

2) Dan Gorton, Facility Manager, NWREC

3) Kimi Lucas, Director of Operations, CAHNRS

4) Cynthia Arbour, Project Manager, Facilities Services

**Project Goals:**

- Building shall include lab space, potting area, soil storage racks and other activities to support future greenhouse(s).
- Building shall include new office/research areas with restroom for WSU Extension employees.
- Building will be located near the main entrance of the campus.
- No additional parking will be included.
- The building will be designed for future greenhouse(s) to be attached to the building on the south side.
- 

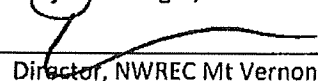
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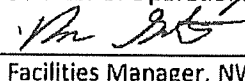
**Approval:** The signatures below indicate approval of the project outline and goals listed above.

**Signatures:**

 2/11/2020  
Project Manager, Facilities Services Date

 2/18/20  
Director of Operations, CAHNRS Date

 2/12/2020  
Director, NWREC Mt Vernon Date

 2/12/2020  
Facilities Manager, NWREC Mt Vernon Date

### Preliminary Design Approval

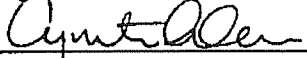

**Project:** Mt Vernon – Install Head House

**Preliminary Budget:** \$708,500

**Building / Project Size:** 1,800 GSF

**Approval:** The signatures below indicate approval of the attached Preliminary Design which may include variations from the Project Goals.

**Signatures:**

 2/11/2020  
Project Manager, Facilities Services Date  
 2/12/2020  
Director, NWREC Mt Vernon Date

Director of Operations, CAHNRS Date  
 2-12-2020  
Facilities Manager, NWREC Mt Vernon Date

### Final Design Approval

**Project:** Mt Vernon – Install Head House

**Construction Budget:** \$772,000

**Schedule:** Bidding: March 2020  
Construction: May 2020 – December 2020

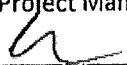
**Building / Project Size:** 1,800 GSF

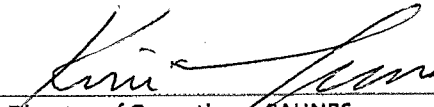

Initials indicates design review comments received (if not required, indicate N/A):

Design Review 1:	Nov. 2019	<u>CA</u>	
	Date	Initials	
Design Review 2:	Feb. 2020	<u>CA</u>	
	Date	Initials	
Design Review 3:			
	Date	Initials	

**Approval:** The signatures below indicate approval of the attached 100% construction documents and schedule for the purposes of bidding the work.

**Signatures:**

Project Manager, Facilities Services Date  
 2/12/2020  
Director, NWREC Mt Vernon Date

 2/18/20  
Director of Operations, CAHNRS Date  
 2/12/2020  
Facilities Manager, NWREC Mt Vernon Date

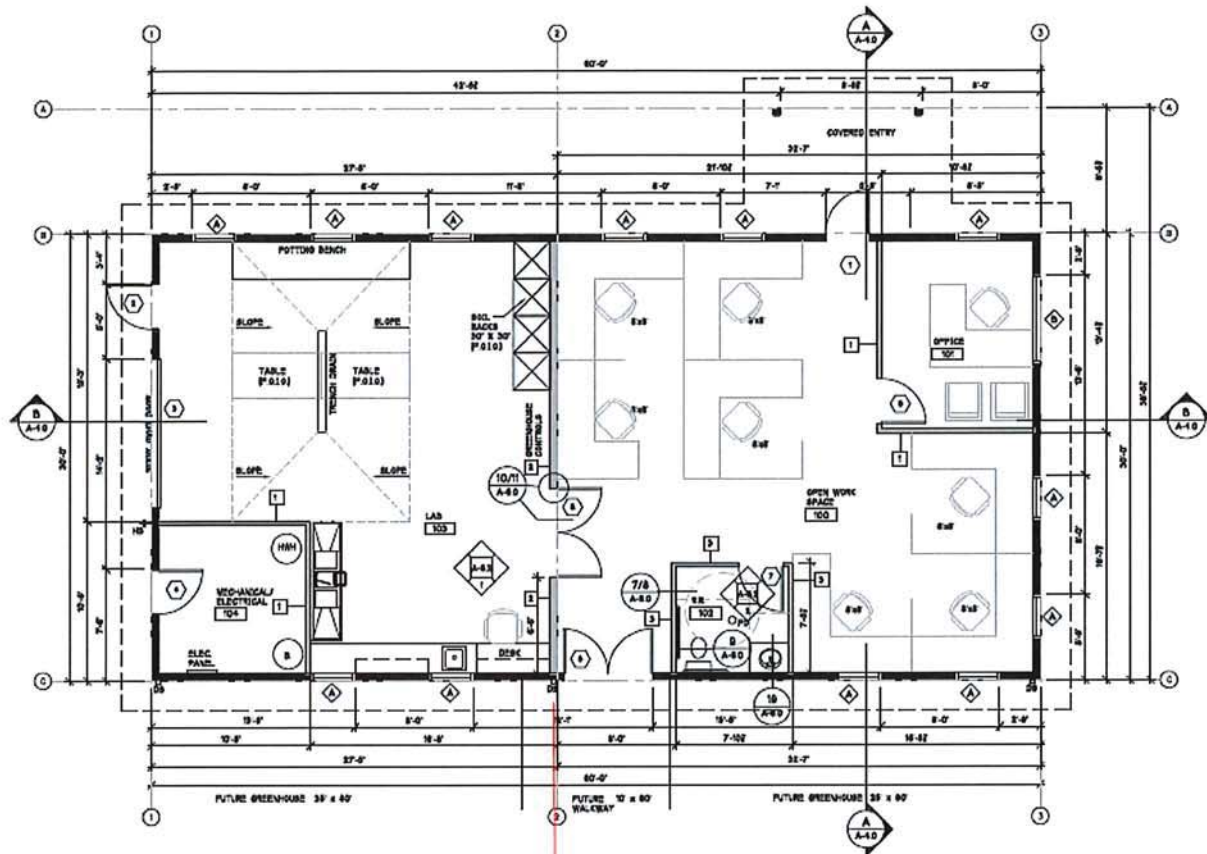


# CAHNRS Operations & Information Technology

WASHINGTON STATE UNIVERSITY

## NWREC Mount Vernon Head House

2/11/2020



### PROJECT COSTS

Professional Services (including design)	\$87,035
Construction Costs	\$627,492
WSU Supervision/Project Admin	\$47,078
Other	\$9,744
<b>Total</b>	<b>\$771,349</b>

### REVENUE

Skagit County Grant	\$500,000
"Naming" Donor (foundation fee accounted for)	\$142,500
NWREC previously transferred funds	\$30,000
NWREC miscellaneous fund sources	\$98,849
<b>Total</b>	<b>\$771,349</b>

### FUNDING NOTES

Grant funds – Chad/Esther/MTV Finance person/Facilities Services Kelly Cornish

Donation - Funding secured by Acct# 2138-9001

NWREC - Transferred to Facilities Services project (multiple accounts)

NWREC - Funds to cover remaining project cost total

- Use 1<sup>st</sup>: \$25,000 #4144-9223
- Use last: up to \$87,799 #2138-9001

Gift Use Agreement  
Ruth Elaine Wylie Headhouse Naming

Establishment of Fund

The Washington State University Foundation (WSU Foundation) is pleased to establish the "Ruth Elaine Wylie Headhouse Naming" ("Fund") to be administered in the , account number 3416-8640.

WSU Affiliation

Ruth Elaine Wylie, a WSU graduate (1950), was born June 26th, 1928 to Skagit County pioneers Harry and Eva Parker. Ruth grew up in Mount Vernon and graduated from Mount Vernon High School. Her career included 12 years at United General Hospital, where she was promoted to Business Manager, until 1979 when she was elected Skagit County Treasurer. After 13 years as Treasurer, Ruth went on to serve as Skagit County's first woman County Commissioner. Ruth has also served on the Board of the Skagit Symphony, St. Paul's Episcopal Church and as volunteer at the Palm Springs Art Museum.

Ruth was married to Jack Wylie. Jack also served many years as Skagit County Commissioner and was a WSU honorary Cougar. Jack's parents homesteaded and farmed on Fir Island from the early 1900's. In 1976, the Wylie family was honored as Skagit County Dairy Family of the Year. The Wylie family was recognized as Pioneer family of the year in 2017.

Ruth and Jack were married over 30 years and lived on the Wylie farm on Fir Island. They enjoyed piloting their single engine airplane for many years, as both were accomplished pilots. Jack passed away in 1999.

Nancy S. Kercheval received a BS in Agricultural Economics from WSU in 1979 and is a member of Alpha Gamma Delta Sorority. She enjoyed a successful career in the commercial fishing industry in the North Pacific, retiring after her sale of Cascade Fishing Inc. in 2011. Nancy has continued her involvement in the industry via research projects focused on fisheries and marine mammals in the Aleutian Islands and Bering Sea. Recognizing the importance of funding to the success of research, Nancy's gift in her mother's name is intended to support continuing research at the Mount Vernon Research Extension Center. Nancy and her husband Hans Sohlstrom have two children - Annika Sohlstrom and Stefan Sohlstrom - and have lived in Lake Oswego, Oregon since 1983. Nancy's donation to the WSU Research Center in Mount Vernon is in honor of her mother Ruth's milestone 90th birthday.

Uses and Purposes

This gift shall be used for the construction and establishment of the NWREC Plant Growth Facility Headhouse, which will provide a controlled environment space at WSU Mount Vernon NWREC for research and teaching projects as well as provide office space for faculty researchers, graduate students, and research staff. The Headhouse will be named the "Ruth Wylie Plant Growth Headhouse".

The Fund will be administered by the Dean of the College of Agricultural, Human, and Natural Resource Science or his/her/their designee(s). The administrators of this Fund will monitor contributions to and disbursements from this Fund's expendable account, and ensure that the Fund is utilized according to the intent of the donor.

Procedures

Any program or project supported by this Fund must be consistent with the tax-deductible status of gifts made to the WSU Foundation, and the uses and expenditures of this Fund must be consistent with the policies of the WSU Foundation and Washington State University.

The donor understands and agrees that WSU assesses reasonable fees to further the Advancement efforts of the University in accordance with the fee schedule approved by the WSU Foundation Board of Directors.

#### Change of Conditions

In the unlikely event that at some future time circumstances within the WSU Foundation or Washington State University should change so that the uses and purposes for which this Fund has been established are no longer existent, are in conflict with administrative or academic policies of the University, or are otherwise impossible or impractical to fulfill, then this agreement may be revised by the WSU Foundation and Washington State University so that Fund distributions and principal may be used in a manner that is in the best interests of Washington State University and most consistent with the wishes of the donor stated in this agreement. In this event, every effort shall be made by the WSU Foundation to consult with the donor or the donor's designees prior to any change in fund disbursement.

In accordance with the WSU Foundation's Articles of Incorporation, if the WSU Foundation should be dissolved, its governing board shall transfer the property and assets of the WSU Foundation to a successor organization that also qualifies as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code and exists for the sole and exclusive benefit of Washington State University. If no such successor organization exists, then the property and assets of the WSU Foundation will be transferred to Washington State University.

#### Publicity

Any public announcement of this gift will be by mutual agreement between the donor and the WSU Foundation.

#### Mutual Understanding

There are no verbal agreements or understandings that modify this agreement. This agreement may only be amended in writing by the parties to the original agreement, or if conditions change as described above. This agreement constitutes the full understanding among the donor, the WSU Foundation, and Washington State University. The parties agree that this agreement shall be governed by the laws of the state of Washington.

\_\_\_\_\_, dated \_\_\_\_\_,

Lisa D. Calvert  
Chief Executive Officer  
Washington State University Foundation

\_\_\_\_\_, dated \_\_\_\_\_,

André-Denis G. Wright  
Dean, College of Agricultural, Human, and Natural Resource Science  
Washington State University

DRAFT





## Economic Development Public Facility Project Application

Board of County Commissioners · 1800 Continental Place · Mount Vernon WA 98273

voice 360-416-1300 · fax 360-336-9307 · [www.skagitcounty.net](http://www.skagitcounty.net)

Part 1	Applicant Information				
Organization	Washington State University Northwestern Washington Research & Extension Center				
Address	16650 State Route 536, Mount Vernon	State	WA	Zip	98273
Primary Contact	Chad Kruger	Phone	360-416-5222, 509-293-2899		
E-mail Address	cekruiger@wsu.edu				

Part 2	Project Information		
RCW 82.14.370 (3) defines “public facilities” as bridges, roads, domestic and industrial water facilities, sanitary sewer facilities, earth stabilization, storm sewer facilities, railroad, electricity, natural gas, buildings, structures, telecommunications infrastructure, transportation infrastructure, commercial infrastructure, and port facilities in the state of Washington.			
Project Name	WSU NWREC Plant Growth Facility	Location	16650 State Route 536, Mount Vernon
Project Type	Construction	Start Date	7/1/2018
Description	Plant Growth Facility Expansion		
Use of funds	Describe the specifics of what funds will be spent on (e.g., labor, equipment, material, etc.): Construction and Installation costs for greenhouse facility: project materials, payments to contractors, etc.		

Part 3	Required Resources	
Provide a budget that shows a breakdown of project costs. Please also provide a breakdown of current and proposed funding that clearly illustrates the total funding required for the project listed by individual funding source, including any money from the Public Facilities fund. Specify any conditions attached to any funding sources.		
Budget	Total funding requested from Distressed/Rural County Sales and Use Tax to fund public facilities projects in Skagit County (not to exceed \$500,000)	
	\$	500,000
	Amount primary sponsor/organization is contributing to the project	
	\$	text
Other Funding Source:	Partner Contributions	\$ 82,790
Other Funding Source:	Click here to enter text.	\$ text
Other Funding Source:	Click here to enter text.	\$ text
Other Funding Source:	Click here to enter text.	\$ text
Other Funding Source:	Click here to enter text.	\$ text
Other Funding Source:	Click here to enter text.	\$ text
Total Project Cost	\$	text
Comments	Describe impact to project if not fully funded: Without Skagit County Economic Development Public Facility funding this project will not occur.	



<b>Part 4</b>		<b>Growth Management</b>	
Planning	<p>Per RCW 82.14.370(3)(a), the project must be listed as an item in the County's adopted overall economic development plan, or the economic development section of the County's comprehensive plan, or your city or town's comprehensive plan. Under which plan is the proposed project contained? (Please attach a resolution or ordinance documenting that the appropriate authority has included the project in one of the above plans.)</p> <p>This project relates to the Skagit County Comprehensive Plan Chapter 4: Natural Resources Lands Element and Chapter 11: Economic Development Element. The specific focus is in support of conserving agricultural lands, creating and maintaining diverse employment opportunities, protecting natural resource utilization, promoting a range of commercial retail and service businesses, conserving natural resources and open spaces and fostering a healthy public-private cooperative partnership in support of diverse business operations and investment.</p>		
Project location	Unincorporated Urban Growth Area	Zoning:	Ag-NRL

Part 5		Value Proposition												
Business	Is this project supportive of a specific business? If so, how many? Please provide names of businesses if known.													
	This project supports numerous local farm and agricultural businesses.													
Jobs	<p>Describe, in specific detail, how this project will create jobs and/or allow for the retention of current jobs.</p> <p>WSU NWREC conducts research and educational activities in a public-private partnership with industry and local communities. The objective of our facilities and research programming is to solve problems and create new economic opportunities for area farmers and the agricultural industry. This proposed facility project will result in job retention and creation in three specific ways:</p> <ol style="list-style-type: none"> <li>1. Construction. Services related to site preparation, construction, and installation of equipment will provide short-term construction job opportunities. Estimated wages for phase 1 construction jobs equal \$111,000 per estimate provided by Horticulture Services Inc. with the balance of the costs being materials, supplies, permitting, design and management.</li> <li>2. Recruitment and retention of faculty / staff scientists. WSU NWREC is currently at a critical point of development. The construction and opening of the ARTB laboratory facility and new greenhouse in 2006 paved the way for significantly increased by WSU and partner agencies in faculty, staff scientists and graduate students working at the facility and living in Skagit County, through both moving existing programs from other locations and initiating new programs. Our records indicate that subsequent to the opening of the ARTB, WSU employee FTE's at NWREC increased from approximately 15 to nearly 50 through the facilitation of growth from three to ten active research and extension education programs. Total annual expenditures have increased from approximately \$1m to \$3.5m during that period. WSU has committed to an additional faculty program (hire in progress) in soil science and is in discussions with the Northwest Washington berry industry regarding the transfer of the WSU berry breeding program from Puyallup to Mount Vernon in the next 3 years. We are also evaluating program continuations for Vegetable Pathology, Entomology, and Weed Science with pending retirements over the next 3-5 years. It is estimated that each program will average 5 full-time FTE and at least \$300k per year in total expenditures.</li> <li>3. Research results relevant to the competitiveness and success of area farmers and agricultural businesses. The primary objective of research and extension programs is to deliver results that keep area farmers and agricultural business viable or provide them new economic opportunities. Research conducted in the WSU NWREC plant growth facility leads to new crop varieties, disease diagnosis, and other practical problem solving for area farmers. These critical outcomes are essential for keeping Skagit County farms and agricultural businesses economically competitive in a rapidly changing local and global marketplace. For instance, grain varieties developed and advanced by the Bread Lab (e.g. Skagit 1109) that are being commercialized by Skagit farmers, stored, milled and malted at the Port of Skagit, and used in local and regional brewing and baked goods, were developed and propagated in the NWREC plant growth facility. Additionally, the annual Spinach Soil Bioassay is conducted in the NWREC plant growth facility and supports planting decisions for Skagit seed growers and companies, saving hundreds of thousands of dollars per field each year by identifying infected fields that shouldn't be planted. Both of these current program examples have expanded substantially in recent years and need additional plant growth facility space to accommodate demand. In addition, we plan to add a Soils and Berry Breeding program to NWREC over the next three years - the combination of which is expected to have a demand for 3,000 - 5,000 square feet of plant growth facility demand.</li> </ol>													
Job Detail	<p>Provide information on the following: (a) the average wage, including benefits, and the number of new jobs/FTEs; and (b) the average wage, including benefits, as the result of the project. Please be specific as possible. <i>Generic information may not be scored. Do not include any construction-related jobs.</i></p> <table border="1"> <thead> <tr> <th></th> <th>Jobs/FTEs Retained</th> <th>Jobs/FTEs Created 1-3 Years</th> <th>Jobs/FTEs Created 4 Years</th> </tr> </thead> <tbody> <tr> <td><b>Number of Jobs/FTEs</b></td> <td>15</td> <td>5</td> <td>5</td> </tr> <tr> <td><b>Average Wage/FTE</b></td> <td>65280</td> <td>65280</td> <td>65280</td> </tr> </tbody> </table>			Jobs/FTEs Retained	Jobs/FTEs Created 1-3 Years	Jobs/FTEs Created 4 Years	<b>Number of Jobs/FTEs</b>	15	5	5	<b>Average Wage/FTE</b>	65280	65280	65280
	Jobs/FTEs Retained	Jobs/FTEs Created 1-3 Years	Jobs/FTEs Created 4 Years											
<b>Number of Jobs/FTEs</b>	15	5	5											
<b>Average Wage/FTE</b>	65280	65280	65280											
Infrastructure	How will this project improve local infrastructure capacity? How much additional capacity will be provided for future development? Please be specific in your answer.													

The two largest current research users of the ARTB greenhouse facility (built in 2006) are the Bread Lab's plant breeding program and the Vegetable Seed Pathology's Spinach Soil Bioassay. The Bread Lab alone could easily use the entire footprint of our existing 2006 facility (2,400 square feet) if it were available and the Spinach Soil Bioassay has doubled in size in the past two years in response to industry demand (>1,200 square feet). Many other research programs' greenhouse experiments are relegated to the 1940's era greenhouse (with inferior quality control) due to lack of space in the new greenhouse or space requests have simply been denied. The new soils program is anticipated to have plant growth facility space requests comparable to Vegetable Pathology and Vegetable Horticulture (e.g. 750-1,000 square feet). The berry breeding program proposed to be relocated to NWREC (currently located at the WSU Puyallup Center) currently uses 3,500 square feet of greenhouse space at the WSU Puyallup Center.

Our project proposed phase 1 plan includes an increased capacity of 2,000 square feet of plant growth space and consequent equipment and working space of 1,700 square feet in support of research programs. Phase 1 will nearly double our current modern technology greenhouse footprint at NWREC. Phase 2 (not requested in this application) will increase the plant growth space by an additional 2,000 square feet.

Part 6	Project Timeline
Timeline	<p>Provide a timeline for the project. Please include specific deadlines for segments or phases of the project, including total project begin date and completion date.</p> <p>Design complete July 1, 2018; Bid process and permitting complete by August 31st, 2018; Site Prep complete by September 30th, 2018; Construction complete March 31st, 2019; Equipment installation completed May 31st, 2019; Commissioning and Completion June 30, 2019.</p>
Phasing	<p>If this is a phased project, for which phase are you applying for funding?</p> <p>We are applying for Phase 1 funding, that will provide all permitting, site work, construction and installation of "head house" and greenhouse bays, and equipping the facility . Phase 2 will include completion of the second greenhouse bay (Phase 2 cost estimated at \$200k).</p>
Completion	<p>By what date will the project (or this phase) be complete? Funds will lapse and may not be spent after this date.</p> <p>June 30, 2019.</p>
Efforts So Far	<p>Summarize efforts taken to date regarding the project. What planning has taken place? Have engineering reports and feasibility studies been prepared? If so, describe them.</p> <p>Extensive pre-engineering research has been completed for this project. This includes site suitability assessment for access to utilities (facility is proposed to be built on the location of a former greenhouse facility that was torn down), a detailed construction and installation pre-estimated quote from a local greenhouse supplier (we will need to complete a bid process per WSU BPPM guidelines), and research on various choice options for HVAC, control systems, lighting and benches. We have secured internal and donor funding necessary for design work and to equip greenhouse bays with benches and will be completing our design selection prior to July 1st, 2018. Ultimately, we need to have a determination on total project funding before proceeding beyond that point.</p>

**Part 7****Action Plan**

What quantifiable measures are you going to track to measure the success of the project?

Completed construction and installation of the facility is the ultimate success of the project. Current research programs have sufficient, unmet demand for modern technology greenhouse space to utilize all of the proposed Phase 1 square footage. In order to successfully recruit and accommodate the two additional research programs (soils, berry breeding) both the Phase 1 and Phase 2 expansions will be required.

We will track percent space utilization, research expenditures per square foot, FTE's maintained and new hires, varieties commercialized, and value-added and value-maintaining contributions of research conducted on behalf of Skagit farmers.

**Part 8****Miscellaneous**

Include information related to the project, if any, that would assist the Economic Development Advisory Committee and the Board of County Commissioners in evaluating the funding request, such as emergency declarations, bird-in-hand industry, volunteer efforts, links to other priority projects, etc.

Additional greenhouse expansion for WSU NWREC was envisioned when the ARTB facility was constructed, including a single bay of new greenhouses (2,400 square feet), in 2006. WSU's College of Agricultural, Human and Natural Resource Sciences (CAHNRS) responded to the completion of the new ARTB facility with substantial increased investment in resident research programs and expanded graduate student training opportunities. The establishment of the Bread Lab at the Port of Skagit has provided temporary "relief" to the now-space-constrained office and laboratories space in the ARTB facility, but continued WSU growth plans for research programs (Soils, Berry Breeding, etc.) will be limited in the absence of expanded plant growth facility. For instance, the Puyallup Research & Extension Center, in spite of a similar scope of agricultural / plant science research programs has nearly double the available plant growth facility as Mount Vernon.

**Part 9****Applicant Certification**

The applicant here certifies and affirms (1) that it does not now, nor will it during the performance of any contract arising from this application, unlawfully discriminate against any employee, applicant for employment, client, customer, or other person who might benefit from said contract, by reason of age, race, color, ethnicity, sex, religion, creed, place of birth, or degree of handicap; (2) that it will abide by all relevant local, state and federal laws and regulations; and (3) that it has read and understood the provisions and restrictions in each part above and will comply with all provisions thereof.

Signature

Date

Printed Name

Dan Nordquist

Title



## Economic Development Public Facility Project Application

Board of County Commissioners · 1800 Continental Place · Mount Vernon WA 98273

voice 360-416-1300 · fax 360-336-9307 · [www.skagitcounty.net](http://www.skagitcounty.net)

Part 1	Applicant Information				
Organization	Washington State University Northwestern Washington Research & Extension Center				
Address	16650 State Route 536, Mount Vernon	State	WA	Zip	98273
Primary Contact	Chad Kruger	Phone	360-416-5222, 509-293-2899		
E-mail Address	cekruger@wsu.edu				

Part 2	Project Information		
RCW 82.14.370 (3) defines “public facilities” as bridges, roads, domestic and industrial water facilities, sanitary sewer facilities, earth stabilization, storm sewer facilities, railroad, electricity, natural gas, buildings, structures, telecommunications infrastructure, transportation infrastructure, commercial infrastructure, and port facilities in the state of Washington.			
Project Name	WSU NWREC Plant Growth Facility	Location	16650 State Route 536, Mount Vernon
Project Type	Construction	Start Date	7/1/2018
Description	Plant Growth Facility Expansion		
Use of funds	Describe the specifics of what funds will be spent on (e.g., labor, equipment, material, etc.): Construction and Installation costs for greenhouse facility: project materials, payments to contractors, etc.		

Part 3	Required Resources	
Provide a budget that shows a breakdown of project costs. Please also provide a breakdown of current and proposed funding that clearly illustrates the total funding required for the project listed by individual funding source, including any money from the Public Facilities fund. Specify any conditions attached to any funding sources.		
Budget	Total funding requested from Distressed/Rural County Sales and Use Tax to fund public facilities projects in Skagit County (not to exceed \$500,000)	
	\$	350,000
	Amount primary sponsor/organization is contributing to the project	
	\$	82049
Other Funding Source:	Previous award from this fund	\$ 150,000
Other Funding Source:	Private Donor	\$ 150,000
Other Funding Source:	Click here to enter text.	\$ text
Other Funding Source:	Click here to enter text.	\$ text
Other Funding Source:	Click here to enter text.	\$ text
Total Project Cost	\$	732,049
Comments	Describe impact to project if not fully funded: Without Skagit County Economic Development Public Facility funding this project will not occur. Skagit County already committed \$150,000 to this project: <a href="https://urldefense.proofpoint.com/v2/url?u=http-3A__www.skagitcounty.net_Common_Documents_LFDocs_COMMISSIONERS000010_00_00_22_00002215.pdf&amp;d=DwMFAg&amp;c=C3yme8gMkxg_ihJNXS06ZyWk4EJm8LdrrvxQb-Je7sw&amp;r=OHOI xv8T2H6iOcDqVSlvfg&amp;m=UjTtX4L-sQDPMKsjRa1sA4PY1DIXYvawwYzfuHelvpl&amp;s=iWA-9wemw1Kqyjp_bmHe-7FpcJI0Jv-ZSXUX79YySLg&amp;e=">https://urldefense.proofpoint.com/v2/url?u=http-3A__www.skagitcounty.net_Common_Documents_LFDocs_COMMISSIONERS000010_00_00_22_00002215.pdf&amp;d=DwMFAg&amp;c=C3yme8gMkxg_ihJNXS06ZyWk4EJm8LdrrvxQb-Je7sw&amp;r=OHOI xv8T2H6iOcDqVSlvfg&amp;m=UjTtX4L-sQDPMKsjRa1sA4PY1DIXYvawwYzfuHelvpl&amp;s=iWA-9wemw1Kqyjp_bmHe-7FpcJI0Jv-ZSXUX79YySLg&amp;e=</a>	

<b>Part 4</b>		<b>Growth Management</b>	
Planning	<p>Per RCW 82.14.370(3)(a), the project must be listed as an item in the County's adopted overall economic development plan, or the economic development section of the County's comprehensive plan, or your city or town's comprehensive plan. Under which plan is the proposed project contained? (Please attach a resolution or ordinance documenting that the appropriate authority has included the project in one of the above plans.)</p> <p>This project relates to the Skagit County Comprehensive Plan Chapter 4: Natural Resources Lands Element and Chapter 11: Economic Development Element. The specific focus is in support of conserving agricultural lands, creating and maintaining diverse employment opportunities, protecting natural resource utilization, promoting a range of commercial retail and service businesses, conserving natural resources and open spaces and fostering a healthy public-private cooperative partnership in support of diverse business operations and investment.</p>		
Project location	Unincorporated Urban Growth Area	Zoning:	Ag-NRL

Part 5		Value Proposition												
Business	Is this project supportive of a specific business? If so, how many? Please provide names of businesses if known.													
	This project supports numerous local farm and agricultural businesses.													
Jobs	Describe, in specific detail, how this project will create jobs and/or allow for the retention of current jobs.													
	<p>WSU NWREC conducts research and educational activities in a public-private partnership with industry and local communities. The objective of our facilities and research programming is to solve problems and create new economic opportunities for area farmers and the agricultural industry. This proposed facility project will result in job retention and creation in three specific ways:</p> <ol style="list-style-type: none"> <li>1. Construction. Services related to site preparation, construction, and installation of equipment will provide short-term construction job opportunities. Estimated labor costs for phase 1 construction jobs equal \$262,500 per estimate provided by Carletti Architects with the balance of the costs being materials, supplies, and taxes.</li> <li>2. Recruitment and retention of faculty / staff scientists. WSU NWREC is currently at a critical point of development. The construction and opening of the ARTB laboratory facility and new greenhouse in 2006 paved the way for significantly increased by WSU and partner agencies in faculty, staff scientists and graduate students working at the facility and living in Skagit County, through both moving existing programs from other locations and initiating new programs. Our records indicate that subsequent to the opening of the ARTB, WSU employee FTE's at NWREC increased from approximately 15 to nearly 50 through the facilitation of growth from three to ten active research and extension education programs. Total annual expenditures have increased from approximately \$1m to \$3.5m during that period. WSU NWREC recently completed the hire of a two additional faculty in soil science, has a commitment for \$1.5m for an Endowed Chair in Raspberry Industry Development (breeder) from the Washington Red Raspberry Commission that will result in the transfer of the WSU berry breeding program from Puyallup to Mount Vernon in the next 12-24 months. The Washington State Potato Commission and the Washington Blueberry Commission are pledging significant support (\$200k each) toward the start-up and recruitment of a plant pathology position to replace recently retired Plant Pathologist Debbie Inglis. It is estimated that each program will average 5 full-time FTE and at least \$300k per year in total expenditures.</li> <li>3. Research results relevant to the competitiveness and success of area farmers and agricultural businesses. The primary objective of research and extension programs is to deliver results that keep area farmers and agricultural business viable or provide them new economic opportunities. Research conducted in the WSU NWREC plant growth facility leads to new crop varieties, disease diagnosis, and other practical problem solving for area farmers. These critical outcomes are essential for keeping Skagit County farms and agricultural businesses economically competitive in a rapidly changing local and global marketplace. For instance, grain varieties developed and advanced by the Bread Lab (e.g. Skagit 1109) that are being commercialized by Skagit farmers, stored, milled and malted at the Port of Skagit, and used in local and regional brewing and baked goods, were developed and propagated in the NWREC plant growth facility. Additionally, the annual Spinach Soil Bioassay is conducted in the NWREC plant growth facility and supports planting decisions for Skagit seed growers and companies, saving hundreds of thousands of dollars per field each year by identifying infected fields that shouldn't be planted. Both of these current program examples have expanded substantially in recent years and need additional plant growth facility space to accommodate demand. In addition, the new soils program (established 2019) and planned Berry Breeding program coming to NWREC during 2020 are expected to have a combined demand for 3,000 - 5,000 square feet of new plant growth facility demand.</li> </ol>													
Job Detail	Provide information on the following: (a) the average wage, including benefits, and the number of new jobs/FTEs; and (b) the average wage, including benefits, as the result of the project. Please be specific as possible. <i>Generic information may not be scored. Do not include any construction-related jobs.</i>													
		<table border="1"> <thead> <tr> <th></th> <th>Jobs/FTEs Retained</th> <th>Jobs/FTEs Created 1-3 Years</th> <th>Jobs/FTEs Created 4 Years</th> </tr> </thead> <tbody> <tr> <td>Number of Jobs/FTEs</td> <td>15</td> <td>5</td> <td>5</td> </tr> <tr> <td>Average Wage/FTE</td> <td>65280</td> <td>65280</td> <td>65280</td> </tr> </tbody> </table>		Jobs/FTEs Retained	Jobs/FTEs Created 1-3 Years	Jobs/FTEs Created 4 Years	Number of Jobs/FTEs	15	5	5	Average Wage/FTE	65280	65280	65280
	Jobs/FTEs Retained	Jobs/FTEs Created 1-3 Years	Jobs/FTEs Created 4 Years											
Number of Jobs/FTEs	15	5	5											
Average Wage/FTE	65280	65280	65280											

Infrastructure    How will this project improve local infrastructure capacity? How much additional capacity will be provided for future development? Please be specific in your answer.

The two largest current research users of the ARTB greenhouse facility (built in 2006) are the Bread Lab's plant breeding program and the Vegetable Seed Pathology's Spinach Soil Bioassay. The Bread Lab alone could easily use the entire footprint of our existing 2006 facility (2,400 square feet) if it were available and the Spinach Soil Bioassay has doubled in size in the past two years in response to industry demand (>1,200 square feet). The headhouse for the 2006 greenhouse was converted into a large, state of the art growth chamber in 2018 to accommodate immediate demand for expanded plant growth facility space, and ultimately displaced working space for other research programs. Those two programs utilize nearly all of the 2006 greenhouse space and the existing headhouse.

Many other research programs' greenhouse experiments are thus relegated to the 1950's era greenhouse (with inferior quality control) due to lack of space in the new greenhouse or space requests have simply been denied. The new soils programs is anticipated to have plant growth facility space requests comparable to Vegetable Pathology and Vegetable Horticulture (e.g. ~1,000 square feet). The berry breeding program proposed to be relocated to NWREC (currently located at the WSU Puyallup Center) currently uses 3,500 square feet of greenhouse space at the WSU Puyallup Center.

Our project proposed phase 1 plan includes an 1,800 square foot headhouse with research work space and equipment to operate the greenhouse. Phase 2 will include the installation of a 4,500 square foot greenhouse kit we were able to acquire in late 2018 that will nearly triple our current modern technology greenhouse footprint at NWREC.



Part 6		Project Timeline
Timeline	<p>Provide a timeline for the project. Please include specific deadlines for segments or phases of the project, including total project begin date and completion date.</p> <p>We requested \$500k toward Phase 1 (head house and part of the greenhouse structure) in the 2018 EDG application process and were awarded \$150k. Given changes in the projected cost of the head house structure, we are re-applying in 2019 for an additional \$350,000 necessary to complete Phase 1. Revised architectural design completed November 2018; Bid process and permitting complete by August 31st, 2019; Site Prep complete by September 30th, 2019; Construction complete March 31st, 2020; Equipment installation completed May 31st, 2020; Commissioning and Completion June 30, 2020.</p>	
Phasing	<p>If this is a phased project, for which phase are you applying for funding?</p> <p>We are re-applying for the additional funding necessary to complete phase 1 that will provide all permitting, site work, construction and installation of "head house". WSU requires all funds to be "in hand" for a construction project to begin. Phase 2 will include installation of a 4,500 square foot greenhouse kit that we acquired in late 2018 from the USDA Federal Excess Property Program.</p>	
Completion	<p>By what date will the project (or this phase) be complete? Funds will lapse and may not be spent after this date.</p> <p>June 30, 2020.</p>	
Efforts So Far	<p>Summarize efforts taken to date regarding the project. What planning has taken place? Have engineering reports and feasibility studies been prepared? If so, describe them.</p> <p>We have a complete architectural estimate and design bid from Carletti Architects which provides a maximum cost estimate for Phase 1. This final estimate increased the total projected project cost nearly \$200k more than the original project estimate we received from a greenhouse installation company in late 2017 when we began planning the project (~20% increase). Peter Carletti described the rationale for the increased projected costs based on rapidly escalating construction costs across the region in 2018. The estimated increase is consistent with WSU experience on similar construction projects in Pullman and Tri-Cities in over the past 12 months. The increased cost projection that is focused in Phase 1 required that we rethink our approach for project phasing. We completed a Pre-application / Pre-development meeting with Skagit County and have identified the necessary permitting process and issues. We have acquired a pre-fabricated Nexus greenhouse kit through the USDA Federal Excess Property Program that will meet our specifications to complete Phase 2 of the project. This kit is valued at ~\$200k, resulting in a relative savings for the total project cost comparable to the increased cost estimate for Phase 1. Additionally, we secured a commitment for a gift of \$150k from a private donor to match to the County's EDG funding.</p>	

Part 7		Action Plan
<p>What quantifiable measures are you going to track to measure the success of the project?</p> <p>Completed construction and installation of the facility is the ultimate success of the project. Current research programs have sufficient, unmet demand for modern technology greenhouse space to utilize all of the proposed Phase 1 square footage. In order to successfully recruit and accomodate the two additional research programs (soils, berry breeding) both the Phase 1 and Phase 2 expansions will be required.</p> <p>We will track percent space utilization, research expenditures per square foot, FTE's maintained and new hires, varieties commercialized, and value-added and value-maintaining contributions of research conducted on behalf of Skagit farmers.</p>		

**Part 8****Miscellaneous**

Include information related to the project, if any, that would assist the Economic Development Advisory Committee and the Board of County Commissioners in evaluating the funding request, such as emergency declarations, bird-in-hand industry, volunteer efforts, links to other priority projects, etc.

Additional greenhouse expansion for WSU NWREC was envisioned when the ARTB facility was constructed, including a single bay of new greenhouses (2,400 square feet), in 2006. WSU's College of Agricultural, Human and Natural Resource Sciences (CAHNRS) responded to the completion of the new ARTB facility with substantial increased investment in resident research programs and expanded graduate student training opportunities. The establishment of the Bread Lab at the Port of Skagit has provided temporary "relief" to the now-space-constrained office and laboratories space in the ARTB facility, but continued WSU growth plans for research programs (Soils, Berry Breeding, etc.) will be limited in the absence of expanded plant growth facility. For instance, the Puyallup Research & Extension Center, in spite of a similar scope of agricultural / plant science research programs has nearly double the available plant growth facility as Mount Vernon.

**Part 9****Applicant Certification**

The applicant here certifies and affirms (1) that it does not now, nor will it during the performance of any contract arising from this application, unlawfully discriminate against any employee, applicant for employment, client, customer, or other person who might benefit from said contract, by reason of age, race, color, ethnicity, sex, religion, creed, place of birth, or degree of handicap; (2) that it will abide by all relevant local, state and federal laws and regulations; and (3) that it has read and understood the provisions and restrictions in each part above and will comply with all provisions thereof.

Signature

Date

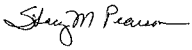
Printed Name

Dan Nordquist

Title

MEMORANDUM

TO: Kirk Schulz, President

FROM: Stacy Pearson, CFO and Vice President, Finance & Administration  
Chair, Facilities Names Committee 

DATE: May 20, 2020

SUBJECT: Request to Rename

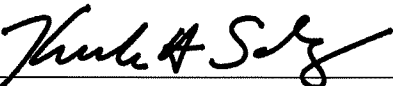
The Facilities Naming Committee recently received a request from Shea Saralecos, Assistant Director of Development, CAHNRS to name the Headhouse for the new Plant Growth Facility at the Northwestern Washington Research and Extension Center (NWREC) in honor of Ruth Wylie. The name for consideration of this project is the *Ruth Wylie Plant Growth Headhouse*.

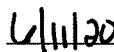
Please see the attached letter of request from Shea.

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

## **ACTION ITEM #16**

### **Regents' Distinguished Alumnus/a Awards (Kirk H. Schulz)**

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Regents' Distinguished Alumnus/a Awards for 2020

**PROPOSED:** That, on the recommendation of the Regents' Distinguished Alumnus/a Award Committee, the Board of Regents select and approve Candidate "A" and Candidate "B" as recipients of Regents' Distinguished Alumnus/a Award for 2020.

**SUBMITTED BY:** Kirk H. Schulz, President

**SUPPORTING INFORMATION:** The Regents' Distinguished Alumnus/a Award, first presented in 1962, is the highest honor bestowed upon a Washington State University Alumnus/a. Those nominated must have made a truly distinguished contribution to society, or who, through personal achievement, shall have brought distinction to Washington State University.

## **ACTION ITEM #17**

### **Honorary Doctoral Degrees (Kirk H. Schulz)**

June 26, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Honorary Doctoral Degree Recommendations

**PROPOSED:** That, on the recommendation of the Honorary Doctoral Degree Committee and the Faculty Senate Steering Committee, the Board of Regents select and approve the award of Honorary Doctorate Degrees from Washington State University to Candidate "A" and Candidate "B".

**SUBMITTED BY:** Kirk H. Schulz, President

**SUPPORTING  
INFORMATION:** The criteria for awarding honorary doctoral degrees states:

Honorary degrees recognize those who have made profound and enduring contributions to scholarship, culture, and an improved quality of life to society at large; and have achievements of national and international significance. Nominees must also be persons of great integrity, as the choices reflect values of the university.

Additionally:

- Honorary degrees cannot "be conferred in consideration of the payment of money or the giving of property of whatsoever kind." [RCW 28B.30.150 (15)].
- Nominee must not have a degree from Washington State University. [RCW 28B.30.150 (15)]
- Nominations must be in alignment with statutory criteria. [RCW 28B.30.150(15)]

Recent honorees include:

- 2019: Mark Pigott, Executive Chair, Board of Directors, PACCAR, Inc., and notable philanthropist, humanitarian, and arts aficionado and Ralph G. Yount, WSU professor emeritus, chemistry and molecular biosciences (not yet formally recognized due to the cancelation of the May 2020 commencement exercises, during which Dr. Yount would have been honored)
- 2018: R. James Cook, former Chief Scientist, United States Department of Agriculture and WSU Professor Emeritus, Plant Pathology and Crop and Soil Sciences
- 2016: Elson S. Floyd, former President of Washington State University
- 2014: Jordan D. Schnitzer, President, Harsch Investment Properties and President, Jordan Schnitzer Family Foundation
- 2007: Johnnetta Cole, former WSU faculty member and administrator, President Emerita, Spelman College (Atlanta) and Bennett College (North Carolina)
- 2005: Clarence A. Ryan Jr., emeritus professor and plant biochemistry researcher, WSU Institute of Biological Chemistry; first WSU professor in National Academy of Sciences

A full list of past honorees can be found at:  
<https://president.wsu.edu/honorary-doctoral-granted/>.

EXHIBIT R  
Board of Regents Meeting  
June 26, 2020

June 26, 2020

Brett Blankenship Chairman  
Washington State University Board of Regents  
French Administration Building Ste 422  
Pullman, WA 99164-1048

Dear Chairman Blankenship:

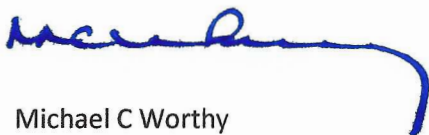
As my term as a Regent is drawing to a close, I have been reflecting on my 14 years on the Board. It has truly been an honor to serve the "Cougar Nation" as a Regent, and I was privileged to have been a party to many meaningful initiatives and decisions at WSU.

It was, however, my role as Chairman of the Search Committee that brought Kirk and Noel Schulz to WSU that I believe to be my most important contribution. Over the years I have been keenly aware of the "state" of WSU, and advocated for a period of incredible growth... and the unforeseen consequences of many of those decisions. In my view, the leadership of President Schulz is critical to the health of WSU, and has positioned us to endure new challenges that lie ahead. His fiscal discipline, grounded vision, and an ability to attract and motivate key professionals to WSU has been extraordinary. In my view, we have often whispered, or perhaps chosen not to talk about, the magnitude of the challenges the University has faced in recent years. Thanks to President Schulz, I am totally confident WSU will prosper in spite of them.

I have always known what a treasure WSU is to the citizens of Washington and beyond. I am so thankful to have Kirk at its helm, and urge my Regent colleagues to give him your unqualified support into the future... we are all counting on him.

Go Cougs...

Respectfully:



Michael C Worthy



Office of the Student Body President  
Associated Student of Washington State University

**Date: September 18, 2020**

**TO ALL MEMBERS OF THE BOARD OF REGENTS**

**SUBJECT: ASWSU Report**

**SUBMITTED BY: Curtis Cohen, ASWSU President**

On behalf of the Associated Students of Washington State University, I am pleased to share the following:

**Covid-19:**

ASWSU is taking steps to ensure the student body follows the “Cougs Cancel Covid” campaign. Our communications team has created informative graphics which have been posted via social media. These graphics include testing information and consequences for violating the Pullman police proclamation. In addition, ASWSU will be purchasing face masks to distribute to students on the Pullman campus.

**Student Mental Health During a Pandemic**

Quarantining and being socially distant from fellow friends can take a toll on a student’s mental health, especially the stressful transition to online courses. Recent figures show an increase in mental-health related problems. Job-loss, tied with an increase in student tuition, can create financial turmoil for students. With the majority of first-year students experiencing their collegiate experience from home, morale can be low. ASWSU has been working with an organization called 7 Cups to determine how to best provide a form of online therapy for students. We are currently working with various campus departments, including Cougar Health Services, to strategize the best approach to implement this program. With funding being a barrier, ASWSU has pledged to financially assist in adopting this program. If the first year of implementation is successful, ASWSU hopes to garner sustainable funding from various campus departments to fund this program in the coming years.

We have been coordinating with ASWSU’s on each campus, dedicated to offering this program to all students within the WSU system.

**Supporting Local Businesses**

ASWSU and GPSA are working together to help small businesses during this pandemic. As part of “restaurant week,” we will contribute up to a certain percentage of what students spend at local businesses. In the coming months, we hope to heavily support Pullman businesses with more similar events.

Leadership • Advocacy • Cougs

Office: 509.335.9677 • Fax: 509.335.2493 • [www.aswsu.wsu.edu](http://www.aswsu.wsu.edu)





**Office of the Student Body President**  
Associated Student of Washington State University

### **Campus Lighting and Sidewalk Safety**

ASWSU is working to install better lighting in places around campus, including the implementation of more emergency 'blue lights.' A big topic of our campaign included pushing for improved sidewalks in campus neighborhoods. We are pleased to have seen the city repair a significant portion of these sidewalks. We will continue to conduct walks around campus in order to identify places of improvement.

### **Being Accessible in a Virtual World**

An empty physical campus brings another unique challenge, being readily there for students. ASWSU will host monthly conversations for students, allowing them to share their concerns and ideas while engaging with our ideas and goals for the month. Similar to the administration's town halls, ASWSU aims to create a theme for each meeting addressing particular topics.

### **Increasing involvement within Student Government**

ASWSU created an engaging video for incoming students at Alive, this garnered a significant number of interested students eager to join student government. With a list of 40 interested applicants, ASWSU plans to reach out to these students and increase the amount of participation and involvement in student government. More representation for students creates meaningful and long-lasting change for students.

For any additional information please free to reach me at [aswsu.president@wsu.edu](mailto:aswsu.president@wsu.edu). During these unprecedented and testing times, it is our mission that WSU Student Government is there for students whether in-person or virtual.

Leadership • Advocacy • Cougs

Office: 509.335.9677 • Fax: 509.335.2493 • [www.aswsu.wsu.edu](http://www.aswsu.wsu.edu)

Date: September 18, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: GPSA Report

SUBMITTED BY: Jennifer E. Johnson, GPSA President

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

**Support & Representation:** This year is a little different for everyone. The GPSA has worked over the summer to begin to transform its structure and funding allocations in order to support our students in new and beneficial ways. Another key focus over the summer was expanding our presence on both community and university advisory groups. This is especially important right now as these groups are making many changes that affect all students, and GPSA wants to ensure that graduate and professional student voices are being heard and our concerns are being addressed.

**New, virtual and remote-based funding opportunities:**

- **RSO Funding:** All students are currently struggling to find engagement opportunities during this isolation experience. GPSA has committed \$45,000 this year to helping fund graduate student organizations which are aiming to improve the student experience through novel engagement and socially-distanced experiences for our students.
- **Dissertation Grants:** Our Dissertations grants have continued to grow over the past few months. Although this is a new source of funding from GPSA, since it's initiation in January, we have received over 30 applications and plan to fund nearly \$12,000 to help graduate students in their final year finish up their research. Already, we have received very positive feedback on this resource as many students struggle with last minute costs which may hinder their ability to graduate.
- **Virtual-based Travel Grants:** A key part of the graduate student experience is attending conferences in order to present research, network, and receive feedback. Many professional conferences were cancelled this semester/summer due to the COVID-19 pandemic. However, we are expanding our current program to help provide funds to graduate students who may no longer be able to travel but have opportunities for professional and academic development in other areas. This includes virtual conference registration, online certification programs, second-language programs, and many more. Our goal as an organization is to ensure graduate and professional students have the best possible experience, especially during hard times. As a result, we felt it was essential to use our resources to help students in any way we could.
- **Sponsorships:** The GPSA has also decided to increase allocations to our sponsorship program. This year we are looking to help fund both WSU and community efforts to help and assist our students during these difficult times. This source of funding is available to any organization looking to provide necessary items, host virtual events, or contribute to the student experience in another way.

**Graduate Student Bill of Rights:** GPSA is committed to advocating for our Graduate and Professional Students in Pullman and our research and extension sites across the state. To that end, we are drafting a Graduate Student Bill of Rights to outline the rights and expectations our students can expect as part of the WSU community. It can be broken up into 5 areas of concern: Assistantships, Confidentiality, Professional Development, Discrimination, and Academics. We have been in contact with members of the administration and have received nothing but support throughout this process.

September 18, 2020

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Faculty Senate Report

SUBMITTED BY: David Turnbull, Chair

### **Summer 2020 Update**

- We collaborated with the Office of the Provost as well as the Office of Civil Rights Compliance and Investigation to update the Faculty Manual to follow new federal Title IX guidance.
- We collaborated with Information Technology Services (ITS) and Academic Outreach and Innovation (AOI) to continue the new Canvas Learning Management System (LMS) pilot program. Migration from Blackboard to Canvas will be complete by fall 2021. This is especially significant as the new LMS brings better tools for synchronous and asynchronous delivery of academic courses and degrees.
- We worked with the Office of Research to evaluate draft revisions to EP#2, which concerns how F&A fees are distributed within and between campuses.
- In collaboration with ITS, AOI, and other system stakeholders, we prepared a report outlining technology needs (including software licensing) required for a robust and high quality remote educational experience for both faculty and students. This report detailed tools needed for academic integrity (online proctoring, originality reporting), remote instructional needs for faculty, tools to bolster college preparedness for historically underrepresented students, and many other short- and long-term technologies required to continue to provide high quality courses and fully online degrees.
- We partnered with ITS to create, distribute, and analyze a new type of survey instrument used to gather student feedback for spring 2020. Specifically, the tool surveyed student experience in moving from face-to-face to online instruction. This is noteworthy in that this new tool is integrated with myWSU and is accompanied by robust data visualization dashboards. This tool may be used for fast formative assessment this fall so obstacles can be identified quickly to improve remote delivery.

### **Faculty Feedback on Roles and Responsibilities Report**

On June 16<sup>th</sup>, President Schulz and Provost Chilton provided the senate with the final report from the Roles and Responsibilities Task Force. Over the last few months, senate has been collecting feedback and will present a summary to the president later this semester. The Faculty Senate stands ready to collaborate with the committee/collaborative matrix structure in helping shape WSU's future.

# WASHINGTON STATE UNIVERSITY FOUNDATION

September 18, 2020

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:

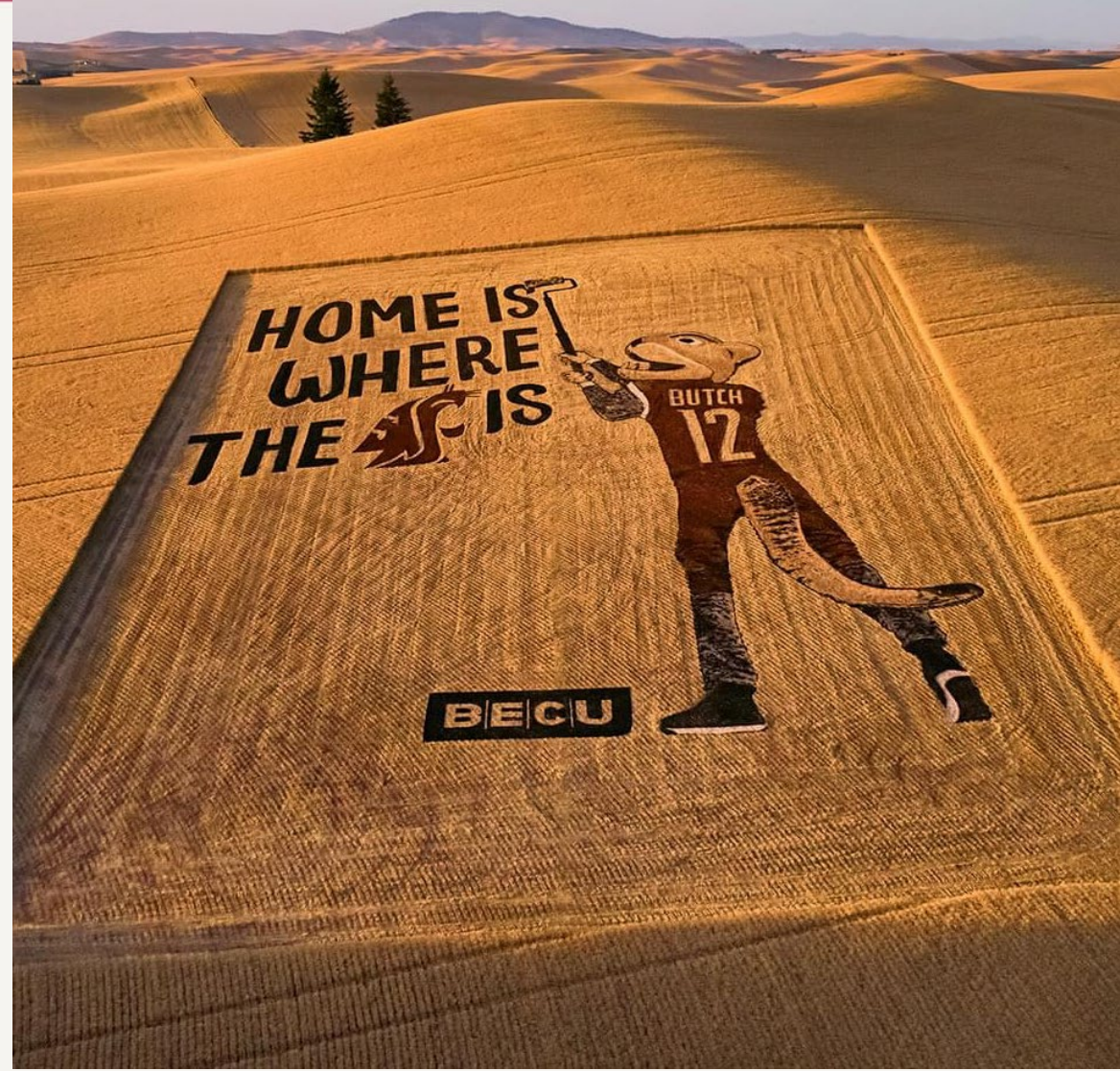
- Despite the unprecedented impact of COVID-19 on WSU's entire advancement operation since late March, the WSU Foundation received \$125,009,208 in total philanthropic commitments during Fiscal Year 2020 (July 1, 2019—June 30, 2020). This represents a modest 2.82% decrease in philanthropic activity over the previous fiscal year. This is notable at a time when higher education has experienced significant decreases in philanthropic activity, with some institutions reporting declines of 10-20% over the previous year.
- The WSU Foundation's endowment has also weathered high volatility as the markets responded to the global pandemic during FY2020, posting a 12-month investment return of -2.0% to arrive at a market value of \$499,118,125 as of June 30, 2020.
- WSU was recently awarded the 2020 Educational Fundraising Award for Overall Performance for public research universities with endowments over \$215 million and higher by the Council for Advancement and Support of Education (CASE). As one of only five institutions recognized in this category, WSU Advancement is lauded for demonstrating solid program growth, having breadth in its base of support, and proving itself to be a well-maintained program. CASE recognizes exemplary development programs like WSU's based on a blind review of three years of institutional data submitted to the Voluntary Support of Education (VSE) survey.
- The WSU Foundation is positioned to grow the endowment from \$500 million to more than \$1 billion during the campaign. The WSU Foundation Board of Directors will implement a new governance structure this fall, which will align to industry best practices to optimize and grow sustainable philanthropic investment across the University. The effective and meaningful engagement of all volunteers will also be essential for campaign success. A 12-person Trustee Engagement Task Force has been meeting since April to assess the Trustee experience, and to recommend and implement a meaningful volunteer engagement strategy that will maximize the impact of philanthropic activity University-wide and amplifying the reach of WSU Advancement.
- With respect to the ongoing challenges presented by COVID-19, and in alignment with WSU Pullman's decision to move to distance learning this fall to minimize opportunities for COVID-19 to spread, the WSU Foundation has also made the decision to move the WSU Foundation's Fall Meeting to a virtual fall meeting experience that will be engaging and informative, October 1-2, 2020. The annual Recognition Gala will be postponed to Spring 2021 for a date, time, and location to be determined.





# WSU Foundation

- FY2020 philanthropic activity finishes strong despite COVID-19
- WSU earns a top advancement award
- New governance structure to be implemented this fall
- WSU Foundation to host virtual Fall Meeting, Oct. 1-2



September 18, 2020

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Administrative Professional Advisory Council Report

SUBMITTED BY: Anna McLeod, Chair

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

1. APAC held election on May 14<sup>th</sup> and elected a new Executive Team
  - a. Anna McLeod (WSU Everett), Chair
  - b. Jessica Gerdes (ESFCOM), Vice Chair
  - c. Margaret Singbeil (WSU Real Estate and Business Operations, Seattle), Treasurer
2. This year APAC will be updating the outdated Strategic Plan from over 5 years ago and will present at the end of the year.
  - a. Key themes: Diversity, Equity and Inclusion; Professional Development; APAC Awareness
3. At the APAC Retreat in June, the council identified need for a Diversity, Equity and Inclusion committee to look at diversity initiatives within APAC and diversification of membership. A new committee will be working with HR to develop Career Ladders for AP title codes.
4. Due to COVID-19, APAC postponed the spring seminar to be held in fall 2020. This seminar will be in coordination with the Carson College of Business. Our speaker is Jan Hargrave, a leading expert in behavioral authority and body language will present "Actions Speak Louder Than Words: Understanding Nonverbal Communication". This seminar has been scheduled for October 13<sup>th</sup> and will be accessible via Zoom system-wide.
5. 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.
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 discussing issues brought forth from APs throughout the WSU system.
7. APAC will be continuing Professional Development opportunities for staff, virtually, this year. The PD committee will be looking internally for speakers to feature throughout the year.
8. This year APAC will be focusing on streamlining communication to APs across the WSU system and increasing awareness to the work that APAC does.

**September 18, 2020**

**TO: ALL MEMBERS OF THE BOARD OF REGENTS**

**SUBJECT: WSU Alumni Association Progress Report**

**SUBMITTED BY: Doug Willcox, WSUAA President 2020-2021  
Tim Pavish, WSUAA Executive Director**

### **40 by '20 is Achieved**

With the unwavering support of our members, the WSUAA has achieved our goal of reaching 40,000 members by 2020. Back in 2003, the WSUAA had just 13,000 members. At that time, WSU needed more Cougs to be engaged with the university, so the WSUAA set our sights on doubling the number of WSUAA members. That was an enormous undertaking, however, the WSUAA knew Cougs would respond. In 2012, the WSUAA exceeded 26,000 members. As the WSU system grew, so did its need for alumni support. The WSUAA decided that if we could double membership, why not more than triple it. In 2018, the WSUAA launched its "40 By '20" membership drive. Once again, the Cougar Family joined in the effort, and the goal was reached six months early. The WSUAA's membership program has been ranked #4 for percent of members and #2 for member retention as compared with Top-25 universities.

### **WSU Alumni and Friends Helping Students**

The WSU license plate continues its streak as the #1 specialty license plate in Washington. The 22,738 Cougar plates on the road lead all other specialty plates in the state. The license plate program generated over \$673,000 in 2019-2020 – the highest annual total achieved by any specialty plate, ever. 100% of the funds go to scholarships across the WSU System. Since the WSUAA took over the license plate program in 2007, the number of plates on the road has more than doubled.

### **Keeping Cougs Connected When It's Needed Most**

From managing finances and imparting interview tips, to providing social activities and increased connections within the Cougar Community, the WSUAA continues to address the needs of WSU alumni everywhere. WSUAA has been working hard to coordinate a collection of online programming intended to help Cougs engage, learn, connect, and grow virtually. The WSUAA has hosted or curated nearly twice the number of events since mid-March compared with last year. The WSUAA's virtual programming has engaged over 2,600 alumni to date. One of the most popular virtual programs is the WSUAA's new online book club, *Well-Read Cougs*. Close to 70% of those who joined *Well-Read Cougs* had not previously engaged with the University. The WSUAA has also hosted several successful virtual wine tastings with award-winning Cougar-connected wineries such as Bergevin Lane Vineyards, Cinder Winery, and Clearwater Canyon Cellars. Additionally, there has been a variety of career-centered talks and workshops such as "How to Get Clarity and Get Ahead in Your Career" and "Turning Adversity in Opportunity," designed to help Cougs who are looking for a new job or trying to advance in their current position. The WSUAA continues to innovate to engage more Cougs. For example, while the in-person *Feast of the Arts* dinner series has been postponed, the WSUAA will be conducting a *Feast at Home* virtual version hosted by Tim Pavish and Chef Jamie Callison. The evening events will also feature a Cougar winemaker and talented Hospitality Business Management students via Zoom.

# **ACTION ITEM #1 (Revised 9-17-2020)**

President's 2020-2021 Goals and Objectives

(Kirk Schulz)

September 18, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed 2020-2021 Goals and Objectives

PROPOSED: That the Board of Regents accept the President's 2020-2021 Goals and Objectives

SUBMITTED BY: Kirk H. Schulz, President

SUPPORTING INFORMATION: Pursuant to the Board of Regents Policy on Presidential Performance Evaluation, attached please find my "2020-2021 Annual Goals and Objectives". The goals outlined and objectives in this document reflect issues of strategic importance for the WSU Pullman campus and the WSU System, including those related to the System Strategic Plan goals and related initiatives.

These goals were presented at the June 25-26, 2020, Board of Regents retreat where the Regents had the opportunity to provide feedback and make suggestions for the upcoming year.

ATTACHMENT: *2020-2021 Annual Goals and Objectives document*



**President Kirk H. Schulz**  
2020-2021 Annual Goals and Objectives

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**WSU Pullman Goals**

- Meet target spending levels for WSU Athletics for 2020-2021 that are consistent with the Regents-approved FY2021 Athletics Budget.
- Develop and implement a WSU Pullman Strategic Plan.
- Continue implementation of the recommendations submitted by the Campus Culture and Climate working groups of faculty, staff, and students charged to develop a plan to build a more welcoming and inclusive environment at WSU Pullman.

**WSU System Goals**

- Develop and implement a two-year plan focused on enhancing WSU's presence in the Greater Seattle area and tie it to the University's budget and philanthropic goals.
- Raise in excess of \$135 million in philanthropic funds in support of WSU.
- Develop and communicate fiscal plans to address expected COVID-19 state of Washington related budget reductions.
- Launch the WSU System Strategic Plan, including appointing working groups, to develop the areas of focus within the context of the four strategic plan goals:
  - Goal 1 – Research, Innovation & Creativity
  - Goal 2 – Student Experience
  - Goal 3 – Outreach, Extension, Service and Engagement
  - Goal 4 – Institutional Effectiveness & Infrastructure
- Guided by the WSU System Strategic Plan, work on the following related initiatives:
  - Develop an annual process of integrated planning and budgeting that is driven by WSU's land-grant mission.
  - Establish a President's Commission on Campus Culture and Climate to: (1) serve as the principal working group to assist with system strategic planning initiatives related to diversity, equity, and inclusion; (2) collaborate with all campuses, colleges, and units systemwide to advance the work of the five working groups around culture and climate issues; and (3) identify and share best practices around important cultural matters that impact the institution.

- Develop and implement a new WSU system enrollment management plan.
- Advance WSU's institutional analytics capability to support data-informed decision-making to enhance administrative efficiency and strategic leadership across the system, including the development and implementation of a comprehensive web-based interactive dashboard for WSU System Strategic Plan metrics.
- Develop and implement an action plan to further define WSU system functions and responsibilities for leadership as outlined in the System Roles and Responsibilities report.
- Hold strategic discussions with administrators, faculty, staff, and students, including a virtual 2020 Planning Conference for WSU, focused on issues of importance facing the institution and the state.

**ACTION ITEM #2**  
**FY2021 Athletics Budget Approval**  
**Additional Impact of COVID-19**  
**(Stacy Pearson/Pat Chun)**

September 18, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Additional Impact of COVID-19 on FY2021 Athletics Budget

**PROPOSED:** That the Washington State University Board of Regents approve the changes to the FY2021 Athletics budget which are a result of the COVID-19 pandemic. Changes include reductions to both revenue and expenses.

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

**SUPPORTING INFORMATION:** The WSU Board of Regents approved the FY2021 Athletics budget in an open public meeting in June 2020 in compliance with RCW 28B.15.120 (Board of trustees or regents—annual budget requirements) and state legislation. On August 11, the Pac-12 Conference announced the postponement of all fall sports until at least January 1, 2021. While the impacts of the pandemic on the Athletics budget have resulted in lower expenses, the reductions in revenue are projected to be even higher due to the postponement of fall sports.

On the revenue side, the postponement of fall sports will result in a potential loss of a significant portion of WSU's Pac-12 distribution. Additionally, Athletics is still forecasting some home events with minimal to no fan participation across all sports. The total reductions in revenues are estimated to total over \$30 million.

On the expense side, savings are realized in several areas related to sport programs including game expenses, team travel, and recruiting. Expenditure reductions have been implemented in support areas due to lack of events in the fall and other travel related restrictions. The Pac-12 has also implemented cost containment measures which will reduce the annual Pac-12 dues. Additional steps have been taken to reduce compensation for all employees. In August, two-week furloughs were implemented for non-contract employees and a 5% salary reduction for all contract employees.

Due to the rapidly changing environment, it would be premature to make any changes to the projections for future fiscal years (FY2022-FY2024) at this time. Athletics continues to monitor this evolving environment and will provide budget updates as new information becomes available and at the November Regents meeting.

As referenced in the earlier presentation on integrated financial planning, WSU is evaluating options to help address the projected increase in Athletics operating deficits for FY21.

ATTACHMENTS: Attachment A: Historical Athletics Five Year Annual Operating Budgets (FY16-FY20)

Attachment B: September 2020 Update to the FY2021 Approved Operating Budget including unaudited FY20 projections and projections for FY22-FY24.

# Attachment A: Historical Athletics Five Year Annual Operating Budgets (FY16-FY20)

Washington State University Athletics Budget - Historical					
	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Unaudited FY20
<b>REVENUES:</b>					
Ticket Sales	5.5	7.7	8.4	9.5	8.6
Contributions/Endowments	8.2	8.7	9.8	12.4	15.3
NCAA/Pac-12	28.6	32.8	31.9	34.2	34.7
Royalties/Advert/Sponsor	6.3	4.4	4.4	4.6	3.3
Waivers/Student Fees	4.5	4.9	5.0	5.2	5.2
Other Revenue**	5.5	5.9	5.5	5.8	7.5
<b>Total Revenue</b>	<b>58.7</b>	<b>64.4</b>	<b>65.0</b>	<b>71.6</b>	<b>74.7</b>
<b>EXPENSES:</b>					
Compensation	24.5	25.2	26.1	27.7	28.5
Scholarships	11.0	10.7	10.8	11.0	10.5
Sport Programs*	11.7	11.2	11.7	11.4	10.7
Marketing/Fund Raising	2.4	2.2	2.0	1.8	1.3
Debt Payments	9.7	9.3	9.2	9.2	9.2
Direct Admin/Dues	4.1	4.0	4.1	4.7	4.3
Other Expense**	8.3	9.2	9.8	10.3	12.7
<b>Total Expenses</b>	<b>71.6</b>	<b>71.9</b>	<b>73.7</b>	<b>76.2</b>	<b>77.2</b>
<b>Net Income from Operations</b>	<b>(12.9)</b>	<b>(7.5)</b>	<b>(8.7)</b>	<b>(4.6)</b>	<b>(2.5)</b>
<b>Capitalized Expenses</b>	<b>0.6</b>	<b>1.0</b>	<b>2.7</b>	<b>0.7</b>	<b>6.9</b>
<b>Net Income after Capitalized Expenses</b>	<b>(13.5)</b>	<b>(8.5)</b>	<b>(11.4)</b>	<b>(5.3)</b>	<b>(9.4)</b>
<b>Accumulated Deficit</b>	<b>(49.4)</b>	<b>(57.9)</b>	<b>(69.3)</b>	<b>(74.6)</b>	<b>(84.0)</b>
<i>*Sport Programs includes team travel, game expenses, recruiting, equipment, meals, spirit, medical</i>					
<i>**Significant other revenues and expenses include:</i>					
<i>Revenue: concessions, game guarantees, game day parking, facility fees from admissions and allocations from campus parking rights</i>					
<i>Expenses: academics, game guarantees, severance, ticketing partner commission, concession expenses, Workday assessment, all other goods &amp; services</i>					

Attachment B: September 2020 Update to the FY2021 Approved Operating Budget including unaudited FY20 projections and projections for FY22-FY24

Washington State University Athletics Budget							
	Unaudited FY20	Orig Budget* FY21	Sept Update FY21	Difference	Budget FY22	Budget FY23	Budget FY24
<b>REVENUES:</b>							
Ticket Sales	8.6	8.7	0.6	(8.1)	10.6	11.6	11.2
Contributions/Endowments	15.3	11.9	9.3	(2.6)	12.2	13.0	12.5
NCAA/Pac-12	34.7	38.0	21.6	(16.4)	39.3	41.2	42.9
Royalties/Advert/Sponsor	3.3	3.3	1.6	(1.7)	3.4	4.8	5.1
Waivers/Student Fees	5.2	4.8	4.8	-	5.2	5.2	5.2
Other Revenue	7.5	5.3	3.6	(1.7)	8.9	9.4	9.6
<b>Total Revenue</b>	<b>74.7</b>	<b>72.0</b>	<b>41.5</b>	<b>(30.5)</b>	<b>79.6</b>	<b>85.2</b>	<b>86.5</b>
<b>EXPENSES:</b>							
Compensation	28.5	28.6	26.7	(1.9)	29.1	30.0	30.6
Scholarships	10.5	11.4	11.4	-	11.5	11.7	12.0
Sport Programs**	10.7	12.2	11.5	(0.7)	13.0	13.4	13.5
Marketing/Fund Raising	1.3	2.0	1.7	(0.3)	2.5	2.6	2.6
Debt Payments	9.2	10.0	10.0	-	10.0	10.0	10.0
Direct Admin/Dues	4.3	4.7	3.5	(1.2)	4.7	4.9	5.1
Other Expense***	12.7	8.1	7.1	(1.0)	12.0	10.7	10.9
<b>Total Expenses</b>	<b>77.2</b>	<b>77.0</b>	<b>71.9</b>	<b>(5.1)</b>	<b>82.8</b>	<b>83.3</b>	<b>84.7</b>
<b>Net Income from Operations</b>	<b>(2.5)</b>	<b>(5.0)</b>	<b>(30.4)</b>	<b>(25.4)</b>	<b>(3.2)</b>	<b>1.9</b>	<b>1.8</b>
<b>Capitalized Expenses</b>	<b>6.9</b>	<b>0.3</b>	<b>0.3</b>	<b>-</b>	<b>0.3</b>	<b>-</b>	<b>-</b>
<b>Net Income after Capitalized Expense:</b>	<b>(9.4)</b>	<b>(5.3)</b>	<b>(30.7)</b>	<b>(25.4)</b>	<b>(3.5)</b>	<b>1.9</b>	<b>1.8</b>
<b>Accumulated Deficit</b>	<b>(84.0)</b>	<b>(89.3)</b>	<b>(114.7)</b>		<b>(118.1)</b>	<b>(116.3)</b>	<b>(114.4)</b>
*Original Budget approved at June 2020 BOR Retreat							

## **ACTION ITEM #3**

### **Delegation of Authority - Regents' Appointments to the WSU Foundation Board of Directors and the WSU Foundation Investment Committee (Kirk H. Schulz)**

September 18, 2020

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Delegation of Authority - Regents' Appointment to the WSU Foundation Board of Directors and to the WSU Foundation Investment Committee

**PROPOSED:** That the WSU Board of Regents delegate authority to the Board of Regents Chair to approve, review, and de-select Board of Regents appointments to the WSU Foundation Board of Directors, pursuant to the Amended and Restated Bylaws, and the WSU Foundation Investment Committee, pursuant to the Charter and Investment Policy Statement of the WSU Foundation Consolidated Endowment Fund.

**SUBMITTED BY:** Kirk H. Schulz, President

**BACKGROUND:** WSU Regents currently serve on the WSU Foundation Board of Directors and the WSU Foundation Investment Committee, as provided in the Amended and Restated Bylaws of the WSU Foundation and the Charter and Investment Policy Statement of the WSU Foundation Consolidated Endowment Fund, respectively. The Foundation Bylaws do not specify the manner in which a Regent appointment is made to the Board of Directors, while the Investment Policy Statement provides that the Board of Regents appoints the members to the Investment Committee.

It is proposed that the Regents delegate authority to the Chair of the Board of Regents to make these Foundation committee appointments at the same time and in the same manner as appointments are made each year to the Board of Regents Standing Committees.

Article III of the Board of Regents Bylaws provides: "Following Board elections, as outlined in Article I, Section 3, the Chair of the Board shall make Committee appointments ...." The Board of Regents committee appointments are made each year during the summer,

following the Board's annual retreat that typically takes place in June. Making the Foundation appointments at the same time would help to ensure their efficiency and timeliness.

Following is additional background information from the Foundation Bylaws and the Investment Policy Statement.

#### WSU Foundation Board of Directors

The Board of Directors of the WSU Foundation Trustees serves as the governing board for the WSU Foundation. The Board of Directors has fiduciary responsibility for the general business and affairs of the WSU Foundation, including oversight of the Foundation's property, assets, and policies of the WSU Foundation.

The Foundation Bylaws provide for the appointment of a representative from the WSU Board of Regents. Article 4.1 of the Bylaws states that "[t]he Board of Directors is comprised of not less than fourteen (14) individuals, nine (9) of whom shall be elected by the Directors, and five (5) of whom shall serve as Directors ex officio (i.e. by virtue of the offices or positions they hold), namely:

- Chief Executive Officer of WSU Foundation (voting)
- Immediate Past President of the Board of Directors (voting)
- President of University (non-voting)
- University Board of Regents Representative (non-voting)
- President of University Alumni Association (non-voting)

#### WSU Foundation Investment Committee

Members of the WSU Board of Regents are fiduciaries for University endowed assets that are managed and invested by the WSU Foundation Directors, the WSU Foundation, and the WSU Foundation Investment Committee (Committee). Additionally, as provided in the Investment Policy Statement, "[t]he Investment Committee, a standing committee established under the Restated Bylaws of the WSU Foundation, shall be responsible for investments, reinvestments, and general management of all gifted property and assets of the WSU Foundation and those University assets entrusted to the WSU Foundation by contract with the University, except planned gift assets under management and oversight of the Gift Acceptance Committee."



Pursuant to the Investment Policy Statement, the Regents are responsible for reviewing and approving Regents-appointed members to the WSU Foundation Investment Committee. They are also responsible for reviewing and approving de-selection recommendations from the Committee of Regents-appointed members. De-selection does not include normal end-of-term roll-off of members.

Following for your reference is an excerpt from Investment Policy Statement regarding the composition and duties of the Investment Committee (highlighting added for ease of reference):

#### COMPOSITION/APPOINTMENT/TERMS:

The Committee is comprised of at least seven (7), but not more than eleven (11) appointed members (voting) and between two (2) and four (4) ex officio members (non-voting). The Regents appoint two (2) of these voting members, one of whom must be a member of the Regents, the other who may be a Regent or a volunteer with investment experience selected upon consultation with the Committee, subject to notice to the Directors. These members serve a one-year (1-year) renewable term upon appointment by the Regents. The other Committee members are appointed by the Chair of the Board of Directors and are selected from volunteers with investment experience upon consultation with the Committee, and subject to notice to the Regents. These members serve two (2) four (4-year) renewable staggered terms for a maximum of two (2) terms. Ex officio (non-voting) seats are designated by the Directors pursuant to the Charter and shall always include at least one (1) University representative and one Audit Committee Member. The Committee Chair Serves for one (1) two-year (2-year) term and is appointed by the Chair of the Board of Directors. As the date of the adoption of this Investment Policy, the Executive Director of Budget and Planning of the University, the CEO of the WSU Foundation, and the Snr. Associate Vice President of Finance, Operations and Services of the WSU Foundation are ex officio. The Chair can serve one additional two year (2-year) term upon approval by the Chair of the Board of Directors. Members whose terms have expired, may serve until a successor is appointed. The Committee Chair must be a Director. The Snr. Associate Vice President for Finance, Operations and Services of the WSU Foundation serves as Secretary to the Committee.

Further, following are the duties of the Investment Committee:

The Committee is responsible for implementation of this Investment Policy, and for investing capital, monitoring and reviewing investment performance, establishing appropriate benchmarks, and investment management. It may delegate fulfillment of investment and administrative tasks to others. The Committee's responsibilities with respect the Fund's assets include completing each of the duties below in a prudent manner:

- Exercise ordinary business care and prudence under the facts and circumstances prevailing in managing and investing the assets of the endowment. Specific factors guiding the Committee in managing and investing the assets are:
  - General economic conditions;
  - Effects of inflation and deflation;
  - Expected tax consequences of investment decisions;
  - Role of each investment in fund portfolio;
  - Expected total return from income and growth of investments;
  - Other University resources;
  - Needs for the fund to make distributions and preserve capital;
  - An assets special relationship or special value to the University's mission;
  - To incur only costs that are appropriate and reasonable in relation to the Fund's assets;
  - Make reasonable effort to verify facts relevant to the management and investment of the Fund; and
  - Annually (each December) review Investment Policy Statement.
- Act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in delegating management and investment of the Fund to an external agent in:
  - Selecting the agent;
  - Establishing the scope and terms of the delegation; and
  - Reviewing and monitoring the agent's performance.
- Act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in making decisions to appropriate for expenditure or accumulate Fund assets, taking into consideration:
  - Duration and preservation of the endowment fund;

- Purposes of the University and the endowment fund;
- General economic conditions;
- Possible effect of inflation or deflation;
- The expected total return from income and the appreciation investments;
- Other resources of the University
- This Investment Policy.
- Comply with all applicable state and federal laws, regulations, and rulings that relate to the Fund's investment management process.
- Recommend Investment Policy changes to the Directors and the Regents.
- Operate within the allocation ranges of the Investment Policy.
- Establish and regularly review objectives, asset allocation, and guidelines for the investment of the Funds' assets.
- Establish and regularly review manager structure guidelines for the Fund's components.
- Establish and comply with policies addressing issues that may result in perceived or actual conflicts of interest (including but not limited to relationships with investment managers or other firms doing business with the Fund and receipt of gifts or entertainment above a certain dollar value from firms doing business with the Fund) and other governance issues.
- Select qualified external investment managers to manage the Fund's assets.
- Select other service providers it deems appropriate to carry out its function, including, but not limited to, independent investment consultant(s).
- Meet quarterly to evaluate policy compliance, review progress in achieving the Fund's goals, and assess the effectiveness of the investment program.
- Evaluate the Fund's performance and the performance of the professionals hired to assist the Committee in managing the Fund's investment program.
- Communicate on a regular basis with the investment managers and investment consultant.
- Periodically review and evaluate ongoing understanding and relevance of investment policies of commingled funds in which Fund assets are invested.
- Take appropriate action if objectives are not being met or if policy and guidelines are not being followed.
- Keep the Audit Committee informed of any laws, regulations, rulings or investment decisions that might affect the annual audit of the WSU Foundation.

If the Regents approve this delegation, it is recommended that the WSU Foundation Charter and Investment Policy Statement be amended as soon as possible to reflect this change.

The Regents Chair-appointed committee member (Regent member) shall report back to the Regents on an annual basis regarding the operational performance of the Fund and other significant developments. In addition, the other responsibilities of the Board of Regents as set forth in Section 2.1.2 of the Foundation Charter and Investment Policy Statement will not be impacted by this delegation. Those responsibilities include:

- Approve the Investment Policy and changes to the Investment Policy as it relates to University endowed assets.
- Annually review the operational performance of the Fund and the actions of the WSU Foundation, its Directors, and its Committee in their role as manager of University endowed assets in order to monitor performance and compliance with the scope of the delegation of management of University endowed assets.