

April 29, 2022

**BOARD OF REGENTS MEETING NOTICE**

May 5-6, 2022

The Washington State University Board of Regents will hold its next official meetings on Thursday and Friday, May 5-6, 2022, on the WSU Health Sciences Spokane Campus in Spokane, Washington, pursuant to the schedule below.

Meetings will take place in the room locations outlined in the schedule below, except as otherwise noted.

Pursuant to Governor Inslee's Proclamation 20-28, dated March 24, 2020 and related updates, and to reduce risks related to Coronavirus, public listening of Committee meetings and Board meeting is available as follows:

**Thursday, May 5, 2022 – Executive and Governance Committee**

<https://youtu.be/N9K2HPPAeNw>

Telephone access: dial 1-253-215-8782, enter code 673083

Meeting ID: 999 9046 6369

**Thursday, May 5, 2022 – Strategic and Operational Excellence Committee**

<https://youtu.be/N9K2HPPAeNw>

Telephone access: dial 1-253-215-8782, enter code 673083

Meeting ID: 999 9046 6369

**Thursday, May 5, 2022 – Students Book Corporation – Annual Meeting of the Shareholders & Trustee**

<https://youtu.be/N9K2HPPAeNw>

Telephone access: dial 1-253-215-8782, enter code 673083

Meeting ID: 999 9046 6369

**Thursday, May 5, 2022 – Concurrent Committee Meetings:**

Research and Academic Affairs Committee:

<https://youtu.be/r6ivS09j3as>

Telephone access: dial 1-253-215-8782, enter code 252560

Meeting ID: 965 1842 9235

Student Affairs and Student Life Committee:

<https://youtu.be/gFwwZeHl8bU>

Telephone access: dial 1-253-215-8782, enter code 251226

Meeting ID: 964 8934 0037

Institutional Infrastructure Committee:

<https://youtu.be/hli-F-si7N4>

Telephone access: dial 1-253-215-8782, enter code 786325



Meeting ID: 933 1483 5849

**Thursday, May 5, 2022 – Finance and Compliance Committee**

<https://youtu.be/xCDxE0S2Ty0>

Telephone access: dial 1-253-215-8782, enter code 730632

Meeting ID: 975 5182 2549

**Friday, May 6, 2022 - Board of Regents Meeting**

<https://youtu.be/swqczL6Mhr4>

Telephone access: dial 1-253-215-8782, enter code 809611

Meeting ID: 915 7585 2803

\*\*\*Note: Covid related requirements are subject to change at any time.\*\*\*

Committee meetings will run as outlined below throughout the day; starting times following the 1:00 pm committee meetings are estimates only. If a session ends earlier than expected, the next scheduled session may convene immediately. Committee meetings may be attended by all members of the Board of Regents, and all members may participate.

| <b>Thursday, May 5, 2022</b> |  | <b>Location</b>  |
|------------------------------|--|--|
| 8:00 am                      | Board of Regents Breakfast                                     | Nursing Building (NRS) 119   |
| 9:00 am                      | Executive and Governance Committee                             | NRS 205  |
| 9:30 am                      | Strategic and Operational Excellence Committee                 | NRS 205  |
| 11:30 am                     | Students Book Corporation Meeting of the Trustees/Shareholders | NRS 205  |
| 11:45 am                     | Board of Regents Lunch   | RNS 119  |
| 1:00 pm                      | Concurrent Meetings  |  |
|                              | Research and Academic Affairs Committee                        | NRS 205  |
|                              | Student Affairs and Student Life Committee                     | NRS 201  |
|                              | Institutional Infrastructure Committee                         | NRS 401  |
| 2:30 pm*                     | Finance and Compliance Committee                               | NRS 205  |
| 4:45 pm*                     | Executive Session  | NRS 205  |
| 6:30 pm                      | Board of Regents Dinner  | Historic Davenport – Elizabethan A<br>10 S. Post Street<br>Spokane, WA 99201 |

| <b>Friday, May 6, 2022</b> |                            | <b>Location</b>       |
|----------------------------|----------------------------|-----------------------|
| 7:30 am                    | Board of Regents Breakfast | Academic Center (SAC) |
| 9:00 am                    | Board of Regents Meeting   | NRS 205               |

In addition, on Wednesday, May 4 at approximately 6:30 pm Regents will meet socially for dinner at the Palm Court Grill Restaurant, 10 S. Post St. B, Spokane, WA 99201. On Friday, May 6 at approximately 7:30 am the WSU Health Sciences Spokane Advisory Council members will join the Regents for Breakfast and campus tour on the WSU Health Sciences Spokane Campus, Academic Center.

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, 509-335-4200.

*\*or upon conclusion of previous session*

**Agenda**  
**Executive and Governance Committee**  
**Thursday, May 5, 2022**  
**9:00 am – 9:30 am**

Location: WSU Health Sciences Spokane, NRS 205

Committee Members: Marty Dickinson (Chair), Lisa Schauer, and Brett Blankenship

**Future Action Items**

**Section**

- |    |   |     |
|----|---|-----|
| 1. | Proposed Amendments to Board of Regents' Committee Charters Policy, Committee Structure and Schedule ( <i>Schulz/Hess</i> ) | E-1 |
| 2. | Proposed Amendments to the Board of Regents' Bylaws ( <i>Schulz/Hess</i> )  | E-2 |

**Action Item**

- |    |   |     |
|----|---|-----|
| 1. | Board of Regents' Election of Officers ( <i>Dickinson</i> ) | E-3 |
|----|---|-----|

# FUTURE ACTION ITEM #1

## Proposed Amendments to Board of Regents Committee Charters Policy (Kirk Schulz/Danielle Hess)

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Proposed amendments to the Board of Regents Committee Charters Policy (BOR Policy #3)

**PROPOSED:** That the Board of Regents adopt amendments to the Committee Charters Policy (1) consolidating the six current committees into four, (2) adding inclusion, diversity, equity, and access to all committee charters, (3) strengthening language in the Executive and Governance Committee responsibilities regarding presidential evaluation and compensation, (4) providing a designated primary liaison to each committee, and (5) adding corporate engagement and WSU Extension to the purview of the Strategic and Operational Excellence committee.

**SUBMITTED BY:** Kirk Schulz, WSU System President  
Danielle Hess, Division Chief, WSU Division of Attorney General's Office

**SUPPORTING INFORMATION:** In 2016, the Regents created a six-committee structure, with an Executive and Governance Committee, two large committees of the whole, and three smaller concurrent committees. Over time, several downsides to this structure have been noted, including challenges with identifying appropriate agenda items for the smaller committees and concerns by Regents about missing important discussions and presentations. There also have been logistical issues with live-streaming multiple concurrent committee meetings.

We are proposing a return to a "committee of the whole" structure, with substantive modifications as follows:

### (1) Consolidation of committees

- The Student Affairs and Student Life Committee would be consolidated with the Research and Academic Affairs Committee. The new committee would be the "Academic and Student Affairs Committee."
- The Institutional Infrastructure Committee would be consolidated with the Finance and Compliance

Committee. The new committee would be the “Finance and Administration Committee.”

(2) Inclusion, diversity, equity, and access

- Each committee would have responsibility for inclusion, diversity, equity, and access matters within that committee’s purview.
- The Strategic and Operational Excellence Committee would have a coordinating role and would receive presentations and information from WSU’s diversity and equity experts and/or Executive Director for Tribal Relations no less than once per year.

(3) Presidential assessment and compensation: Language would be added to the Executive and Governance Committee charter emphasizing responsibilities in the area of presidential assessment and compensation, including annual and comprehensive performance evaluations in accordance with Board of Regents Policy for Presidential Performance Evaluation (BOR #6).

(4) Designated primary liaison. The University President would appoint a single designated primary liaison from the officers of WSU for each committee.

(5) Expansion of Strategic and Operational Excellence Committee. The purview of this committee would be expanded to specifically include corporate engagement and WSU Extension.

Per the Board of Regents Bylaws, the Regents also have the ability to create ad hoc committees as needed.

ADDITIONAL  
INFORMATION:

The current committee structure and charters can be found at <https://policies.wsu.edu/prf/index/manuals/bor00-table-contents/bor3-policy-on-committee-charters/>.

ATTACHMENTS:

Proposed Changes to Board of Regents Policy on Committee Charters (BOR #3)

## BOARD OF REGENTS POLICY ON COMMITTEE CHARTERS

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### Overview

Board of Regents (BOR) standing committees assist it in focusing and organizing its work around institutional issues and responsibilities that align with the BOR's governance role. Committee charters delineate committee structure and responsibilities and help advance the productivity of the BOR.

BOR committees include an Executive and Governance Committee and three committees of the whole: (1) the Academic and Student Affairs Committee, which encompasses Academic Affairs, Research, and Student Life; (2) the Finance and Administration, Committee, which encompasses Finance, Compliance, Audit, Infrastructure, and Athletics; and (3) the Strategic and Operational Excellence Committee, which encompasses Inclusion, Diversity, Equity, and Access, Planning, Governmental Affairs, Advancement, Corporate Engagement, and WSU Extension.

### BOR STANDING COMMITTEE CHARTERS

#### EXECUTIVE AND GOVERNANCE COMMITTEE

##### Purpose and Authority

The Executive and Governance Committee has a broad mandate from the BOR to work with the BOR chair and the WSU president to help the BOR function effectively and efficiently in service to WSU and to the public it serves. It is vested with the authority to act on behalf of the BOR on emergency matters that cannot or should not be delayed until the BOR's next regularly scheduled meeting or until a special meeting of the full BOR is called, such action taking place at a meeting conducted in accordance with the requirements of Washington law.

Three members of the Executive and Governance Committee shall constitute a quorum for the conduct of business of the committee. If three members of the committee are not available, the BOR chair may designate any member of the BOR to temporarily fill the role as a member of the committee.

##### Composition

The Executive and Governance Committee shall consist of the BOR chair, the BOR vice chair, and the immediate past BOR chair. The WSU president shall serve as an *ex officio* member of the committee, except when the committee is considering matters of the president's hiring, evaluation, or compensation. Committee membership shall change concurrently with the schedule for BOR elections as outlined in Article I, Section 3, of the Board of Regents Bylaws.

## **Responsibilities**

This committee's responsibilities include:

- Monitoring the president's performance and overseeing presidential assessment and compensation, including annual and comprehensive performance evaluations in accordance with BOR Policy #6.
- Monitoring, reviewing, advocating for, and implementing best practices in higher education governance;
- Ensuring that a substantive, comprehensive orientation program is provided to all new BOR members;
- Ensuring that all BOR members continue to learn about the institution and their responsibilities, including participation in regular in-service education opportunities;
- Overseeing the timing and process of periodic BOR self-assessment;
- Ensuring the BOR adheres to its policies, bylaws, applicable state and federal laws, and principles that advance inclusion, diversity, equity, and access;
- Serving as a sounding board for the WSU president; and
- Acting on behalf of the BOR in emergency matters.

## **ACADEMIC AND STUDENT AFFAIRS COMMITTEE (ACADEMIC AFFAIRS, RESEARCH, AND STUDENT LIFE)**

### **Purpose**

This committee facilitates the BOR's responsibilities for teaching, research, and other academic matters, as well as matters relating to student affairs, student life, and education and activities outside the classroom.

### **Composition**

This is a committee of the whole. The BOR chair shall appoint a chairperson, as provided in the Board of Regents Bylaws. Additionally, the WSU president shall appoint one *ex officio* primary liaison from among the officers of WSU and may appoint other *ex officio* members. The primary liaison, in consultation with the committee chairperson, the Office of the President, and other appropriate WSU officials, shall be responsible for development of the committee agenda.

### **Responsibilities**

This committee shall consider matters, make recommendations, and provide governance oversight in the following areas:

- Academic policy and programs, including accreditation; curriculum; instruction; educational technology; online education; student advising; research; public service; admission requirements; the establishment and discontinuation of educational and research departments, colleges, and units; and the establishment and discontinuation of degree programs;

- Research, scholarship, and creativity statewide, nationally, and internationally, including economic development activities;
- Intellectual property, technology transfer, and commercialization activities;
- Enrollment management and planning, including enrollment levels for each campus and system-wide; admissions; financial aid; student retention; and graduation rates;
- Inclusion, diversity, equity, and access, in all matters pertaining to academics, research, and student life;
- Faculty affairs, including matters relating to recruitment, retention, promotion, composition of the faculty, and other policies and matters that impact faculty; and
- Student affairs and student life, including policies, practices, and procedures that impact students; housing and dining services; health and safety; student organizations; career services; student support programs; education abroad; recreation, civic engagement and leadership; and extracurricular and cocurricular activities.

## **FINANCE AND ADMINISTRATION COMMITTEE (FINANCE, COMPLIANCE, AUDIT, INFRASTRUCTURE, AND ATHLETICS)**

### **Purpose**

This committee facilitates the BOR's responsibilities for the financial and administrative operations of WSU, including fiscal and compliance matters related to intercollegiate athletics. The committee also is responsible for physical and information technology infrastructure, as well as other infrastructure matters.

### **Composition**

This is a committee of the whole. The BOR chair shall appoint a chairperson, as provided in the Board of Regents Bylaws. Additionally, the WSU president shall appoint one *ex officio* primary liaison from among the officers of WSU and may appoint other *ex officio* members. The primary liaison, in consultation with the committee chairperson, the Office of the President, and other appropriate WSU officials, shall be responsible for development of the committee agenda.

### **Responsibilities**

This committee shall consider matters, make recommendations, and provide governance oversight on the following:

- Investments, including:
  - Reviewing and approving changes to the Investment Policy Statement for the Washington State University Foundation Consolidated Endowment Fund (Fund) Investment Policy, as it relates to the WSU endowed assets;
  - Reviewing and recommending BOR-appointed members to the WSU Foundation Investment Committee (Committee); and
  - Annually reviewing the operational performance of the Fund and the actions of the WSU Foundation, its Governors, and the Committee;



- Borrowing and debt management, including the financing of capital projects;
- Operating and capital budget endorsement, including overseeing annual and long-range operating and capital budgets; and reviewing, providing recommendations, and approving all requests for appropriation of state funds;
- Student fees and tuition;
- Audit, including meeting a minimum of two (2) times per year with WSU's chief audit executive to discuss the effectiveness of the WSU's internal controls, significant status updates on corrective action plans, the audit plan, and internal audit activity; review of the audit charter, as needed; this committee or the committee chairperson shall meet at least once per year with the internal auditor in the absence of WSU officers;
- Finance, including oversight of the financial health of WSU and the integrity of its financial statements; sufficient opportunity for the independent external auditor to meet with the committee or the committee chairperson shall be provided;
- Compliance, including meeting a minimum of two (2) times per year with WSU's chief compliance officer to receive updates, reports on the status of corrective action plans, presentations and/or recommendations on compliance issues, including discrimination, harassment, and Title IX issues, and reports regarding any significant non-compliance issues; in addition, the committee will review the compliance charter as needed; sufficient opportunity for the chief compliance officer to meet with the committee shall be provided; this committee or the committee chairperson shall meet at a minimum of once per year with the chief compliance officer in the absence of WSU officers.;
- Investigation of any matter brought to the committee's attention with full access to all records, facilities, and personnel of WSU and the authority to engage other individuals, including professionals external to WSU as necessary to carry out its duties, consistent with applicable laws; the committee will receive any required education and sign any necessary forms to review regulated, confidential, and/or privileged records and information;
- Risk Management, including meeting a minimum of once per year with WSU's chief risk officer to discuss significant enterprise and operational risks and WSU's risk management plan;
- Campus safety and security;
- WSU trust lands;
- Classified and administrative professional employees, including matters relating to recruitment, retention, promotion, policies, collective bargaining, and other matters that impact employees;
- Real property, including ownership, management, leasing, acquisition, and disposition;
- Inclusion, diversity, equity, and access (IDEA) as they relate to matters within the purview of this committee, including ensuring that IDEA principles are being considered and followed in all areas of WSU administrative operations;
- Physical facilities, including:
  - Long-range physical planning, including capital and campus master plans;
  - Capital asset preservation and renewal, including monitoring deferred maintenance and overseeing the repairs, replacements, modernization, and renovations of buildings and infrastructure systems;
  - Major capital projects;
  - Research infrastructure, including major research facilities, core instrumentation laboratories, and other capabilities;

- Plant operations and maintenance; and
- Facilities-related policies and procedures (*e.g.*, bidding processes, safety, sustainability, ADA compliance);
- Information technology, including the needs of, and coordination among, the various campuses in all information technology areas, research computing, telephone services, and other technologies; and
- Athletics, including budget, policies, compliance, Pac-12 and NCAA, and matters pertaining to student athletes

## **STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE (INCLUSION, DIVERSITY, EQUITY AND ACCESS, PLANNING, GOVERNMENTAL AFFAIRS, ADVANCEMENT, CORPORATE ENGAGEMENT, AND EXTENSION)**

### **Purpose**

This committee facilitates the BOR's engagement in strategic planning, institutional advancement, development, corporate engagement, and governmental relations. It also considers matters pertaining to the efficiency and effectiveness of system-wide operations and has broad oversight of WSU's activities and progress in the areas of inclusion, diversity, equity, and access system-wide.

### **Composition**

This is a committee of the whole. The BOR chair shall appoint a chairperson, as provided in the Board of Regents Bylaws. Additionally, the WSU president shall appoint one *ex officio* primary liaison from among the officers of WSU and may appoint other *ex officio* members. The primary liaison, in consultation with the committee chairperson, the Office of the President, and other appropriate WSU officials, shall be responsible for development of the committee agenda.

### **Responsibilities**

This committee shall consider matters, make recommendations, and provide governance oversight on the following:

- Inclusion, diversity, equity, and access (IDEA), including high-level coordination between and among BOR committees in this area, coordination and review of WSU's IDEA efforts system-wide, and receiving presentations and information from WSU's diversity and equity experts and/or the Executive Director for Tribal Relations no less than once per year regarding progress and challenges;
- Strategic and organizational planning, including development and approval of WSU's strategic plan, oversight of its implementation, and monitoring overall performance, including review of meaningful performance metrics;
- Advancement, development, and fundraising, including supporting the WSU Foundation in achieving its goals and aligning fundraising efforts and the institution's strategic priorities;
- Alumni relations, including working with the WSU Alumni Association to support programs and activities that encourage alumni involvement with, and support of, WSU;

- Government affairs, including the institution's public policy agendas and long- and short-range planning and engagement efforts aimed toward advancing WSU's strategic priorities to all local, state, and federal leaders, constituencies, and agencies, including the Washington Legislature and the general public;
- Marketing and communications, including strategic public relations, marketing, and communications efforts;
- Corporate engagement, including major sponsorships and relationships that advance WSU objectives; and
- WSU Extension and all of its operations statewide.

DRAFT

## FUTURE ACTION ITEM #2

### Proposed Amendments to the Board of Regents Bylaws (Kirk Schulz/Danielle Hess)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed Amendments to the Board of Regents Bylaws

PROPOSED: That the Board of Regents adopt amendments to the Bylaws (1) adding a faculty Regent and removing the faculty representative to the Regents, (2) allowing the Chair and Vice-Chair of the Board to hold office for up to two years in certain circumstances, (3) updating public comment provisions, and (4) updating the standing and ad hoc committee provisions.

SUBMITTED BY: Kirk Schulz, WSU System President  
Danielle Hess, Division Chief, WSU Division of Attorney General's Office

SUPPORTING INFORMATION: Attached is a copy of the Board of Regents Bylaws with proposed changes tracked. The changes were prompted by new legislation as well as a desire to revise the Board of Regents committee structure. Substantive changes are as follows:

- **Faculty Regent:** In 2022, the legislature amended RCW 28B.30.100 to add a faculty Regent whose term will start October 1. The faculty Regent must be a full-time or emeritus WSU faculty member and will serve a term of three years. The WSU Faculty Senate is responsible for sending a list of 2-5 candidates to the Governor. The list for 2022 includes the most recent past chairs of the Faculty Senate; however, the Faculty Senate is developing a process for choosing nominees in the future. The proposed changes to the bylaws would remove the current faculty representative to the Regents and replace that position with a faculty Regent.
- **Officer Elections:** RCW 28B.30.125 requires the Regents to elect a chair "as soon as practicable after the first Wednesday in April" of each year. Current bylaws allow for a one-year term for the Chair and Vice-Chair. However, in some cases, a two-year term for either or both positions may be desirable

due to extenuating circumstances. The proposed changes to this section would allow the Regents to elect to extend the terms of the Chair and Vice-Chair by one year. The changes also clarify that the student and faculty Regents may not serve as Chair or Vice-Chair. This restriction is based on RCW 28B.30.100, which prohibits these Regents from participating in individual faculty personnel matters, including matters pertaining to the University President, as well as the shorter terms these Regents hold.

- **Public Comment:** New legislation passed in 2022, which amends the Open Public Meetings Act to require public comment at each meeting (except in emergencies), requires minor adjustments in the bylaws' public comment provisions. Accordingly, the proposed changes state that individuals with disabilities for whom attendance in person would be difficult must be allowed to provide oral comment remotely. In addition, an option to submit written public comment must be provided.
- **Committee Provisions:** The proposed amendments in this section are intended to facilitate the return to a committee of the whole structure as well as to provide increased guidance regarding the establishment of ad hoc committees.
- **Miscellaneous:** Several other minor updates and changes are tracked in the attachment, which should be self-explanatory.

ADDITIONAL  
INFORMATION:

A current copy of the Board of Regents Bylaws is available at:  
<https://regents.wsu.edu/bylaws/index.html>.

ATTACHMENT:

Board of Regents Bylaws (with changes tracked)

## Article I: Membership and Officers of the Board and Faculty Representative

1. **Membership.** The governance of Washington State University (University) shall be vested in a Board of Regents (Board) consisting of ~~ten~~ eleven (110) members (Regents), one (1) of whom shall be a student, and one (1) of whom shall be a member of the faculty.

~~4.~~

2. **Designation.** The Officers of the Board shall consist of a President, who shall also be known as the Chair of the Board (Chair), and a Vice Chair, Secretary, and Treasurer.

~~2.~~

3. **Election and Appointment Process.** At its regular meeting held after the first Wednesday in April of each year, the Board shall hold elections to fill the offices of Chair and Vice Chair. The Board shall elect a Vice Chair, as nominated by the Executive Committee, based upon the advice of the Board and in consultation with the President of the University. ~~The Vice Chair shall hold office for a one year (1 year) term, commencing on July 1. Except in the case of resignation or removal, or other exigent circumstances, t~~he Vice Chair shall then automatically succeed as Chair of the Board after one (1) year, commencing on July 1. the following year and shall hold the office of Chair for one year (1 year), commencing on July 1. When warranted by extenuating circumstances, the Board may elect to extend the term of the Chair or Vice Chair by a maximum of one (1) additional year with no further extensions. The student Regent and the faculty Regent are not eligible to hold the position of Chair or Vice Chair but are eligible to vote in elections under this paragraph.

The President of the University shall serve as Secretary of the Board as prescribed by RCW 28B.30.135. Secretary of the Board, where used in these Bylaws hereinafter, shall refer to the President of the University.

The Treasurer of the Board shall be the Vice President for Finance and

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Administration of the University, unless the Board in its discretion appoints another individual to this office.

~~3.~~

~~4.~~ **Chair.** The Chair of the Board shall preside at all meetings of the Board and shall sign all written instruments on behalf of the Board that are necessary to implement programs and policies ~~which that~~ have been approved by the Board. The Chair of the Board shall have the authority and responsibility to perform the duties customarily attached to the office and shall have such other authority and duties as prescribed by these Bylaws, Board of Regents Policies (Board Policies), and the Board.

~~4.~~

~~5.~~ **Vice Chair.** The Vice Chair of the Board shall have the authority to perform the duties of the Chair of the Board in the event of the Chair's absence or incapacity. The Vice Chair may have such other authority and duties as prescribed by these Bylaws, Board Policies, and the Board.

~~5.~~

~~6.~~ **Secretary.** The Secretary of the Board shall not have the right to vote. The Secretary shall be responsible for giving notice of all meetings of the Board, and recording and keeping of the minutes of the proceedings of the Board; shall be the custodian of all official records of the Board; shall attest all instruments required to be signed by the Chair of the Board; and shall perform all the duties pertaining to the office and do all other things required by the Board.

~~6.~~

~~7.~~ **Treasurer.** The Treasurer shall not have the right to vote. The Treasurer shall be the financial officer of the Board and shall render a true and faithful account of all moneys received and paid out.

~~7.~~

~~8.~~ **Vacancies in Office and Removal.** In the event of a vacancy in the office of Chair, the Vice Chair shall assume the office of the Chair, serving both the unexpired term of the Chair and the full term as Chair as provided in Article 1, Section 3, of these Bylaws. In the event of a vacancy in the office of Vice Chair, the Board shall elect a Vice Chair to complete the

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unexpired term of the Vice Chair. A new election is then required as provided in Article 1, Section 3.

The Chair and Vice Chair of the Board may be removed from their respective positions as an officer of the Board by a majority vote at a regular or special meeting of the Board. Removal under this paragraph shall not affect the officer's continued service as a Regent.

8. \_\_\_\_\_

~~9. **Faculty Representative.** The Faculty Representative shall not have the right to vote but is authorized to attend all regular and special meetings of the Board and its Committees, unless requested otherwise in specific instances by the Board or Committee, and is authorized to bring matters before the Board or any of its committees for discussion. The Faculty Representative serves a one (1) year term, commencing on July 1. The outgoing chair of the University's Faculty Senate is the presumptive nominee to serve as the Faculty Representative, subject to the approval by majority vote of the Faculty Senate. If the outgoing chair is not approved by the Faculty Senate or chooses not to serve all or any part of their term, the Faculty Senate shall nominate another member of the Faculty Senate Executive Committee by majority vote. In the event that legislation is passed authorizing a faculty member to serve as a member of the Board, such legislation shall supersede and replace this section.~~

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## **Article II: Meetings of the Board**

1. **Regular Meetings.** Regular meetings of the Board shall be held pursuant to a schedule adopted yearly by resolution of the Board. There shall be no fewer than six (6) meetings scheduled on a yearly basis. Regular meetings include Board of Regents retreats scheduled in accordance with the regular meeting process. The Secretary of the Board, with the concurrence of the Chair of the Board, may cancel or change the date of any regular meeting. All such regular meetings will be conducted in conformance with the laws of the state of Washington governing such meetings.



~~4.~~

~~2.~~ **Special Meetings.** The Secretary or the Chair of the Board, or a majority of the members of the Board of Regents, may call a special meeting at any time. Not less than twenty-four (24) hours before any special meeting, the Secretary of the Board shall have notified each member of the Board by written notice of the time, location, and the business to be transacted at the meeting. Such notice shall be distributed and posted, and such meeting shall be conducted in accordance with the laws of the state of Washington governing such meetings.

~~2.~~

3. **Committee Meetings.** Meetings of Board committees, as provided for in these Bylaws and in Board Policies, may be held before regular or special meetings, or at such time and such place as the Committee Chair~~person~~ may direct from time to time. All committee meetings shall be held in conformance with the laws of the state of Washington governing such meetings.

~~4.~~ **Notice and Agenda for Regular Meetings.** Not less than seven (7) calendar days before any regular meeting, the Secretary of the Board shall transmit a meeting agenda to each member of the Board.

~~4.~~

~~5.~~ **Addenda to the Agenda of Board Meetings.** Those University officials who are authorized to bring agenda items to the Board may propose addenda to a regular meeting agenda in exceptional circumstances, such as when prompt Board attention is required and the need to place the matter on the agenda was unforeseen, with the concurrence of the Secretary of the Board. Items added to the agenda by University officials must be submitted to the Board not less than twenty-four (24) hours prior to a regular meeting. Material must be submitted through the Secretary of the Board and must be in accordance with guidelines and procedures established for the submittal of items for the agenda.

The Board may add items to the agenda of a regular meeting, and take final action upon such additions, at any time prior to the conclusion of the

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meeting.

The Board may add items to the agenda of a special meeting at any time prior to the conclusion of the meeting, except that final disposition may not be taken on any matter added to the agenda unless timely notice to the addition has been given as required by law.

~~5.~~

~~6.~~ **Quorum.** Six (6) Regents shall constitute a quorum for the transaction of business at all regular and special meetings. A majority of the Regents present must approve all items requiring action by the Board.

~~6.~~

~~7.~~ **Minutes.** The Secretary of the Board shall keep the minutes of all regular and special meetings of the Board. Such minutes shall be distributed with the agenda in preparation for the subsequent meeting and, following approval shall be open to public inspection in the Office of the President during regular University business hours and shall also be posted on the University's Board of Regents web page.

~~7.~~

~~8.~~ **Public Meetings.** Regular and special meetings of the Board and Committees shall be open to the public in conformance with the laws of the state of Washington governing such meetings.

~~8.~~

~~9.~~ **Executive Sessions.** During any regular or special meeting of the Board, the Board may hold an executive (closed) session to discuss matters as permitted by applicable laws of the state of Washington.

~~9.~~

~~10.~~ **Communications to the Board.** Any person who wishes to bring a matter to the attention of the Board may do so by submitting written communication to the Board at the following address: c/o Office of the President, Washington State University, P.O. Box 641048, Pullman, Washington 99164-1048.

~~10.~~

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11. **Appearance Before the Board.** The meetings of the Board are intended for presentation of agenda items by the Regents, President, Provost and Executive Vice President, Vice Presidents, Chancellors, ~~Faculty Representative~~, other University officials, as requested by the President, and the Senior Assistant Attorney General for discussion and action by members of the Board. Appearance via videoconferencing, ~~or telephone~~, or other electronic method is acceptable, rather than appearing in person; however, in-person presentations are strongly encouraged. Additionally, time shall be provided for public comment at each Board meeting.

**A. Request to Provide Public Comment.** Individuals who wish to provide public comment during a meeting of the Board must provide their name and any relevant title(s) or affiliation(s) on the sign-up sheet. The request should also set out clearly the topic to be presented.

**B. Time Allocation.** The chair of the Board may reasonably limit the amount of time allocated for the public comment period for each speaker and for each issue. Public comments will take place during the scheduled public comment period. Unless otherwise indicated on the agenda or by the chair, the public comment period will be for ten (10) minutes, with a two-minute (2-minute) limit per speaker, and will occur at the end of the Board meeting.

**C. Scheduling of Speakers.** Speakers who sign up in advance, ~~and~~ who are commenting on matters before the Board, and who are appearing in person (except for speakers with disabilities for whom physical attendance would be difficult) will be given priority during the public comment period. Speakers must register in advance with the Office of the President in order to appear via videoconferencing, telephone, or other electronic method. Should a large number of speakers wish to speak on the same issue or topical area, the Chair

of the Board may ask representatives of the group to summarize their colleagues' statements, or limit the number of speakers on a given topic. Speakers also have the option of providing written comment to the ~~If, by virtue of time or other constraints, a speaker is not able to present his/her comments, said comments may be distributed in writing to the~~ Office of the President for distribution to the Regents.

No University officer, faculty, staff, or other employee or student of the University shall submit any matter to the Board for official consideration except as provided by the guidelines and procedures established for the submittal of items for the agenda or by public comment pursuant to this section.

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

A. ~~A.~~ Agenda items may be submitted only by an appropriate University official as follows: *Regents, President, Provost and Executive Vice President, Vice Presidents, Chancellors, ~~Faculty Representative,~~ other University officials as requested by the President, and the Senior Assistant Attorney General.*

B. ~~B.~~ All items submitted to the Board for action must first be submitted to and discussed by the appropriate Committee, as provided in Article III of these Bylaws, at least one (1) Committee meeting prior to the meeting at which action will be requested, except:

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(1) Items of a routine nature may be discussed by the appropriate Committee and brought before the Board at the same meeting in which action will be requested; and

(2) The Board Chair may suspend the requirement outlined in this Subsection as to any action item brought before the Board.

C. The Board may make use of a consent agenda for any item that the Board has determined to be "routine" or matters about which the Board commonly concurs. Items on the consent agenda will not be discussed prior to action. However, if any Board member believes that any item on the consent agenda requires discussion, that Board member may remove the item from the consent agenda merely by requesting the same.

D. All items to be included in the agenda must be submitted in writing no later than ten (10) days prior to the Board meeting to the Secretary of the Board, who shall be responsible for preparation and distribution of the Agenda, except as otherwise allowed by Article II, Section 5 of these Bylaws.

**13. Rules of Procedure.** *Robert's Rules of Order*, latest revised edition, shall govern all meetings of the Board, except where such rules of order are superseded by these Bylaws, Board Policies, or applicable statutes or regulations.

~~13.~~

### **Article III: Committees of the Board**

**1. Standing Committees of the Board.** In addition to an Executive and Governance Committee, the Board will have standing committees to consider matters and address issues in the following areas, including but not limited to: ~~r~~Research, ~~a~~Academic ~~a~~Affairs, ~~s~~Student Affairs, ~~life~~, budget, finance, personnel, ~~Finance and Administration~~, ~~c~~Compliance, ~~and a~~Audit, ~~intercollegiate a~~Athletics, ~~i~~Infrastructure, ~~s~~Strategic

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pPlanning, gGovernment aAffairs, and Institutional a-Advancement, and diversity, equity, and inclusion.- Through the Committees, Board members explore critical governance issues and communicate with University administration and others who share in the governance of the University. Detailed committee charters are set forth in Board Policies.

No Committee may act on behalf of the Board on matters requiring Board action, except for the Executive and Governance Committee in emergency situations as noted in the Executive and Governance Committee Charter. All Committees shall refer such matters to the Board for appropriate action in a regular or special meeting.

Following Board elections, as outlined in Article I, Section 3, the Chair of the Board shall make Committee appointments, including ~~an~~ appointment of a chairperson to each of the Committees. Each Committee shall consist of at least three (3) Board members, including the Committee chairperson and a member of the Executive Committee. ~~The student Regent shall serve on the Student Affairs and Student Life Committee, and may serve on any other committee, as appropriate.~~ The President shall appoint one ex officio primary liaison to each standing committee members from among the officers of the University and may appoint other ex officio members. The primary liaison who, in consultation with the Committee chair and other appropriate University officials, shall be responsible for development of Committee agendas ~~and for making recommendations to the Board.~~ Committees of the whole are permitted and must function in accordance with this Article III.

4.

2. **Ad Hoc Committees of the Board.** Ad hoc committees may be established by the Chair, from time to time, as ~~the Chair he or she~~ may deem necessary or advisable to focus on specific matters or make recommendations to the Board for the handling of ~~handle~~ specific tasks or objectives in fulfillment of ~~the~~ duties and responsibilities of the Board. Each ad hoc committee must have, at a minimum, a written

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committee charge and a designated Board chairperson. Ad hoc committees are advisory only, and n~~However, o ad hoc committee may act on behalf of the Board on matters requiring Board actions~~such ad hoc committees shall refer all matters for action to the full Board, unless such authority has been expressly delegated to the ad hoc committee. A list of current ad hoc committees shall be made available on the Board of Regents website. All ad hoc committees automatically sunset after two (2) calendar years from the date of establishment, absent written extension by the Chair.

#### **Article IV: Officers of the University**

1. **University President.** The University President shall be appointed by the Board (excluding the student Regent and the faculty Regent) and shall serve at the pleasure of the Board. The University President shall be the chief executive officer of the University and shall be responsible directly to the Board for the management and conduct of all the affairs of the University except those which have been reserved by the Board or which by law, these Bylaws, or other policies or orders of the Board are the specific responsibility of other persons or bodies. The University President is authorized to attend all regular and special meetings of the Board and its Committees, unless requested otherwise in specific instances by the Board or Committee, and is authorized to bring matters before the Board or any of its Committees for discussion.

4.

2. **Other Officers.** The University President is the delegated authority to appoint the University's Provost and Executive Vice President, Vice Presidents, Deans, Chancellors, and other officers as may be necessary for assistance in efficiently carrying out the responsibilities of the chief executive officer of the University. All such officers of the University shall be under the general supervision of and shall exercise such powers and duties as may be prescribed by the University President.

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## Article V: Faculty Senate, Staff, Student, Alumni, and Foundation Representatives

1. The Chair of the Faculty Senate, the Chair of the Administrative Professional Advisory Council, the President of the Graduate and Professional Student Association, the President of the Associated Students of Washington State University for a particular campus (as determined by the Board Chair), the President of the Alumni Association, and the Chair of the WSU Foundation Board of Governors shall periodically report, as a representative of their respective organizations, to the Board of Regents at its public meetings. The Chair of the Board, in consultation with the University President, shall establish on an annual basis the frequency of oral reports from these organizations.
2. The President or Chair of each of these organizations may designate the Vice President or Vice Chair, or the University Vice President responsible for that area, to represent him or her at the meetings of the Board, but may not designate any other person.
3. Participation is at the expense of the organizations of the aforementioned representatives and not an expense obligation of the Board. Appearance via videoconferencing, ~~or~~ telephone, or other electronic method is acceptable, rather than appearing in person.
4. Notice of public meetings shall be given to such representatives in the same manner as notice is given to members of the Board.
5. Not less than five (5) days before any regular meeting, the Secretary of the Board shall transmit to each representative a final Agenda setting forth the matters that are to be considered at the meeting.
6. When scheduled to speak, s~~S~~uch representatives shall be entitled to speak during the public meeting through ~~scheduled~~ presentations to the Board as set forth in the Board of Regents meeting Agenda. The



representatives shall not be entitled to vote on matters brought before the Board.

7. Prior to any meeting at which a representative is scheduled to speak, the representative of each group shall submit a one-page (1-page) report to the Board to be included in the Agenda in accordance with the guidelines for submittal of Agenda material as outlined in Article II, Section 12, of these Bylaws.

## Article VI: Exercise of Powers

- ~~1.~~ **Suspension of the Bylaws.** Any provision of the Bylaws may be suspended in connection with the consideration of a matter before the Board by a majority vote of the members of the Board.
- ~~4.~~
- ~~2.~~ **Student Regent.** The student regent may not participate or vote on matters relating to the hiring, discipline, or tenure of faculty members and personnel shall excuse himself or herself from participating in or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel per RCW 28B.30.100.
- ~~2-3.~~ **Faculty Regent.** The faculty regent may not participate or vote on matters related to the hiring, discipline, or tenure of specific faculty members per RCW 28B.30.100.

## Article VII: Board of Regents Policies

- ~~4.~~ The Board may adopt Board Policies not inconsistent with these Bylaws, for the governance of the University and the regulation of the business of the Board. Except as otherwise specified in a particular Board Policy, the Board may amend or repeal any Board Policy in whole or in part at any meeting of the Board.

## Article VIII: Amendments

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4. **Procedure.** These Bylaws may be amended at any regular or special meeting of the Board by the affirmative vote of a majority of the Regents, as defined in Article II, Section 6, of these Bylaws.

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## Article IX: Special Provisions Relating to Regents

4. **Compensation and Expenses.** No Regent shall receive a salary or compensation for services as a Regent, except as authorized by law and Board Policy. Regents shall be reimbursed for actual expenses incurred by reason of attendance at any meeting of the Board or in the performance of other official business of the University in accordance with RCW 43.03.050 and 43.03.060, and any Board Policy addressing the same.

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Commented [HDA1]: See 2022 amendments to RCW 43.03.220  
<https://lawfilesexternal.wa.gov/biennium/2021-22/Pdf/Bills/Senate%20Passed%20Legislature/5793-S2.PL.pdf#page=1>

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# **ACTION ITEM #1**

Election of Officers  
(Marty Dickinson)

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Election of Officers

PROPOSED: That Marty Dickinson be re-elected as Chair of the WSU Board of Regents for the year beginning July 1, 2022 and that Lisa Schauer be re-elected to serve as Vice Chair of the WSU Board of Regents for the year beginning July 1, 2022, with the understanding that she shall act as Chair pro tempore in the absence of the Chair, with the power to preside at the meetings and to sign all instruments required to be executed by the WSU Board of Regents.

SUBMITTED BY: Marty Dickinson, Chair, Board of Regents

SUPPORTING  
INFORMATION: Excerpt from the Board of Regents bylaws, Article I, Section 3  
(Election and Appointment Process):

Election and Appointment Process. At its regular meeting held after the first Wednesday in April of each year, the Board shall hold elections to fill the offices of Chair and Vice Chair. The Board shall elect a Vice Chair, as nominated by the Executive Committee, based upon the advice of the Board and in consultation with the President of the University. The Vice Chair shall hold office for a one-year (1-year) term, commencing on July 1. Except in the case of resignation or removal, or other exigent circumstances, the Vice Chair shall then automatically succeed as Chair of the Board the following year and shall hold the office of Chair for one-year (1-year), commencing on July 1.

**Agenda**  
**Strategic and Operational Excellence Committee**  
**Thursday, May 5, 2022**  
**9:30 a.m. – 11:30 a.m.**

Location: WSU Health Sciences Spokane, NRS 205

Committee: Committee of the whole – John Schoettler (Chair)

**Focused Discussions**

**Section**

1. Enrollment and Retention (*Chilton/Oba/Davis/Taylor*)
2. University Communications Update (*Wieler*)

**Agenda**  
**Special Meeting of the Trustees/Shareholders**  
**of the Students Book Corporation**  
**WSU Health Sciences Spokane, SNRS 205**

Thursday, May 5, 2022  
11:30 a.m. – 11:45 a.m.

**Action Item**

Section

1. Students Book Corporation, Confirmation of Directors (*Greene*)

SBC-1

**ACTION ITEM #1**  
Students Book Corporation, Confirmation of Directors  
(Sean Greene)

May 5, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS AS TRUSTEES AND SHAREHOLDERS OF  
THE STUDENTS BOOK CORPORATION

SUBJECT: Students Book Corporation, Confirmation of Directors

SUBMITTED BY: Alicia Booth, SBC Board Chairperson/Graduate Student Director  
Sean Greene, SBC Board Administrative Director

PROPOSED: That the Trustees and Shareholders of the Students Book Corporation confirm the following individuals to serve on the Students Book Corporation Board of Directors:

Charles Munson, Faculty Director  
Two-year term to expire in 2023

Monica Crosby, Graduate/Professional Student Director  
Two-year term to expire in 2024

Brian Becsi, Alternate Graduate Student Director  
One-year term to expire in 2023

Cameron Dickey, Undergraduate Student Director  
Two-year term to expire 2024

Sydney Swatzell, Undergraduate Student Director  
Two-year term to expire in 2024

## **Students Book Corporation Directors Biographies – 2022-2023**



### **Chuck Munson, Faculty Director**

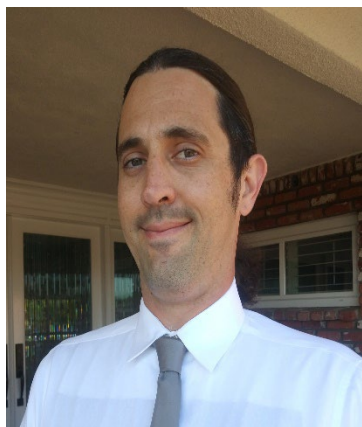
Dr. Munson is a professor of operations management in the Department of Finance and Management Science. He has taught operations management core and elective courses at the undergraduate, MBA, and Ph.D. levels. He currently holds the position of Carson College of Business Ph.D. Program Director. Professor Munson serves as a senior editor for Production and Operations Management. He has published more than 28 articles in such journals as "Production and Operations Management," "IIE Transactions," "Decision Sciences," and "European Journal of Operational Research." He is a co-author of "Operations Management: Sustainability and Supply Chain Management (13th and 12th eds.)," along with Jay Heizer and Barry Render. He is also a co-author of "Managerial Decision Modeling: Business Analytics with Spreadsheets (4th ed.)," along with Nagraj Balakrishnan, Barry Render, and Ralph M. Stair, Jr. Furthermore, he is editor of the book "The Supply Chain Management Casebook: Comprehensive Coverage and Best Practices in SCM," and he has co-authored the research monograph "Quantity Discounts: An Overview and Practical Guide for Buyers and Sellers" along with Jonathan Jackson. His major awards include the WSU Sahlin Faculty Excellence Award for Instruction (2016); being a Founding Board Member of the Washington State University President's Teaching Academy (2004); winning the WSU College of Business Outstanding Teaching Award (2001 and 2015), Research Award (2004), and Service Award (2009 and 2013); and being named the WSU MBA Professor of the Year (2000 and 2008). Professor Munson is happy to serve on the Students Book Corporation Board to help provide the best experience possible for students.



**Monica Crosby, Graduate/Professional Student Director**

Monica is currently working on her Ph.D. and studies in The School of Food Science and Human Nutrition, and she is researching food texture sensitivities in children with Down Syndrome. She graduated from Culinary School at Walter's State Community College in Tennessee (2005). She continued her education at The University of TN, Knoxville obtaining her Bachelor's (2007) and Master's (2010) of Science degrees in Food Science and Technology. Monica spent the past 11 years working in the beverage industry at Keurig Dr Pepper, leading qualifications of new coffee items at the manufacturing plant while obtaining her Q-Grader certification as a professional coffee taster and becoming a

trained barista. Monica is originally from South Carolina and, with a parent in the Army, lived in seven states. She enjoys spending time with her family and friends, traveling, baking, photography, and hiking in her free time. She is honored to serve on the Board and excited to give back to the students and WSU!



**Brian Becsi, Alternate Graduate/Professional Student Director**

Brian is a second-year mathematics graduate student and intends to pursue academic research. He is from Southern California and graduated from California State University Fullerton in 2021, where he received special recognition from the California State Assembly as a Project Rebound Scholar. When not preparing for lab or studying for classes, he likes going to the gym, drinking coffee, and learning about history. He is honored to be a part of the Board and appreciates the opportunity to serve his fellow students.



**Cameron Dickey, Undergraduate Student Director**

Cameron is an undergraduate student from Medical Lake, WA, working towards his Finance degree. Throughout his undergraduate education, he intends to become even more rooted in the WSU community by getting more involved. After graduation, he plans on either continuing his education with an MBA or going directly into the workforce and pursuing an MBA once he has a few years of work experience. Cameron enjoys spending time with friends, reading books, playing tennis, and practicing cooking in his free time. Cameron is grateful for the opportunity to serve

on the Board and, in doing so, benefit the WSU community.





**Sydney Swatzell, Undergraduate Student Director**

Sydney is an undergraduate student in the Honors College working towards a degree in Neuroscience Pre-Medicine. She is from Spokane, Washington, and plans to attend medical school after completing her undergraduate education. Sydney has been working in Dr. Rita Fuchs' research lab for the past two years, where she studies addiction and memory reconsolidation as an undergraduate research assistant. Sydney enjoys hiking with her dog, yoga, and baking in her free time. She is pleased to represent students at WSU as a member of the Board and hopes to leave a lasting impact for

future Cougs.

**Agenda**  
**Research and Academic Affairs Committee**  
**Thursday, May 5, 2022**  
**1:00 p.m. – 2:15 p.m.**

Location: WSU Health Sciences Spokane, NRS 205

Committee Members: Lura Powell (Chair), Marty Dickinson, Jenette Ramos, and Ron Sims

| <b><u>Action Item</u></b>                                 | <b><u>Section</u></b> |
|---|-----------------------|
| 1. Establish the WSU Yakima Consortium ( <i>Chilton</i> ) | R-1                   |

**Future Action Items**

|  |     |
|--|-----|
| 1. Establish the Master of Healthcare Administration and Leadership ( <i>Chilton</i> ) | R-2 |
| 2. Discontinue the Master of Education in Educational Psychology ( <i>Chilton</i> )    | R-3 |

**Information Items**

|  |     |
|--|-----|
| 1. Items Approved Under Delegated Authority ( <i>Chilton</i> ) | R-4 |
| 2. Research Metrics Update ( <i>Chilton/Keane</i> )            | R-5 |

## **ACTION ITEM #1**

### **Establish the WSU Yakima Consortium Site (Elizabeth S. Chilton)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Establishment of the WSU Yakima Consortium Site

**PROPOSED:** That the Board of Regents establish the WSU Yakima Consortium Site

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

**SUPPORTING INFORMATION:** The Vice President of Health Sciences proposes the establishment of the WSU Yakima Consortium site.

Central to the mission of WSU Health Sciences is improving the health of Washington citizens via education, research and engagement. Health Sciences is a state-wide system within the WSU System with activities at 6 physical campuses and Global Campus, and presence in every county of the state. The WSU College of Nursing and the College of Pharmacy and Pharmaceutical Sciences have significant student populations in Yakima-based programs, and the Elson S. Floyd College of Medicine has opportunities for Yakima-based programs. The WSU Yakima Consortium site (WSU Health Sciences Yakima) would serve as a health sciences-focused educational and research campus with close ties to the WSU Health Sciences Spokane campus and Pacific Northwest University of Health Sciences.

Moreover, through excellence in teaching, scholarship, and service, WSU Health Sciences Yakima will develop collaborative, practice-ready health care professionals that increase access to culturally responsive and quality health care in their rural and underserved communities. The two key pillars are provided below:

#### Pillar 1: Access

- Increased access to affordable, local, and quality health professions education for students in Central Washington
- Improved access to high quality, collaborative, and culturally responsive healthcare for our rural communities

## Pillar 2: Diversity

- Our faculty, staff, students, and graduates are representative of the communities we serve

Residents of the rural communities served by WSU experience poor health outcomes, such as reduced longevity and diminished quality of life, and decreased wellness. People living in these rural areas are more likely to die from cancer, heart disease, respiratory disease, stroke, and opioid overdoses than their urban counterparts. These disparities result from a lack of available healthcare providers and unfavorable social determinants of health. Social determinants include factors such as lower educational levels, lower income levels, higher rates of uninsured or underinsured individuals, and lower health literacy. Fourteen counties in eastern Washington are considered medically underserved or include medically underserved populations. Moreover, a shortage of primary care health professionals exists in all counties in Eastern Washington—nearly one-third of the population in Yakima County lacks a primary care provider.

In primary partnership with the Pacific Northwest University of Health Sciences (PNWU) and other partners, the creation of the WSU Health Sciences Yakima consortium site will be ideally positioned to serve as a catalyst for optimized access to quality healthcare that improves the health and wellness of underserved and rural communities and the hub of health science education throughout Central Washington.

The proposal for the WSU Yakima Consortium site is attached. This proposal was reviewed carefully and has support from the Provost's Office. This proposal was recommended by the Faculty Senate on April 7, 2022.

ATTACHMENT: Attachment A - Proposal



## MEMORANDUM

To: Elizabeth S. Chilton, Provost and Executive Vice President

From: Faculty Senate Executive Committee

Subject: Establishment of the Yakima Consortium

Date: April 8, 2022

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On March 24, 2022, Daryll DeWald (Chancellor, WSU Health Sciences Spokane) and Craig Parks (Vice Provost for System Innovation and Policy) gave a presentation to the Faculty Senate about reclassifying the Yakima Instructional Site to a Consortium as defined by the Department of Education. Time was allocated for questions and answers, and a draft of this memo was presented as a discussion item in the Faculty Senate agenda.

On April 7, 2022, the memo in support of the Yakima Consortium was included as an action item in the Faculty Senate agenda. After an opportunity to further discuss this proposal, the Faculty Senate was asked to vote to approve this memo indicating Faculty Senate support for the creation of the Yakima Consortium. The vote tally was 44 to approve and 1 to reject.

In light of the above vote, the Faculty Senate is pleased to recommend the establishment of the Yakima Consortium. We appreciate the opportunity to be engaged in this matter and the commitment of WSU's leadership to our shared governance model.

If you have any questions, you are welcome to contact us.

Cc: Daryll DeWald, Chancellor, WSU Health Sciences Spokane  
Laura Hill, Senior Vice Provost  
Craig Parks, Vice Provost for System Innovation and Policy  
Kristina Peterson-Wilson, Chief of Staff, Office of the Provost

# WSU Yakima Proposal

**Overall Goal:** Achieve approval of WSU Yakima as a Consortium Site

**A. Mission and Core Themes. Explain how the new consortium follows from our mission, vision and core themes.**

**Mission**

Through excellence in teaching, scholarship, and service, WSU Health Sciences Yakima develops collaborative, practice-ready health care professionals that increase access to culturally responsive and quality health care in their rural and underserved communities.

**Pillar 1: Access**

- Increased access to affordable, local, and quality health professions education for students in Central Washington
- Improved access to high quality, collaborative, and culturally responsive healthcare for our rural communities

**Pillar 2: Diversity**

- Our faculty, staff, students, and graduates are representative of the communities we serve

**Vision**

Residents of the rural communities served by WSU experience poor health outcomes, such as reduced longevity and diminished quality of life, and decreased wellness. People living in these rural areas are more likely to die from cancer, heart disease, respiratory disease, stroke, and opioid overdoses than their urban counterparts. These disparities result from a lack of available healthcare providers and unfavorable social determinants of health. Social determinants include factors such as lower educational levels, lower income levels, higher rates of uninsured or underinsured individuals, and lower health literacy. Fourteen counties in eastern Washington are considered medically underserved or include medically underserved populations. Moreover, a shortage of primary care health professionals exists in *all* counties in Eastern Washington—nearly one-third of the population in Yakima County lacks a primary care provider.

In primary partnership with the Pacific Northwest University of Health Sciences (PNWU) and other partners, WSU Health Sciences–Yakima is ideally positioned to serve as a catalyst for optimized access to quality healthcare that improves the health and wellness of underserved and rural communities and the hub of health science education throughout Central Washington.

**B. Authorization. Evidence that establishment of the new Consortium Site has been reviewed and approved by our governing body. This is satisfied by providing the minutes from the Board of Regents meeting at which approval was granted.**

Establishment of WSU Yakima as a Consortium Site would be a future action by the WSU Board of Regents with a potential timeline of 2021-2022. WSU Yakima is currently designated an Instructional Site, however, it operates as a Consortium Site. After completing a vetting process, a finalized proposal to establish WSU Yakima as a Consortium will be forwarded to the Regents for consideration

**C. Educational Offerings. Detailed information about the degrees to be offered at launch including**

**a. List of all courses to be offered during the first academic year**

Course offerings from Nursing and Pharmacy are all those itemized for the College of Nursing BSN. ([add link](#)) and DNP. ([add link](#)) and College of Pharmacy and Pharmaceutical Sciences PharmD ([add link](#)) programs.

**b. List of all degrees that the inaugural class of students may pursue**

**Current**

Bachelor of Science in Nursing (BSN)

RN-BSN

Doctor of Pharmacy (PharmD)

**Planned and Potential**

Bachelors and Masters in Public Health program ([Attachment, Public Health NOI](#))

- Focus on health disparities
- Available to health sciences students concurrently while studying in Yakima
- Available on-line to other health professionals

Bachelors and Masters Social Work programming ([Attachment, Social Work NOI](#))

Second Degree Entry Program Nursing

Doctor of Nursing Practice (DNP)

Master in Interprofessional Education program with focus on meeting the needs of practitioners in rural communities

Dual degree DNP/Pharm D (potential)

**c. Description of method of instructional delivery including grading plan**

Face-to-face and distance learning and clinical experiential learning managed by the College of Nursing and the College of Pharmacy and Pharmaceutical Sciences

**d. Expected learning outcomes**

Learning outcomes are already detailed in the existing programs in Nursing and Pharmacy in adherence to accrediting bodies (CCNE, ACPE).

**e. Assessment plan for learning outcomes**

Robust assessment plans to track learning outcomes are already built into existing programs in Nursing and Pharmacy in adherence to their respective accrediting bodies (CCNE, ACPE).

**f. Evidence that Faculty Senate has reviewed and recommended the above and board of regents has approved. Satisfied by uploading minutes from Senate and Board meetings**

The goal is to complete and garner approval of a proposal to convert the WSU Yakima Instructional Site to a Consortium Site. This will require evaluation by appropriate ONEWSU administrative units and integration of changes in the proposal, then the proposal will be directed to the WSU Faculty Senate. Upon approval by the WSU Faculty Senate of WSU receiving Consortium Site designation, the proposal will be directed to the WSU Regents for conversion of WSU Yakima from an Instructional Site to a Consortium Site. The goal for the future is that Consortium status be transitioned to Campus status.

**D. Planning. Justification for the new campus including evidence that it is needed**

**a. Evidence that it is needed**

Although WSU Yakima is functioning as a Consortium Site, and seems to be on a pathway for consideration for campus designation in the future. We recommend a yearly evaluation and written update prepared by the Vice President for Health Sciences/Chancellor of WSU Spokane in collaboration with the Dean of Nursing and the Dean of Pharmacy and Pharmaceutical Sciences, to be submitted to the Office of the President and Office of the Executive Vice President and Provost. The Vice President for Health Sciences and Chancellor of the Spokane campus is currently serving as the de-facto chancellor of WSU Yakima. The currently enrolled programs and continual demand are evidence for ongoing needs in existing programs. The proposed program expansion in Public Health and Social Work have needs assessment data in the Notice of Intent. ([Attachments](#), [NOI documents](#))

**b. Student clientele to be served ([below and in Attachments](#))**



| Site                          | Sum of FTE(State-Funded) | Sum of FTE     |
|-------------------------------|--------------------------|----------------|
| Spokane Campus                | 1834.53                  | 1838.23        |
| Yakima Pharmacy               | 180.97                   | 180.97         |
| Yakima WSU College of Nursing | 108.17                   | 108.17         |
| <b>Grand Total</b>            | <b>2123.67</b>           | <b>2127.37</b> |

#### WSU Spokane Enrollment and Demographics by Location (unique headcount)

|                         | WSU Health Sci | Yakima     | Spokane     |
|-------------------------|----------------|------------|-------------|
| <b>Total Enrollment</b> | <b>1727</b>    | <b>235</b> | <b>1492</b> |
| Undergraduate           | 550            | 120        | 430         |
| Graduate/Professional   | 1177           | 115        | 1062        |
| Students of color       | 586            | 119        | 467         |
| Women                   | 1245           | 170        | 1075        |
| First generation        | 503            | 108        | 395         |

#### Yakima Nursing and Pharmacy:

|                    |     |
|--------------------|-----|
| Female:            | 72% |
| Students of Color: | 51% |
| First generation:  | 46% |

Student data from Fall 2020

#### c. Detailed review of the process by which the decision to create the new campus was reached

A Task force was constituted by President Schulz to characterize the existing programs, facilities and funding at WSU Yakima ([Attachment, memo from President Schulz](#)) and make a recommendation regarding WSU Yakima being approved as a campus. The task force recommends WSU Yakima be approved as a Consortium Site with the goal of WSU Yakima ultimately receiving approval as a Campus.

#### d. Review of internal organizational arrangements needed to launch the campus (hires, shifting of current administrative and staffing duties, library staffing, student services)

WSU Yakima has had nursing programs in place for more than 25 years and the pharmacy program for 6 years. WSU Health Sciences assumes overall responsibility for the Nursing and Pharmacy programs delivered on campus.

WSU has a long-term and sustainable partnership with the Pacific Northwest University of Health Sciences. ([Attachments, Agreements between WSU and PNWU](#))

**e. Timetable for implementation**

Consortium: Immediate

Campus: 2-4 years.

**E. Student Services. Available student services at campus launch with explanation of staffing and/or partnering agreements (NOTE: This is a critical element of the proposal)**

WSU Health Sciences Spokane and the College of Nursing and College of Pharmacy and Pharmaceutical Sciences already provide extensive student services. The majority of the responsibilities reside with WSU Health Sciences Spokane Student Services ([Attachment, personnel and budget](#)).

**F. Facilities and Equipment. Detailed list of each**

The WSU Yakima College Pharmacy and Pharmaceutical Sciences program is primarily housed in the Cadwell Student Center on the PNWU campus. The WSU Yakima College of Nursing programs are primarily housed in Watson Hall on the PNWU campus. ([Attachments, maps and building layouts](#))

**G. Library and Information Resources.** Review of library and information services available to the students.

The Library and Information Resources are provided by PNWU as part of the agreements with the College of Nursing and College of Pharmacy and Pharmaceutical Sciences and the WSU Health Sciences. ([Attachments, WSU:PNWU Agreements](#))

**H. Personnel.** Faculty and staff analysis including

**a. List of on-site personnel at launch. For each faculty member provide educational qualifications and experience**

[Provide Faculty and Staff information for CON and CPPS and WSUHS](#)

**b. List of anticipated hiring needs (faculty and staff) for next five years**

[Provide Faculty and Staff information for CON and CPPS and WSUHS](#)

**c. Explanation of plans to fill hiring needs**

Hiring plans will be dependent on growth of WSU Yakima

**I. Budget. Must be formatted as a business plan and include the following:**

- a. Evidence that each degree program to be offered at the new campus is financially healthy. Document by providing revenue and expenditures for each program in the year prior to launch of the new campus**

Current Budget ([Attachment, D. DeNike please provide](#))

- b. Projected revenue and expenditures for each degree program for each of the first three years of operation of the new campus**

The revenues are dependent upon the budget realignment that will include tuition return for the DNP program and other Nursing and Pharmacy programs that are delivered in the upcoming years.

- c. Designated revenue and expenditures associated with launch of the new campus, including cash flow analysis**

Site is already launched ([Attachment, Budget](#))

- d. Institutional financial reallocations to support launch of the new campus**

No reallocations necessary beyond the return of tuition revenues to the Colleges and WSUHS

- e. Budgetary and financial implications of the new campus for the entire institution**

No negative budgetary implication except for tuition reallocation and potentially long-term offset of space lease costs.

- f. Costs associated with operations, management, and physical resources of the new campus**

[Attachment, Budget.](#)

## **Additional Background Information (not to be included in Proposal)**

**NWCCU Designation:** WSU Yakima is an Instructional Site

**Operational Status:** WSU Yakima is a Consortium Site

**Opportunity:** WSU Yakima could in the future become a designated campus

**Current Student Population:** 214 Head count, 255 FTE

## **Degree Programs and WSU College Presence**

### **Purpose and Rationale**

Central to the mission of WSU Health Sciences is improving the health of Washington citizens via education, research and engagement. Health Sciences is a state-wide system within the WSU System with activities at 6 physical campuses and Global Campus, and presence in every county of the state. The WSU College of Nursing and the College of Pharmacy and Pharmaceutical Sciences have significant student populations in Yakima-based programs, and the Elson S. Floyd College of Medicine has opportunities for Yakima-based programs. WSU Yakima would serve as a health sciences-focused educational and research campus with close ties to the WSU Health Sciences Spokane campus and Pacific Northwest University of Health Sciences.

### **Process**

Establish a temporary working group of internal stakeholders to plan and process to accomplish the goal of establishing WSU Yakima as a campus in the WSU System.

### **Task Force Committee Members**

Celestina Barbosa-Leiker, Vice Chancellor of Research, WSU Health Sciences

Ed Bilsky, Provost and Chief Academic Officer, PNWU

David Cillay, Vice President and Chancellor, Global Campus

Dan DeNike, Vice Chancellor of Finance, WSU Health Sciences

\*Daryll DeWald, Vice President and Chancellor, Health Sciences

Laura Hamilton, HRS, WSU Health Sciences

Craig Parks, Vice Provost, Provost's Office

Margaret Holt, Chief of Staff, WSU Health Sciences

Sandra Haynes, Chancellor, WSU TriCities

Chris Hoyt, Chief of Staff, President's Office

Colleen Kerr, Vice President, External Affairs and Government Relations

Mary Koithan, Dean, College of Nursing

Mark Leid, Dean, College of Pharmacy and Pharmaceutical Sciences

Angela Stewart, Assoc. Dean, YVIEPEC Executive Director, WSU Yakima  
Dave Turnbull, Professor, WSU School of Music, WSU Faculty Senate  
Lisa Vickers, College of Nursing, WSU Yakima

\*chair

### **Charter**

1. Develop a proposal for establishment of WSU Yakima.
2. Develop a plan for internal and external stakeholder engagement.
3. Establish processes and move forward with budget, academic program, research and engagement plans.
4. Develop a high-level plan for the partnership between PNWU and WSU
5. Develop a plan for the collaboration, coordination and connection of WSU TriCities and WSU Yakima

### **Preliminary Timeline**

For the charter, prepare draft documents for the 3 deliverables by November 1, 2021.



# Yakima Opportunities



WASHINGTON STATE UNIVERSITY  
**HEALTH SCIENCES**

Daryll B. DeWald, PhD

Vice President, WSU Health Sciences  
Chancellor, WSU Health Sciences Spokane



Yakima, WA

Population 94,000  
(2020 data)



*College of*  
**Pharmacy and  
Pharmaceutical Sciences**  
WASHINGTON STATE UNIVERSITY



A man in a blue jacket and hat is speaking into a megaphone to a crowd of people outdoors. The crowd is diverse and many are wearing face masks. The background shows trees and a street with a car.

# Communities in Need

## Yakima and Eastern Washington

- Lower educational attainment, higher unemployment, increased poverty, and higher rates of being uninsured.
- 14 counties considered medically underserved
- Shortage of primary health care providers
  - Individuals more likely to die from cancer, heart disease, respiratory disease, stroke, and opioid overdoses than their urban counterparts.
- **Out of 39 WA counties, Yakima County ranks 34th in overall health outcomes & 36th in terms of health factors.**



HEALTH SCIENCES  
SPOKANE

## Yakima Campus (PNWU)

- WSU Pharmacy & Nursing
- Heritage MAMS, Nursing & PA
- PNWU Osteopathic Medicine
- Soon will have PNWU PT/OT
- Central Dietetics and Paramedicine



*Making an impact in the underserved farming communities of the Yakima valley*



30 – 40 students/year



College of  
**Pharmacy and  
Pharmaceutical Sciences**  
WASHINGTON STATE UNIVERSITY

# Status in Yakima | 235 Students



- Bachelor of Science in Nursing (BSN)



- Doctor of Pharmacy (PharmD)





# Vision for Yakima

- Region is ideally positioned to serve as a hub of health science education throughout central Washington.
- Hub would act as a catalyst for optimized access to quality health care, improving the health and wellness of underserved and rural communities.

**“Access to quality care is the most frequently identified rural health priority”**  
- Rural Healthy People 2020



HEALTH SCIENCES  
SPOKANE





Expanding access to health professions and the patient care services provided by pharmacists and nurses in rural communities is an ideal solution to address the negative impact of the social determinants of health on the health outcomes and wellness of residents in eastern WA.

6370

mooremedical  
Supporting Health & Care



HEALTH SCIENCES  
SPOKANE



# Opportunities

- Expand service to underserved populations through workforce development
- WSU collaborations and partnership with PNWU, CWU, Heritage
- New degree programs
- Rural Health Initiative
- Economic development benefit for Yakima region
- Partnership and IPE expansions
- GME opportunities
- Enhanced collaboration across campuses and programs, e.g., TriCities







# Next Steps

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# Challenges

- Approval by Faculty Senate for Consortium Site
- Sustaining Budget
- Student needs
- Personnel
- Approval by Regents for Consortium Site



Thank you!

# **FUTURE ACTION ITEM #1**

## **Establish a Master of Healthcare Administration and Leadership Degree (Elizabeth S. Chilton)**

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Establishment of a Master of Healthcare Administration and Leadership Degree

**PROPOSED:** That the Board of Regents establish a Master of Healthcare Administration and Leadership Degree

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

**SUPPORTING INFORMATION:** The Elson S. Floyd College of Medicine proposes the establishment of the Master of Healthcare Administration and Leadership MHAL degree.

The College of Medicine's programs provide a solid foundation in the fundamentals of healthcare leadership with technical and business expertise in specialized areas of the field. It advances the WSU mission as a land-grant university in service to society through advancing knowledge across academic disciplines and application of knowledge that enhances quality of life and the economy of the state, nation, and world.

The faculty members in the MHAL program are leading experts in their respective disciplines. The faculty members lead academic instruction and research activities in healthcare systems to achieve the best clinical care outcomes and sustainable financial models in diverse communities of urban and rural care.

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

In addition, the program gives access to students who prefer the convenience of the Global Campus without having to relocate. As a professional master's degree program, the degree is designed to meet

the needs of aspiring and working professionals and adult learners. It will also provide opportunities for working professionals to refresh and update their skills and for those seeking to change careers. It offers all the opportunity to raise their credentials to WSU standards.

Additionally, the department intends to create relevant and desirable certificate programs that appeal to those who desire upgraded credentials but are not interested in a full degree program. Currently, medical students in the MD program complete a 12-credit leadership certificate. We seek to add certificates to a total of 36 hours plus a 2-hour Capstone in the MHAL, thus providing medical students an opportunity to earn another degree in their professional careers via completion of an additional 26 hours in MHAL.

The proposal for the Master of Healthcare Administration and Leadership degree is attached. This proposal was reviewed carefully and has support from the Provost's Office. This recommendation was recommended by the Faculty Senate on April 7, 2022.

The Elson S. Floyd College of Medicine proposes the establishment of the Master of Healthcare Administration and Leadership degree effective as soon as feasible.

ATTACHMENT: Attachment A – Proposal to Offer a New Degree Program



WASHINGTON STATE UNIVERSITY  
**Office of the Provost**

**MEMORANDUM**

TO: Faculty Senate

FROM: Elizabeth Chilton, Provost and Executive Vice President *EAC*

SUBJECT: Create Master of Healthcare Administration and Leadership

DATE: November 9, 2021

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The attached proposal to create a Master of Healthcare Administration and Leadership degree has been reviewed by the Provost's Office review committee. Conceptually the degree is a rethinking of the now-discontinued Master of Healthcare Policy and Administration degree that was offered for many years by the former Department of Healthcare Policy and Administration. However, the attached describes an entirely new curriculum rather than a revision of the former curriculum. The degree is built around the professional certificate in Leadership currently offered to students in the MD program and will be offered through Global Campus.

We have no concerns about the proposal and consider it ready for Senate review.

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

|                                   |  |
|-----------------------------------|--|
| Degree Title:                     | Master of Healthcare Administration and Leadership |
| Academic Program:                 | College of Medicine                                |
| Academic Plan:                    | Professional                                       |
| Number of Credits:                | 38   |
| Department(s) or Program(s):      | College of Medicine                                |
| College(s):                       | Elson S. Floyd College of Medicine                 |
| Campus(es):                       | Spokane  |
| Method of Instructional Delivery: | Online via Global Campus                           |

|                |              |                       |                 |
|----------------|--------------|-----------------------|-----------------|
| Contact Name:  | Kelly Newell | Email Address:        | knewell@wsu.edu |
| Contact Phone: | 509-335-4247 | *Proposed start date: | Fall 2022       |

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

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

|                  |  |       |                  |
|------------------|--|-------|------------------|
| Chair Signature: | John Tomkowiak (by email confirmation to Kelly Newell) | Date: | Approved 9-30-21 |
|------------------|--|-------|------------------|

|                     |  |       |  |
|---------------------|--|-------|--|
| Everett Chancellor: |  | Date: |  |
|---------------------|--|-------|--|

|                    |   |       |                  |
|--------------------|---|-------|------------------|
| Spokane Chancellor | Daryll DeWald (by email confirmation to Kelly Newell) | Date: | Approved 9-29-21 |
|--------------------|---|-------|------------------|

|                 |   |       |                   |
|-----------------|---|-------|-------------------|
| Tri-Cities VCAA | Kathleen McAteer (by email confirmation to Anna Schilter) | Date: | Approved 02.01.22 |
|-----------------|---|-------|-------------------|

|                |   |       |          |
|----------------|---|-------|----------|
| Vancouver VCAA |  | Date: | 2/1/2022 |
|----------------|---|-------|----------|

|                 |   |       |                  |
|-----------------|---|-------|------------------|
| Dean Signature: | Chip Hunter (by email confirmation to Kelly Newell) | Date: | Approved 9-29-21 |
|-----------------|---|-------|------------------|

|                 |  |       |                  |
|-----------------|--|-------|------------------|
| Dean Signature: | John Tomkowiak (by email confirmation to Kelly Newell) | Date: | Approved 9-30-21 |
|-----------------|--|-------|------------------|

|                   |  |      |                  |
|-------------------|--|------|------------------|
| VP Global Campus: | David Cillay (by email confirmation to Kelly Newell) | Date | Approved 9-24-21 |
|-------------------|--|------|------------------|

|                 |  |       |  |
|-----------------|--|-------|--|
| Provost Office: |  | Date: |  |
|-----------------|--|-------|--|

|           |  |
|-----------|--|
| Comments: |  |
|-----------|--|

|  |
|--|
| Attached: Projected Student Numbers<br>Financial Projections |
|--|

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

**Send completed form in Word format to: [provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)**

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

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

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

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

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

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

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

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

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

# Proposal

## Mission and Core Themes (Strategic Goals):

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

Our programs provide a solid foundation in the fundamentals of healthcare leadership with technical and business expertise in specialized areas of the field. It advances the WSU mission as a land-grant university in service to society through advancing knowledge across academic disciplines and application of knowledge that enhances quality of life and the economy of the state, nation and world.

The faculty members in the MHAL program are leading experts in their respective disciplines. Our faculty members lead academic instruction and research activities in healthcare systems to achieve the best clinical care outcomes and sustainable financial models in diverse communities of urban and rural care.

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

## Educational Offerings:

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

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

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

Additionally, the department intends to create relevant and desirable certificate programs that will appeal to those who desire upgraded credentials but are not interested in a full degree program.

Currently, medical students in the MD program complete a 12 credit leadership certificate. We seek to add certificates to total 36 hours plus a 2 hour Capstone in the MHAL thus providing medical students an opportunity to earn another degree in their professional careers via completion of an additional 26 hours in MHAL.

See Exhibit A for degree plan

See Exhibit B for new course development and delivery schedule.



|   |
|---|
| Provide descriptive information regarding (the) method(s) of instructional delivery (percent face-to-face, hybrid, distance, and/or competency-based).  |
| <p>This degree will be delivered online, asynchronously via the Global Campus LMS infrastructure.</p> <p>Students will access all courses via online delivery, and will utilize 7 week courses rather than 16 week semester-based courses.</p> <p>Additionally, CCOB courses in the Managing the Business of Healthcare certificate will run on the Carson College 7-week calendar.</p> <p>Students will have the opportunity to engage in hands-on experiences in their own communities at the direction of their instructors in key courses to gain relevant experience and complete the requirements of the professional degree. Additionally, students will take a 2-credit capstone course at the completion of their coursework to ensure a holistic learning experience.</p> |

### Assessment of Student Learning and Student Achievement

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

|  |
|--|
| Please provide a list and description of expected student learning outcomes.   |
| <p>ESFCOM faculty are working with Scott Avery at the WSU Office of Assessment of Teaching and Learning to formulate a comprehensive assessment plan for this degree in time for the degree to become operationalized.</p> |

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

Please indicate as appropriate:

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



**Planning:**

Describe plans and include descriptions which provide evidence of:

1. The need for the change

A professionally oriented master's degree program is an academic degree that prepares or enhances the preparation of a student in a particular profession by increasing competency in a set of knowledge and skills required in practice. These professions are typically licensed or government-regulated and often require the members of the profession to be externally accredited. Professions such as nursing, pharmacy, physical therapy, engineering, accounting, audiology, speech-language pathology, often require a degree for licensing. The professionally oriented master's degree program relies heavily on a competency curriculum that may include required internships, practicum, fieldwork, and a final capstone experience that applies the knowledge, skills, and training to a problem with the profession.

This MHAL is a new addition to studies in the College of Medicine thus providing opportunity that has not existed previously.

2. The student population to be served

Provide realistic justification for the projected FTE.

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

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

The Global Campus primarily serves working adults seeking additional skills and educational attainment. The Global Campus employs numerous recruiters and marketing professionals who seek appropriate students for all degree programs, though the college and department will be primarily responsible for marketing and recruiting directly related to this specific degree program.

Projecting online graduate enrollments in any major is difficult and an inexact science. However, based on the demand in the workforce, conferrals at competitive programs and WSU, and the performance of other recently-launched online master's programs at WSU, we anticipate the enrollment to reach approximately 150 in year 5. The program needs approximately 45 students enrolled in the two ESFCOM certificates taking 9 credits per year to reach stasis and become profitable. We anticipate reaching that enrollment level by year 2. The courses taught in the Carson College of Business are part of the existing MBA, and will scale as necessary to meet student demand.

Currently the College of Medicine has recruited and retained diverse students in our Certificate in Medical Ethics program to greater degree than anticipated across WA and CA. We will continue to reach out to the minority groups in the workforce and professional associations and social media, etc. The ESFCOM has a dynamic Diversity and Inclusion division leading our efforts in providing opportunity for the underserved.

The MD program at ESFCOM requires for graduation the completion of the 12 credit certificate in Leadership. We will add additional certificates to total 36 hours for the MHAL degree. Medical students therefore can complete the masters with the additional 24 hours in certificates plus the capstone for 2 hours.

In addition to the desirability of the degree program itself, the three certificates should draw enrollments that will supplement the full-degree-seeking enrollments and those numbers are included in the budget projections.

Enrollment predictions are difficult to produce with accuracy, however based on conferrals at regional programs and existing online programs coupled with the demand analysis for jobs in this area, with targeted and focused

marketing strategies, ESFCOM believes this program will meet enrollment targets as articulated in the budget. As with all online degree programs, enrollment will be closely monitored and should enrollment targets not be met, after every effort to recruit students has been exhausted, the program will be sunset and phased out slowly to ensure all students have the opportunity to complete their degree.

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

The decision to offer the degree was based on the evolution of healthcare delivery over the years during which the concerns about cost, access, effectiveness and efficiency in patient care moved to the forefront of a national agenda. The preparation of healthcare administrators and providers required education in leadership to achieve new national aims. The goal of providing that education to medical students and healthcare professionals is met with the creation of both certificates and an MHAL degree. Additionally, the Global Campus has commissioned numerous market demand analyses in both healthcare and overall need for programs in the Spokane area, Washington State, and the Pacific Northwest. Those studies unfailingly refer to healthcare administration and leadership as high-demand areas in terms of degrees, professional certificates, and jobs. Two such studies are included here in Exhibit G.

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

ESFCOM plans to leverage existing faculty and teaching resources, including CCOB, for the online Master of Healthcare Administration and Leadership degree to minimize extra costs, if any. In addition, the current marketing and recruiting efforts will be expanded to the online degree, including, but not limited to:

- **Alumni**
- Advisory board
- **Governments** (state, local)
- Healthcare Organizations and Corporations
- **ESFCOM Partners in Clinical Education**
- **Graduates of the Certificate in Medical Ethics Program**

The program architecture is as follows: the Master's Program will be directed by Craig Fischer, Clinical Faculty, Director of Leadership and Organizational Development for oversight to whom faculty and students are accountable. He is responsible for the management of any changes to the program. The ESFCOM Admissions Department, headed by Dr. Leila Harrison, Senior Associate Dean, is responsible for the admissions process. A coordinator will be hired to manage the processes and procedures including academic advising, coaching, and remediation (if needed) as informed by the assessment and evaluations. The GC team provides technical support.

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

|           |   |
|-----------|---|
| 2020-2021 | Course development (see course development schedule, Exhibit B)<br>Begin offering the online major in Fall 2022<br>Marketing/recruitment                                |
| 2021-2022 | Contract with faculty as demand for courses exceeds the teaching load of current temporary and<br>Continue marketing/recruitment<br>Course update according to schedule |
| 2022-2023 | Monitor enrollment in individual courses; revise frequency of offerings as indicated<br>Begin assessment<br>Continue marketing<br>Course update according to schedule   |
|           |   |

#### **Budget:**

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

Please describe the funding picture narratively, including funding sources, department, college and/or campus commitments, investments already made, one-time costs, facilities costs (labs, classrooms, offices, telecom etc.) and library costs.

The department is not planning to hire any new faculty to support the online degree. Instead, the courses will be taught by existing faculty in concert with their on-campus courses or necessary thought leaders will be stipend to teach specific content.

Additionally, the department is proposing \$950 per credit to be in line with current online degree trends. This additional tuition revenue will incentivize the department and college and support the growth of the program through marketing and corporate relation activities and continuous program improvement.

Courses taught in the CCOB-provided certificate (Managing the Business of Healthcare) are offered as part of the current MBA program and as such are not considered in the attached budget. These courses will be charged at current MBA tuition, and the funding model will be that of the current MBA.

Please see Exhibits C and D for the budget model details and enrollment projections.

#### **Student Services:**

Describe the capacity of student support services to accommodate the change at this location. Include a description of admissions, financial aid, advising, library, tutoring and other services specific to this request.



The Global Campus provides comprehensive student services, often in collaboration and cooperation with the centralized units, to ensure student success. Included are dedicated recruiters, transfer credit evaluation, career counseling, financial aid, e-tutoring, student involvement, and tech support for online students. The Global Campus is also skilled in working with students to match their goals with the programs and services offered by WSU.

Additionally, WSU Global Campus personnel are the experts on adult and contemporary distance learners, and provide specialized services to meet the needs of these unique students.

WSU Global Campus creates opportunities for meaningful student engagement through unique student involvement activities offered virtually and face-to-face. The Global Campus provides a robust infrastructure of support programs to assist students enrolled at any degree level, ESFCOM and CCOB will provide extensive advising to the students enrolled and will handle all admissions decisions.

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

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

#### **Physical Facilities and Equipment:**

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

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

#### **Library and Information Resources:**

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

See Exhibit E for support from Library

#### **Faculty:**

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

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

Existing and stipend faculty will develop and teach the online courses. All faculty teaching online are held to the same qualifications as faculty on the physical campuses. Deans and Directors are directly responsible for the hiring of all teaching faculty and ensure credentials are appropriate for the program, and will hire faculty using normal hiring processes.

Content experts will be given a stipend and rank of adjunct faculty for delivery of the coursework that is beyond the capacity of the current faculty.

CCOB is committed to providing section instructors with healthcare expertise for the courses in the business certificate once enrollment levels justify additional sections.

#### **Impact on Other Locations/Programs:**

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

The Carson College of Business will offer one of the constituent certificates constituting 12 credits of this degree. CCOB has agreed to offer students enrollment in these courses (see enrollment criteria in the description of the certificate in Exhibit A), and will scale instruction to meet demand as they do with all MBA enrollments. No additional funding is required to launch the “Managing the Business of Healthcare” certificate and all CCOB courses will fall under the current MBA funding model.

We anticipate very few impacts on other WSU programs or locations in the College of Medicine as this is a new program.

#### **Sustainability**

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

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

Any degree that is discontinued will include an appropriate teach-out plan and students will be supported to completion of the degree.

#### **External Reviews**

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

| <b>Name</b>               | <b>Contact Information (email, phone, address)</b>  |
|---------------------------|---|
| <b>Dr. Joanne Roberts</b> | <b>Consultant for Providence, special focus on leadership development<br/>Joanne.Roberts@providence.org</b> |
| <b>Dr. Jay Cook</b>       | <b>Chief Medical Officer, Providence Everett Medical Center<br/>James.Cook@providence.org</b>               |

#### **Attachments:**

- ☒ Financial Worksheet
- ☒ Four-Year Degree Plan (undergraduate); curriculum overview (graduate and professional)
- ☐ Assessment Plan (In development)
- ☒ Letters of financial commitment from Dean Tomkowiak
- ☒ Contracts or MOUs if applicable

- ☒ Letter of Support from Library
- ☒ Budget projections (Self-Sustaining and State-Funded)

**Send in Word format to: [provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)**

## Exhibit A

### Program Requirements for the Degree

The Master of Health Administration and Leadership is a professional master's degree offered fully online via the Global Campus which is comprised of three stand-alone certificates and a 2-credit capstone course. A total of 38 semester credits are required based on course-work only. One certificate is offered in collaboration through the Carson College of Business. The other 26 credits will be taken from the Elson S. Floyd College of Medicine in the form of two certificates and a capstone course. Certificates may be taken in any order and successful completion of any certificate with a 3.0 GPA or better will guarantee admission to the MHAL. The capstone course must be taken in the final semester of a student's progress toward graduation, but is not required for those simply accessing the certificates.

#### Title: Managing the Business of Healthcare Certificate

**Description:** This certificate consists of 12 credit hours. This certificate will stack with two other certificates and a capstone course as 1/3 of the Masters of Health Administration and Leadership degree which will be proposed to the Provost and Faculty Senate in Fall of 2021 for launch in Fall 2022.

This certificate provides the student the opportunity to learn the fundamentals of business that guide organizations, including health care organizations. These fundamentals include: financial and managerial accounting, leadership skills (including productivity), data analysis, operations, finances (e.g. the concepts of time and money, the valuing of stocks and bonds, risk and return ratios), marketing (including creating marketing plans), and ethical frameworks. These fundamentals will equip healthcare managers with an analytical toolbox to solve the typical problems faced by managers.

**Catalog Description:** Raise your business acumen through engagement of principles and applications that sustain optimal performance Foundational topics of marketing, cash-flow analysis, risk and return ratios, the cost of capital, models to improve productivity, persuasive communication, and application of ethical frameworks.

#### Courses Required: The Certificate is New; These Courses Are Already Approved

|   |           |           |
|---|-----------|-----------|
| Introduction to Financial and Managerial Accounting | Acctg 550 | 3 Credits |
| Foundations in Operations Management                | BA 502    | 2 Credits |
| Foundations in Marketing                            | BA 501    | 2 Credits |
| Foundations in Finance                              | BA 504    | 2 Credits |
| Managerial Leadership and Productivity              | MGMT 593  | 3 Credits |

Please note:

- a. *Students who do not have an undergraduate in business or cannot otherwise demonstrate by their transcript the completion of an introductory statistics course, micro-economics and macro-economics will also be required to take one or both:*
  - i. **BA 500 Data Analysis for Managers** (2 credits)  
Course Prerequisite: Admission to the MBA program. Descriptive statistics, probability, common, discrete, and continuous distribution functions, sampling and estimation, and statistical inference.
  - ii. **ECONS 555 Managerial Economics for Decision Making** (3 credits)  
Optimal economic decision making for business in a global environment.

*\*eligibility to waive these two courses determined by CCOB*



## Title: Foundations of Leadership Certificate

**Description:** This certificate consists of 12 credit hours and provides the student the opportunity to enhance their leadership and managerial skills through an introduction to self-assessment in leadership. The process of self-reflection on one's own strengths and limitations is vital in leading others. A key characteristic of a successful leader is emotional intelligence. Students develop a personal learning path for their own growth and the skill to use it as a change agent in healthcare and learn tools to effectively lead through transformational change. This certificate will stack with two other certificates and a capstone course as 1/3 of the Masters of Health Administration and Leadership degree which will be proposed to the Provost and Faculty Senate in Fall of 2021 for launch in Fall 2022.

**Catalog Description:** The health care professional looking to deepen an appreciation of relationships between their own strengths and others, self-assesses then analyzes various leadership styles in the development of teams. Students engage best practices in team cohesion, building trust, psychological safety, and skillful debate.

### Courses Required:

|  |              |           |
|--|--------------|-----------|
| Introduction to Leadership and Self-Assessment   | MED MHAL 501 | 3 Credits |
| Teamwork and Teambuilding                        | MED MHAL502  | 3 Credits |
| Emotional Intelligence and the Healthcare Leader | MED MHAL503  | 3 Credits |
| Leading Through Transformation Change            | MED MHAL 504 | 3 Credits |

## Title: Essentials of Healthcare Certificate

**Description:** This certificate consists of 12 credit hours and provides the student the opportunity to explore concepts of leadership related to the delivery of value-based care. Quality measures and their application, key pieces of legislation related to health policy, political contexts of policy development, and the skill of assessing information sources are analyzed. In the US health system, effectiveness and cost related to desired outcomes, as well as constraints are presented. Students consider the need for advocacy in health equity and examination of structural bias. This certificate will stack with two other certificates and a capstone course as 1/3 of the Masters of Health Administration and Leadership degree which will be proposed to the Provost and Faculty Senate in Fall of 2021 for launch in Fall 2022.

**Catalog Description:** Healthcare exists in a field of high stakes force factors. Learn the principles and values in the aim to decrease waste and increase efficiency; the lifecycle and challenges in policy and health legislation; forms of effective advocacy and structural bias in healthcare access.

### Courses Required:

|  |              |           |
|--|--------------|-----------|
| Value-Based Leadership: Incorporating the Triple Aim   | MED MHAL 505 | 3 Credits |
| Healthcare Policy and Politics                         | MED MHAL 506 | 3 Credits |
| Health Equity, Advocacy and Their Impact on Healthcare | MED MHAL 507 | 3 Credits |
| US Healthcare Systems: From Micro to Macro             | MED MHAL 508 | 3 Credits |



**Final Capstone Course (To be completed in the student's final semester):**

|                 |              |           |
|-----------------|--------------|-----------|
| Capstone Course | MED MHAL 600 | 2 Credits |
|-----------------|--------------|-----------|

**Exhibit B**

**Course Development Plan**

| <b>Course #</b> | <b>Course Title</b>                                    | <b>Desired Development Term</b> | <b>Desired Delivery Term</b> | <b>Course Developer (faculty or Grad student)</b> | <b>Course Instructor</b> |
|-----------------|--|---------------------------------|------------------------------|---|--------------------------|
| MHAL 501        | Introduction to Leadership and Self-Assessment         | Fall 2021                       | Fall 2022                    | C. Fischer  | C. Fischer<br>L Francis  |
| MHAL 502        | Team Building and Leadership                           | Fall 2021                       | Fall 2022                    | C. Fischer  | C. Fischer<br>L Francis  |
| MHAL 503        | Emotional Intelligence and Leadership                  | Fall 2021                       | Fall 2022                    | C. Fischer  | C. Fischer<br>L Francis  |
| MHAL 504        | Leading Through Transformational Change                | Fall 2021                       | Fall 2022                    | C. Fischer  | C. Fischer<br>L Francis  |
| MHAL 505        | Understanding Triple Aim                               | Summer 2021                     | Fall 2023                    | L. Sood   | C. Fischer<br>L Francis  |
| MHAL 506        | Healthcare Policy and Politics                         | Summer 2021                     | Fall 2023                    | L Wood  | C. Fischer<br>L Francis  |
| MHAL 507        | Health Equity, Advocacy and their Impact on HealthCare | Summer 2021                     | Fall 2023                    | L Manriquez                                       | C. Fischer<br>L Francis  |
| MHAL 508        | Healthcare Systems Micro to Macro                      | Summer 2021                     | Fall 2023                    | C. Heine  | C. Fischer<br>L Francis  |
| MHAL 600        | MHAL Capstone  | Fall 2022                       | Fall 2023                    | C. Fischer<br>L Francis                           | C. Fischer<br>L Francis  |

## Exhibit C

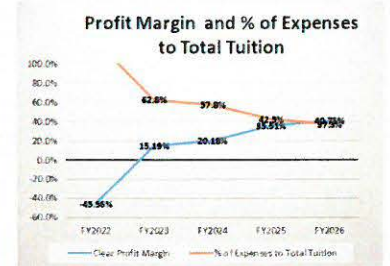
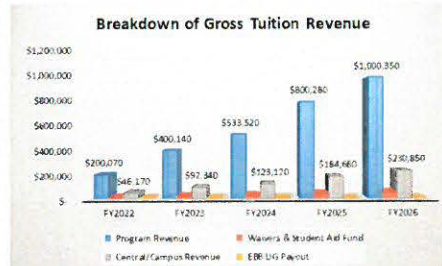
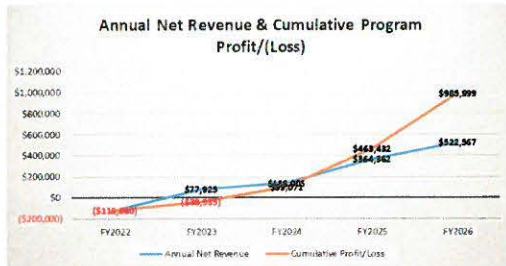
### Budget Projection (Proposed with Differential Tuition, Self-Sustaining)

| Tuition Earned  | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025              | % of Total Tuition | FY2026              | % of Total Tuition | Cumulative          | Cumulative %   |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|----------------|
| Gross Operating Tuition - Masters Program (Excludes UG Tuition) | \$ 256,500        | 100.00%            | \$ 513,000        | 100.00%            | \$ 684,000        | 100.00%            | \$ 1,026,000        | 100.00%            | \$ 1,282,500        | 100.00%            | \$ 3,762,000        | 100.00%        |
| Less Waivers or Tuition Discounting - Masters                   | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%              | \$ -                | 0.00%              | \$ -                | 0.00%          |
| <b>Net Tuition</b>  | <b>\$ 256,500</b> | <b>100.00%</b>     | <b>\$ 513,000</b> | <b>100.00%</b>     | <b>\$ 684,000</b> | <b>100.00%</b>     | <b>\$ 1,026,000</b> | <b>100.00%</b>     | <b>\$ 1,282,500</b> | <b>100.00%</b>     | <b>\$ 3,762,000</b> | <b>100.00%</b> |

| Split of Tuition by Area                        | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025              | % of Total Tuition | FY2026              | % of Total Tuition | Cumulative Total Tuition Split | Cumulative %  |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|---------------------|--------------------|---------------------|--------------------|--------------------------------|---------------|
| Masters of Health Administration and Leadership | \$ 200,070        | 78.0%              | \$ 400,140        | 78.0%              | \$ 533,520        | 78.0%              | \$ 800,280          | 78.0%              | \$ 1,000,350        | 78.0%              | \$ 2,934,360                   | 78.0%         |
| Tuition Waivers or Discounting                  | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                | 0.0%               | \$ -                | 0.0%               | \$ -                           | 0.0%          |
| Campus Fee (5%)                                 | \$ 12,825         | 5.0%               | \$ 25,650         | 5.0%               | \$ 34,200         | 5.0%               | \$ 51,300           | 5.0%               | \$ 64,125           | 5.0%               | \$ 188,100                     | 5.0%          |
| Central (11% + 2% Strategic Reallocation)       | \$ 33,345         | 13.0%              | \$ 66,690         | 13.0%              | \$ 88,920         | 13.0%              | \$ 133,380          | 13.0%              | \$ 166,725          | 13.0%              | \$ 489,060                     | 13.0%         |
| Student Aid Fund (4%)                           | \$ 10,260         | 4.0%               | \$ 20,520         | 4.0%               | \$ 27,360         | 4.0%               | \$ 41,040           | 4.0%               | \$ 51,300           | 4.0%               | \$ 150,480                     | 4.0%          |
| <b>Total - Gross Tuition</b>                    | <b>\$ 256,500</b> | <b>100.0%</b>      | <b>\$ 513,000</b> | <b>100.0%</b>      | <b>\$ 684,000</b> | <b>100.0%</b>      | <b>\$ 1,026,000</b> | <b>100.0%</b>      | <b>\$ 1,282,500</b> | <b>100.0%</b>      | <b>\$ 3,762,000</b>            | <b>100.0%</b> |

| Direct & Indirect Costs for Academic Program        | FY2022            | % of Program Revenue | FY2023            | % of Program Revenue | FY2024            | % of Program Revenue | FY2025            | % of Program Revenue | FY2026            | % of Program Revenue | Cumulative Program Costs | Cumulative %  |
|---|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|--------------------------|---------------|
| Direct Instructional Salaries & Benefits            | \$ 201,200        | 100.6%               | \$ 204,780        | 51.2%                | \$ 272,932        | 51.2%                | \$ 310,841        | 38.8%                | \$ 350,167        | 35.0%                | \$ 1,339,920             | 68.8%         |
| Direct Instructional Support Salaries & Benefits    | \$ 75,230         | 37.6%                | \$ 76,735         | 19.2%                | \$ 114,683        | 21.5%                | \$ 116,977        | 14.6%                | \$ 119,316        | 11.9%                | \$ 502,941               | 25.8%         |
| Third Party Costs (Incl A.O.I. Level 2 / 3 Service) | \$ 35,500         | 17.7%                | \$ 35,500         | 8.9%                 | \$ 2,500          | 0.5%                 | \$ 2,500          | 0.3%                 | \$ 2,500          | 0.2%                 | \$ 78,500                | 4.0%          |
| Direct Course Costs                                 | \$ 2,000          | 1.0%                 | \$ 2,200          | 0.5%                 | \$ 2,400          | 0.4%                 | \$ 2,600          | 0.3%                 | \$ 2,800          | 0.3%                 | \$ 12,000                | 0.6%          |
| Other Costs   | \$ 3,000          | 1.5%                 | \$ 3,000          | 0.7%                 | \$ 3,000          | 0.6%                 | \$ 3,000          | 0.4%                 | \$ 3,000          | 0.3%                 | \$ 15,000                | 0.8%          |
| <b>Total</b>  | <b>\$ 316,930</b> | <b>158.4%</b>        | <b>\$ 322,215</b> | <b>80.5%</b>         | <b>\$ 395,515</b> | <b>74.1%</b>         | <b>\$ 435,918</b> | <b>54.5%</b>         | <b>\$ 477,783</b> | <b>47.8%</b>         | <b>\$ 1,948,361</b>      | <b>100.0%</b> |

|  | FY2022       | %      | FY2023     | %     | FY2024     | %     | FY2025     | %     | FY2026     | %     | Cumulative | Cumulative % |
|--|--------------|--------|------------|-------|------------|-------|------------|-------|------------|-------|------------|--------------|
| Profit or (Loss) & % of Profit to Program after all expenses are covered | (\$116,860)  | -45.6% | \$77,925   | 15.2% | \$138,005  | 20.2% | \$364,362  | 35.5% | \$522,567  | 40.7% | \$985,999  | 26.2%        |
| Cumulative Profit/(Loss) to Date   | (\$116,860)  |        | (\$38,935) |       | \$99,071   |       | \$463,432  |       | \$985,999  |       |            |              |
| Amount Paid to Program per SCH   | \$ 741       |        | \$ 741     |       | \$ 741     |       | \$ 741     |       | \$ 741     |       |            |              |
| Amount Paid to Program per AAFTE   | \$ 22,230    |        | \$ 22,230  |       | \$ 22,230  |       | \$ 22,230  |       | \$ 22,230  |       |            |              |
| Clear Profit/(Loss) to Program per SCH                                   | (\$432.81)   |        | \$144.31   |       | \$191.67   |       | \$337.37   |       | \$387.09   |       |            |              |
| Clear Profit/(Loss) to Program per AAFTE                                 | (\$3,895.33) |        | \$1,298.76 |       | \$1,725.06 |       | \$3,036.35 |       | \$3,483.78 |       |            |              |



|                                |             |            |            |            |              |
|--------------------------------|-------------|------------|------------|------------|--------------|
| Fiscal Year                    | FY2022      | FY2023     | FY2024     | FY2025     | FY2026       |
| Annual Net Revenue             | (\$116,860) | \$77,925   | \$138,005  | \$364,362  | \$522,567    |
| Cumulative Profit/Loss         | (\$116,860) | (\$38,935) | \$99,071   | \$463,432  | \$985,999    |
| Program Revenue                | \$ 200,070  | \$ 400,140 | \$ 533,520 | \$ 800,280 | \$ 1,000,350 |
| Waivers & Student Aid Fund     | \$ 10,260   | \$ 20,520  | \$ 27,360  | \$ 41,040  | \$ 51,300    |
| Central/Campus Revenue         | \$ 46,170   | \$ 92,340  | \$ 123,120 | \$ 184,680 | \$ 230,850   |
| EBB UG Payout                  | \$ -        | \$ -       | \$ -       | \$ -       | \$ -         |
| Clear Profit Margin            | -45.6%      | 15.2%      | 20.2%      | 35.5%      | 40.7%        |
| % of Expenses to Total Tuition | 123.6%      | 62.8%      | 57.8%      | 42.5%      | 37.3%        |

# Exhibit D

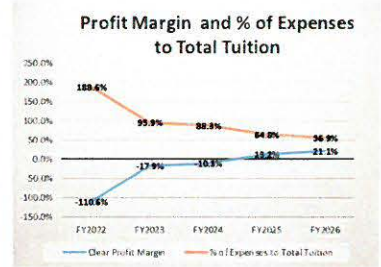
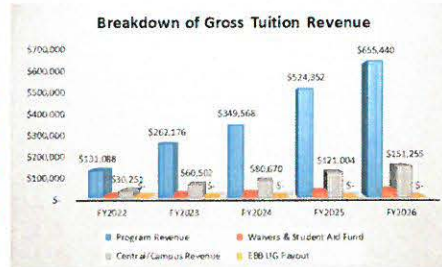
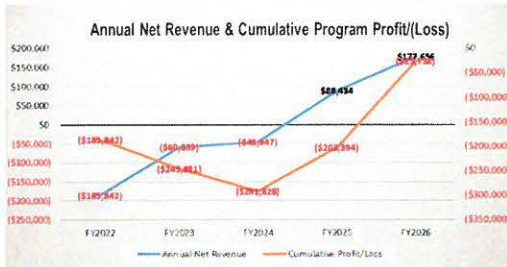
## Budget Projections (State Funded)

| Tuition Earned  | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025            | % of Total Tuition | FY2026            | % of Total Tuition | Cumulative          | Cumulative %   |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|---------------------|----------------|
| Gross Operating Tuition - Masters Program (Excludes UG Tuition) | \$ 168,062        | 100.00%            | \$ 336,123        | 100.00%            | \$ 448,164        | 100.00%            | \$ 672,246        | 100.00%            | \$ 840,308        | 100.00%            | \$ 2,464,902        | 100.00%        |
| Less Waivers or Tuition Discounting - Masters                   | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%          |
| EBB Tuition to this Program                                     | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%          |
| EBB Tuition to Central  | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%          |
| EBB Tuition to other Programs (Includes Net to Home College)    | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%          |
| <b>Net Tuition</b>  | <b>\$ 168,062</b> | <b>100.00%</b>     | <b>\$ 336,123</b> | <b>100.00%</b>     | <b>\$ 448,164</b> | <b>100.00%</b>     | <b>\$ 672,246</b> | <b>100.00%</b>     | <b>\$ 840,308</b> | <b>100.00%</b>     | <b>\$ 2,464,902</b> | <b>100.00%</b> |

| Split of Tuition by Area                                  | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025            | % of Total Tuition | FY2026            | % of Total Tuition | Cumulative Total Tuition Split | Cumulative %  |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|--------------------------------|---------------|
| Masters of Health Administration and Leadership           | \$ 131,088        | 78.0%              | \$ 262,176        | 78.0%              | \$ 349,568        | 78.0%              | \$ 524,352        | 78.0%              | \$ 655,440        | 78.0%              | \$ 1,922,624                   | 78.0%         |
| EBB UG Tuition for Courses Delivered by Program Home Dept | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                           | 0.0%          |
| EBB Tuition to College that Delivered UG Courses          | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                           | 0.0%          |
| Tuition Waivers or Discounting                            | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                           | 0.0%          |
| Campus Fee (5%)   | \$ 8,403          | 5.0%               | \$ 16,806         | 5.0%               | \$ 22,408         | 5.0%               | \$ 33,612         | 5.0%               | \$ 42,015         | 5.0%               | \$ 123,245                     | 5.0%          |
| Central Share of UG Tuition (Estimate)                    | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                           | 0.0%          |
| Central (11% + 2% Strategic Reallocation)                 | \$ 21,848         | 13.0%              | \$ 43,696         | 13.0%              | \$ 58,261         | 13.0%              | \$ 87,392         | 13.0%              | \$ 109,240        | 13.0%              | \$ 320,437                     | 13.0%         |
| Student Aid Fund (4%)                                     | \$ 6,722          | 4.0%               | \$ 13,445         | 4.0%               | \$ 17,927         | 4.0%               | \$ 26,890         | 4.0%               | \$ 33,612         | 4.0%               | \$ 98,596                      | 4.0%          |
| <b>Total - Gross Tuition</b>                              | <b>\$ 168,062</b> | <b>100.0%</b>      | <b>\$ 336,123</b> | <b>100.0%</b>      | <b>\$ 448,164</b> | <b>100.0%</b>      | <b>\$ 672,246</b> | <b>100.0%</b>      | <b>\$ 840,308</b> | <b>100.0%</b>      | <b>\$ 2,464,902</b>            | <b>100.0%</b> |

| Direct & Indirect Costs for Academic Program        | FY2022            | % of Program Revenue | FY2023            | % of Program Revenue | FY2024            | % of Program Revenue | FY2025            | % of Program Revenue | FY2026            | % of Program Revenue | Cumulative Program Costs | Cumulative %  |
|---|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|--------------------------|---------------|
| Direct Instructional Salaries & Benefits            | \$ 201,200        | 153.5%               | \$ 204,780        | 78.1%                | \$ 272,932        | 78.1%                | \$ 310,841        | 59.3%                | \$ 350,167        | 53.4%                | \$ 1,339,920             | 68.8%         |
| Direct Instructional Support Salaries & Benefits    | \$ 75,230         | 57.4%                | \$ 76,735         | 29.3%                | \$ 114,683        | 32.8%                | \$ 116,977        | 22.3%                | \$ 119,316        | 18.2%                | \$ 502,941               | 25.8%         |
| Third Party Costs (Incl A.O.I. Level 2 / 3 Service) | \$ 35,500         | 27.1%                | \$ 35,500         | 13.5%                | \$ 2,500          | 0.7%                 | \$ 2,500          | 0.5%                 | \$ 2,500          | 0.4%                 | \$ 78,500                | 4.0%          |
| Direct Course Costs                                 | \$ 2,000          | 1.5%                 | \$ 2,200          | 0.8%                 | \$ 2,400          | 0.7%                 | \$ 2,600          | 0.5%                 | \$ 2,800          | 0.4%                 | \$ 12,000                | 0.6%          |
| Other Costs   | \$ 3,000          | 2.3%                 | \$ 3,000          | 1.1%                 | \$ 3,000          | 0.9%                 | \$ 3,000          | 0.6%                 | \$ 3,000          | 0.5%                 | \$ 15,000                | 0.8%          |
| <b>Total</b>  | <b>\$ 316,930</b> | <b>241.8%</b>        | <b>\$ 322,215</b> | <b>122.9%</b>        | <b>\$ 395,515</b> | <b>113.1%</b>        | <b>\$ 435,918</b> | <b>83.1%</b>         | <b>\$ 477,783</b> | <b>72.9%</b>         | <b>\$ 1,948,361</b>      | <b>100.0%</b> |

|  | FY2022       | %       | FY2023       | %      | FY2024      | %      | FY2025      | %     | FY2026     | %     | Cumulative | Cumulative % |
|--|--------------|---------|--------------|--------|-------------|--------|-------------|-------|------------|-------|------------|--------------|
| Profit or (Loss) & % of Profit to Program after all expenses are covered | (\$185,842)  | -110.6% | (\$60,039)   | -17.9% | (\$45,947)  | -10.3% | \$88,434    | 13.2% | \$177,656  | 21.1% | (\$25,738) | -1.0%        |
| Cumulative Profit/(Loss) to Date   | (\$185,842)  |         | (\$245,881)  |        | (\$291,828) |        | (\$203,394) |       | (\$25,738) |       |            |              |
| Amount Paid to Program per SCH   | \$ 486       |         | \$ 486       |        | \$ 486      |        | \$ 486      |       | \$ 486     |       |            |              |
| Amount Paid to Program per AAFTE   | \$ 14,565    |         | \$ 14,565    |        | \$ 14,565   |        | \$ 14,565   |       | \$ 14,565  |       |            |              |
| Clear Profit/(Loss) to Program per SCH                                   | (\$688.30)   |         | (\$111.18)   |        | (\$63.82)   |        | \$81.88     |       | \$131.60   |       |            |              |
| Clear Profit/(Loss) to Program per AAFTE                                 | (\$6,194.73) |         | (\$1,000.64) |        | (\$574.34)  |        | \$736.95    |       | \$1,184.38 |       |            |              |



|                                |             |             |             |             |            |
|--------------------------------|-------------|-------------|-------------|-------------|------------|
| Fiscal Year                    | FY2022      | FY2023      | FY2024      | FY2025      | FY2026     |
| Annual Net Revenue             | (\$185,842) | (\$60,039)  | (\$45,947)  | \$88,434    | \$177,656  |
| Cumulative Profit/Loss         | (\$185,842) | (\$245,881) | (\$291,828) | (\$203,394) | (\$25,738) |
| Program Revenue                | \$ 131,088  | \$ 262,176  | \$ 349,568  | \$ 524,352  | \$ 655,440 |
| Waivers & Student Aid Fund     | \$ 6,722    | \$ 13,445   | \$ 17,927   | \$ 26,890   | \$ 33,612  |
| Central/Campus Revenue         | \$ 30,251   | \$ 60,502   | \$ 80,670   | \$ 121,004  | \$ 151,255 |
| EBB UG Payout                  | \$ -        | \$ -        | \$ -        | \$ -        | \$ -       |
| Clear Profit Margin            | -110.6%     | -17.9%      | -10.3%      | 13.2%       | 21.1%      |
| % of Expenses to Total Tuition | 188.6%      | 95.9%       | 88.3%       | 64.8%       | 56.9%      |



## Exhibit E Library Support



Spokane Academic Library

August 31, 2021

Craig Fischer  
Elson S. Floyd College of Medicine  
Washington State University Health Sciences

Dear Mr. Fischer:

I am writing to provide a library capacity analysis for the proposed new Master of Healthcare Administration and Leadership program in Spokane. The program revives and improves on WSU's earlier health policy and administration program (which was well supported by the library) and complements existing health sciences programs that are already strongly supported. Library resources were closely scrutinized throughout the medical school's four-year accreditation process and were judged to be excellent. Similarly, the library has a long history of successful participation in the accreditation of WSU's other health sciences programs requiring high levels of library services and resources. Additionally, there are leadership, education, and business programs across the WSU system that are strongly supported by library resources and personnel that are available to the students and faculty in Spokane and elsewhere.

Key library resources and collections available for the use of this program include AccessMedicine, ClinicalKey, Embase, LWW Health Library, and MEDLINE Complete. These resources cover not only the literature of medical science but also include including highly cited management-oriented journals such as *Leadership in Health Services* and *Journal of Health and Human Services Administration*. Additionally, databases such as Business Source Complete, PsycInfo, and Sociological Abstracts provide access to a broader scope of relevant research in leadership and administration—including *The Harvard Business Review*, among many others.

There will likely be some need to expand library resources as this program grows, as one would expect, but the resources currently in place are more than sufficient to provide a solid foundation for the program as proposed. Interdisciplinary collaboration among librarians and other library personnel is strong across all of WSU's programs and the same will no doubt be true of this one, bringing exciting possibilities for new partnerships and learning.

Sincerely,

A handwritten signature in blue ink that reads 'Jonathan Potter'.

Jonathan Potter, Assistant Director  
Spokane Academic Library  
Washington State University

412 E Spokane Falls Blvd, SAC 211  
Spokane WA 99202

**Exhibit F**  
**Support from the Dean's Office**



Office of the Dean  
ELSON S. FLOYD COLLEGE OF MEDICINE

September 9, 2021

Kelly Newell  
Director, Program and Partner Development  
Washington State University  
Academic Outreach and Innovation

Dear Kelly,

This letter is to affirm our full and energetic support for the development and startup of the proposed Master of Healthcare Administration and Leadership (MHAL) online academic program. As you know, this is an important collaboration between the WSU Colleges of Medicine and Business using a stackable certificate model that will lead to new revenues while training healthcare industry leaders of the future. To further demonstrate our commitment to the MHAL, the College of Medicine formally committed to use the 2.5% return of core funds at the FY-21,22 budget hearing to support the development and startup of this new program. This academic degree program is a component of our strategic plan and extends our current leadership certificate, which all medical students take during their MD education, into a comprehensive course of study and practicum in leadership leading to the master's degree. We envision a broad population of healthcare professionals will be interested in this offering to advance their careers. We await approval of this important new academic program with excitement and optimism.

Regards,

A handwritten signature in black ink, appearing to read "John Tomkowiak".

John Tomkowiak, MD, MOL  
Founding Dean

## **Exhibit G Demand Analysis**

### **Master of Health Administration Leadership Market opportunity summary May 2021**

#### **Employment Outlook<sup>1</sup>:**

- Median pay rate of \$104,280 per year
- Growth projection of 32% 2019-2029 (much higher than average)
- Number of jobs in 2019: 422,300 (US)
- Regional jobs in 2019: 25,114
- Most jobs require a bachelor's degree, however master's degrees are also common and preferred by many employers.
- Licensure is required for nursing home administrators (a growing area of employment for healthcare managers)
- Licensure is not normally required for other areas, however consider mapping to professional certification in Medical Management<sup>2</sup>
- Nursing management is the most posted job regionally

#### **Top Competitive Programs Online:**

- Western Governors University: Masters of Health Leadership & MBA Healthcare Management
  - \$16,540 for Two-Year program.
  - 3,615 completions in 2019 (includes bachelors level Healthcare Management BS Business Admin.
  - Growth 16% in 2019
- University of Phoenix: Masters of Health Administration
  - 3 tracks: MBA, Health Care Compliance and Privacy, Informatics
  - \$698 per credit. 36 Credit program. 17 months
  - 2,301 completions in 2019 (includes bachelors level Health Admin BS and Health Management BS)
  - Growth 16% in 2019
- Grand Canyon University: Masters of Science in Health Admin.
  - Offers track in Health Care Quality and Patient Safety
  - \$550 per credit 48 credits
  - 1,283 completions in 2019 (includes bachelor level)
  - Growth at -4.8% 2019
- Southern New Hampshire University: MS in Health Information Mgt., MS in Healthcare Admin., MS in Management – Healthcare, MBA in Healthcare Management
  - \$627 per credit 35-40 credits
  - 966 completions in 2019 (includes Bachelor Level)

#### **Top Regional Program Providers:**

- Oregon Health & Science University      Not online
  - 92 Completions in 2019 (does not include Bachelors)
- University of WA – Seattle Campus      Not Online
  - 80 Completions in 2019 (does not include Bachelors)
- Pacific University      Not Online
  - 31 Completions in 2019 (does not include Bachelors)
- Portland State      Not Online

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<sup>1</sup> Bls.gov website and Emsi Analyst

<sup>2</sup> Professional Association of Health Care Office Management

- 22 Completions in 2019 (does not include Bachelors)

**Skills Required:**

- Analytical
- Communication
- Detail Oriented
- Leadership
- Healthcare Technology and Data Analytics
- Interpersonal Skills
- Strategic Planning

**Top Qualifications and Certifications Analysis:** For those employers hiring Master's level talent, top qualifications sought by employers include non-medically related certifications such as MBA, Project Management Professional, PMI, Certified Quality Improvement Associate. For those employers recruiting non-Master's level talent, the top qualifications are all medically-related certifications. This provides strong rationale for including business skills and qualifications in this Master's Degree track to make graduates marketable to employers.

**Opportunity Scans:** The following PDF documents commissioned by the Global Campus in 2019 show the viability and desirability of this degree program. (Double click on the icons below to access the full reports).



Spokane Program Development Scan.pdf



Market Opportunity Scan - Washington State University Global.pdf



Professionally Oriented Masters Worksheet

WORKING DRAFT

Total number of student credit hours delivered per year  
 Student credit hours available to be paid out through this program  
 Total tuition earned through Masters' offerings, before waivers (State)  
 Total tuition earned through Masters' offerings, before waivers (Self Sust)  
 EBB tuition earned through directly delivery of UG courses (\$133.33)  
 EBB tuition earned for others, due to delivery outside of program (\$133.33)

|           |           |           |             |             |              |
|-----------|-----------|-----------|-------------|-------------|--------------|
| 270       | 540       | 720       | 1,080       | 1,350       | 3,960        |
| 270       | 540       | 720       | 1,080       | 1,350       |              |
| \$168,062 | \$336,123 | \$448,164 | \$672,246   | \$840,308   |              |
| \$256,500 | \$513,000 | \$684,000 | \$1,026,000 | \$1,282,500 | \$ 3,762,000 |
| \$0       | \$0       | \$0       | \$0         | \$0         |              |
| \$0       | \$0       | \$0       | \$0         | \$0         |              |

Academic Program Direct & Indirect Costs

Faculty Instruction Costs

Faculty 1 Name (Luisita Francis)

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

|                 |                 |                 |                 |                 |            |
|-----------------|-----------------|-----------------|-----------------|-----------------|------------|
| Current Faculty | Current Faculty | Current Faculty | Current Faculty | Current Faculty |            |
| \$ 172,000      | \$ 175,440      | \$ 178,949      | \$ 182,528      | \$ 186,178      |            |
| 50%             | 50%             | 50%             | 50%             | 50%             |            |
| 25%             | 25%             | 25%             | 25%             | 25%             |            |
| \$ 107,500      | \$ 109,650      | \$ 111,843      | \$ 114,080      | \$ 116,361      | \$ 559,434 |

Faculty 2 Name (Craig Fischer)

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

|            |            |            |            |            |            |
|------------|------------|------------|------------|------------|------------|
|            |            |            |            |            |            |
| \$ 110,000 | \$ 112,200 | \$ 114,444 | \$ 116,733 | \$ 119,068 |            |
| 50%        | 50%        | 50%        | 50%        | 50%        |            |
| 30%        | 30%        | 30%        | 30%        | 30%        |            |
| \$ 71,500  | \$ 72,930  | \$ 74,389  | \$ 75,876  | \$ 77,394  | \$ 372,089 |

Faculty 3 Name (Adjunct Instructor)

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

|           |           |           |           |           |                 |
|-----------|-----------|-----------|-----------|-----------|-----------------|
|           |           |           |           |           |                 |
| \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | 2 courses @ 10K |
| 100%      | 100%      | 100%      | 100%      | 100%      |                 |
| 11%       | 11%       | 11%       | 11%       | 11%       |                 |
| \$ 22,200 | \$ 22,200 | \$ 22,200 | \$ 22,200 | \$ 22,200 | \$ 111,000      |

Faculty 4 Name

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

|      |      |            |            |            |            |
|------|------|------------|------------|------------|------------|
|      |      | New Hire   | New Hire   | New Hire   |            |
|      |      | \$ 100,000 | \$ 102,000 | \$ 104,040 |            |
|      |      | 50%        | 75%        | 100%       |            |
|      |      | 29%        | 29%        | 29%        |            |
| \$ - | \$ - | \$ 64,500  | \$ 98,685  | \$ 134,212 | \$ 297,397 |

Direct Instructional Support Salaries & Benefits

Employee 1 Name

Annual Salary  
 Percent of time dedicated to this program (e.g. 25)  
 Employee's benefit percentage (e.g. 28)  
 Salary & benefits dedicated to this program

|                |                |                |                |                |            |
|----------------|----------------|----------------|----------------|----------------|------------|
| Academic Coord | Academic Coord | Academic Coord | Academic Coord | Academic Coord |            |
| \$ 50,000      | \$ 51,000      | \$ 52,020      | \$ 53,060      | \$ 54,122      |            |
| 50%            | 50%            | 100%           | 100%           | 100%           |            |
| 40%            | 40%            | 40%            | 40%            | 40%            |            |
| \$ 35,000      | \$ 35,700      | \$ 72,828      | \$ 74,285      | \$ 75,770      | \$ 293,583 |

Admissions and Recruiting

Annual Salary  
 Percent of time dedicated to this program (e.g. 25)  
 Employee's benefit percentage (e.g. 28)  
 Salary & benefits dedicated to this program

|           |           |           |           |           |            |
|-----------|-----------|-----------|-----------|-----------|------------|
| \$ 60,000 | \$ 61,200 | \$ 62,424 | \$ 63,672 | \$ 64,946 |            |
| 25%       | 25%       | 25%       | 25%       | 25%       |            |
| 34%       | 34%       | 34%       | 34%       | 34%       |            |
| \$ 20,115 | \$ 20,517 | \$ 20,928 | \$ 21,346 | \$ 21,773 | \$ 104,679 |

Marketing Support

Annual Salary  
 Percent of time dedicated to this program (e.g. 25)  
 Employee's benefit percentage (e.g. 28)  
 Salary & benefits dedicated to this program

|           |           |           |           |           |            |
|-----------|-----------|-----------|-----------|-----------|------------|
| \$ 60,000 | \$ 61,200 | \$ 62,424 | \$ 63,672 | \$ 64,946 |            |
| 25%       | 25%       | 25%       | 25%       | 25%       |            |
| 34%       | 34%       | 34%       | 34%       | 34%       |            |
| \$ 20,115 | \$ 20,517 | \$ 20,928 | \$ 21,346 | \$ 21,773 | \$ 104,679 |

Employee 4 Name

Annual Salary  
 Percent of time dedicated to this program (e.g. 25)  
 Employee's benefit percentage (e.g. 28)  
 Salary & benefits dedicated to this program

|      |      |      |      |      |      |
|------|------|------|------|------|------|
|      |      |      |      |      |      |
|      |      |      |      |      |      |
|      |      |      |      |      |      |
| \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Course Development Costs/Marketing Costs

Stipend for course updates  
 Stipend for Development (4 @ \$7,500)  
 Marketing

|        |        |       |       |       |           |
|--------|--------|-------|-------|-------|-----------|
|        |        |       |       |       | \$ -      |
|        |        | 5,000 | 5,000 | 5,000 | \$ 15,000 |
| 30,000 | 30,000 |       |       |       | \$ 60,000 |
| 5,500  | 5,500  | 2,500 | 2,500 | 2,500 | \$ 18,500 |

Direct Course Costs (Detail)

|   |       |       |       |       |       |           |
|---|-------|-------|-------|-------|-------|-----------|
| Goods and services - photocopies / supplies | 2,000 | 2,200 | 2,400 | 2,600 | 2,800 | \$ 12,000 |
|   |       |       |       |       |       | \$ -      |
|   |       |       |       |       |       | \$ -      |
|   |       |       |       |       |       | \$ -      |
|   |       |       |       |       |       | \$ -      |

Other (Detail)

|                               |       |       |       |       |       |           |
|-------------------------------|-------|-------|-------|-------|-------|-----------|
| Computers, Printers, Software | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | \$ 15,000 |
|                               |       |       |       |       |       | \$ -      |
|                               |       |       |       |       |       | \$ -      |
|                               |       |       |       |       |       | \$ -      |

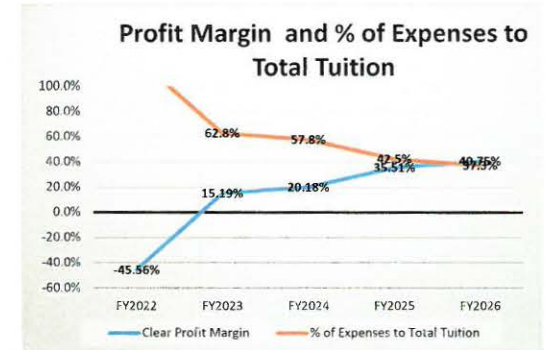
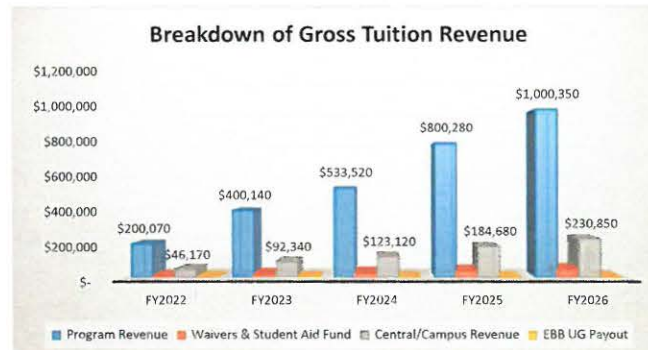
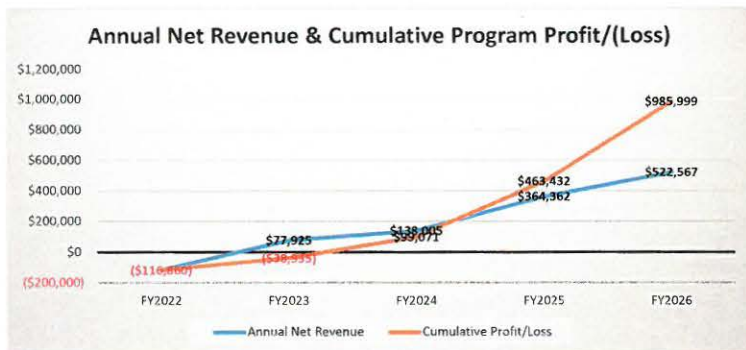
| Program Name | Masters of Health Administration and Leadership | Self-Sustaining Model |
|--------------|---|-----------------------|
|--------------|---|-----------------------|

| Tuition Earned  | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025              | % of Total Tuition | FY2026              | % of Total Tuition | Cumulative          | Cumulative %   |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|----------------|
| Gross Operating Tuition - Masters Program (Excludes UG Tuition) | \$ 256,500        | 100.00%            | \$ 513,000        | 100.00%            | \$ 684,000        | 100.00%            | \$ 1,026,000        | 100.00%            | \$ 1,282,500        | 100.00%            | \$ 3,762,000        | 100.00%        |
| Less Waivers or Tuition Discounting - Masters                   | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%              | \$ -                | 0.00%              | \$ -                | 0.00%          |
| <b>Net Tuition</b>  | <b>\$ 256,500</b> | <b>100.00%</b>     | <b>\$ 513,000</b> | <b>100.00%</b>     | <b>\$ 684,000</b> | <b>100.00%</b>     | <b>\$ 1,026,000</b> | <b>100.00%</b>     | <b>\$ 1,282,500</b> | <b>100.00%</b>     | <b>\$ 3,762,000</b> | <b>100.00%</b> |

| Split of Tuition by Area                        | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025              | % of Total Tuition | FY2026              | % of Total Tuition | Cumulative Total Tuition Split | Cumulative %  |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|---------------------|--------------------|---------------------|--------------------|--------------------------------|---------------|
| Masters of Health Administration and Leadership | \$ 200,070        | 78.0%              | \$ 400,140        | 78.0%              | \$ 533,520        | 78.0%              | \$ 800,280          | 78.0%              | \$ 1,000,350        | 78.0%              | \$ 2,934,360                   | 78.0%         |
| Tuition Waivers or Discounting                  | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                | 0.0%               | \$ -                | 0.0%               | \$ -                           | 0.0%          |
| Campus Fee (5%)                                 | \$ 12,825         | 5.0%               | \$ 25,650         | 5.0%               | \$ 34,200         | 5.0%               | \$ 51,300           | 5.0%               | \$ 64,125           | 5.0%               | \$ 188,100                     | 5.0%          |
| Central (11% + 2% Strategic Reallocation)       | \$ 33,345         | 13.0%              | \$ 66,690         | 13.0%              | \$ 88,920         | 13.0%              | \$ 133,380          | 13.0%              | \$ 166,725          | 13.0%              | \$ 489,060                     | 13.0%         |
| Student Aid Fund (4%)                           | \$ 10,260         | 4.0%               | \$ 20,520         | 4.0%               | \$ 27,360         | 4.0%               | \$ 41,040           | 4.0%               | \$ 51,300           | 4.0%               | \$ 150,480                     | 4.0%          |
| <b>Total - Gross Tuition</b>                    | <b>\$ 256,500</b> | <b>100.0%</b>      | <b>\$ 513,000</b> | <b>100.0%</b>      | <b>\$ 684,000</b> | <b>100.0%</b>      | <b>\$ 1,026,000</b> | <b>100.0%</b>      | <b>\$ 1,282,500</b> | <b>100.0%</b>      | <b>\$ 3,762,000</b>            | <b>100.0%</b> |

|   | FY2022            |                      | FY2023            |                      | FY2024            |                      | FY2025            |                      | FY2026            |                      |                          |               |
|---|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|--------------------------|---------------|
| Direct & Indirect Costs for Academic Program        | Program Costs     | % of Program Revenue | Program Costs     | % of Program Revenue | Program Costs     | % of Program Revenue | Program Costs     | % of Program Revenue | Program Costs     | % of Program Revenue | Cumulative Program Costs | Cumulative %  |
| Direct Instructional Salaries & Benefits            | \$ 201,200        | 100.6%               | \$ 204,780        | 51.2%                | \$ 272,932        | 51.2%                | \$ 310,841        | 38.8%                | \$ 350,167        | 35.0%                | \$ 1,339,920             | 68.8%         |
| Direct Instructional Support Salaries & Benefits    | \$ 75,230         | 37.6%                | \$ 76,735         | 19.2%                | \$ 114,683        | 21.5%                | \$ 116,977        | 14.6%                | \$ 119,316        | 11.9%                | \$ 502,941               | 25.8%         |
| Third Party Costs (Incl A.O.I. Level 2 / 3 Service) | \$ 35,500         | 17.7%                | \$ 35,500         | 8.9%                 | \$ 2,500          | 0.5%                 | \$ 2,500          | 0.3%                 | \$ 2,500          | 0.2%                 | \$ 78,500                | 4.0%          |
| Direct Course Costs                                 | \$ 2,000          | 1.0%                 | \$ 2,200          | 0.5%                 | \$ 2,400          | 0.4%                 | \$ 2,600          | 0.3%                 | \$ 2,800          | 0.3%                 | \$ 12,000                | 0.6%          |
| Other Costs   | \$ 3,000          | 1.5%                 | \$ 3,000          | 0.7%                 | \$ 3,000          | 0.6%                 | \$ 3,000          | 0.4%                 | \$ 3,000          | 0.3%                 | \$ 15,000                | 0.8%          |
| <b>Total</b>  | <b>\$ 316,930</b> | <b>158.4%</b>        | <b>\$ 322,215</b> | <b>80.5%</b>         | <b>\$ 395,515</b> | <b>74.1%</b>         | <b>\$ 435,918</b> | <b>54.5%</b>         | <b>\$ 477,783</b> | <b>47.8%</b>         | <b>\$ 1,948,361</b>      | <b>100.0%</b> |

|  | FY2022       | %      | FY2023     | %     | FY2024     | %     | FY2025     | %     | FY2026     | %     | Cumulative | Cumulative % |
|--|--------------|--------|------------|-------|------------|-------|------------|-------|------------|-------|------------|--------------|
| Profit or (Loss) & % of Profit to Program after all expenses are covered | (\$116,860)  | -45.6% | \$77,925   | 15.2% | \$138,005  | 20.2% | \$364,362  | 35.5% | \$522,567  | 40.7% | \$985,999  | 26.2%        |
| Cumulative Profit/(Loss) to Date   | (\$116,860)  |        | (\$38,935) |       | \$99,071   |       | \$463,432  |       | \$985,999  |       |            |              |
| Amount Paid to Program per SCH   | \$ 741       |        | \$ 741     |       | \$ 741     |       | \$ 741     |       | \$ 741     |       |            |              |
| Amount Paid to Program per AAFTE   | \$ 22,230    |        | \$ 22,230  |       | \$ 22,230  |       | \$ 22,230  |       | \$ 22,230  |       |            |              |
| Clear Profit/(Loss) to Program per SCH                                   | (\$432.81)   |        | \$144.31   |       | \$191.67   |       | \$337.37   |       | \$387.09   |       |            |              |
| Clear Profit/(Loss) to Program per AAFTE                                 | (\$3,895.33) |        | \$1,298.76 |       | \$1,725.06 |       | \$3,036.35 |       | \$3,483.78 |       |            |              |



## **FUTURE ACTION ITEM #2**

### **Discontinue the Master of Education Degree in Educational Psychology (Elizabeth S. Chilton)**

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Discontinue the Master of Education Degree in Educational Psychology

**PROPOSED:** That the Board of Regents discontinue the Master of Education Degree in Educational Psychology

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

**SUPPORTING INFORMATION:** The College of Education proposes the discontinuation of the Master of Education Degree in Educational Psychology.

The educational psychology program developed a Master non-thesis degree to better meet the needs of WSU students. This new degree has been approved and all students have switched their degree program. Therefore, the Master of Education Degree in Educational Psychology will no longer be needed or used.

This discontinuation was reviewed carefully and has support from the Provost's Office. This was recommended by the Faculty Senate on April 7, 2022.

**ATTACHMENT** Attachment A – Proposal to Discontinue a Degree Program



WASHINGTON STATE UNIVERSITY  
**Office of the Provost**

**MEMORANDUM**

TO: Faculty Senate

FROM: Elizabeth S. Chilton, Provost and Executive Vice President, and  
Chancellor, WSU Pullman

A handwritten signature in black ink, reading "Elizabeth S. Chilton".

SUBJECT: Discontinue Master of Education in Educational Psychology

DATE: February 16, 2022

---

The attached proposal to discontinue the Master of Education in Educational Psychology degree has been reviewed by the Provost's Office. We have no concerns. The structure of the program no longer meets the needs of students. The department has launched a new Master's-level program with a modern design and all Master's students are pursuing that degree.

We consider the proposal ready for Senate review.

# PROPOSAL TO DISCONTINUE A DEGREE PROGRAM

**DEANS:** Send this completed proposal electronically in Word to the Office of the Provost:  
[provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)

|                              |  |
|------------------------------|--|
| Degree Title:                | Master's of Education  |
| Academic Program:            | Educational Psychology P7690                                   |
| Academic Plan:               | Non-thesis P7690-0010  |
| Number of Credits:           | 45   |
| Department(s) or Program(s): | Kinesiology and Educational Psychology: Educational Psychology |
| College(s):                  | College of Education   |
| Campus(es):                  | Pullman  |

|                |                 |                       |  |
|----------------|-----------------|-----------------------|--|
| Contact Name:  | Kira Carbonneau | Email Address:        | <a href="mailto:Kira.carbonneau@wsu.edu">Kira.carbonneau@wsu.edu</a> |
| Contact Phone: | 509-335-2324    | *Proposed start date: | 08/01/2022   |

|   |
|---|
| <b>Rationale for discontinuing the degree:</b>  |
| The educational psychology program developed a MA non-thesis degree to better meet the needs of our students. This new degree has been approved and all students have switched their degree program therefore the EdM will no longer be needed or used. |
| <b>Implications for currently enrolled students (how many)? Attach teach out plan.</b>  |
| No students are enrolled in the EdM degree program.   |

☐ **Attach teach out plan**

|   |
|---|
| <b>Impact on or responses of current faculty and staff:</b>   |
| No impact or response from current faculty and staff.   |
| <b>Impact on or responses of other degree programs, departments, colleges or campuses:</b>  |
| There will be no impact on other degree programs, departments, college of campuses. Courses and pther services are encompassed in the new MA non-thesis degree. |
| <b>Impact on or responses of other stake holders (e.g., advisory or alumni groups):</b>   |
| No impact on other stake holders.   |

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

|                  |                |       |         |
|------------------|----------------|-------|---------|
| Chair Signature: | Phyllis Erdman | Date: | 1.11.22 |
|------------------|----------------|-------|---------|

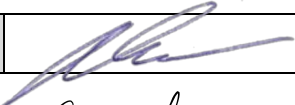
|                 |               |       |         |
|-----------------|---------------|-------|---------|
| Dean Signature: | Mike Trevisan | Date: | 1.11.22 |
|-----------------|---------------|-------|---------|


→ Submit to the Provost's Office at [provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)

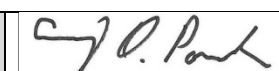
|                    |              |       |         |
|--------------------|--------------|-------|---------|
| Everett Chancellor | Mark Beattie | Date: | 3/31/22 |
|--------------------|--------------|-------|---------|

|                    |             |       |                |
|--------------------|-------------|-------|----------------|
| Spokane Chancellor | Gwen Halaas | Date: | March 31, 2022 |
|--------------------|-------------|-------|----------------|

|                 |                 |       |              |
|-----------------|-----------------|-------|--------------|
| Tri-Cities VCAA | Kathleen McGoos | Date: | April 4 2022 |
|-----------------|-----------------|-------|--------------|

|                |   |      |         |
|----------------|---|------|---------|
| Vancouver VCAA |  | Date | 3/29/22 |
|----------------|---|------|---------|

|                  |   |       |           |
|------------------|---|-------|-----------|
| VP Global Campus |  | Date: | 3-29-2022 |
|------------------|---|-------|-----------|

|                 |   |       |                   |
|-----------------|---|-------|-------------------|
| Provost Office: |  | Date: | February 15, 2022 |
|-----------------|---|-------|-------------------|

|              |
|--------------|
| Comments:    |
| <br><br><br> |

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

[Send completed form in Word version to: [provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)]

# **INFORMATION ITEM #1**

## **Faculty Manual Revisions by the President Under Delegated Authority (Elizabeth S. Chilton)**

### **Faculty Manual Revisions**

- Sections II.F.5. (Initiation of Complaint) and II.F.6. (Investigation of Complaint or of Provost Concerns)
- Sections III.G and I.B (Emeritus Faculty Appointments)
- Removal of all gendered language, broken links, and updated titles

Redlined versions of the above items as submitted to President Schulz for consideration are attached. The recommendations were passed by the Faculty Senate on March 24 and April 7, 2022.



**MEMORANDUM**

**TO:** Faculty Senate

**FROM:** The Faculty Affairs Committee



**RE:** Updates to the *Faculty Manual* Section II.F.

**DATE:** February 23, 2022

Currently, if a conduct complaint has been investigated by another office, such as CCR, when the matter comes to the provost, the provost is obligated to perform their own investigation. The AG's office provided the edits below for Section II.F so that the Office of the Provost is not required to reinvestigate a matter that has been thoroughly investigated by another office. The Faculty Affairs Committee recommends these edits to the Faculty Senate.

**CLEAN COPY**

**II F 5. Initiation of Complaint**

Any individual who has a formal complaint regarding violations of the Faculty Code of

Professional Ethics, II.C.1, and/or the Conduct Regulations, II.F.3, should address their complaint, in writing, to the provost. If the complainant has not utilized another complaint resolution procedure, they shall provide the provost with a statement of reasons for filing their complaint directly with the provost. If the provost determines that the matter should be addressed at a lower level before their involvement, they shall inform the individual in writing within five (5) business days of the complaint resolution options available (e.g., the Ombudsman, the Faculty Status Committee, Compliance & Civil Rights (CCR), etc.), as delineated in Section II.F.1 (5). The individual may initiate a formal complaint with the provost after utilizing an alternative level complaint resolution process.

Unless the provost has determined that a complaint should be remanded to another complaint resolution process, they shall, within ten (10) business days of receiving the complaint, determine whether the allegations, if proved, state cause to discipline a faculty member. If the provost determines that the charges do not state grounds for discipline, they shall communicate that decision to the complainant. If the provost determines that the charges, if proven, state grounds for disciplinary action, they shall promptly initiate an investigation or rely on a previously conducted investigation in accordance with Section II.F.6. and notify the accused faculty member of next steps.

**II F 6. Investigation of Complaint or of Provost Concerns**



If the provost determines that the allegations, if proved, state grounds for discipline, they shall, within ten (10) business days of such determination, initiate an investigation into the matter, unless a reliable investigation, which includes notice to the accused faculty member and an opportunity to respond, has already been completed. In such cases, the provost, in their sole discretion, may elect to rely on the investigation in lieu of the investigation provided for in this Section II.F.6. In matters involving Title IX Sexual Harassment, as defined by EP#15, the provost must rely on the investigation completed by Compliance and Civil Rights (CCR) in lieu of the investigation provided for in this Section II.F.6

If the provost initiates an investigation, the provost shall notify the accused faculty member of the general nature of the allegations, the requirement for cooperation during an investigation, the right to present information on their behalf, and the obligation not to retaliate against those filing the complaint. The provost shall also determine the appropriate investigative person/body, including, but not limited to:

- a. Themselves
- b. Vice provost, associate vice provost, or vice president
- c. Dean or department chair
- d. CCR
- e. Human Resource Services
- f. A faculty committee appointed by Faculty Status Committee within ten (10) business days of receipt of the request from the provost and selected from among the members of the tenured faculty.

When the provost initiates an investigation, the provost shall generally cause an investigation to be completed within thirty (30) business days of the date initiated. If it appears that the alleged violation will require that multiple witnesses be interviewed or will require an investigation that is otherwise substantial or complex, the provost shall cause the investigation to be completed within one hundred twenty (120) business days of the date received. The provost shall notify the complainant and the accused faculty member if the investigation is expected to take longer than thirty (30) business days.

The timelines may be extended by the provost at any time upon their determination that exigent circumstances exist, e.g. unavailability of witnesses or faculty, complexity of issues. Any extension of the timelines must be communicated in writing to the accused faculty member and the complainant. The provost may also of their own initiative, after learning of concerns regarding faculty conduct, initiate an investigation and pursue disciplinary action consistent with the other requirements of this policy.

## **RED-LINED**

### II F 5. Initiation of Complaint

Any individual who has a formal complaint regarding violations of the Faculty Code of

Professional Ethics, II.C.1, and/or the Conduct Regulations, II.F.3, should address ~~his/her~~their complaint, in writing, to the provost, ~~with the exception of matters involving allegations of Title IX Sexual Harassment, as defined by EP#15, for which formal complaints are filed with Compliance & Civil Rights (CCR).~~ If the complainant has not utilized another complaint resolution procedure, ~~s/he~~they shall provide the provost with a statement of reasons for filing ~~his/her~~their complaint directly with the provost. If the provost determines that the matter should be addressed at a lower level before ~~his/her~~their involvement, ~~s/he~~they shall inform the individual in writing within five (5) business days of the complaint resolution options available (e.g., ~~T~~the Ombudsman, the Faculty Status Committee, Compliance & Civil Rights (CCR), etc.), as delineated in Section II.F.1 (5). The individual may initiate a formal complaint with the provost after utilizing an alternative level complaint resolution process.

Unless the provost has determined that a complaint should be remanded to another complaint resolution process, ~~s/he~~they shall, within ten (10) business days of receiving the complaint, determine whether the allegations, if proved, state cause to discipline a faculty member. If the provost determines that the charges do not state grounds for discipline, ~~s/he~~they shall communicate that decision to the complainant. If the provost determines that the charges, if proven, state grounds for disciplinary action, ~~s/he~~they shall promptly initiate an investigation or rely on a previously conducted investigation in accordance with Section II.F.6. and notify the accused faculty member of next steps, the general nature of the allegations, the requirement for cooperation during an investigation, the right to present information on his or her behalf, and the obligation not to retaliate against those filing the complaint.

### II F 6. Investigation of Complaint or of Provost Concerns

If the provost determines that the allegations, if proved, state grounds for discipline, ~~s/he~~they shall, within ten (10) business days of such determination, initiate an investigation into the matter, unless a reliable investigation, which includes notice to the accused faculty member and an opportunity to respond, has already been completed. In such cases, the provost, in her/his~~their~~sole discretion, may elect to rely on the investigation in lieu of the investigation provided for in this Section II.F.6. In matters involving Title IX Sexual Harassment, as defined by EP#15, the provost must rely on the investigation completed by Compliance and Civil Rights (CCR) in lieu of the investigation provided for in this Section II.F.6

If the provost initiates an investigation, ~~the~~ provost shall notify the accused faculty member of the general nature of the allegations, the requirement for cooperation during an investigation, the right to present information on his or hertheir behalf, and the obligation not to retaliate against those filing the complaint. The provost shall also determine the appropriate investigative person/body, including, but not limited to:

- a. ~~Himself/Herself~~ Themselves
- b. Vice provost, associate vice provost, or vice president
- c. Dean or department chair
- d. ~~Compliance & Civil Rights (CCR)~~
- e. Human Resource Services
- f. A faculty committee appointed by Faculty Status Committee within ten (10) business days of receipt of the request from the provost and selected from among the members of the tenured faculty.

When the provost initiates an investigation, ~~the~~ provost shall generally cause an investigation to be completed within thirty (30) business days of the date initiated. If it appears that the alleged violation will require that multiple witnesses be interviewed or will require an investigation that is otherwise substantial or complex, the provost shall cause the investigation to be completed within one hundred twenty (120) business days of the date received. The provost shall notify the complainant and the accused faculty member if the investigation is expected to take longer than thirty (30) business days.

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~~For matters involving Title IX Sexual Harassment, as defined by EP#15, the Provost will rely on the investigation completed by Compliance and Civil Rights (CCR). For matters involving Title IX Sexual Harassment and other non-Title IX allegations, if further investigation is required by the Provost's Office, the complainant and respondent will be notified 10 days in advance of any meeting and will be provided the date, time, participants, and purpose of the meeting.~~

## **ORIGINAL**

### **II F 5. Initiation of Complaint**

Any individual who has a formal complaint regarding violations of the Faculty Code of Professional Ethics, II.C.1, and the Conduct Regulations, II.F.3, should address his/her complaint, in writing, to the provost, with the exception of matters involving allegations of Title IX Sexual Harassment, as defined by EP#15, for which formal complaints are filed with Compliance & Civil Rights (CCR). If the complainant has not utilized another complaint resolution procedure, s/he shall provide the provost with a statement of reasons for filing his/her complaint directly with the provost. If the provost determines that the matter should be addressed at a lower level before his/her involvement, s/he shall inform the individual in writing within five (5) business days of the complaint resolution options available (e.g., The Ombudsman, the Faculty Status Committee, Compliance & Civil Rights (CCR), etc.), as delineated in Section II.F.1 (5). The individual may initiate a formal complaint with the provost after utilizing an alternative level complaint resolution process.

Unless the provost has determined that a complaint should be remanded to another complaint resolution process, s/he shall, within ten (10) business days of receiving the complaint, determine whether the allegations, if proved, state cause to discipline a faculty member. If the provost determines that the charges do not state grounds for discipline, s/he shall communicate that decision to the complainant.

If the provost determines that the charges, if proven, state grounds for disciplinary action, s/he shall promptly notify the accused faculty member of the general nature of the allegations, the requirement for cooperation during an investigation, the right to present information on his or her behalf, and the obligation not to retaliate against those filing the complaint.

### **II F 6. Investigation of Complaint or of Provost Concerns**

If the provost determines that the allegations, if proved, state grounds for discipline, s/he shall, within ten (10) business days of such determination, initiate an investigation into the matter. The provost shall determine the appropriate investigative person/body, including, but not limited to

- a. Himself/Herself
- b. Vice provost, associate vice provost, or vice president
- c. Dean, department chair, or vice chancellor for academic affairs
- d. Compliance & Civil Rights (CCR)
- e. Human Resource Services
- f. A faculty committee appointed by Faculty Status Committee within ten (10) business days of receipt of the request from the provost and selected from among the members of the tenured faculty.

The provost shall generally cause the investigation to be completed within thirty (30) business days of the date initiated. If it appears that the alleged violation will require that multiple witnesses be interviewed or will require an investigation that is otherwise substantial or complex, the provost shall cause the investigation to be completed within one hundred twenty (120) business days of the date received. The provost shall notify the complainant and the accused faculty member if the investigation is expected to take longer than thirty (30) business days.

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timelines must be communicated in writing to the accused faculty member and the complainant. The provost may also of his/her own initiative, after learning of concerns regarding faculty conduct, initiate an investigation and pursue disciplinary action consistent with the other requirements of this policy.

For matters involving Title IX Sexual Harassment, as defined by EP#15, the provost will rely on the investigation completed by Compliance and Civil Rights (CCR). For matters involving Title IX Sexual Harassment and other non-Title IX allegations, if further investigation is required by the Provost's Office, the complainant and respondent will be notified 10 business days in advance of any meeting and will be provided the date, time, participants, and purpose of the meeting.

Any case reported to the dean that requires punishment or attendance at a class needs to be reported to the provost and academic vice president. The Provost's Office shall maintain a confidential file of all cases reported to a dean whose final determination involved punishment or mandatory attendance at a class. The purpose of this file is to ensure there is an adequate record of past infractions.

## CLEAN COPY

Proposed language for III.G

### *G. Appointments Available to Faculty Upon Retirement*

#### III G 1. Eligibility

In recognition of service to Washington State University, upon retirement, faculty may be awarded “retired with merit” status and retain access to specified university resources. The awarding of this status will be represented by the faculty member adding emeritx, emerita, or emeritus to their title.

To be eligible, faculty must have held a career-track or tenure-track position at Washington State University for a period of at least five (5) years prior to leaving the University. Furthermore, they must be at least sixty (60) years old or have completed at least twenty-five (25) years of service to the University.

Upon retirement, in consultation with the dean and VCAA, the chair or school director will approve the faculty request for retired with merit status and the faculty member’s choice of title. The unit will process the title and status requested through the University’s personnel management system, which will automatically notify the Office of the Provost and Human Resource Services (HRS).

#### III G 2. Notification

A letter of recognition will be sent by the provost to each faculty retiree awarded an emeritx, emerita, or emeritus addition to their title and the status it represents.

#### III G 3. Privileges of Status

Emeritx, emerita, or emeritus faculty are encouraged to remain an important part of the University. Department chairs, school directors, and academic directors are encouraged to assist retired faculty in maintaining a continuing relationship with the department, school, college, campus, and university as is feasible and mutually acceptable. Note however, that “The Ethics in Public Service Act (RCW 42.52) provides that state employees cannot use state resources for personal benefit or their state positions to obtain special privileges.”

Emeritx, emerita, or emeritus faculty shall have continued campus courtesies including the options to

- 1) use library and recreational facilities
- 2) receive publications sent to active faculty and members of the Alumni Association
- 3) participate in contract, grant, and other scholarly endeavors in an unpaid capacity
- 4) negotiate with chairs or directors for office space, laboratory space, and computer (retain internet, e-mail, and other cloud services available to faculty at large) and facility access as available
- 5) participate in academic convocations, commencements, and other academic endeavors; and

- 6) request that their names be retained in the *Washington State University Catalog* until their death.

Emeritx, emerita, and emeritus faculty may have other privileges accorded to them that are defined elsewhere in the *Faculty Manual* or in other university, college, campus, or unit documents (e.g. bylaws for individual colleges or graduate programs). However, those privileges do not include voting privileges for tenure and promotion, hiring, or election of Faculty Senate representatives.

#### III G 4. Management of Space and Other Resources Used by Retired Faculty

Emeritx, emerita, or emeritus faculty may negotiate with department chairs, school directors, or academic directors for the use of institutional resources. The appropriate chair or director shall be responsible for overseeing the activities of retired faculty who are granted access to institutional resources and shall be responsible for executing all faculty or PI activities outlined in the appropriate sections of the BPPM and SPPM including, but not limited to, BPPM 50.20, Access to University Facilities, and relevant Chapters within SPPM Section 4, Laboratory Safety, including SPPM 4.12, and Section 5, Chemical Hazardous Materials Safety. The chair or appropriate director will communicate and coordinate with the retired faculty member to ensure compliance with all relevant University lab safety and health policies and procedures and related federal, state, and local laws.

Chairs, school directors, and academic directors will review emeritx, emerita, and emeritus faculty access to institutional resources and privileges at the beginning of each biennium or more frequently, as needed, to make modifications based upon the mutual benefit to the University and the faculty member. Renewal of access to institutional resources, such as space, is not guaranteed.

#### III G 5. Rehiring Retired Faculty

Prior to offering a paid position to a retiree, the request must be approved by an HRS Benefits Director.

Minor update to I.B.1.a.

##### Section I.B.1.a, paragraphs 1 and 2:

A faculty member's APPOINTMENT (also known as "job profile" or "position") is for internal use within the university. It outlines more or less broadly a faculty member's position responsibilities. Therefore, it also provides a framework or set of guidelines by which a faculty member will be evaluated for annual review and promotion. (More specific criteria for annual review and promotion within a track and sub-track will be determined by the school or department, and college.)

A faculty member's appointment consists of the category (academic, library, extension), track (tenure, career, or short-term), status (e.g., tenured, retired with merit, visiting, or adjunct), rank of the faculty member, and the unit in which the faculty member is assigned. In the case of career track and extension faculty, a faculty member's appointment will also include an internal sub-track designation. Sub-track designations

are intended for internal use, i.e., at the program, department, college, and/or university levels.

#### Section I.B.1.a.(3) Faculty Ranks

The ranks for academic and extension faculty in the tenure and career tracks include Assistant Professor, Associate Professor, and Professor. Additionally, the rank of Regents Professor is included as the highest possible rank for faculty in the tenure track. The ranks for library faculty include Librarian 2, Librarian 3, and Librarian 4. Librarian 4 is the highest rank.

#### RED LINED

### III G. Emeritus Faculty Appointments Available to Faculty Upon Retirement

#### III G 1. Eligibility

In recognition of service to Washington State University, upon retirement, faculty may be awarded "retired with merit" status and retain access to specified university resources. Emeritus rank is granted in recognition of service to Washington State University. The awarding of this status will be represented by the faculty member adding emeritx, emerita, or emeritus to their title.

To be eligible, faculty must have held an eligible career-track or tenure-track position at Washington State University for a period of at least five (5) years prior to leaving the University. Furthermore, they must be at least be either age sixty (60) years older or older with ten or more years of service at the University or have completed at least twenty-five (25) or more years of service to the University. AND have held an eligible career or tenure-track rank at Washington State University for a period of at least five (5) years prior to leaving the University.

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Upon retirement, in consultation with the dean and VCAA, the chair or school director will approve the faculty request for retired with merit status and the faculty member's choice of title. The unit will process the title and status requested through the University's personnel management system, which will automatically notify the Office of the Provost and Human Resource Services (HRS). inform Human Resource Services to assign the eligible retiring faculty members ranks to emeritus faculty rank. Human Resource Services will note this designation on the retirement Personnel Action Form (PAF), if the assignment has occurred by the time the form is initiated.

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#### III G 2. Notification of Granting of Emeritus Rank

A letter of recognition will be sent by the provost to each faculty retiree awarded an emeritx, emerita, or emeritus addition to their title and the status it represents. named to an emeritus rank.

#### III G 3. Privileges of Emeritus Rank

Emeritx, emerita, or emeritus faculty are encouraged to remain an important part of the University. Department chairs, school directors, and academic directors are encouraged to assist retired faculty in maintaining a continuing relationship with the department, school, campus, college, and university as is feasible and mutually acceptable. Note



however, that “The Ethics in Public Service Act (RCW 42.52) provides that state employees cannot use state resources for personal benefit or their state positions to obtain special privileges.”

~~The emeritx, emerita, or emeritus faculty~~ ~~Emeritus rank~~ shall ~~entail have~~ continued campus courtesies including the options to

- 1) use library and recreational facilities;
- 2) receive publications sent to active faculty and members of the Alumni Association;
- 3) participate in contract, grant, and other scholarly endeavors in an unpaid capacity;
- 4) negotiate with ~~academic department~~ chairs, ~~school directors, or academic or~~ directors for office space, laboratory space, and computer (retain internet, e-mail, and other cloud services available to faculty at large) and facility access as available;
- 5) participate in academic convocations, commencements, and other academic endeavors; and
- 6) request that their names be retained in the Washington State University Catalog until their death.

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~~Emeritx, emerita, and emeritus~~ ~~Emeritus~~ Faculty may have other privileges accorded to them ~~faculty~~ that are defined elsewhere in the ~~Faculty Manual~~ or in other university, college, ~~campus, and~~ or unit documents (e.g. bylaws for individual colleges or graduate programs). However, those privileges do not include voting privileges for tenure and promotion, hiring, or election of ~~Faculty~~ ~~Senate~~ representatives. ~~Emeritus Faculty must adhere to The Ethics in Public Service Act (RCW 42.52).~~

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~~Emeritus faculty status is the last earned rank that will be accorded to eligible faculty upon their retirement. Emeritus faculty are encouraged to remain an important part of the University. Department chairs and unit directors are encouraged to assist emeritus faculty in maintaining a continuing relationship with the department, school, college, and University as is feasible and mutually acceptable.~~

#### III G 4. Management of ~~S~~space and ~~O~~ther ~~R~~esources ~~used by Emeritus Faculty~~

~~As noted in section III.G.3.(4), Emeritus~~ ~~Emeritx, emerita, and emeritus~~ faculty may negotiate with ~~academic department~~ chairs, ~~school directors, or academic~~ directors for the use of institutional resources. The appropriate chair or director shall be responsible for overseeing the activities of ~~emeritus-retired~~ faculty granted access to institutional resources. ~~The appropriate chair/director shall and~~ be responsible for executing all faculty or PI activities outlined in the appropriate sections of the BPPM and SPPM including, but not limited to, BPPM 50.20, Access to University Facilities, and relevant Chapters within SPPM Section 4, Laboratory Safety, including SPPM 4.12, and Section 5, Chemical Hazardous Materials Safety. The chair or director will communicate and coordinate with the ~~Emeritus. f~~ Faculty member to ensure compliance with all relevant University lab safety and health ~~WSU~~ policies and procedures and related federal, state, and local laws.

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Chairs, ~~and~~ school directors, and academic directors will review ~~emeritx, emerita, and emeritus~~ emeritus faculty access to institutional resources and privileges at the beginning of each biennium or more frequently, as needed to make modifications based upon the mutual benefit to ~~WSU and emeritus faculty~~ the University and the faculty member. Renewal of access to institutional resources, such as space, is not guaranteed.

### III G 5. Rehiring of Retired Faculty

Prior to offering a paid position to a retiree, the request must be approved by an HRS Benefits Director.

Minor update to I.B.1.a.

#### Section I.B.1.a, paragraphs 1 and 2:

A faculty member's APPOINTMENT (also known as "job profile" or "position") is for internal use within the university. It outlines more or less broadly a faculty member's position responsibilities. Therefore, it also provides a framework or set of guidelines by which a faculty member 2021 Faculty Manual Presidential Approved for 2021-2022 Section I: Organization | I B. Faculty Structure | I B 1. The Faculty Page 11 of 140 will be evaluated for annual review and promotion. (More specific criteria for annual review and promotion within a track and sub-track will be determined by the school or department, and college.)

A faculty member's appointment consists of the category (academic, library, extension), track (tenure, career, or short-term), status (e.g., tenured, ~~retired with merit~~, visiting, or adjunct), rank of the faculty member, and the unit in which the faculty member is assigned. In the case of career track and extension faculty, a faculty member's appointment will also include an internal sub-track designation. Sub-track designations are intended for internal use, i.e., at the program, department, college, and/or university levels.

#### Section I.B.1.a.(3) Faculty Ranks

The ranks for academic and extension faculty in the tenure and career tracks include Assistant Professor, Associate Professor, and Professor. Additionally, the rank of Regents Professor is included as the highest possible rank for faculty in the tenure track. The ranks for library faculty include Librarian 2, Librarian 3, and Librarian 4. Librarian 4 is the highest rank.

## **ORIGINAL**

### **From Section III.G:**

#### III G. Emeritus Faculty Appointment

##### III G 1. Eligibility

Emeritus rank is granted in recognition of service to Washington State University.

To be eligible, faculty must be either age sixty or older with ten or more years of service at the University or have completed twenty-five (25) or more years of service to the University, AND have held an eligible career or tenure track rank at Washington State University for a period of at least five (5) years prior to leaving the University.

Upon retirement, the chair or director will inform Human Resource Services to assign the eligible retiring faculty members ranks to emeritus faculty rank. Human Resource Services will note this designation on the retirement Personnel Action Form (PAF), if the assignment has occurred by the time the form is initiated.

### III G 2. Notification of Granting of Emeritus Rank

A letter of recognition will be sent by the provost to each faculty retiree named to an emeritus rank.

### III G 3. Privileges of Emeritus Rank

The Emeritus rank shall entail continued campus courtesies including the options to

- 1) use library and recreational facilities;
- 2) receive publications sent to active faculty and members of the Alumni Association;
- 3) participate in contract, grant, and other scholarly endeavors;
- 4) negotiate with academic chairs or directors for office space, laboratory space, and computer (retain internet, e-mail, and other cloud services available to faculty at large) and facility access as available;
- 5) participate in academic convocations, commencements and other academic endeavors; and
- 6) request that their names be retained in the University catalog until their death.

Emeritus Faculty may have other privileges accorded to the faculty that are defined elsewhere in the Faculty Manual or in other university, college, and/or unit documents (e.g. bylaws for individual colleges or graduate programs). However, those privileges do not include voting privileges for tenure/promotion, hiring, or election of faculty senate representatives. Emeritus Faculty must adhere to The Ethics in Public Service Act (RCW 42.52).

Emeritus faculty status is the last earned rank that will be accorded to eligible faculty upon their retirement. Emeritus faculty are encouraged to remain an important part of the University. Department chairs and unit directors are encouraged to assist emeritus faculty in maintaining a continuing relationship with the department, school, college, and University as is feasible and mutually acceptable.

### III G 4. Management of space and other resources used by Emeritus Faculty

As noted in section III.G.3.(4), Emeritus faculty may negotiate with academic chairs or directors for the use of institutional resources. The appropriate chair/director shall be responsible for overseeing the activities of emeritus faculty granted access to institutional resources. The appropriate chair/director shall be responsible for executing all faculty/PI activities outlined in the appropriate sections of the BPPM and SPPM including, but not limited to, BPPM 50.20, Access to University Facilities, and relevant Chapters within SPPM Section 4, Laboratory Safety, including SPPM 4.12, and Section 5, Chemical Hazardous Materials Safety. The chair/director will communicate and coordinate with the

Emeritus Faculty member to ensure compliance with all relevant lab safety and health WSU policies and procedures and related federal, state, and local laws.

Chairs and Directors will review emeritus faculty access to institutional resources and privileges at the beginning of each biennium or more frequently, as needed to make modifications based upon the mutual benefit to WSU and emeritus faculty. Renewal of access to institutional resources, such as space, is not guaranteed.

**From Section I.B:**

[Section I.B.1.a, paragraphs 1 and 2:](#)

A faculty member's APPOINTMENT (also known as "job profile" or "position") is for internal use within the university. It outlines more or less broadly a faculty member's position responsibilities. Therefore, it also provides a framework or set of guidelines by which a faculty member 2021 Faculty Manual Presidential Approved for 2021-2022 Section I: Organization | I B. Faculty Structure | I B 1. The Faculty Page 11 of 140 will be evaluated for annual review and promotion. (More specific criteria for annual review and promotion within a track and sub-track will be determined by the school or department, and college.)

A faculty member's appointment consists of the category (academic, library, extension), track (tenure, career, or short-term), status (e.g., tenured, visiting, or adjunct), rank of the faculty member, and the unit in which the faculty member is assigned. In the case of career track and extension faculty, a faculty member's appointment will also include an internal sub-track designation. Sub-track designations are intended for internal use, i.e., at the program, department, college, and/or university levels.

[Section I.B.1.a.\(3\) Faculty Ranks](#)

The ranks for academic and extension faculty in the tenure and career tracks include Assistant Professor, Associate Professor, and Professor. Additionally, the rank of Regents Professor is included as the highest possible rank for faculty in the tenure track. The ranks for library faculty include Librarian 2, Librarian 3, and Librarian 4. Librarian 4 is the highest rank.

**MEMORANDUM**

**TO:** Faculty Senate

**FROM:** The Faculty Affairs Committee



**RE:** Updates to the *Faculty Manual*

**DATE:** February 23, 2022

The Faculty Affairs Committee would like to recommend that the executive secretary and principal assistant be given authorization to edit the 2022-2023 *Faculty Manual* to remove gendered language and broken links, update title changes, and make any other such changes that do not directly affect policy.



# Research Metrics Update

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Elizabeth S. Chilton, Provost and Executive Vice President  
Chancellor, WSU Pullman

Chris Keane, Vice President for Research  
Vice Chancellor for Research, WSU Pullman

PEER INSTITUTION COMPARISON

# NSF Higher Education Research and Development (HERD) Total Expenditures

Funding sources include:

- Federal government funding
- State and local government funding
- Institution funds
- Business funding
- Other sources (e.g., nonprofits)

# NSF HERD Total R&D Expenditures

(dollars in thousands)

| Institution   | 2020<br>Ranking | 2016           | 2017           | 2018           | 2019           | 2020           |
|---|-----------------|----------------|----------------|----------------|----------------|----------------|
| University of Maryland <sup>1</sup>                 | 16              | n/a            | n/a            | n/a            | 1,096,600      | 1,103,062      |
| Purdue University, West Lafayette                   | 41              | 606,302        | 622,813        | 631,574        | 663,927        | 687,144        |
| Virginia Polytechnic Institute and State University | 49              | 521,773        | 522,425        | 531,636        | 541,969        | 556,341        |
| North Carolina State University                     | 51              | 489,918        | 500,445        | 509,841        | 541,100        | 546,290        |
| University of Georgia                               | 56              | 410,345        | 455,432        | 453,249        | 477,536        | 482,786        |
| Colorado State University, Fort Collins             | 65              | 331,862        | 338,404        | 374,955        | 398,477        | 407,302        |
| Iowa State University                               | 71              | 328,385        | 323,584        | 361,206        | 358,474        | 363,107        |
| <b>Washington State University<sup>2</sup></b>      | <b>76</b>       | <b>301,640</b> | <b>331,051</b> | <b>331,424</b> | <b>344,997</b> | <b>335,201</b> |
| University of Missouri, Columbia                    | 78              | 280,051        | 293,006        | 294,686        | 310,421        | 332,180        |
| University of Nebraska, Lincoln                     | 81              | 294,856        | 302,204        | 308,053        | 316,820        | 320,463        |
| University of Tennessee, Knoxville <sup>3</sup>     | 82              | 183,268        | 203,800        | 259,607        | 247,693        | 320,407        |
| Louisiana State University, Baton Rouge             | 86              | 291,972        | 265,168        | 286,726        | 296,497        | 286,733        |
| Mississippi State University                        | 88              | 239,446        | 240,972        | 244,102        | 264,526        | 280,485        |
| Oregon State University                             | 95              | 254,275        | 267,068        | 272,433        | 263,830        | 268,385        |

<sup>1</sup> The University of Maryland includes expenditures from the University of Maryland, Baltimore and University of Maryland, College Park campuses. In FY 2019, the two campuses began reporting as one research unit to reflect their new strategic partnership.

<sup>2</sup> Total WSU 2016 NSF HERD expenditures internally corrected to \$301.6M. NSF HERD website shows prior reported incorrect amount of \$334.1M.

<sup>3</sup> The University of Tennessee, Knoxville includes expenditures from the University of Tennessee Institute of Agriculture. Prior to FY20, the University of Tennessee, Knoxville, Institute of Agriculture reported to the survey separately.



## PEER INSTITUTION COMPARISON

# NSF HERD Federal R&D Expenditures

(dollars in thousands)

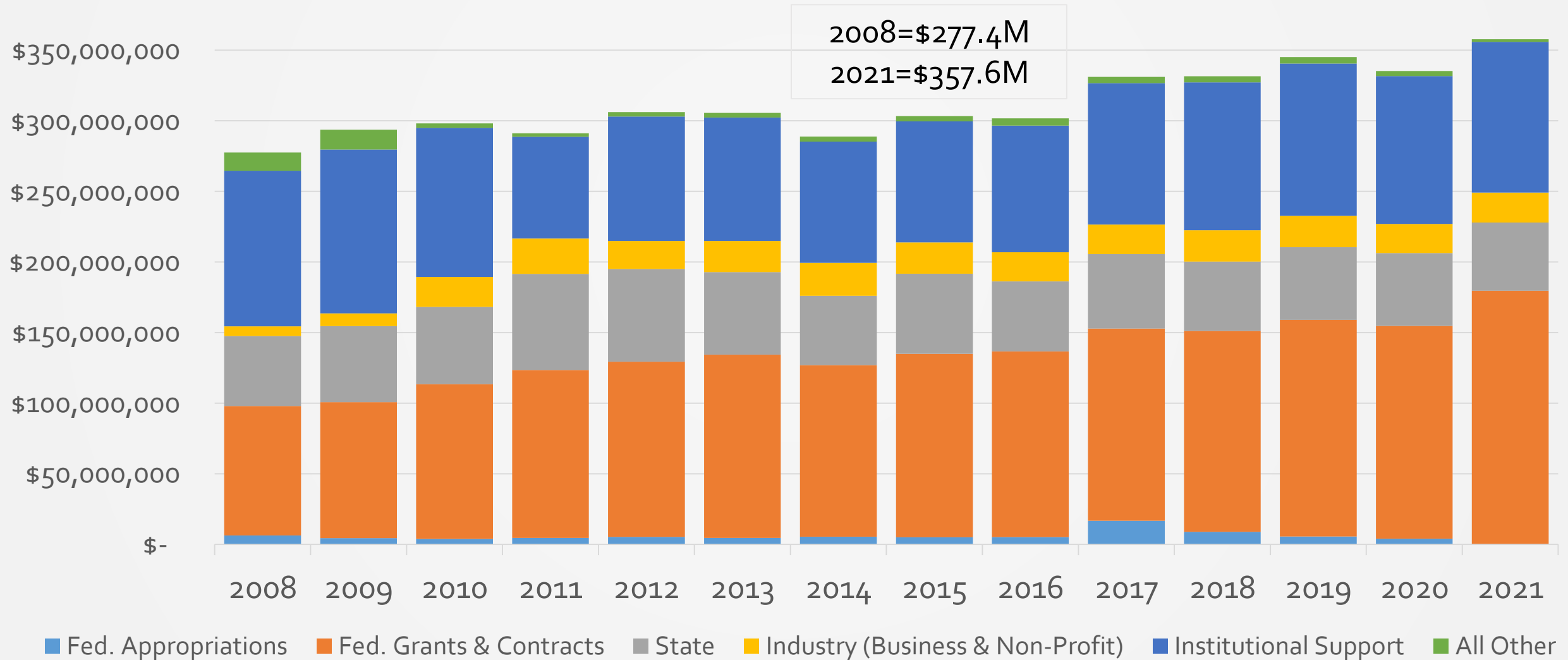
| Institution   | 2020<br>Ranking | 2016           | 2017           | 2018           | 2019           | 2020           |
|---|-----------------|----------------|----------------|----------------|----------------|----------------|
| University of Maryland <sup>1</sup>                 | 12              | na             | na             | na             | 696,880        | 689,125        |
| Colorado State University, Fort Collins             | 52              | 232,108        | 239,165        | 268,747        | 284,482        | 287,100        |
| Purdue University, West Lafayette                   | 55              | 229,093        | 245,110        | 251,517        | 249,831        | 270,605        |
| North Carolina State University                     | 62              | 202,336        | 218,274        | 219,258        | 228,945        | 232,110        |
| Virginia Polytechnic Institute and State University | 66              | 195,859        | 186,054        | 199,897        | 209,607        | 210,792        |
| University of Georgia                               | 77              | 143,886        | 158,229        | 148,543        | 159,948        | 171,351        |
| Oregon State University                             | 78              | 158,142        | 163,479        | 171,805        | 168,571        | 167,494        |
| Iowa State University                               | 80              | 125,397        | 128,221        | 147,679        | 147,866        | 165,912        |
| University of Missouri, Columbia                    | 87              | 126,071        | 134,525        | 138,029        | 139,781        | 156,190        |
| <b>Washington State University</b>                  | <b>88</b>       | <b>136,646</b> | <b>152,843</b> | <b>151,133</b> | <b>158,982</b> | <b>154,623</b> |
| University of Tennessee, Knoxville <sup>2</sup>     | 97              | 109,722        | 117,097        | 117,776        | 123,434        | 138,402        |
| Mississippi State University                        | 102             | 87,277         | 87,928         | 89,012         | 104,738        | 120,616        |
| University of Nebraska, Lincoln                     | 107             | 95,426         | 101,532        | 103,565        | 109,954        | 107,299        |
| Louisiana State University, Baton Rouge             | 124             | 86,754         | 81,644         | 84,309         | 88,721         | 87,895         |

<sup>1</sup> The University of Maryland includes expenditures from the University of Maryland, Baltimore and University of Maryland, College Park campuses. In FY 2019, the two campuses began reporting as one research unit to reflect their new strategic partnership.

<sup>2</sup> The University of Tennessee, Knoxville includes expenditures from the University of Tennessee Institute of Agriculture. Prior to FY20, the University of Tennessee, Knoxville, Institute of Agriculture reported to the survey separately.

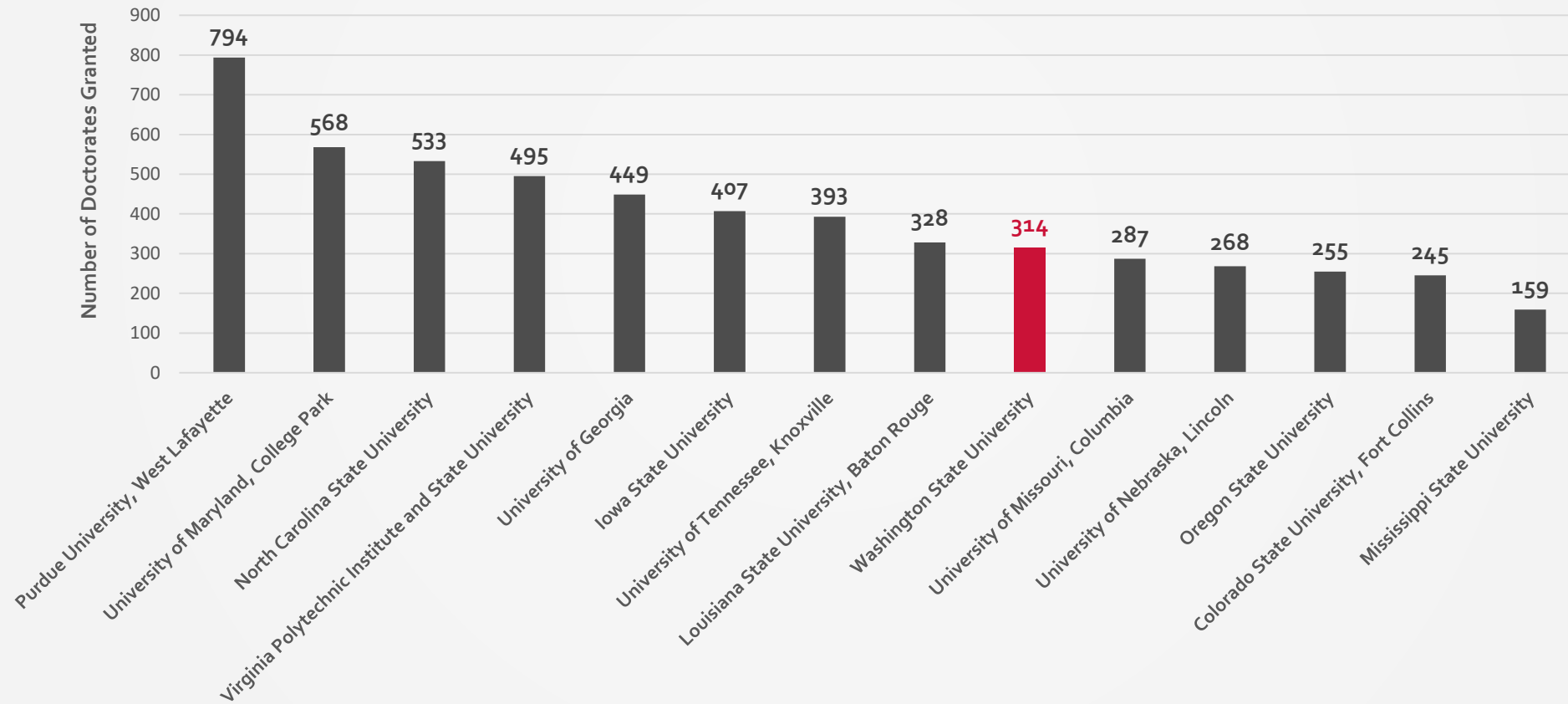
WSU DATA

# NSF HERD R&D Expenditures



## PEER INSTITUTION COMPARISON

# Doctorates awarded, by institution, AY2020



**Thank you!**  
Questions?



**Agenda**  
**Institutional Infrastructure Committee**  
**Thursday, May 5, 2022**  
**1:00 p.m. – 2:15 p.m.**

Location: WSU Health Sciences Spokane, NRS 401

Committee Members: Heather Redman (Chair), Lisa Schauer, and John Schoettler

**Information Item**

**Section**

1. Facilities and Capital Planning Update (*Pearson/Yang*)

II-1

# INFORMATION ITEM #1

## Facilities and Capital Planning Update (Stacy Pearson/Olivia Yang)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Facilities and Capital Planning Update

SUBMITTED BY: Stacy Pearson, Vice President for Finance & Administration/CFO

BACKGROUND: Deferred maintenance highly impacts WSU's teaching and research mission. As the facilities organization for the WSU system, we have assembled strategies to address the deferred maintenance backlog presented to the Board of Regents in previous meetings. This information item provides context for the capital planning process, describing the concepts and using the Pullman campus as a demonstration test fit to develop strategies to mitigate these impacts at all campuses.

There are two broad levers available with which we may address the deferred maintenance backlog: capital funding and capital planning.

Within capital funding, there are three types of funding (fund source neutral):

1. **Annual operating** (sometimes referred to as O&M) funds positions, goods, supplies, and services associated with annual maintenance and operations. For buildings constructed with State funding, the State provides annual operating support. Other university funding, i.e., tuition supplements State support.
2. **Capital renewal** funds replacement or renewal of building components at or near the end of useful life. Some components wear out sooner than others, but the first milestone generally occurs at 25 years. As a collection of facilities, campus needs also change as buildings and infrastructure age. At 25 years and beyond, funding levels will ideally increase to address building component replacement costs.

State funding for capital renewal is called Minor Works and referred to by WSU as building preservation or MCR.

3. **Capital funding** for renovation or new construction. WSU has traditionally relied on the State for capital funding. However, there is a growing need to pursue non-state funding, including philanthropy, industry partnerships, and bonds.

Beyond funding, the other lever to address deferred maintenance is planning. The planning scale ranges from an overall campus plan to prioritizing maintenance work orders.

A common and useful metric in planning is dollars per square foot. Using APPA guidelines, the industry standard for operations, WSU facilities should typically be funded at about \$10/SF. The Pullman campus is currently funded at about \$2/SF. We recently completed a reassessment of how we might strategically shift resources to allocate the average dollars per square foot to better address our needs.

While the common focus is on increasing funding, progress can also be made by decreasing the square footage that consumes the limited funding. This leads to a strong space optimization focus and can result in less space per occupant. The goal is more functional space that is responsive to 'occupant needs.

The guiding principles that drive this approach are described in the proposed state capital budget request (Action Item 2, Finance and Compliance Committee). Space optimization is a key strategy that enables resource alignment with needs.

We have assessed the major buildings on the Pullman campus to identify which are legacy facilities and worthy of reinvestment and which are not. Space optimization activities start with understanding uses in existing buildings and how those areas/spaces might be better leveraged to support the Pullman Strategic Plan priorities.

Similarly, moving forward with a "no net new space" policy necessitates a focus on renovated space for programs moving out of spaces or buildings scheduled for major renovation. This approach will require enabling projects such as remote collection storage as a precursor activity to space moves as well as renovation of existing buildings. These ""enabling" projects are included in the current capital budget plan and are essential to future renovations and reinvestment in the legacy facilities on the Pullman campus. These concepts can be adapted to the scale and age of facilities on the other campuses.

In addition to the measures outlined above, WSU has allocated additional funds from the operating budget reserves to help address the deferred maintenance backlog on the Pullman campus, which represents over 95 percent of the overall systemwide backlog. The legacy building criteria and programmatic functions in these buildings help identify the most critical projects for annual and longer-term planning purposes.

Attachment A provides additional information on APPA standards and the Legacy Building Reinvestment Criteria; Attachment B provides the current assessment of Pullman campus buildings using these criteria.

ATTACHMENTS:    Attachment A - Legacy Building Reinvestment Criteria  
                         Attachment B - Facilities Update



**Washington State University  
Legacy Building Reinvestment Criteria**

**Mission Statement:**

Evaluate Pullman campus facilities against the criteria below to inform which should fall into the keeper category and which should fall into the Do Not Resuscitate (DNR) category. Facilities in the keeper category will require investment/maintenance indefinitely. Facilities in the DNR category may be good candidates for mothballing and/or future demolition.

**Primary Criteria (yes or no):**

1. Size in Gross Square Feet (GSF):
  - a. Buildings > 10,000 GSF shall be considered for DNR
2. Historical Campus significance as defined by the Historic Preservation Committee (HPC):
  - a. Buildings with HPC score < 2.20 shall be considered for DNR
3. Relocation Opportunity:
  - a. Buildings housing programs that can be moved to other available space shall be considered for DNR
4. Facility Development Plan:
  - a. The 10-year development plan shall inform which buildings should be included or excluded from the DNR list.

**Secondary Criteria (metrics for prioritization):**

1. Actual Utilization:
  - a. As actual utilization decreases, DNR potential increases
2. Facility Condition Index (FCI):
  - a. As FCI increases, DNR potential increases
3. Deferred Maintenance (DM totals from VFA database):
  - a. As DM cost/GSF increases, DNR potential increases
4. Maintenance and Operation (M&O) costs:
  - a. As M&O cost/GSF increases, DNR potential increases
5. Trouble Calls:
  - a. As number of trouble calls increases, DNR potential increases
6. Energy Use Intensity (EUI) vs. Energy Use Intensity Target (EUI<sub>t</sub>)
  - a. When EUI >> EUI<sub>t</sub>, DNR potential increases
7. Floor-to-Ceiling Height:
  - a. As Floor-to-Ceiling Height decreases, DNR potential increases
8. Highest and best use of the site:
  - a. TBD
9. WSU vs. Non-WSU Programs:
  - a. TBD

## **APPA STANDARDS (Maintenance, Custodial & Grounds)**

# **APPA MAINTENANCE STANDARDS**

Under the Association of Physical Plant Administrators (APPA) there are six levels of maintenance. Please reference below for standards for each level.

### **Level 1: Showpiece Facility**

Maintenance activities appear highly focused. Typically, equipment and building components are fully functional and in excellent condition. Service and maintenance calls are responded to immediately. Buildings and equipment are regularly upgraded, keeping them current with modern standards and usage.

### **Level 2: Comprehensive Stewardship**

Maintenance activities appear to be somewhat organized, but they remain people dependent. Equipment and building components are usually functional and in operating condition. Service and maintenance calls are responded to in a timely manner. Buildings and equipment are regularly updated, keeping them current with modern standards and usage.

### **Level 3: Managed Care**

Maintenance activities appear to be somewhat organized, but they remain people-dependent. Equipment and building components are mostly functional, but they suffer occasional breakdowns. Service and maintenance call response time are variable and sporadic without apparent cause. Buildings and equipment are periodically upgraded to current standards and usage, but not enough to control the effects of normal usage and deterioration.

### **Level 4: Reactive Management**

Maintenance activities appear to be somewhat chaotic and are people-dependent. Equipment and building components are frequently broken and inoperative. Service and maintenance calls are typically not responded to in a timely manner. Normal usage and deterioration continues unabated, making buildings and equipment inadequate to meet present usage needs.

### **Level 5: Crisis Response**

Maintenance activities appear chaotic and without direction. Equipment and building components are routinely broken and inoperative. Services and maintenance calls are never responded to in a timely manner. Normal usage and deterioration continues unabated, making buildings and equipment inadequate to meet present usage needs.

# APPA CUSTODIAL STANDARDS

Under the Association of Physical Plant Administrators (APPA) there are five levels of cleaning. Please reference below for standards for each level.

## Levels of Cleaning

### **Level 1: Orderly**

This level establishes cleaning at the highest level. It was Spotlessness developed for the corporate suite, the donated building or the historical focal point. This is show-quality cleaning for that prime facility.

- Floors and base moldings shine and/or are bright and clean; colors are fresh. There is no buildup in corners or along walls.
- All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges or fingerprints.
- Washroom and shower tile and fixtures gleam and are odor free. Supplies are adequate.
- Trash containers and pencil sharpeners are empty, clean and odor-free.

### **Level 2: Ordinary**

This level is the base upon which this study is established. Tidiness is the level at which cleaning should be maintained. Lower levels for washrooms, changing/locker rooms and similar type facilities are not acceptable.

- Floors and base moldings shine and/or are bright and clean. There is no buildup in corners or along walls, but there can be up to two days' worth of dirt, dust, stains or streaks.
- All vertical and horizontal surfaces are clean, but marks, dust, smudges and fingerprints are noticeable with close observation.
- Washroom and shower tile and fixtures gleam and are odor free. Supplies are adequate.
- Trash containers and pencil sharpeners are empty, clean and odor-free.

### **Level 3: Casual**

This level reflects the first budget cut, or some other staffing- related Inattention problem. It is a lowering of normal expectations. While not totally acceptable, it has yet to reach an unacceptable level of cleanliness.

- Floors are swept clean, but upon observation dust, dirt and stains, as well as a buildup of dirt, dust and/or floor finish in corners and along walls, can be seen.
- There are dull spots and/or matted carpet in walking lanes and streaks and splashes on base molding.
- All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges and fingerprints.
- Lamps all work and all fixtures are clean.
- Trash containers and pencil sharpeners are empty, clean and odor-free.

#### **Level 4: Moderate**

This level reflects the second budget cut, or some other significant Dinginess staffing-related problem. Areas are becoming unacceptable. People begin to accept an environment lacking normal cleanliness. In fact, the facility begins to constantly look like it requires a good “spring cleaning.”

- Floors are swept clean, but are dull. Colors are dingy and there is an obvious buildup of dust, dirt and/or floor finish in corners and along walls. Molding is dull and contains streaks and splashes.
- All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints and marks that will be difficult to remove.
- Less than 5 percent of lamps are burned out and fixtures are dingy.
- Trash containers and pencil sharpeners have old trash and shavings. They are stained and marked. Trash cans smell sour.

#### **Level 5: Unkempt Neglect**

This is the final and lowest level. The trucking industry would call this “just-in-time cleaning.” The facility is always dirty, with cleaning accomplished at an unacceptable level.

- Floors and carpets are dirty and have visible wear and/or pitting. Colors are faded and dingy and there is a conspicuous buildup of dirt, dust and/or floor finish in corners and along walls. Base molding is dirty, stained and streaked. Gum, stains, dirt dust balls and trash are broadcast.
- All vertical and horizontal surfaces have major accumulations of dust, dirt, smudges and fingerprints, as well as damage. It is evident that no maintenance or cleaning is done on these surfaces.
- More than 5 percent of lamps are burned out and fixtures are dirty with dust balls and flies.
- Trash containers and pencil sharpeners overflow. They are stained and marked. Trash containers smell sour

# APPA GROUNDS STANDARDS

## Standardized Levels of Attention

APPA: The Association of Higher Education Facilities Officers has quantified workload measures into five standardized 'levels of attention'.

### LEVEL 1

***State-of-the-art maintenance applied to a high-quality diverse landscape. Associated with high-traffic urban area, such as public squares, malls, government grounds, or college/university campuses.***

- **Turf Care:** Grass mowed according to species and variety, at least once every 5 days, as often as every 3 days. Aeration required not less than 4 times per year. Reseeding as needed. Weed control to no more than 1% of surface.
- **Fertilizer:** Adequate fertilizer applied to plant species according to their optimum requirements.
- **Irrigation:** Sprinkler irrigated by electronic automatic controls. Frequency follows rain fall, temperature, season length and demands of individual plant species.
- **Litter Control:** Minimum of once per day, seven days per week. No overflowing receptacles.
- **Pruning:** Frequency dictated by species, length of growing season, design concept also a controlling factor i.e., using clipped method vs. natural-style hedges.
- **Disease and Pest:** Controlling objective to anticipate and avoid public awareness of any problem.
- **Surfaces:** Sweeping and cleaning frequency as such that at no time does accumulation of debris distract from look or safety of the area.
- **Repairs:** Done immediately when problems are discovered.
- **Inspections:** A staff member to conduct inspections daily.

### LEVEL 2

***High-level maintenance. Associated with well-developed public areas, malls, government grounds, or college/university campuses. Recommended level for most organizations.***

- **Turf Care:** Grass cut once every 5 days. Aeration required no less than 2 times per year. Reseeding when spots are present. Weed control to no more than 5% of surface.
- **Fertilizer:** Adequate fertilizer level to ensure all plants are healthy and growing vigorously.
- **Irrigation:** Sprinkler irrigated by electronic automatic controls. Frequency follows rain fall, temperature, season length and demands of individual plant species.
- **Litter Control:** Minimum of one per day, 5 days per week. Accumulation depends on size of container available to public.
- **Pruning:** Usually done at least once per season, species planted may dictate more frequent attention.
- **Disease and Pest Control:** Done when disease or pest are inflicting noticeable damage or reducing vigorous plant material growth.
- **Surfaces:** Should be kept clean, repaired or replaced when their condition has noticeable deterioration.
- **Repairs:** Done whenever safety, function or appearance is in question.
- **Inspections:** A staff member to conduct inspections daily when regular staff is scheduled.

### LEVEL 3

***Moderate-level maintenance. Associated with locations that have moderate to low levels of development or visitation, or with operations that, because of budget restrictions, cannot afford a high level of maintenance.***

- **Turf Care:** Grass cut at least once every 10 days. Normally not aerated unless turf indicates need. Reseeding done only when major bare spots appear. Weed control to no more than 15% of surface.
- **Fertilizer:** Applied only when plant vigor seems to be low. Low-level application done once per year.
- **Irrigation:** Depends on climate. Areas with more than 25 inches per year rely on natural rainfall. Areas with less than 25 inches per year have some form of supplemental irrigation, normally 2 to 3 times per week.
- **Litter Control:** Minimum service of 2 to 3 times per week.
- **Pruning:** When required for health of reasonable appearance.
- **Disease and Pest Control:** Done only to address epidemics or serious complaints.
- **Surfaces:** Cleaned on complaint basis. Repaired or replaced as budget allows.
- **Repairs:** Done whenever safety or function is in question.
- **Inspections:** Inspections are conducted once per week.

### LEVEL 4

***Moderate to low-level maintenance. Associated with locations affected by budget restrictions that cannot afford a high level of maintenance.***

- **Turf Care:** Low-frequency mowing schedule based on species. Low growing grasses may not be mowed, high grasses receive periodic mowing. Weed control limited to legal requirements for noxious weeds.
- **Fertilizer:** No fertilization.
- **Irrigation:** no irrigation.
- **Litter Control:** Once per week or less, complaints may increase level above one servicing.
- **Pruning:** No regular trimming. Safety or damage from weather may dictate actual work schedule.
- **Disease and Pest Control:** None, except where the problem is epidemic and epidemic conditions threaten resources or the public.
- **Surfaces:** Replaced or repaired when safety is a concern and budget is available.
- **Repairs:** Done whenever safety or function is in question.
- **Inspections:** Conducted once per month.

### LEVEL 5

***Minimum-level maintenance. Associated with locations that have severe budget restrictions.***

- **Turf Care:** Low-frequency mowing schedule based on species. Low growing grasses may not be mowed, high grasses receive periodic mowing. Weed control limited to legal requirements for noxious weeds.
- **Fertilizer:** No fertilization.
- **Irrigation:** no irrigation.
- **Litter Control:** On demand or complaint basis.
- **Pruning:** No pruning unless safety is involved.
- **Disease and Pest Control:** No control except in epidemic or safety situations.
- **Surfaces:** Serviced only when safety is a consideration.
- **Repairs:** Done whenever safety or function is in question.
- **Inspections:** Inspections are conducted once per month.

| Asset Number | Asset - Asset Name                     | Gross Square Feet (GSF) | Year Built | Category    | Service/Capital Investment | Comments                    | Timeline  |
|--------------|--|-------------------------|------------|-------------|----------------------------|-----------------------------|-----------|
| 0056         | DANA HALL                              | 90,023                  | 1949       | Demo        | low                        | Replacement Bldg            | 23-25     |
| 0076         | JOHNSON HALL                           | 194,017                 | 1961       | Demo        | none                       | Replacement Bldg            | 21-23     |
| 0803         | DAGGY HALL - ACADEMIC                  | 98,138                  | 1973       | Future Demo | low                        |                             | >10 years |
| 0114         | PLANT SCIENCES GREENHOUSE              | 56,483                  | 1954       | Future Demo | low                        |                             | >10 years |
| 0003A        | FULMER HALL-ANNEX                      | 84,663                  | 1960       | Future Demo | medium                     |                             | >10 years |
| 0078         | SLOAN HALL                             | 106,887                 | 1962       | Future Demo | medium                     |                             | >10 years |
| 0078A        | ELECTRICAL/MECHANICAL ENGINEERING BLDG | 94,148                  | 1986       | Future Demo | medium                     |                             | >10 years |
| 0082         | HEALD HALL                             | 86,262                  | 1962       | Future Demo | low                        |                             | 25-27     |
| 0005         | COMMONS                                | 35,351                  | 1924       | Future Reno | low                        |                             | >10 years |
| 0810         | OWEN SCIENCE & ENGINEERING LIBRARY     | 123,231                 | 1979       | Future Reno | low                        | Swing Space                 | >10 years |
| 0003B        | FULMER HALL-SYNTHESIS BUILDING         | 60,560                  | 1989       | Future Reno | medium                     |                             | >10 years |
| 0044         | MCCOY HALL                             | 111,157                 | 1942       | Mothball    | low                        |                             | 23-25     |
| 0046         | ENGINEERING LABORATORY BUILDING        | 44,593                  | 1947       | Mothball    | low                        |                             | 23-25     |
| 0069B        | KRUEGEL HALL                           | 37,869                  | 1956       | Mothball    | none                       |                             | 21-23     |
| 0070         | NEILL HALL                             | 43,725                  | 1956       | Mothball    | low                        |                             | 25-27     |
| 0115         | AGRONOMY SEED HOUSE                    | 25,414                  | 1956       | Mothball    | low                        |                             | 25-27     |
| 0814         | EXPERIMENTAL ANIMAL LAB                | 23,381                  | 1977       | Mothball    | none                       | Storage                     | 21-23     |
| 0003         | FULMER HALL-LAB                        | 60,992                  | 1935       | Renovate    | medium                     | Partial for Heald Moveout   | 23-25     |
| 0032         | ABELSON HALL                           | 101,546                 | 1935       | Renovate    | medium                     | Partial for Heald Moveout   | 23-25     |
| 0033E        | MURROW HALL                            | 34,784                  | 1900       | Renovate    | low                        | HPC>2.20                    | >10 years |
| 0045         | WEGNER HALL                            | 97,649                  | 1942       | Renovate    | low                        |                             | >10 years |
| 0057         | THERMAL FLUIDS RESEARCH BUILDING       | 30,126                  | 1948       | Renovate    | low                        | Partial for Dana Moveout    | 23-25     |
| 0062         | HOLLAND LIBRARY                        | 203,475                 | 1950       | Renovate    | low                        | Partial for Heald Moveout   | 21-23     |
| 0082A        | EASTLICK HALL                          | 123,241                 | 1977       | Renovate    | medium                     | Partial for Heald Moveout   | 23-25     |
| 0099         | CLARK HALL                             | 104,207                 | 1971       | Renovate    | medium                     | Partial for Johnson Moveout | 21-23     |
| 0402E        | KNOTT DAIRY CENTER                     | 14,967                  | 1959       | Renovate    | low                        | Departmental Priority       | 25-27     |
| 0801         | WEBSTER PHYSICAL SCIENCES BUILDING     | 168,989                 | 1974       | Renovate    | low                        |                             | >10 years |
| 0807         | BUSTAD HALL                            | 143,159                 | 1978       | Renovate    | medium                     | Partial for McCoy Moveout   | 23-25     |



| Asset Number | Asset - Asset Name                         | Gross Square Feet (GSF) | Year Built | Category | Service/Capital Investment | Comments    | Timeline  |
|--------------|--|-------------------------|------------|----------|----------------------------|-------------|-----------|
| 0016         | MATH LEARNING ANNEX                        | 6,400                   | 1909       | Keeper   | low                        | GSF<10,000  |           |
| 0054         | L.J. SMITH HALL                            | 36,429                  | 1947       | Keeper   | low                        |             | >10 years |
| 0071         | ALBROOK HYDRAULICS LABORATORY              | 35,247                  | 1956       | Keeper   | low                        |             |           |
| 0090         | ENVIRONMENTAL HEALTH SERVICES BLDG         | 16,414                  | 1964       | Keeper   | low                        | Swing Space |           |
| 0001         | THOMPSON HALL                              | 39,631                  | 1894       | Keeper   |                            | HPC>2.20    |           |
| 0002         | BRYAN HALL                                 | 54,800                  | 1909       | Keeper   |                            | HPC>2.20    |           |
| 0003C        | FULMER HALL-VIBRATION FREE BUILDING        | 17,467                  | 1989       | Keeper   |                            |             |           |
| 0004         | COLLEGE HALL                               | 52,409                  | 1909       | Keeper   |                            | HPC>2.20    |           |
| 0009         | HOLLINGBERY FIELD HOUSE                    | 57,095                  | 1929       | Keeper   |                            | HPC>2.20    |           |
| 0011         | BOHLER GYMNASIUM                           | 145,717                 | 1928       | Keeper   |                            | HPC>2.20    |           |
| 0011A        | BOHLER GYMNASIUM ADDITION                  | 46,460                  | 1997       | Keeper   |                            | Athletics   |           |
| 0012         | SMITH GYMNASIUM                            | 84,242                  | 1938       | Keeper   |                            | HPC>2.20    |           |
| 0015         | WASHINGTON BUILDING                        | 80,180                  | 1981       | Keeper   |                            | Critical    |           |
| 0020         | CARPENTER HALL                             | 66,049                  | 1915       | Keeper   |                            | HPC>2.20    |           |
| 0025         | KIMBROUGH MUSIC BUILDING                   | 73,321                  | 1965       | Keeper   |                            |             |           |
| 0027         | COLLEGE AVENUE STEAM PLANT                 | 35,703                  | 1935       | Keeper   |                            | HPC>2.20    |           |
| 0027K        | COLLEGE AVENUE STEAM PLANT ADDITION        | 4,228                   | 2003       | Keeper   |                            | Plant       |           |
| 0031         | PRESIDENTS RESIDENCE                       | 10,308                  | 1912       | Keeper   |                            | HPC>2.20    |           |
| 0033A        | GOERTZEN COMMUNICATION ADDITION            | 26,756                  | 2004       | Keeper   |                            | New         |           |
| 0033W        | JACKSON HALL                               | 45,318                  | 1972       | Keeper   |                            |             |           |
| 0036         | TROY HALL                                  | 49,777                  | 1926       | Keeper   |                            | New         |           |
| 0037         | VAN DOREN HALL                             | 14,682                  | 1909       | Keeper   |                            | HPC>2.20    |           |
| 0040         | WILSON-SHORT HALL                          | 72,956                  | 1915       | Keeper   |                            | HPC>2.20    |           |
| 0050         | PACCAR ENVIRONMENTAL TECHNOLOGY BUILDING   | 101,211                 | 2015       | Keeper   |                            | New         |           |
| 0055         | TODD HALL                                  | 153,682                 | 1949       | Keeper   |                            |             |           |
| 0055A        | TODD HALL ADDITION                         | 40,255                  | 1990       | Keeper   |                            |             |           |
| 0058         | ENGINEERING TEACHING/RESEARCH LAB BUILDING | 123,391                 | 1998       | Keeper   |                            |             |           |
| 0062A        | TERRELL LIBRARY                            | 285,674                 | 1993       | Keeper   |                            |             |           |
| 0066A        | MARKLEY SERVICES COMPLEX-SVC GARAGE        | 8,723                   | 1964       | Keeper   |                            | Critical    |           |
| 0066D        | MARKLEY SERVICES COMPLEX-GROUNDS SHOP      | 4,200                   | 1957       | Keeper   |                            | Critical    |           |
| 0067         | JEWETT OBSERVATORY                         | 750                     | 1952       | Keeper   |                            | GSF<10,000  |           |
| 0074         | DODGEN RESEARCH FACILITY                   | 24,132                  | 1958       | Keeper   |                            | Critical    |           |
| 0084         | SCHNITZER MUSEUM OF ART                    | 17,015                  | 1963       | Keeper   |                            | New         |           |
| 0085A        | MCCLUSKEY SERVICES BLDG-OFFICE             | 16,657                  | 1963       | Keeper   |                            | Critical    |           |
| 0085B        | MCCLUSKEY SERVICES BLDG-SHOPS              | 43,237                  | 1963       | Keeper   |                            | Critical    |           |
| 0086         | CLEVELAND HALL                             | 80,966                  | 1963       | Keeper   |                            |             |           |
| 0086A        | EDUCATION ADDITION                         | 26,832                  | 2005       | Keeper   |                            | New         |           |
| 0088         | WSU CHILDREN'S CENTER                      | 48,487                  | 1964       | Keeper   |                            |             |           |
| 0091         | COOPER PUBLICATIONS BUILDING               | 36,014                  | 1964       | Keeper   |                            |             |           |
| 0092         | FRENCH ADMINISTRATION BUILDING             | 110,000                 | 1967       | Keeper   |                            | HPC>2.20    |           |
| 0092A        | LIGHTY STUDENT SERVICES BUILDING           | 94,924                  | 1996       | Keeper   |                            | HPC>2.20    |           |
| 0094         | JOHNSON TOWER                              | 78,232                  | 1966       | Keeper   |                            |             |           |
| 0095         | SMITH CENTER FOR UNDERGRADUATE EDUCATION   | 102,050                 | 2002       | Keeper   |                            | New         |           |
| 0096         | PHYSICAL EDUCATION BUILDING                | 117,288                 | 1970       | Keeper   |                            |             |           |
| 0097         | FINE ARTS CENTER - ACADEMIC                | 98,002                  | 1970       | Keeper   |                            |             |           |
| 0098         | MEATS LABORATORY                           | 15,587                  | 1969       | Keeper   |                            |             |           |
| 0100         | ANIMAL SCIENCES LAB BUILDING               | 24,205                  | 1997       | Keeper   |                            | New         |           |
| 0109         | USDA BUILDING                              | 5,791                   | 1981       | Keeper   |                            | GSF<10,000  |           |
| 0109A        | USDA - PLANT INTRO. GREENHOUSE A           | 4,121                   | 1981       | Keeper   |                            | GSF<10,000  |           |
| 0109B        | USDA - PLANT INTRO. HEADHOUSE B            | 2,450                   | 1990       | Keeper   |                            | GSF<10,000  |           |
| 0109C        | USDA PLANT INTRODUCTION HEADHOUSE ANNEX    | 720                     | 2004       | Keeper   |                            | GSF<10,000  |           |
| 0109E        | USDA - POTTING SHED 109E                   | 818                     | 2001       | Keeper   |                            | GSF<10,000  |           |
| 0109F        | USDA GREENHOUSE WEST                       | 3,117                   | 1990       | Keeper   |                            | GSF<10,000  |           |
| 0109G        | USDA GREENHOUSE EAST                       | 3,117                   | 1996       | Keeper   |                            | GSF<10,000  |           |
| 0111         | ENTOMOLOGY GREENHOUSES                     | 6,458                   | 1968       | Keeper   |                            | GSF<10,000  |           |
| 0111A        | ENTOMOLOGY GREENHOUSES-SHOP/STOR BLDG      | 1,869                   | 1969       | Keeper   |                            | GSF<10,000  |           |
| 0119         | HORTICULTURE RESEARCH GREENHOUSE           | 7,941                   | 1966       | Keeper   |                            | GSF<10,000  |           |
| 0122         | PLANT GROWTH CENTER                        | 33,979                  | 1997       | Keeper   |                            | New         |           |
| 0122A        | WASHINGTON GRAINS PLANT GROWTH FACILITY    | 20,909                  | 2015       | Keeper   |                            | New         |           |
| 0138         | LEWIS ALUMNI CENTRE                        | 25,834                  | 1988       | Keeper   |                            | HPC>2.20    |           |
| 0180A        | STEFFEN CENTER-OFFICE & SHOP               | 11,352                  | 1964       | Keeper   |                            |             |           |

# Cleaning Frequencies FOR

## LEVEL 2 - ORDINARY TIDINESS

|                 | SWEEP      | VACUUM     | SPOT MOP  | MOP         | EMPTY TRASH | PICK UP TRASH | DUST        | MACHINE SCRUB | WALLS, MIRRORS,<br>PARTITIONS | CLEAN<br>CHALKBOARD<br>WHITEBOARD<br>TRAYS |
|-----------------|------------|------------|-----------|-------------|-------------|---------------|-------------|---------------|-------------------------------|--|
| REST ROOMS      | DAILY      |            |           | DAILY       | DAILY       | DAILY         | DAILY       | AS NEEDED     | DAILY                         |  |
| CLASS ROOMS     | 2 X WEEKLY | 2 X WEEKLY | DAILY     | AS NEEDED   | DAILY       | DAILY         | MONTHLY     | AS NEEDED     | AS NEEDED                     | DAILY                                      |
| HALL/ENTRIES    | DAILY      | DAILY      | DAILY     | AS NEEDED   | DAILY       | DAILY         | AS NEEDED   | AS NEEDED     | 2 X WEEKLY                    |  |
| ELEVATOR        | DAILY      |            | DAILY     | AS NEEDED   |             | DAILY         | AS NEEDED   | AS NEEDED     | DAILY                         |  |
| LOCKER ROOMS    | DAILY      | DAILY      | DAILY     | DAILY       | DAILY       | DAILY         | WEEKLY      | DAILY         | DAILY                         | AS NEEDED                                  |
| SHOWERS         |            |            | FOAM      | DAILY       |             | DAILY         |             | WEEKLY        | DAILY                         |  |
| MAIN OFFICES    | 3 X WEEKLY | 3 X WEEKLY | AS NEEDED | 2 X MONTHLY | 3 X WEEKLY  | AS NEEDED     | 2 X MONTHLY |               | AS NEEDED                     | AS NEEDED                                  |
| PRIVATE OFFICES | 3 X WEEKLY | 3 X WEEKLY | AS NEEDED | 2 X MONTHLY | 2 X WEEKLY  | 2 X WEEKLY    | 2 X MONTHLY |               | AS NEEDED                     | AS NEEDED                                  |
| LOUNGES         | 3 X WEEKLY | 3 X WEEKLY | AS NEEDED | 2 X MONTHLY | 3 X WEEKLY  | AS NEEDED     | 2 X MONTHLY |               | AS NEEDED                     | AS NEEDED                                  |
| MAIN STAIRWELL  | DAILY      |            | DAILY     | AS NEEDED   |             | DAILY         | AS NEEDED   |               | AS NEEDED                     |  |
| BACK STAIRWELL  | 2 X WEEKLY |            | AS NEEDED | AS NEEDED   |             | AS NEEDED     | 2 X WEEKLY  |               | AS NEEDED                     |  |
| COMPUTER LABS   | 3 X WEEKLY | 3 X WEEKLY | DAILY     | AS NEEDED   | DAILY       | DAILY         | 2 X MONTHLY | AS NEEDED     | AS NEEDED                     | DAILY                                      |
| TEACHING LABS   | 3 X WEEKLY |            | DAILY     | 2 X WEEKLY  | DAILY       | DAILY         | 2 X MONTHLY | AS NEEDED     | AS NEEDED                     | DAILY                                      |
| RESEARCH LABS   | 3 X WEEKLY |            | DAILY     | 2 X WEEKLY  | 2 X WEEKLY  | 3 X WEEKLY    |             | AS NEEDED     | AS NEEDED                     | 2 X MONTHLY                                |
| SHOPS           | 3 X WEEKLY |            | DAILY     | AS NEEDED   | 2 X WEEKLY  | 3 X WEEKLY    |             | AS NEEDED     | AS NEEDED                     | DAILY                                      |
| STUDY AREAS     | 3 X WEEKLY | 3 X WEEKLY | DAILY     | AS NEEDED   | 2 X WEEKLY  | 3 X WEEKLY    | 2 X MONTHLY | AS NEEDED     | AS NEEDED                     |  |
| LIBRARY STACKS  | 2 X WEEKLY | 2 X WEEKLY | DAILY     | AS NEEDED   | 2 X WEEKLY  | 3 X WEEKLY    | 2 X MONTHLY | AS NEEDED     | AS NEEDED                     |  |

# Cleaning Frequencies FOR

## LEVEL 2 - ORDINARY TIDINESS

## WITH AREAS OF

## LEVEL 3 - CASUAL INATTENTION

|                 | SWEEP      | VACUUM     | SPOT MOP  | MOP         | EMPTY TRASH | PICK UP TRASH | DUST      | MACHINE SCRUB | WALLS, MIRRORS,<br>PARTITIONS | CLEAN<br>CHALKBOARD<br>WHITEBOARD<br>TRAYS |
|-----------------|------------|------------|-----------|-------------|-------------|---------------|-----------|---------------|-------------------------------|--|
| REST ROOMS      | DAILY      |            |           | DAILY       | DAILY       | DAILY         | DAILY     | AS NEEDED     | DAILY                         |  |
| CLASS ROOMS     | 2 X WEEKLY | 2 X WEEKLY | DAILY     | AS NEEDED   | DAILY       | DAILY         | MONTHLY   | AS NEEDED     | AS NEEDED                     | DAILY                                      |
| HALL/ENTRIES    | DAILY      | DAILY      | DAILY     | AS NEEDED   | DAILY       | DAILY         | AS NEEDED | AS NEEDED     | 2 X WEEKLY                    |  |
| ELEVATOR        | DAILY      |            | DAILY     | AS NEEDED   |             | DAILY         | AS NEEDED | AS NEEDED     | DAILY                         |  |
| LOCKER ROOMS    | DAILY      | DAILY      | DAILY     | DAILY       | DAILY       | DAILY         | WEEKLY    | DAILY         | DAILY                         | AS NEEDED                                  |
| SHOWERS         |            |            | FOAM      | DAILY       |             | DAILY         |           | WEEKLY        | DAILY                         |  |
| MAIN OFFICES    | 2 X WEEKLY | 2 X WEEKLY | AS NEEDED | MONTHLY     | 3 X WEEKLY  | AS NEEDED     | MONTHLY   |               | AS NEEDED                     | AS NEEDED                                  |
| PRIVATE OFFICES | 2 X WEEKLY | MONTHLY    | AS NEEDED | MONTHLY     | 2 X WEEKLY  | 2 X WEEKLY    | MONTHLY   |               | AS NEEDED                     | AS NEEDED                                  |
| LOUNGES         | 2 X WEEKLY | 2 X WEEKLY | AS NEEDED | 2 X MONTHLY | 3 X WEEKLY  | AS NEEDED     | MONTHLY   |               | AS NEEDED                     | AS NEEDED                                  |
| MAIN STAIRWELL  | DAILY      |            | DAILY     | AS NEEDED   |             | DAILY         | AS NEEDED |               | AS NEEDED                     |  |
| BACK STAIRWELL  | WEEKLY     |            | AS NEEDED | AS NEEDED   |             | AS NEEDED     | WEEKLY    |               | AS NEEDED                     |  |
| COMPUTER LABS   | 2 X WEEKLY | 2 X WEEKLY | DAILY     | AS NEEDED   | DAILY       | DAILY         | MONTHLY   | AS NEEDED     | AS NEEDED                     | DAILY                                      |
| TEACHING LABS   | 2 X WEEKLY |            | DAILY     | WEEKLY      | DAILY       | DAILY         | MONTHLY   | AS NEEDED     | AS NEEDED                     | DAILY                                      |
| RESEARCH LABS   | 2 X WEEKLY |            | DAILY     | WEEKLY      | 2 X WEEKLY  | 2 X WEEKLY    |           | AS NEEDED     | AS NEEDED                     | MONTHLY                                    |
| SHOPS           | 2 X WEEKLY |            | DAILY     | AS NEEDED   | 2 X WEEKLY  | 2 X WEEKLY    |           | AS NEEDED     | AS NEEDED                     | DAILY                                      |
| STUDY AREAS     | 2 X WEEKLY | 2 X WEEKLY | DAILY     | AS NEEDED   | 2 X WEEKLY  | 2 X WEEKLY    | MONTHLY   | AS NEEDED     | AS NEEDED                     |  |
| LIBRARY STACKS  | WEEKLY     | WEEKLY     | DAILY     | AS NEEDED   | 2 X WEEKLY  | 2 X WEEKLY    | MONTHLY   | AS NEEDED     | AS NEEDED                     |  |

# Cleaning Frequencies FOR

## LEVEL 2 - ORDINARY TIDINESS

## WITH AREAS OF

## LEVEL 4 -MODERATE DIND

|                 | SWEEP      | VACUUM     | SPOT MOP   | MOP       | EMPTY TRASH | PICK UP TRASH | DUST      | MACHINE SCRUB | WALLS, MIRRORS, PARTITIONS |
|-----------------|------------|------------|------------|-----------|-------------|---------------|-----------|---------------|----------------------------|
| REST ROOMS      | DAILY      |            |            | DAILY     | DAILY       | DAILY         | DAILY     | AS NEEDED     | DAILY                      |
| CLASS ROOMS     | 2 X WEEKLY | 2 X WEEKLY | DAILY      | AS NEEDED | DAILY       | DAILY         | MONTHLY   | AS NEEDED     | AS NEEDED                  |
| HALL/ENTRIES    | DAILY      | DAILY      | DAILY      | AS NEEDED | DAILY       | DAILY         | AS NEEDED | AS NEEDED     | 2 X WEEKLY                 |
| ELEVATOR        | DAILY      |            | DAILY      | AS NEEDED |             | DAILY         | AS NEEDED | AS NEEDED     | DAILY                      |
| LOCKER ROOMS    | DAILY      | DAILY      | DAILY      | DAILY     | DAILY       | DAILY         | WEEKLY    | DAILY         | DAILY                      |
| SHOWERS         |            |            | FOAM       | DAILY     |             | DAILY         |           | WEEKLY        | DAILY                      |
| MAIN OFFICES    | WEEKLY     | WEEKLY     | AS NEEDED  | MONTHLY   | 3 X WEEKLY  | AS NEEDED     | MONTHLY   |               | AS NEEDED                  |
| PRIVATE OFFICES | WEEKLY     | MONTHLY    | AS NEEDED  | MONTHLY   | 2 X WEEKLY  | WEEKLY        | MONTHLY   |               | AS NEEDED                  |
| LOUNGES         | WEEKLY     | WEEKLY     | AS NEEDED  | MONTHLY   | 3 X WEEKLY  | AS NEEDED     | MONTHLY   |               | AS NEEDED                  |
| MAIN STAIRWELL  | 2 X WEEKLY |            | 2 X WEEKLY | AS NEEDED |             | 2 X WEEKLY    | AS NEEDED |               | AS NEEDED                  |
| BACK STAIRWELL  | WEEKLY     |            | AS NEEDED  | AS NEEDED |             | AS NEEDED     | WEEKLY    |               | AS NEEDED                  |
| COMPUTER LABS   | WEEKLY     | WEEKLY     | 2 X WEEKLY | AS NEEDED | 2 X WEEKLY  | WEEKLY        | MONTHLY   | AS NEEDED     | AS NEEDED                  |
| TEACHING LABS   | WEEKLY     |            | 2 X WEEKLY | WEEKLY    | DAILY       | 2 X WEEKLY    | MONTHLY   | AS NEEDED     | AS NEEDED                  |
| RESEARCH LABS   | WEEKLY     |            | 2 X WEEKLY | WEEKLY    | 2 X WEEKLY  | WEEKLY        |           | AS NEEDED     | AS NEEDED                  |
| SHOPS           | WEEKLY     |            | 2 X WEEKLY | AS NEEDED | 2 X WEEKLY  | WEEKLY        |           | AS NEEDED     | AS NEEDED                  |
| STUDY AREAS     | WEEKLY     | 2 X WEEKLY | 2 X WEEKLY | AS NEEDED | 2 X WEEKLY  | WEEKLY        | MONTHLY   | AS NEEDED     | AS NEEDED                  |
| LIBRARY STACKS  | WEEKLY     | WEEKLY     | 2 X WEEKLY | AS NEEDED | 2 X WEEKLY  | WEEKLY        | MONTHLY   | AS NEEDED     | AS NEEDED                  |

## Maintenance Levels of Service

### Level 1: Showpiece {likely not used}

100% PM. Maintenance Mechanic(s) on-premises every day, all day.

Immediate response to breakages and alarms.

Immediate response to customer service requests.

### Level 2: Comprehensive Stewardship {likely not used say 2-4 bldgs}

90% PM. Maintenance Mechanic on premises every day, 6-8 hrs.

Respond to alarms and breakages usually same day.

Respond to customer service requests in 2-3 days.

### Level 3: Managed Care {say 5-10 bldgs}

80% PM: Maintenance Mechanic on premises 3-5 days per week, 5-7 hrs.

Respond to alarms and triage in 1-3 days. (some alarms/emergencies immediately eg. running water, smoke)

Respond to customer service requests in 5-7 days. (urgents, hot/cold if easy). Repairs made with longer term fix in mind.

Priority for capital reinvestment, MCR, MCI, etc.

### Level 3.5: {say 5-10 bldgs}

65% PM. Maintenance Mechanic on-premises 2-3 days per week, 5-6 hrs.

Respond to alarms and breakages in 2-4 days.

Respond to customer service requests in 7-9 days. Repairs made with longer term fix in mind.

Priority for capital reinvestment, MCR, MCI etc.

### Level 4: Reactive Management {say 20-30 bldgs}

40% PM. Maintenance Mechanic on-premises 2-3 days per week, 2-4 hrs.

Respond to alarms and breakages in 5 days.

Respond to customer service requests in 10+ days. Medium term fixes.

Lesser priority for capital reinvestment, MCR, etc. Less likely MCI choices.

### Level 4.5: {say 20-30 bldgs}

20% PM. Maintenance Mechanic on-premises 1-2 days per week, 4 hrs.

Respond to alarms and breakages in 10 days. Likely just running water and smoke.

Respond to customer service requests in 20+ days. Short/Med term fixes.

Even lesser priority for capital reinvestment, MCR, etc. Even less likely MCI choices.

Level 5: Crisis Response {Say 5-10 bldgs}

5% PM. Maintenance Mechanic/FOMS on-premises 2 day per week, 2-4 hrs.

Respond to alarms and breakages in 10+ days.

Respond to customer service requests in 21+ days as availability allows. Band aid fixes.

Lesser priority for capital reinvestment, MCR, etc. Really less likely MCI choices.

If a keeper, keep afloat until major renovation project.

Level 6: Mothball {hopefully 2-5 bldgs}

0% PM. Maintenance Mechanic/FOMS on-premises 2-3 days per month, 1-2 hrs.

Respond to alarms only in emergency.

Safety and Security until Demo or significant renovation/reuse.

**Agenda**  
**Student Affairs and Student Life Committee**  
**Thursday, May 5, 2022**  
**1:00 p.m. – 2:15 p.m.**

Location: WSU Health Sciences Spokane, NRS 201

Committee Members: Enrique Cerna (Chair), Brett Blankenship, and Shain Wright

**Information Items**

**Section**

- |    |   |     |
|----|---|-----|
| 1. | Power of IX – 50 <sup>th</sup> Anniversary of Title IX ( <i>McKay</i> )   | S-1 |
| 2. | Community Building Through Affinity-Driven Spaces and Programs<br>( <i>System Vice Chancellors of Student Affairs</i> ) | S-2 |



**Agenda**  
**Finance and Compliance Committee**  
**Thursday, May 5, 2022**  
**2:30 p.m. – 4:30 p.m.**

Location: WSU Health Sciences Spokane, NRS 205

Committee: Committee of the whole – Lisa Schauer (Chair)

| <b><u>Information Items</u></b>   | <b><u>Section</u></b> |
|---|-----------------------|
| 1. Fiscal Year 2022 Athletics Budget Update <i>(Pearson/Chun)</i>   | F-1                   |
| 2. WSU Housing and Dining System Debt Covenants Report <i>(Pearson/Taylor/Skinner)</i>                                    | F-2                   |
| 3. WSU Fiscal Year 2021 Annual Financial Report, Trends and Debt Report <i>(Pearson/Skinner)</i>                          | F-3                   |
| <b><u>Action Items</u></b>  |                       |
| 1. 2023-2025 Operating Budget Request <i>(Pearson/Kerr)</i>   | F-4                   |
| 2. 2023-2025 Capital Budget Request <i>(Pearson/Yang)</i>   | F-5                   |
| 3. Academic Year 2022-2023 Tuition Rates <i>(Pearson)</i>   | F-6                   |
| 4. Services and Activities Fee Rate Changes for Academic Year 2022-2023 <i>(Pearson/Taylor)</i>                           | F-7                   |
| 5. Services and Activities Fees Committee Allocations for Summer 2022 and Academic Year 2022-2023 <i>(Pearson/Taylor)</i> | F-8                   |
| 6. Academic Year 2022-2023 Housing and Dining Rates <i>(Pearson/Taylor)</i>   | F-9                   |
| 7. Student Recreation Center Mandatory Student Fee Rate Change <i>(Pearson/Taylor)</i>                                    | F-10                  |
| 8. WSU Pullman, Undergraduate Technology Fee Committee Allocations for Academic Year 2022-2023 <i>(Pearson/Chilton)</i>   | F-11                  |
| 9. WSU Vancouver, Technology Fee Committee Allocations for Academic Year 2022-2023 <i>(Pearson/Netzhammer)</i>            | F-12                  |

- |     |  |      |
|-----|--|------|
| 10. | Athletics Budget Transfers for Fiscal Year 2022 <i>(Pearson/Skinner)</i> | F-13 |
| 11. | Athletics Budget Approval for Fiscal Year 2023 <i>(Pearson/Chun)</i>     | F-14 |

# **INFORMATION ITEM #1**

## **Athletics FY2022 Budget Update**

**(Stacy Pearson/Pat Chun)**

**TO ALL MEMBERS OF THE BOARD OF REGENTS**

**SUBJECT:** Athletics FY2022 Budget Update

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Pat Chun, Director of Athletics

**BACKGROUND  
INFORMATION:**

Athletics continues to monitor fiscal activity for FY2022 closely. As of April 2022, there are no significant operating changes to the FY2022 projections as reported to the Board of Regents in March 2022.

To be proactive for FY2023, Athletics is planning to shift \$1M of the \$11M savings resulting from debt refinancing from FY2022 to FY2023 to put toward the Pac-12 affiliation fees for FY2023. This shift projects Athletics to finish FY2022 at the Net Income After Financing as approved by the Board, as well as requiring less institutional support for FY2023.

Athletics remains proactive in forecasting and anticipating potential impacts to current and future year budgets and will continue to provide updates at regularly scheduled Board of Regents meetings or as needed.

**ATTACHMENT:** Attachment A: FY22 Athletics Budget Update May 2022

## Attachment A – FY22 Athletics Budget Update May 2022

| WSU Athletics FY22                                    | May-21<br>Approved<br>Budget | Apr-22<br>Projections | Variance     |
|---|------------------------------|-----------------------|--------------|
| <b>REVENUES:</b>                                      |                              |                       |              |
| Ticket Sales  | 3.7                          | 7.5                   | 3.8          |
| Contributions/Endowments                              | 9.5                          | 9.6                   | 0.1          |
| NCAA/Pac-12   | 39.3                         | 38.0                  | (1.3)        |
| Royalties/Advert/Sponsor                              | 4.0                          | 3.7                   | 0.0          |
| Waivers/Student Fees                                  | 5.0                          | 4.6                   | (0.4)        |
| Other Revenue   | 7.2                          | 7.2                   | 0.0          |
| <b>Total Revenue</b>                                  | <b>68.7</b>                  | <b>70.7</b>           | <b>2.0</b>   |
| <b>EXPENSES:</b>                                      |                              |                       |              |
| Compensation  | 29.2                         | 29.2                  | 0.0          |
| Scholarships  | 12.4                         | 12.4                  | 0.0          |
| Sport Programs  | 13.9                         | 14.2                  | (0.3)        |
| Marketing/Fund Raising                                | 2.3                          | 2.1                   | 0.2          |
| Debt Payments   | 10.0                         | 10.0                  | 0.0          |
| Direct Admin/Dues                                     | 4.0                          | 4.2                   | (0.2)        |
| Other Expense   | 11.8                         | 12.4                  | (0.6)        |
| <b>Total Expenses</b>                                 | <b>83.5</b>                  | <b>84.5</b>           | <b>(1.0)</b> |
| <b>Net Income from Operations</b>                     | <b>(14.8)</b>                | <b>(13.8)</b>         | <b>1.0</b>   |
| Savings from Debt Refinancing                         | 11.0                         | 10.0 a.               | (1.0)        |
| <b>Net Income After Financing</b>                     | <b>(3.8)</b>                 | <b>(3.8)</b>          | <b>(0.0)</b> |
| less Capital Projects                                 | (0.3)                        | (0.8)                 | (0.5)        |
| <b>Plus Excess Cont. Above Cap. Expenses</b>          | <b>4.4</b>                   | <b>8.8</b>            | <b>4.4</b>   |
| <b>Net Income after Capital Projects</b>              | <b>0.3</b>                   | <b>4.1</b>            | <b>3.8</b>   |
| <b>Accumulated Deficit with Capital Contributions</b> | <b>(68.7)</b>                | <b>(64.8)</b>         | <b>3.9</b>   |
| <b>Accumulated Deficit without Capital</b>            | <b>(75.0)</b>                | <b>(75.0)</b>         | <b>0.0</b>   |

- a. Shifting \$1M from the Savings from Debt Refinancing from FY22 to FY23



# Housing and Dining Analysis

Board of Regents Presentation

*May 5<sup>th</sup>, 2022*



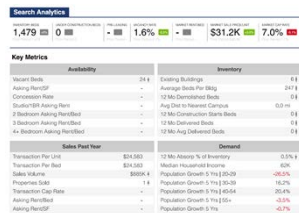
# Executive Summary

## Project Objectives:

Washington State University (“WSU”) engaged Rieth Jones Advisors (“RJA”) in December 2021 to provide Housing Consulting Services for Housing and Dining Bond Covenants (the “Analysis”) related to the campus in Pullman, Washington. The results of this Analysis will support recommendations to the Board of Regents as to operations and the revision of schedules of rentals, rates, fees, and charges as a result of the Housing and Dining System Bonds not achieving a minimum 1.25x debt service coverage ratio (“DSCR”) for FY2021. The Analysis is focused on key on and off-campus trends regarding the future stability of the Housing and Dining enterprise at Washington State University.

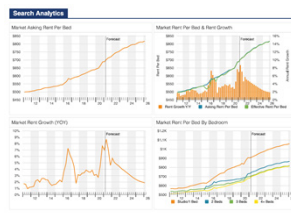
## Project Approach:

### Existing Conditions Analysis



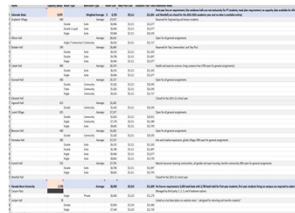
Enrollment and housing participation trends, residential programs

### Off-Campus Market Assessment



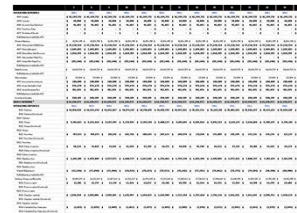
Rental rates and occupancy trends, market variances

### Regional Benchmarking



Enrollment trends, housing offerings, capture rates

### Sensitivity Testing & Scenario Testing



Revenue, operating expenditures, associated trends

## Today's Focus

### Presentation of Findings



Summarize operational metrics, risks, and operation-specific analysis





# Executive Summary

## Key Takeaways

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- Washington State's Housing and Dining System projects \$23.1mm in net revenue available for debt service (\$9.4mm), leading to a projected DSCR of 2.47x for FY22\*.
- The FY2022 WSU-provided budget can experience the following impacts and still realize the minimum 1.25x DSCR as required in the bond documents:
  - Projected revenues **could decrease by 16.7%**; OR
  - Projected expenses **could increase by 25.2%**; OR
  - **Revenue decreases and expense increases could total \$11.4mm**
- Opportunities exist to generate incremental revenue through adjustments to **suite-style housing rates and the board plan**, but additional analysis is required to quantify the impact on revenue and demand.
- Consolidating the number of housing rates could reduce administrative burdens and simplify choices for students who are contemplating various units on WSU's campus.
- Inflationary pressure on goods, services, labor, and capital investments pose risk to the Housing and Dining System, however, **student enrollment** will continue to influence the budget more than any specific line items.

*\*Projected FY22 debt service calculations utilize debt schedules from FY20 audited financial statements, the most recent audited statements available at the time of this analysis.*



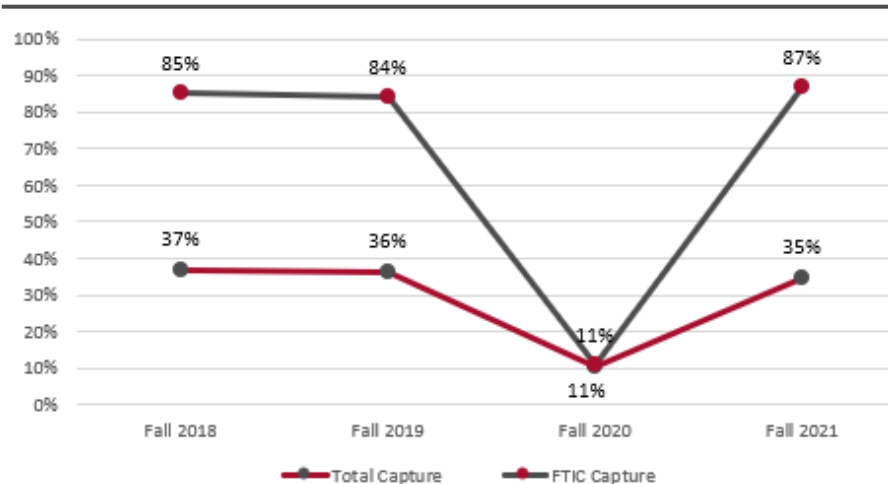


# Housing System

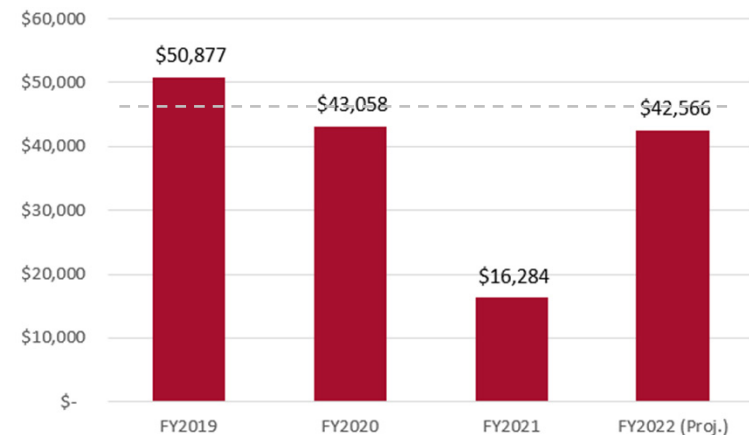
## Overview and Revenues

- For the fall 2020 semester, the Washington State University followed guidance from the State of Washington and Centers for Disease Control and Prevention to open residential facilities **“with significantly reduced occupancy”** which negatively impacted WSU Housing’s operational performance for FY21.
- Washington State’s **total on-campus capture rate for fall 2021 is 35%** (6,482 residents of 18,644 enrolled), 1.5% below the 2018 to 2019 average (36.6%).
- First-time in college (“FTIC”) capture for fall 2021 of 87% (2,863 residents) is **2.5% above the average** over the same period.
- Housing revenue has fluctuated from FY19 to FY21, and WSU’s budget projects FY22 revenues of \$42.6mm (9.4% below the FY19-FY20 average of \$47.0mm).

*FTIC & Total Capture Rate (2018 – 2021)*



*Housing Revenues (FY19 – FY22 projected)*



\*Data in thousands (000s)

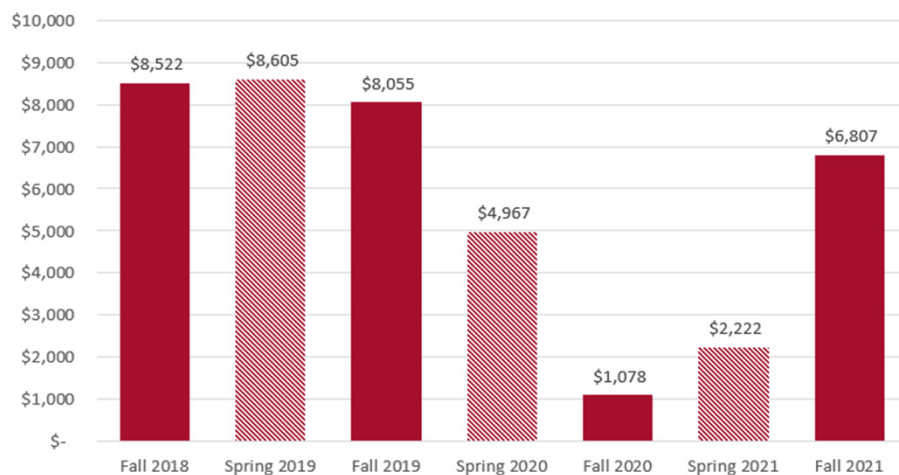


# Dining System

## Overview and Revenues

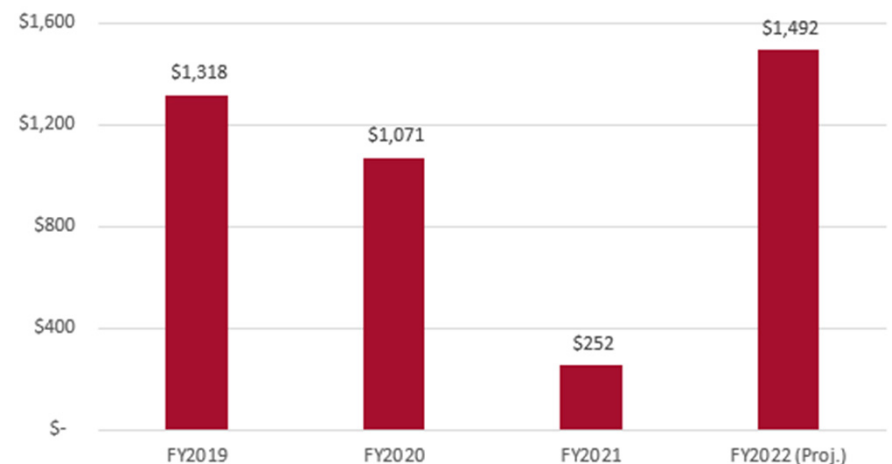
- Reduced residential occupancy, and limited in-person classes, as a result of the pandemic negatively affected dining revenues and meal plan participation rates in WSU's dining program in FY20 and FY21.
- Net dining sales were relatively stable through the fall 2019 semester (\$8.1mm), declined significantly through the pandemic, but have begun a modest recovery in the fall 2021 semester (\$6.8mm).
- Projected FY22 dining revenue per enrolled student enrollment of \$1,492 is **13.2% higher** than the high of \$1,318/student in FY19.

*Net Sales (Fall 2018 – Fall 2022)*



*\*Data In thousands (000s)*

*Revenue per Enrolled Student (FY19 – FY22 projected)*

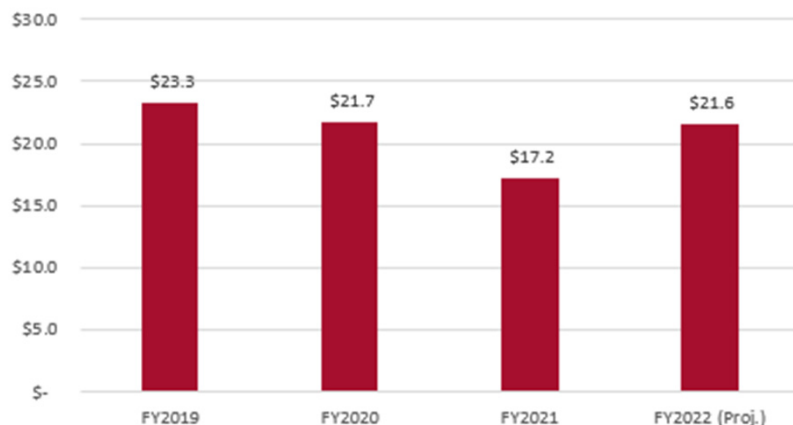


# Housing and Dining System

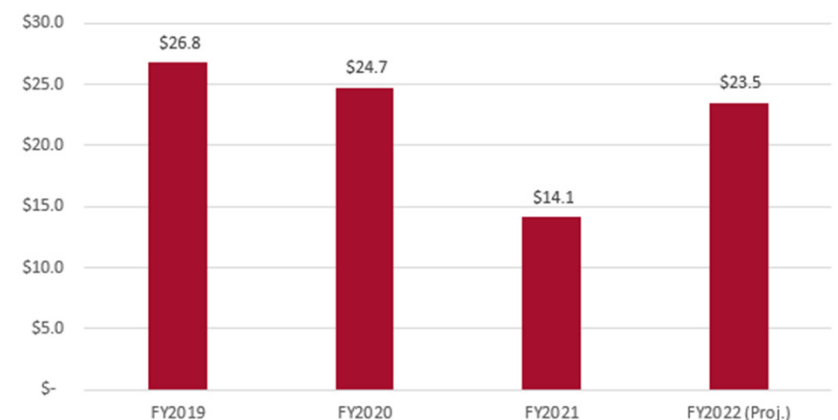
## Expenses

- Housing's FY22 projected adjusted operating expenses (\$21.6mm) are \$0.1mm below FY20 levels (\$21.7mm) after dropping during the 2020-21 academic year.
- Adjusted operating expenses declined on a \$/GSF basis from \$9.28 in FY19 to \$7.09 in FY21, driven by a 7.3% reduction in salaries, benefits, and perquisites and a larger **43.5% reduction in the cost of goods and services**.
- Dining's projected adjusted operating expenses for FY22 are \$23.5mm, **12.4% below FY19** (\$26.8mm).
- For every \$1 of dining revenue that WSU collects, an average **\$0.56** goes toward salaries/benefits/perquisites, **\$0.30** to the cost of food services, and **\$0.16** to goods/services (**\$1.02 in total**), indicating that the University spends more in adjusted operating expenses than it collects in revenue (\$0.02). This excludes operating costs for WSU Administrative Overhead (10% of revenue), debt service, replacement & reserve allocations, etc.

*Total Housing Expenses (in 000's)*



*Total Dining Expenses (in 000's)*



# Housing & Dining System

## Combined H&D System-wide (FY22 Projected\*)

- Washington State's 10<sup>th</sup> Day Occupancy report (*January 2022*) showed 4,307 residence hall occupants, which is 2.3% higher than projected (4,208), providing **strong confidence in realizing housing revenue projections**.
- In previous years, expenses as of 11/30 have represented 43% of the FY totals. Using actual data as of 11/30/21 and a similar extrapolation, **H&D System expenses could be nearly 25% less than identified in the FY22 budget**.

| Key Outputs  |                      |                      |                      |                      |
|--|----------------------|----------------------|----------------------|----------------------|
| P&L Projection                                       | Budgeted P&L         | Expense Increase     | Revenue Reduction    | Combination          |
| 1 Revenue Reduction                                  | 0.0%                 | 0.0%                 | 16.7%                | 5.0%                 |
| 2 Expense Increase                                   | 0.0%                 | 25.2%                | 0.0%                 | 17.7%                |
| 3 Housing  | \$ 42,566,195        | \$ 42,566,195        | \$ 42,566,195        | \$ 42,566,195        |
| 4 Dining   | \$ 24,620,729        | \$ 24,620,729        | \$ 24,620,729        | \$ 24,620,729        |
| 5 Other Income                                       | \$ 213,500           | \$ 213,500           | \$ 213,500           | \$ 213,500           |
| 6 Investment Income                                  | \$ 880,149           | \$ 880,149           | \$ 880,149           | \$ 880,149           |
| 7 Revenue Reduction                                  |                      | \$ -                 | \$ (11,394,651)      | \$ (3,414,029)       |
| 8 <b>Gross Revenue</b>                               | <b>\$ 68,280,573</b> | <b>\$ 68,280,573</b> | <b>\$ 56,885,922</b> | <b>\$ 64,866,544</b> |
| 9 Salaries, Wages, and Benefits                      | \$ 25,449,873        | \$ 25,449,873        | \$ 25,449,873        | \$ 25,449,873        |
| 10 Goods and Services                                | \$ 10,174,465        | \$ 10,174,465        | \$ 10,174,465        | \$ 10,174,465        |
| 11 Cost of Food Services                             | \$ 7,195,448         | \$ 7,195,448         | \$ 7,195,448         | \$ 7,195,448         |
| 12 Perquisites                                       | \$ 2,349,721         | \$ 2,349,721         | \$ 2,349,721         | \$ 2,349,721         |
| 13 Expense Increase                                  | \$ -                 | \$ 11,394,651        | \$ -                 | \$ 7,980,623         |
| 14 <b>(-) Adjusted Operating Expenses</b>            | <b>\$ 45,169,506</b> | <b>\$ 56,564,158</b> | <b>\$ 45,169,506</b> | <b>\$ 53,150,129</b> |
| 15 <b>(=) Net Revenue Available for Debt Service</b> | <b>\$ 23,111,067</b> | <b>\$ 11,716,415</b> | <b>\$ 11,716,415</b> | <b>\$ 11,716,415</b> |
| 16 Bond Debt Service                                 | \$ 9,373,132         | \$ 9,373,132         | \$ 9,373,132         | \$ 9,373,132         |
| 17 <b>Debt Service Coverage Ratio</b>                | <b>2.47x</b>         | <b>1.25x</b>         | <b>1.25x</b>         | <b>1.25x</b>         |

\*Projected FY22 debt service calculations utilize debt schedules from FY20 audited financial statements, the most recent audited statements available at the time of this analysis.



# Housing & Dining System

## H&D System-wide Summary

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- Washington State's lower enrollment (FY20 and FY21) and the Covid-19 pandemic have negatively impacted the Housing and Dining System's performance.
- Housing and Dining System revenues are projected to rebound to **\$68.3mm** from the sharp decline in FY20 (\$20.1mm) due to the pandemic.
- WSU Housing is in a strong competitive position as it **captures more first-year students than its regional competitors**, and the majority of WSU on-campus rates are economically priced relative to the surrounding off-campus competition.
- Adjusted operating expenses for WSU's Housing System have nearly returned to FY19 levels while similar expenses, on a margin basis, for WSU's Dining System have **increased above FY19 levels**.
- RJA believes Washington State's FY22 budget assumptions for housing and dining are reasonable assumptions and that the combined **Housing and Dining System will exceed the minimum DSCR of 1.25x.\***

*\*Projected FY22 debt service calculations utilize debt schedules from FY20 audited financial statements, the most recent audited statements available at the time of this analysis.*







# Housing and Dining Analysis

Board of Regents Presentation

*May 5<sup>th</sup>, 2022*



## **INFORMATION ITEM #3**

### **WSU FY2021 Financial Results, Trends, and Debt Report (Pearson/Skinner)**

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU FY2021 Financial Results, Trends, and Debt Report

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Matt Skinner, Senior Associate Vice President, Finance & Administration  
Mollie Holt, Executive Director & University Controller

**BACKGROUND INFORMATION:** The attached report provides a summary of the FY2021 financial results, trends and debt reports. The financial results are unaudited. The audited report, opinion and findings will be completed by WSU's independent audit firm in May. The results of the audit will be presented to the Chair of the Finance and Compliance Committee as part of the audit firm exit briefing. Results of the audit will be presented to the Board in the September 2022 meeting.

**ATTACHMENT:** WSU FY2021 Annual Financial Report, Trends and Debt Report





WASHINGTON STATE  
UNIVERSITY

# WSU FY2021 Annual Financial Report, Trends and Debt Report

Fiscal Year Ended June 30, 2021

# TOPICS



- Monitoring WSU's Fiscal Health using two important views
- Executive summary of FY2021 financial statements
- Other key trends, highlights and benchmarking
- FY2021 Debt Report

WSU

# Monitoring WSU's Fiscal Health in Two Ways

## Core Budget

- Selected operating funds only (state, operating tuition, F&A, and auxiliaries)
- Cash basis, no adjustments for accrued liabilities, etc.
- Run-rate focused
- Three year recovery targets set and monitored at this level

## Annual Financial Report

- All fund types, including capital activities and donated funds
- Full accrual accounting (e.g. depreciation expense, estimated post employment liabilities, etc.)
- Asset, liabilities, revenue, expenses, and net position focused
- Used to benchmark WSU to financial peers



Understanding both views provides a full picture of WSU's finances

# Financial Statement Audit Update

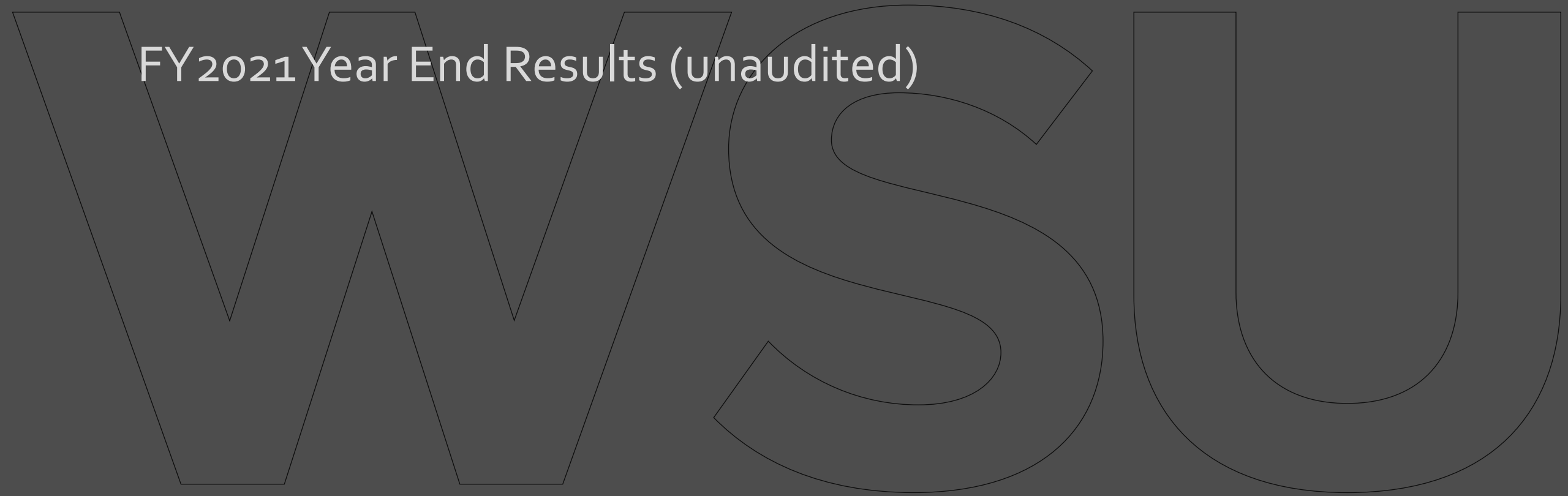


- WSU selected a new financial statement audit firm for the year ended June 30, 2021; the first ever WSU financial statement audit by a public accounting firm.
- As expected, the change in audit firms and finance systems have made financial statement process complex and time consuming.
- Accounting staff and their colleagues across Business and Financial Services have given tireless and dedicated effort throughout the process thus far.
- WSU values the rigorous and detailed audit being conducted by the new independent auditors.
- WSU embraces the opportunity to improve by addressing new recommendations and findings identified through the audit.
- The result will be stronger financial management and processes in the future.

# WSU Financial Report



FY2021 Year End Results (unaudited)



# FY21 Results – Statement of Net Position

(\$ millions)

|                                      | WSU 2021<br>(unaudited) | WSU 2020<br>(audited) | WSU 2019<br>(audited) | Change<br>2020 to 2021 |   |
|--------------------------------------|-------------------------|-----------------------|-----------------------|------------------------|---|
| ✓ Assets (and deferred outflows)     | 3,108                   | 2,950                 | 2,826                 | 158                    | ↑ |
| ✓ Liabilities (and deferred inflows) | 1,376                   | 1,433                 | 1,427                 | (57)                   | ↓ |
| • Net Investment in Capital Assets   | 1,096                   | 1,092                 | 1,073                 | 4                      | ↑ |
| • Restricted Nonexpendable           | 659                     | 595                   | 565                   | 64                     | ↑ |
| • Restricted Loans                   | 33                      | 27                    | 29                    | 6                      | ↑ |
| • Restricted Expendable              | 231                     | 187                   | 168                   | 44                     | ↑ |
| • Unrestricted                       | (286)                   | (384)                 | (436)                 | 98                     | ↑ |
| ✓ Total Net Position                 | 1,733                   | 1,517                 | 1,399                 | 216                    | ↑ |

# FY21 Results – Statement of Revenues, Expenses, and Changes in Net Position

(\$ millions)

|  | WSU 2021<br>(unaudited) | WSU 2020<br>(audited) | WSU 2019<br>(audited) | Change<br>2020 to 2021 |   |
|--|-------------------------|-----------------------|-----------------------|------------------------|---|
| ✓ Operating Revenues                     | 787                     | 803                   | 800                   | (16)                   | ↓ |
| ✓ Operating Expenses                     | 1132                    | 1,157                 | 1,133                 | (25)                   | ↓ |
| ✓ Non- Operating<br>Revenue (Expenses)   | 484                     | 410                   | 380                   | 74                     | ↑ |
| ✓ Capital Additions<br>(Deductions)      | 58                      | 62                    | 56                    | (4)                    | ↓ |
| ✓ Increase<br>(Decrease) in Net Position | 197                     | 118                   | 103                   | 79                     | ↑ |



# Key Trends and Highlights

(with benchmarking)

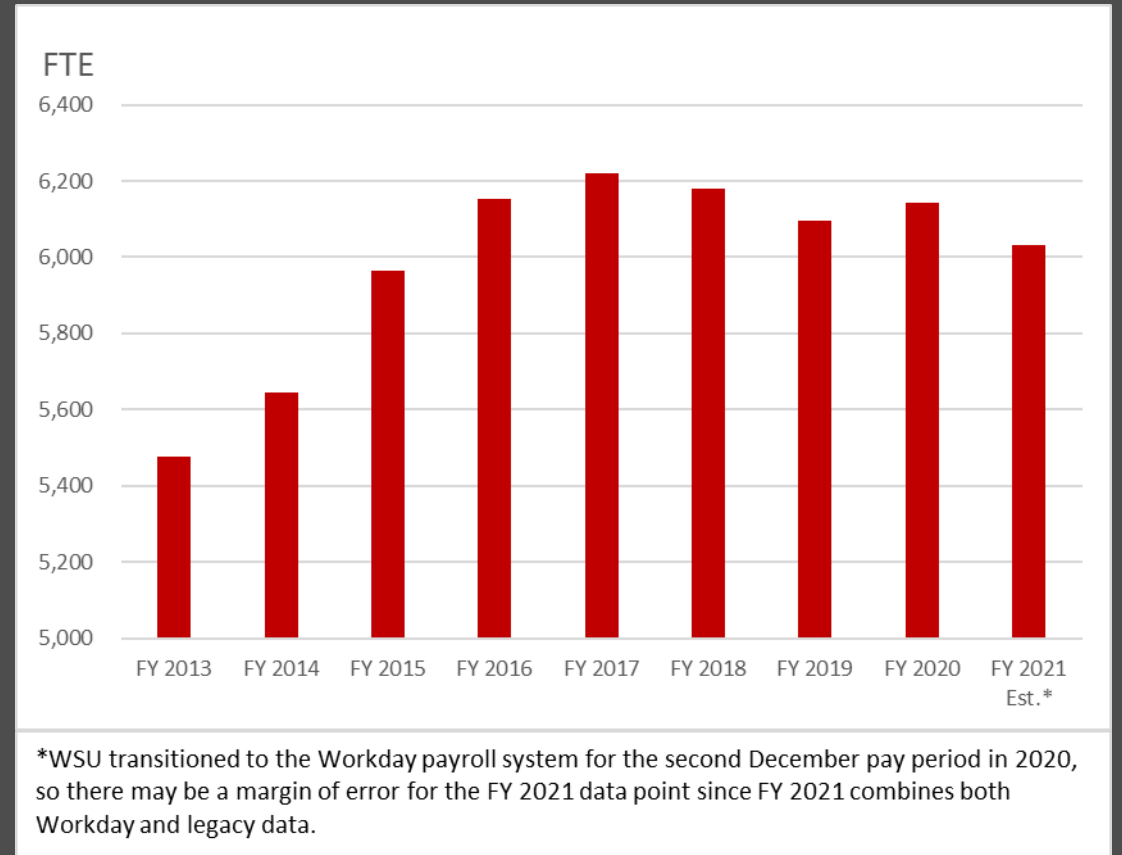


WSSU

# Key Trends and Highlights - Expenses

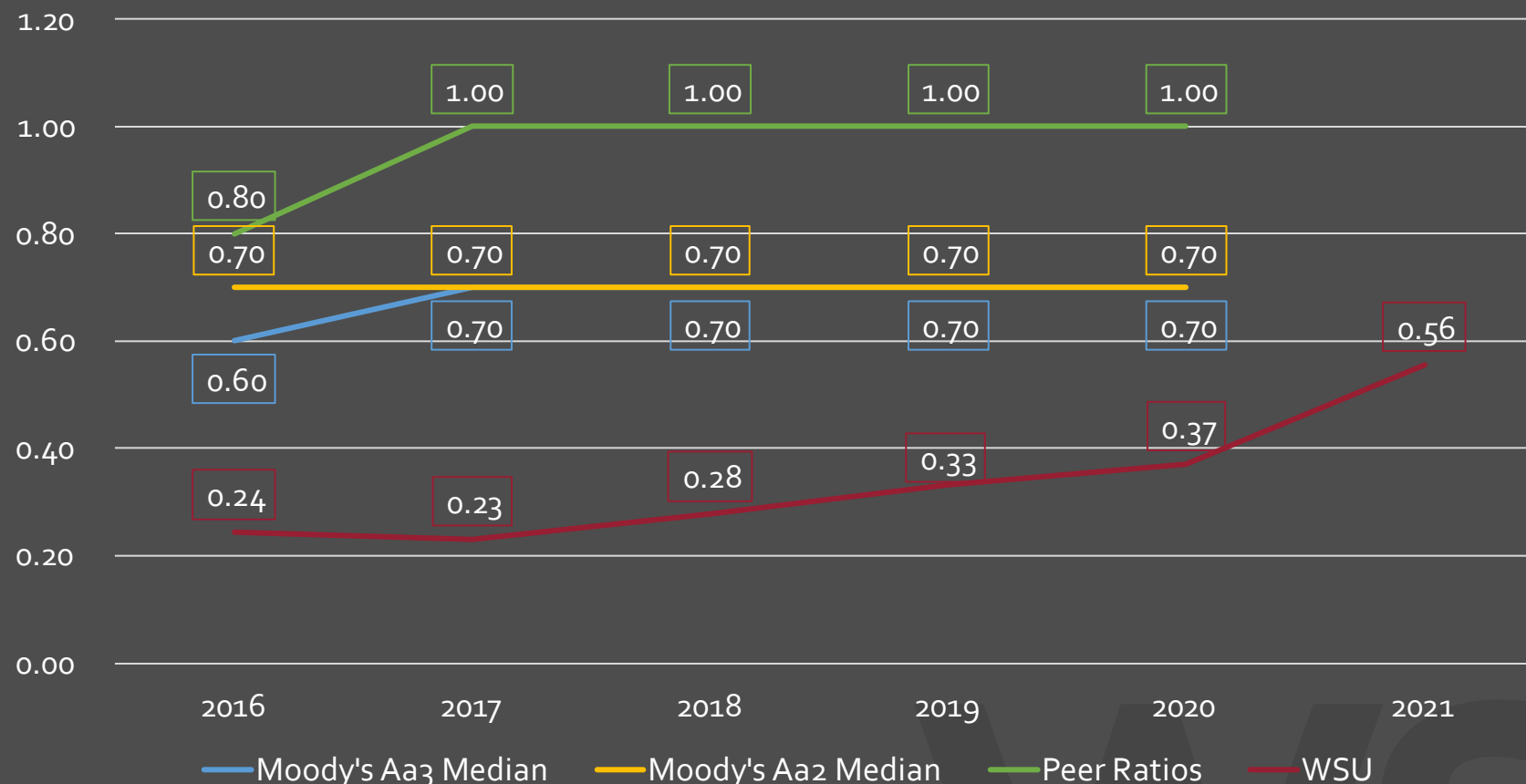
Employee FTE grew by 14% from FY2013 – FY2017.

Since 2017, a period that includes the financial recovery effort and the COVID-19 pandemic, employee FTE has declined by approximately 3.0%



# Key Trends and Highlights – Cash and Investments

Spendable Cash & Investments to Operating Expenses (desired direction = ↑)



Source: Moody's MFRA data as of April 15, 2022

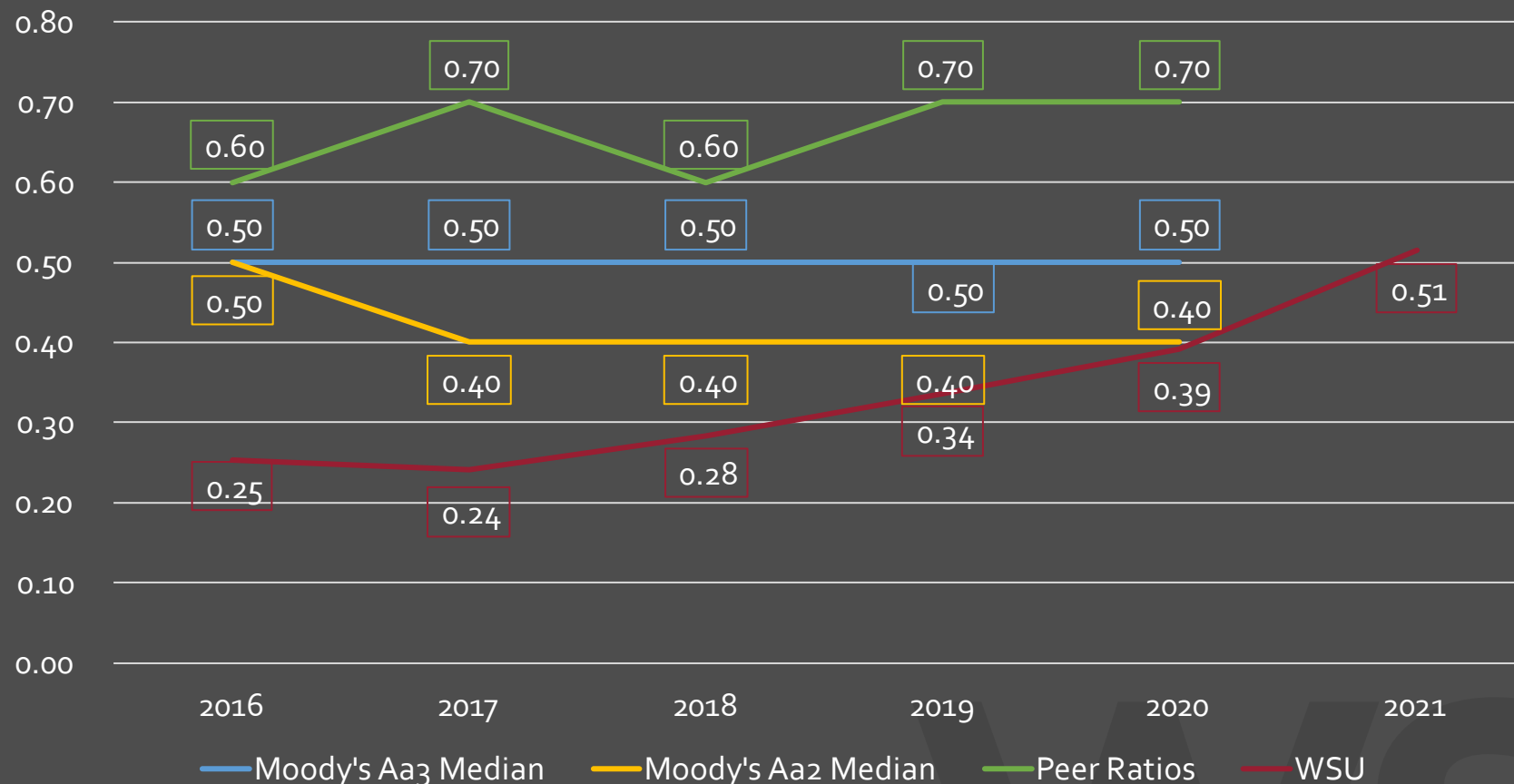
(1) Peers: Median of 11 selected peer universities with similar FTE enrollment, outstanding debt, operating revenue and an Aa Moody's rating, 6 universities are in the top 25 public research institution ratings and 5 universities were identified by the Institutional Effectiveness Council as Institutional Peers used to benchmark progress in the 2014-17 strategic plan.

(2) Based on data reported to Moody's as of April 15, 2022; medians will change as more universities report data

(3) FY 2016-20 is from the Moody's MFRA Database and may not include any accounting changes or restatements

# Key Trends and Highlights – Cash and Investments

Spendable Cash & Investments to Total Adjusted Debt (desired direction = ↑)



Source: Moody's MFRA data as of April 15, 2022

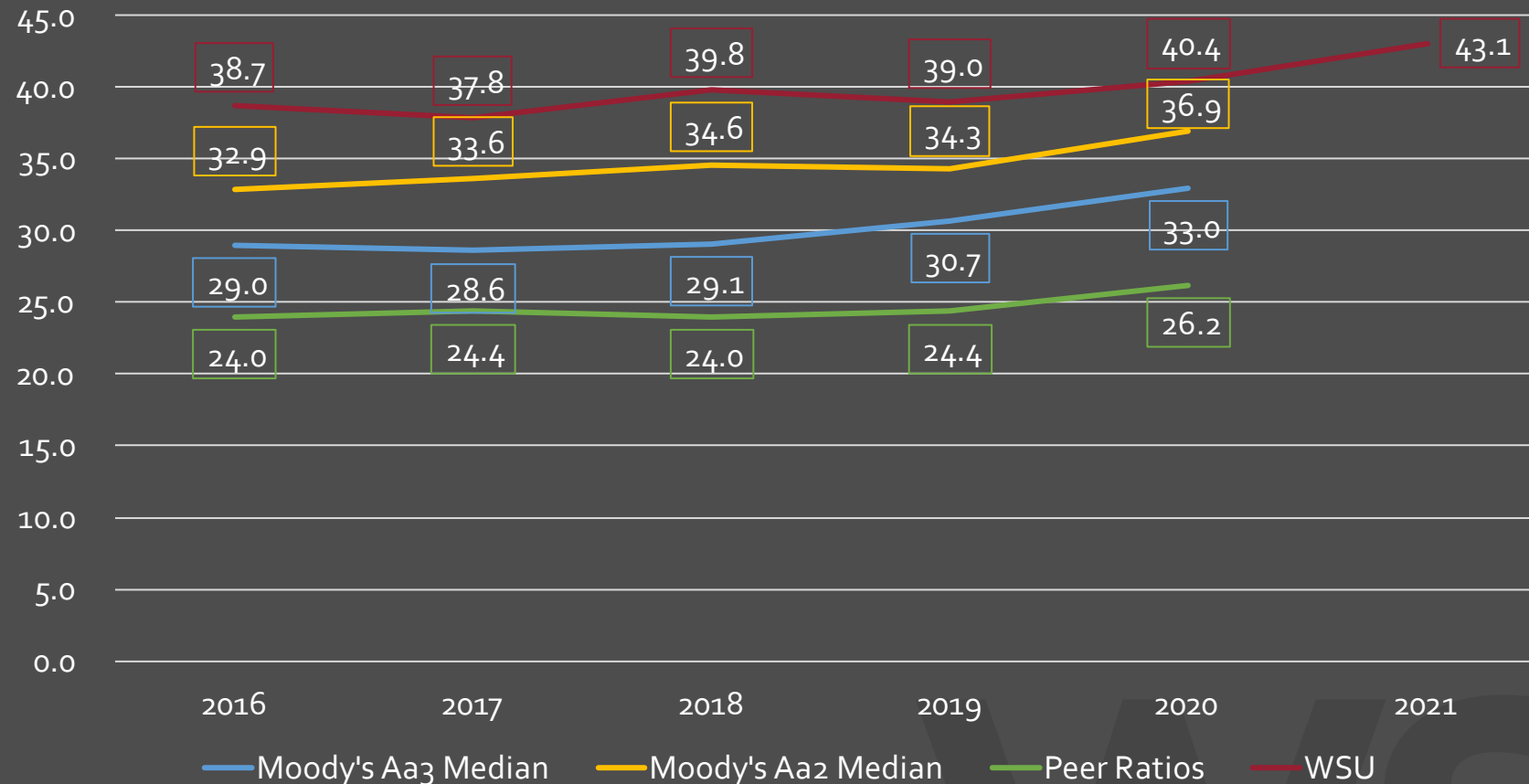
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# Key Trends and Highlights – Revenue

Total Tuition Discount (%) (desired direction = ↓)



Source: Moody's MFRA data as of April 15, 2022

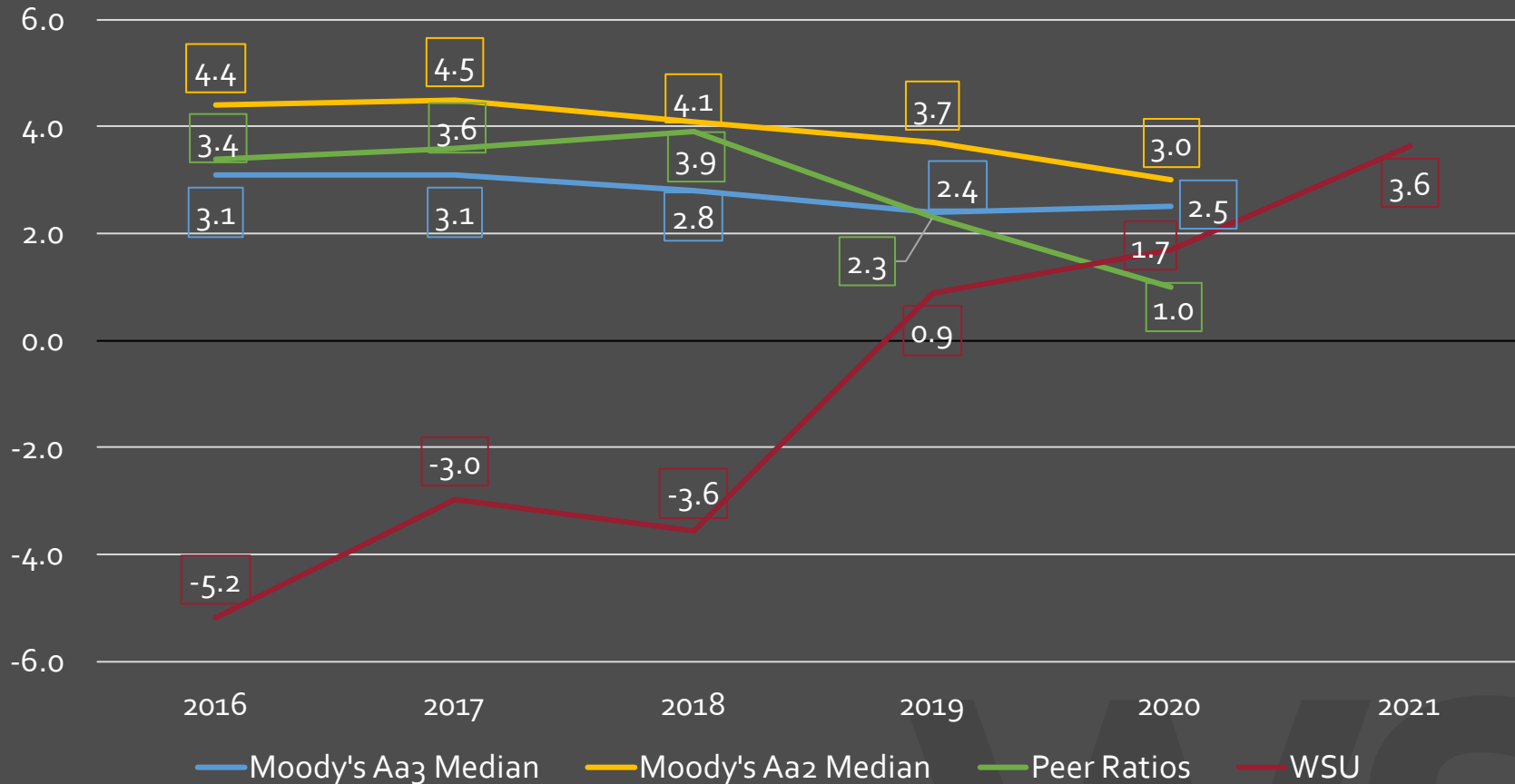
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(3) FY 2016-20 is from the Moody's MFRA Database and may not include any accounting changes or restatements

# Key Trends and Highlights – Revenue and Expenses

Operating Margin (%) (desired direction = ↑)



Source: Moody's MFRA data as of April 15, 2022

(1) Peers: Median of 11 selected peer universities with similar FTE enrollment, outstanding debt, operating revenue and an Aa Moody's rating, 6 universities are in the top 25 public research institution ratings and 5 universities were identified by the Institutional Effectiveness Council as Institutional Peers used to benchmark progress in the 2014-17 strategic plan.

(2) Based on data reported to Moody's as of April 15, 2022; medians will change as more universities report data

(3) FY 2016-20 is from the Moody's MFRA Database and may not include any accounting changes or restatements

(4) 2020 Operating Revenue for WSU includes \$19.1 million received related to the CARES Act

# Debt Profile



End of Fiscal Year 2021

WVSU



# Debt Policy Governing Principles (BOR Policy #5)

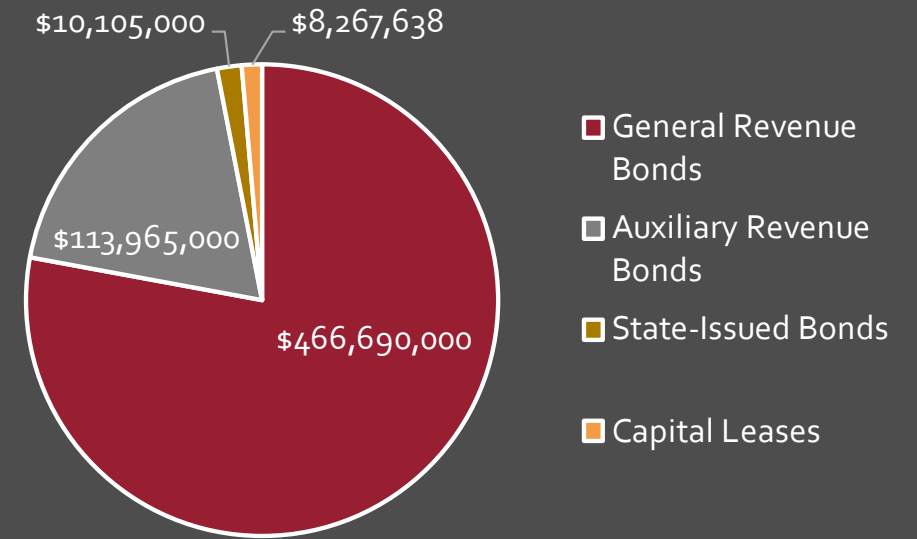
- This debt report is required annually by BOR Policy #5.
- No debt will be issued without prior approval of the Regents.
- The University will comply with all applicable laws, regulations, and bond covenants.
- Debt is a limited resource that will be used to fund only capital projects that are consistent with the University's mission and strategic priorities, and its capital plan.
- The maturity and term of debt repayment will be determined on the basis of expected availability of resources; other long term goals and obligations of the borrowing unit and the University; useful life of the assets being financed; and market conditions at the time of financing.
- The University's overall debt status and outlook will be reported to the Regents at least annually.

# Debt Activities During Fiscal Year 2021

- In October 2021, the University issued taxable General Revenue Refunding Bonds, 2020A to refund its Series 2010, 2012 and 2014 Bonds for debt service savings. In addition, the University issued taxable General Revenue Bonds, 2020B to leverage savings achieved through the 2020A issuance.
- The transaction results in a cash benefit of \$11.2 million in FY 2021. The combined net present value savings of 11.6%, well above the debt policy threshold of 5%.
- In June 2021, the University issued its \$37.815 million General Revenue Bonds, 2021 to finance costs related to the University's Intercollegiate Athletics programs.
- In FY 2022, the University issued General Revenue Refunding Bonds, 2022 to refund its General Revenue Bonds 2012B for \$3.5 million net present value debt service savings.

# Current Bond Debt Profile

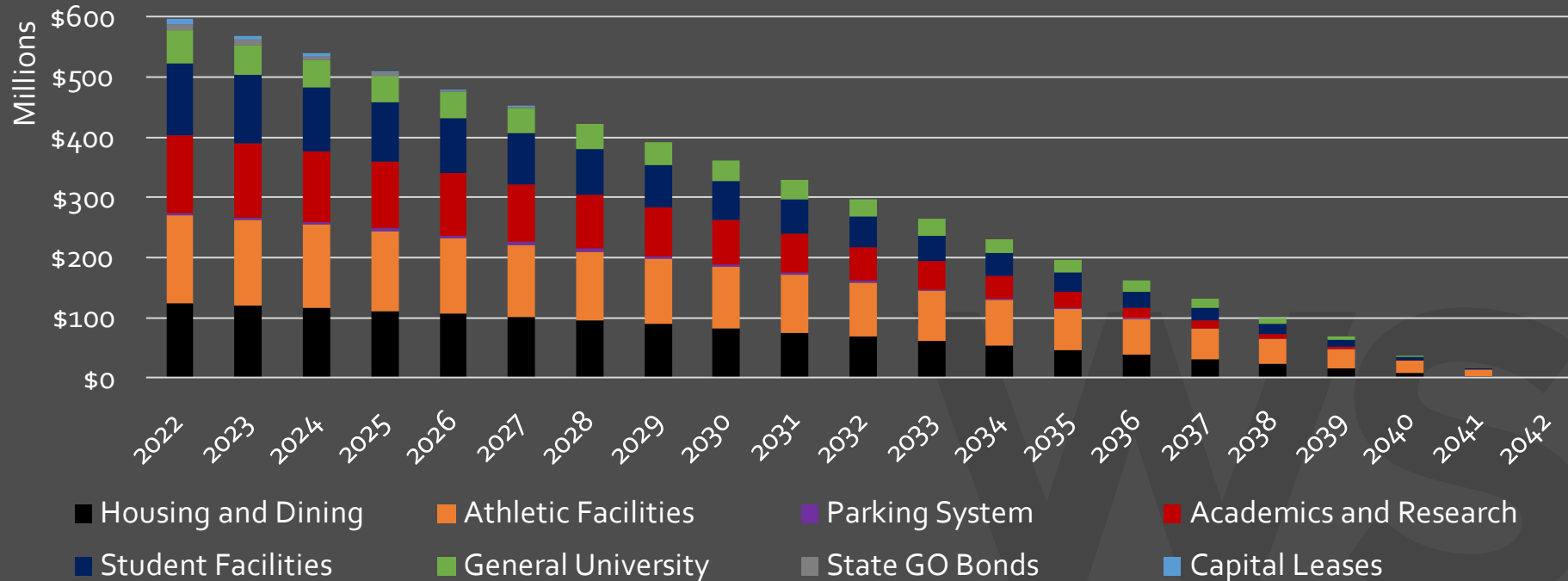
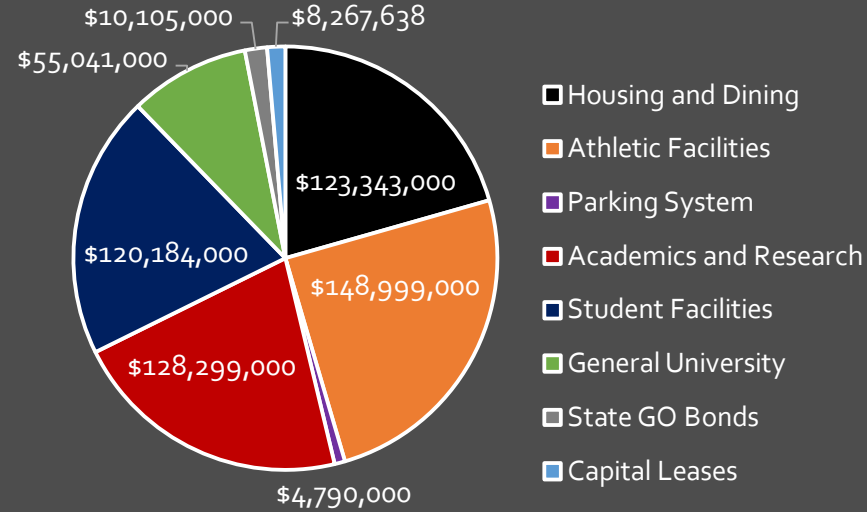
- Approximately \$162 million of new money debt issued in the past 6 years (FY 2015–FY 2021)
- Payoff approximately 50% of outstanding debt principal in next 10 years (FY 2022–2031)
- June 30, 2021 outstanding principal: \$599 million



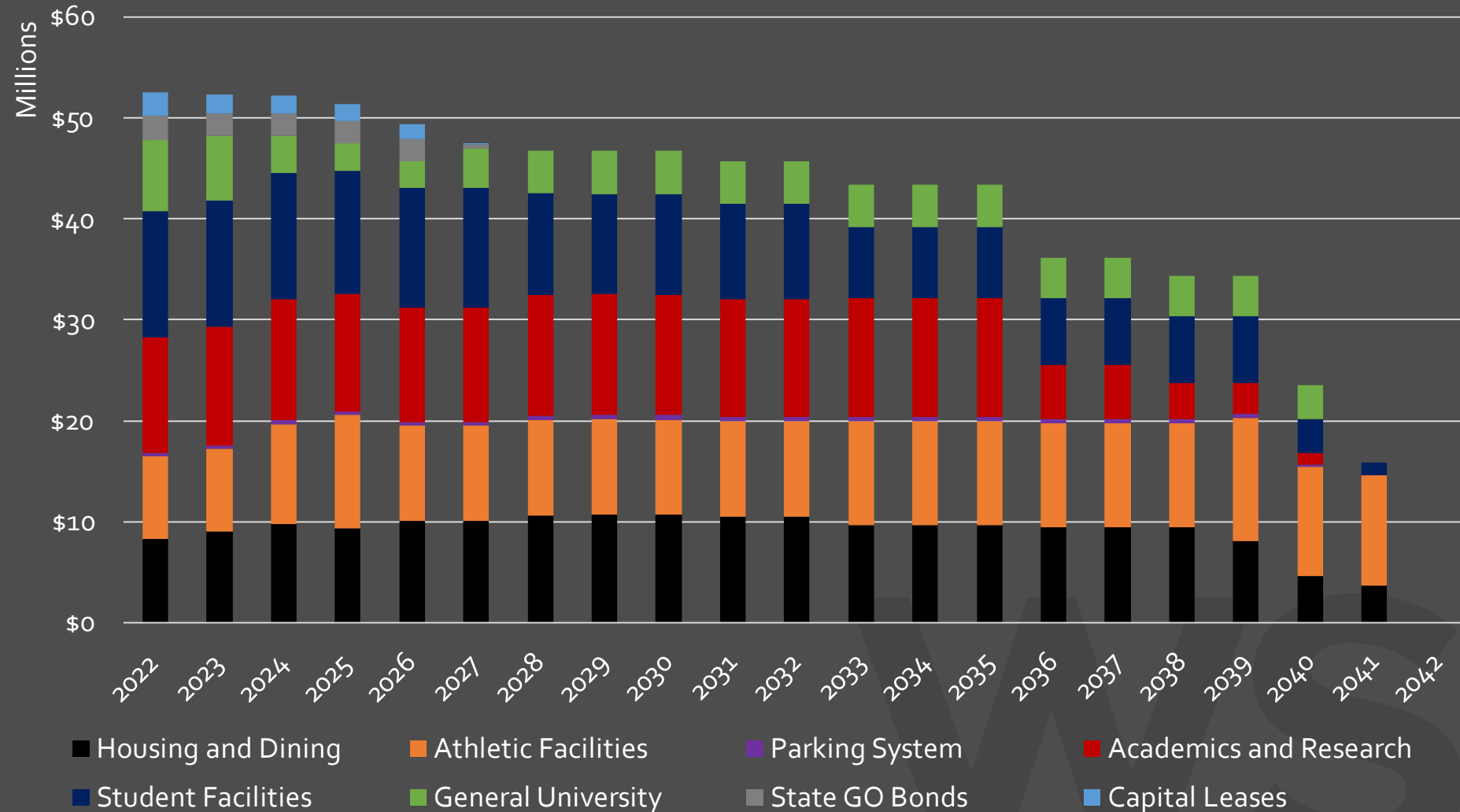
| Project                             | Fiscal Year | Debt Issued   |
|-------------------------------------|-------------|---------------|
| Digital Classroom Facilities        | 2015        | 47,430,000    |
| Spokane Teaching Health Center      | 2015        | 13,670,000    |
| Cultural House                      | 2015        | 13,800,000    |
| Washington Building Health Center   | 2015        | 6,000,000     |
| Police Department Building          | 2015        | 6,470,000     |
| Tri Cities Student Union Building   | 2016        | 3,660,000     |
| Renovation of Chinook Building      | 2016        | 27,320,000    |
| Enterprise Resource Planning System | 2019        | 31,325,000    |
| Baseball Clubhouse                  | 2020        | 3,544,000     |
| WSU Central                         | 2021        | 8,940,000     |
| Total:                              |             | \$162,159,000 |

WSU

# Outstanding Principal By Purpose



- Fiscal year 2022 annual debt service: \$52.5 million



# Bond Rating Update



WSSU



# Recent Rating Activities

- WSU utilizes both Moody's and S&P for bond rating services.
- On December 2, 2021 Moody's assigned a rating of **Aa3** (stable) to the University's General Revenue Refunding Bonds, 2022.
- On December 3, 2021 S&P assigned a rating of **A+** to WSU's General Revenue Refunding Bonds, 2022.

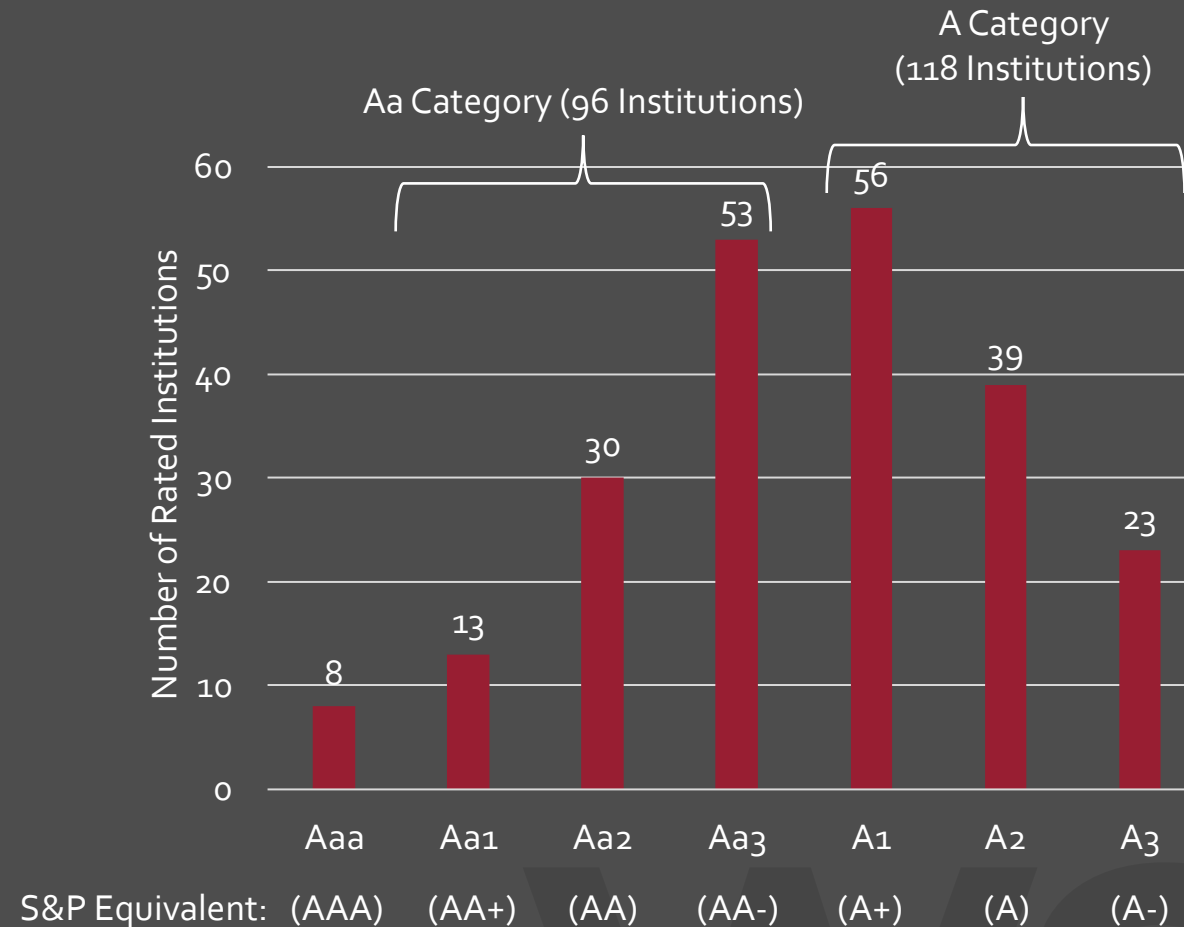
WSU



# Moody's Rating Distribution of Public Higher Education Institutions

| Moody's   | S&P  |
|---|--|
| Aaa   | AAA  |
| Aa1   | AA+  |
| Aa2   | AA   |
| Aa3  | AA-  |
| A1  | A+  |
| A2  | A  |
| A3  | A-   |

Both Moody's and S&P's ratings carry a stable outlook



# Appendix








Peers and benchmarking groups



# Benchmark Group - Peers

Median of peer institutions with similar enrollment, revenues, debt and bond rating

- Peers among the Top 25 Public Research Universities
  - North Carolina State University at Raleigh 
  - University of Delaware
  - Virginia Polytechnic Institute and State University 
  - University of Alabama
  - University of Kansas
  - University of Oregon
- Other Financial Peers
  - Iowa State University 
  - Oregon State University 
  - Colorado State University 
  - Kansas State University
  - Auburn University


# Benchmark Group – Moody's

Median of all public universities with a Moody's credit rating of Aa2 (30 total)

- Alamo Community College District
- Arizona State University
- Auburn University
- California State University
- City University of New York
- Clemson University
- Cuyahoga Community College District
- Florida State University
- Houston Community College System
- Iowa State University of Science & Technology
- Michigan State University
- Midwestern State University
- Mississippi Institutions of Higher Learning
- Nevada System of Higher Education
- State University of New York
- State University System of Florida
- Texas State University System
- University of Alabama at Birmingham
- University of Alabama
- University of Arizona
- University of Arkansas
- University of California
- University of Florida
- University of Houston System
- University of Kansas
- University of Kentucky
- University of Massachusetts
- University of North Texas System
- University of Oregon
- University of South Carolina

# Benchmark Group – Moody's

Median of all public universities with a Moody's credit rating of Aa3 (53 total)

- Appalachian State University
- Austin Community College District
- Ball State University
- Board of Regents of The University System of Georgia
- Boise State University
- Colorado Community College System
- Colorado State University
- Columbus State Community College
- Del Mar College District
- East Carolina University
- Florida Atlantic University
- Florida International University
- Georgia Institute of Technology
- Georgia State University
- Kansas State University
- Kent State University
- Miami University
- Montana State University
- Montgomery College
- New Mexico Military Institute
- Ohio University
- Oregon State University
- Pima County Community College District
- Rutgers, The State University of New Jersey
- San Jacinto Community College District
- State System of Higher Education
- Temple University
- Texas Woman's University
- University of Alabama in Huntsville
- University of Central Florida
- University of Cincinnati
- University of Georgia
- University of Hawaii
- University of Illinois
- University of Montana
- University of New Mexico
- University of North Carolina at Charlotte
- University of North Carolina at Greensboro
- University of North Carolina at Wilmington
- University of North Dakota
- University of Rhode Island
- University of South Florida
- University of Vermont & State Agricultural College
- University of Wyoming
- University System of New Hampshire
- Virginia Commonwealth University & Health System
- Washington State University 
- Wayne State University
- West Virginia Higher Education Policy Commission
- West Virginia University
- Western Carolina University
- Western Michigan University
- Wichita State University

# **ACTION ITEM #1**

## **2023-2025 Operating Budget Request (Colleen Kerr/Stacy Pearson)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** 2023-2025 State Operating Budget Request

**PROPOSED:** That the Board of Regents approve the initiation of the process to develop the state operating budget request, Decision Packages, for 2023-2025, including approval of established priorities as well as criteria for developing additional decision packages, and delegate authority to the President or designee to approve the final request and any adjustments that may be needed prior to the submission to the Office of Financial Management (OFM). The delegation of authority would be contingent upon the following: That the President or designee (1) meet with the Executive and Governance Committee in August 2022 to discuss the final operating budget request prior to submission, and (2) the final request as submitted to OFM is presented to the full Board of Regents as an information item at the September 2022 meeting.

**SUBMITTED BY:** Colleen Kerr, Vice President External Affairs & Government Relations/CLO  
Stacy Pearson, Vice President for Finance and Administration/CFO

**SUPPORTING INFORMATION:** The established priorities, as well as criteria for developing additional decision packages for the 2023-2025 operating budget request, are submitted to the Board of Regents for approval. The final operating budget request will be submitted to the OFM this fall in accordance with their instructions, which will be published later this spring.

WSU's priority in the biennial budget will be enhanced compensation for faculty, staff, and graduate students while continuing to work with the state budget office and the Legislature to improve the state's funding formula. WSU will also seek maintenance and operation funds for new state-funded facilities, including the new Life Sciences Building on the WSU Vancouver campus.

Additional decision packages submitted to OFM will be developed taking the following criteria into consideration:

- The state's policy priorities, which include climate, public health, equity, and employer need for high demand degrees (with consultation with the Provost and Executive Vice President);
- Strategic plans, including system, campus, college, and department;
- Engagement of stakeholders, meeting community and sector needs; and
- Multi-campus collaborations to expand the scope and geographic reach of support.



**BOARD OF REGENTS**  
State Operating Budget Request 2023-2025

**Resolution #220506-653**

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 established budget priorities, as well as the criteria for developing additional decision packages, for the 2023-2025 Operating Budget Request and delegate authority to the President or designee to approve the final request and any adjustments that may be needed prior to submission to the Office of Financial Management (OFM). This delegation of authority is contingent upon the following: That the President or designee (1) meet with the Executive and Governance Committee in August 2022 to discuss the final operating budget request prior to submission, and (2) the final request as submitted to the Office of Financial Management is presented to the full Board of Regents as an information item at the September 2022 meeting.

Dated this 6th day of May, 2022.

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Chair, Board of Regents

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Secretary, Board of Regents



WASHINGTON STATE UNIVERSITY

# **TIMELINE OVERVIEW:**

## **STATE OPERATING BUDGET “DECISION PACKAGES”**

Finance and Compliance Committee  
WSU Regents Meeting

APRIL 25, 2022

**Colleen Kerr, J.D.**

Chief Legislative Officer

Vice President for External Affairs  
& Government Relations

**Stacy Pearson**

Chief Financial Officer

Vice President for  
Finance & Administration

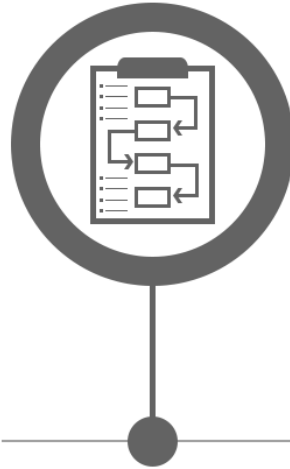


JANUARY

## LEGISLATIVE SESSION

Biennial: **105 Days**  
Supplemental: **60 Days**  
Special Sessions?

Legislative Session  
beginson the second  
Monday in January



APRIL/MAY

## INTERIM PLANNING

Budget request  
development, advocacy  
commences by summer

**WSU Timeline:**  
Information item to  
Board of Regents



AUGUST

## REQUESTS SUBMITTED

State budget  
office makes  
requests public

**WSU Timeline:**  
August approval by Exec.  
Committee; September  
information item to full board



DECEMBER

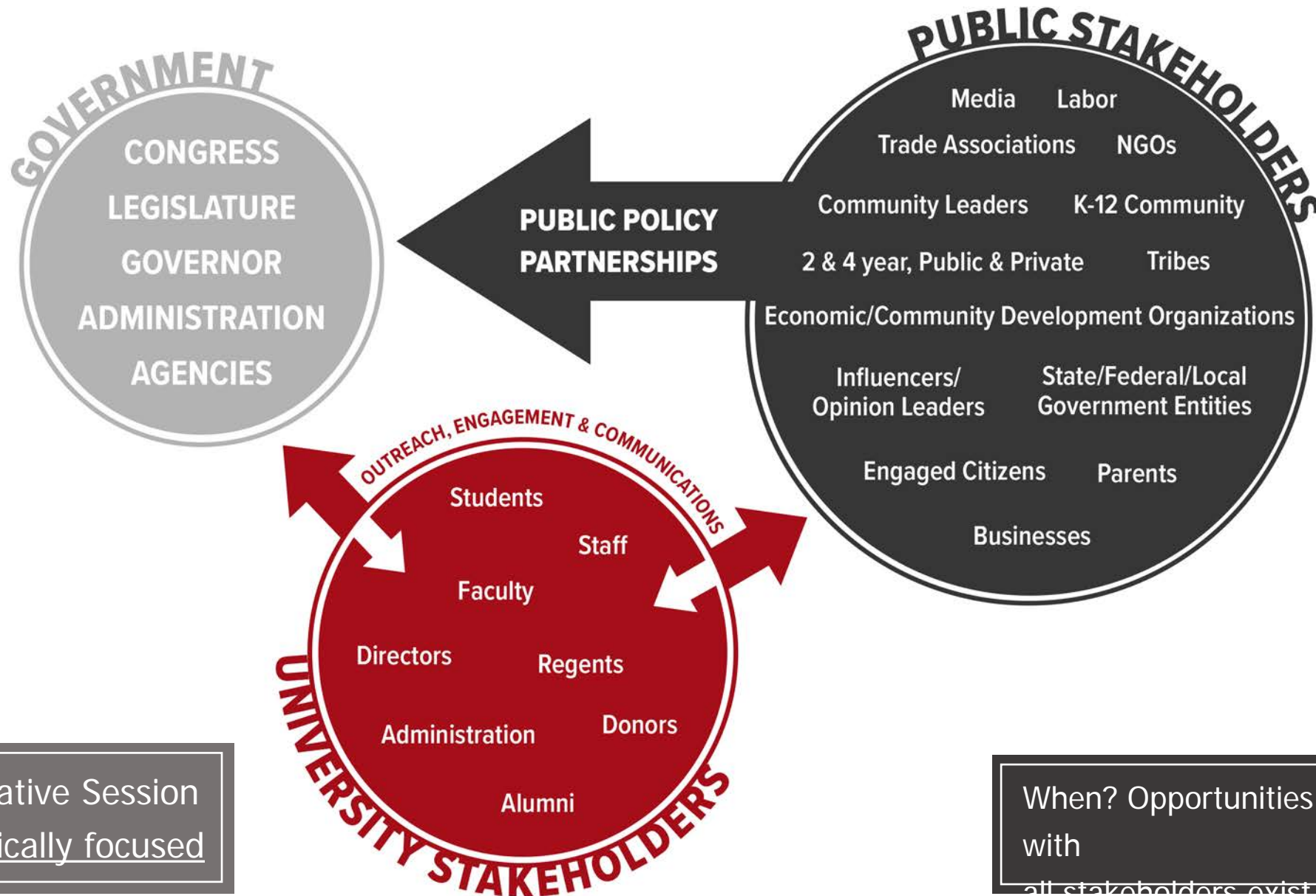
## GOVERNOR'S BUDGET

Released before  
Christmas, starts the  
legislative deliberation

**WSU Timeline:**  
Bills can be pre-filed  
beginning December 1st



# EXTERNAL AFFAIRS AND GOVERNMENT RELATIONS | COORDINATED STAKEHOLDER ENGAGEMENT MODEL



Legislative Session  
is tactically focused

When? Opportunities to engage  
with

all stakeholders exist year

## **ACTION ITEM #2**

**2023-2025 Capital Budget Request**  
(Stacy Pearson/Olivia Yang/Colleen Kerr)

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** 2023-2025 State Capital Budget Request

**PROPOSED:** That the Board of Regents approve the state capital budget request for 2023-2025 and delegate authority to the President or designee to approve the final request and any adjustments that may be needed prior to submission to the Office of Financial Management (OFM). The delegation of authority would be conditioned upon the following: That the President or designee (1) meet with the Executive and Governance Committee in August 2022 to discuss the final capital budget request prior to submission, and (2) the final request as submitted to OFM is presented to the full Board of Regents as an information item at the September 2022 meeting.

**SUBMITTED BY:** Stacy Pearson Vice President for Finance & Administration/CFO

**BACKGROUND INFORMATION:** The 2023-2025 State Capital Budget request is submitted for approval. This budget request was developed within the overall context of identifying and prioritizing projects that balance continued stewardship and renewal of existing facilities and infrastructure within a framework for responsible growth. The 2023-2025 request can be viewed in the context of the broader ten-year plan included as Attachment A.

Detailed information regarding the process, budget notes, and next steps are provided in Attachment B and are also found at [https://facilities.wsu.edu/facilities-services-capital-budget/](https://facilities.wsu.edu/facilities-services-capital/state-capital-budget/).

| 23-25                                |  |       |               | Next           |
|--------------------------------------|--|-------|---------------|----------------|
| Priority                             | Project  | Stage | Prior \$      | 2023-25        |
| 1                                    | Minor Capital Preservation (MCR)   | pool  | \$ -          | \$ 40,000,000  |
| 2                                    | Minor Capital Program (MCI & Omnibus Equip.)   | pool  | \$ -          | \$ 13,000,000  |
| 3                                    | Voiland College of Engineering & Architecture- New Engineering Facility & Infrastructure | D/C   | \$ -          | \$ 40,000,000  |
| 4                                    | Pullman Sciences Building  | D/C   | \$ 500,000    | \$ 22,000,000  |
| 5                                    | Spokane Biomedical and Health Sc Building Phil (SIM)                                     | D     | \$ 20,000,000 | \$ 7,000,000   |
| 6                                    | Knott Dairy Renovation   | D/C   | \$ -          | \$ 10,000,000  |
| 7                                    | Bustad Renovation (SIM for Vet Teaching Anatomy)   | D/C   | \$ -          | \$ 8,000,000   |
| 8                                    | Space Optimization (Remote Collection Storage)   | D/C   | \$ -          | \$ 10,000,000  |
| 9                                    | Clean Building Standard Energy Efficiency Improvements                                   | D/C   | \$ -          | \$ 5,000,000   |
| 2023-25 State Capital Budget Request |  |       |               | \$ 155,000,000 |

The 2023-2025 request can be thought of as three groupings of projects:

1. **Minor Works:** a group of projects (under \$2 million) for building preservation and renewal (MCR) and for program renewal (MCI).
2. **Sustained Investment:** a series of related projects that span several biennia to create surge space and eventual demolition and renovation of less-than-optimal buildings.

Examples of Sustained Investment in this request include:

- The Eastlick and Abelson projects create a surge for occupants of Heald Hall, which is slated for demolition in 2025-27 to make way for the new Science Building in 2027-29.
- A design and site prep request for Spokane, which follows the 2019-21 predesign and the currently-funded \$15 million renovation of the Phase 1 Building vacated by Eastern Washington University. This request provides for the design of a \$60 million clinical education building and the demolition of two smaller buildings on the Spokane campus. We anticipate a future request for construction. There is also discussion around an operating partnership for clinical education, which may provide private capital support.

3. **Standalone:** projects which can be either thematic (i.e., system-wide pedagogical or research initiatives) or scoped to meet program and/or deferred maintenance needs. Standalone projects may have the potential to enable future phases but are not critical to future phases. Examples include:

- The VCEA student success project is a standalone request and will be augmented by \$40 million of philanthropic funds. This project will allow the demolition of Dana Hall in a future request.
- The Bustad project takes advantage of space vacated when WADDL moved to Global Animal Phase 2 and offers an opportunity to expand the CVM simulation education

program. This project also assists as a surge for Heald by vacating space in Eastlick and Abelson.

- The Knott Dairy is standalone but may offer options for private funding through philanthropy or industry support.
- The clean building standard request is intended to meet the state requirements related to energy performance and efficiency for all buildings greater than 50,000 square feet. While this request will provide compliance for one building, we expect a need for ongoing investment to bring all buildings system-wide into compliance. Lack of compliance may result in fines assessed by the State.
- In support of the Pullman Strategic Plan, the space optimization request is intended to provide remote storage for library collections, research, and archeological artifacts to free up space in existing buildings for new programmatic initiatives. We anticipate future requests for the expansion of remote storage or consolidation and display of various academic collections.

ATTACHMENTS: Attachment A – 2023-2025 Capital Budget – 10 Year Plan  
Attachment B – Memo to University Leadership

**BOARD OF REGENTS**  
2023-2025 State Capital Budget Request

**Resolution #220506-654**

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 2023-2025 Capital Budget Request and delegate authority to the President or designee to approve the final request and any adjustments that may be needed prior to submission to the Office of Financial Management (OFM). This delegation of authority is conditioned upon the following: That the President or designee (1) meet with the Executive and Governance Committee in August 2022 to discuss the final capital budget request prior to submission, and (2) the final request as submitted to the Office of Financial Management is presented to the full Board of Regents as an information item at the September 2022 meeting.

Dated this 6th day of May, 2022.

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Chair, Board of Regents

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Secretary, Board of Regents



**WASHINGTON STATE UNIVERSITY**  
**2023-25 State Capital Budget Funding Request and Associated 10 Year Plan**

| 23-25                                       |   |       |               | Next                  | 10 Yr Plan            |                       |                       |                       |
|---|---|-------|---------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Priority                                    | Project   | Stage | Prior \$      | 2023-25               | 2025-27               | 2027-29               | 2029-31               | 2031-33               |
| 1   | Minor Capital Preservation (MCR)  | pool  | \$ -          | \$ 40,000,000         | \$ 40,000,000         | \$ 40,000,000         | \$ 40,000,000         | \$ 40,000,000         |
| 2   | Minor Capital Program (MCI & Omnibus Equip.)  | pool  | \$ -          | \$ 13,000,000         | \$ 15,000,000         | \$ 15,000,000         | \$ 15,000,000         | \$ 15,000,000         |
| 3   | Voilland College of Engineering & Architecture- New Engineering Facility & Infrastructure | D/C   | \$ -          | \$ 40,000,000         | \$ 10,000,000         | \$ -                  | \$ -                  | \$ -                  |
| 4   | Pullman Sciences Building   | D/C   | \$ 500,000    | \$ 22,000,000         | \$ 20,000,000         | \$ 50,000,000         | \$ -                  | \$ -                  |
| 5   | Spokane Biomedical and Health Sc Building PhII (SIM)                                      | D     | \$ 20,000,000 | \$ 7,000,000          | \$ 30,000,000         | \$ -                  | \$ -                  | \$ -                  |
| 6   | Knott Dairy Renovation  | D/C   | \$ -          | \$ 10,000,000         | \$ 10,000,000         | \$ -                  | \$ -                  | \$ -                  |
| 7   | Bustad Renovation (SIM for Vet Teaching Anatomy)  | D/C   | \$ -          | \$ 8,000,000          | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| 8   | Space Optimization (Remote Collection Storage)  | D/C   | \$ -          | \$ 10,000,000         | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| 9   | Clean Building Standard Energy Efficiency Improvements                                    | D/C   | \$ -          | \$ 5,000,000          | \$ 10,000,000         | \$ 5,000,000          | \$ 5,000,000          | \$ 5,000,000          |
| <b>2023-25 State Capital Budget Request</b> |   |       |               | <b>\$ 155,000,000</b> |                       |                       |                       |                       |
| <b>10 Yr Plan</b>                           |   |       |               |                       |                       |                       |                       |                       |
| 10  | System-wide Infrastructure  |       | \$ -          | \$ -                  | \$ 5,000,000          | \$ 5,000,000          | \$ 10,000,000         | \$ 10,000,000         |
| 11  | Fulmer Complex Renovations  |       | \$ -          | \$ -                  | \$ 10,000,000         | \$ 15,000,000         | \$ 30,000,000         | \$ 30,000,000         |
| 12  | System-wide Learning Renovations (GUC/Teaching)   |       | \$ -          | \$ -                  | \$ 5,000,000          | \$ -                  | \$ -                  | \$ 5,000,000          |
| 13  | Voilland College of Engineering & Architecture New Engineering Lab Facility               |       | \$ -          | \$ -                  | \$ -                  | \$ 5,000,000          | \$ 30,000,000         | \$ -                  |
| 14  | System-wide Building Systems  |       | \$ -          | \$ -                  | \$ -                  | \$ 7,000,000          | \$ 10,000,000         | \$ 10,000,000         |
| 15  | Spokane Clinical Education Building   |       | \$ -          | \$ -                  | \$ -                  | \$ 6,000,000          | \$ 5,000,000          | \$ 25,000,000         |
| 16  | Pullman Student Success   |       | \$ -          | \$ -                  | \$ -                  | \$ 7,000,000          | \$ -                  | \$ -                  |
| 17  | Ag Ed Facility  |       | \$ -          | \$ -                  | \$ -                  | \$ -                  | \$ 10,000,000         | \$ -                  |
| 18  | Wegner Hall Renovation  |       | \$ -          | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ 10,000,000         |
| 19  | Murrow Hall Renovation  |       | \$ -          | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ 5,000,000          |
|   |   |       |               | <b>\$ 155,000,000</b> | <b>\$ 155,000,000</b> | <b>\$ 155,000,000</b> | <b>\$ 155,000,000</b> | <b>\$ 155,000,000</b> |

**Notes on Sustained Projects**

**3 VCEA New Student Success Facility & Infrastructure**

Construct new facility 23-25 (donor matching)  
 Demo Dana Hall

**4 Pullman Sciences Building**

Eastlick / Abelson Renovation 23-25  
 Heald Demo / Design 25-27  
 Construct new facility 27-29

**5 Spokane Biomedical and Health Sc Building PhII (SIM)**

Demo Site 23-25  
 Construct new facility 25-27

**11 Fulmer Complex Renovations**

Renovate Fulmer Synthesis Bldg 25-27  
 Renovate Fulmer Synthesis Bldg / Design Fulmer Reno 27-29  
 Fulmer Renovation 29-31 / 31-33

**13 Voilland College of Engineering & Architecture - New Engineering Lab Facility**

Design 27-29  
 Construct new facility 29-31

**19 Spokane Clinical Education Building**

Demo Site 27-29  
 Design 29-31  
 Construct new facility 31-33



**WASHINGTON STATE**  
UNIVERSITY

**MEMORANDUM**

To: Vice Presidents, Chancellors, Deans, Faculty Senate Executive Committee, and APAC Leadership

From: Elizabeth S. Chilton, Provost and Executive Vice President  
Stacy Pearson, Vice President for Finance and Administration and Chief Financial Officer  
Colleen Kerr, Vice President for External Affairs and Governmental Relations

Subject: 2023-2025 State Capital Budget Request

Date: April 7, 2022

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We are pleased to share the attached 2023-25 State Capital Budget request for Washington State University (WSU). For your convenience, information regarding the process, budget notes, and next steps are provided below. This information can also be found at <https://facilities.wsu.edu/facilities-services-capital/state-capital-budget/>.

**Process**

1. Initiated “Call for Needs” in September 2021. (The larger capital needs and MCI/Omnibus equipment needs were collected separately in December 2021 via Qualtrics.)
2. Facilities Services assembled a prioritization committee consisting of representatives from Academic Outreach and Innovation, Facilities Services, Information Technology Services, Office of Research, Provost’s Office, and WSU Tri-Cities’ Chancellor Office (representing system-wide campuses). The committee reviewed and prioritized all submissions. Please refer to the WSU Capital Budget Planning Process document for a detailed description of the criteria used at <https://facilities.wsu.edu/facilities-services-capital/state-capital-budget/>.
3. The prioritization committee met regularly to review each submitted need and developed scoring for each of the primary categories. Scores ranged from 0 (not meeting any criteria) to 10 (meeting all criteria) based on committee consensus. An overall programmatic score was based on equal weighting from the three primary categories (learning, research, and service). Similarly, an overall operational efficiency score was based on equal weighting from the three primary categories (risk mitigation, space optimization, and deferred maintenance/infrastructure investment). Additional scoring was assigned based on the “College/Dean Ranking.”

4. Submitted needs were grouped into themes to aid discussion, comparison, and tracking. Those themes were both Programmatic and Operational. During the discussion, consideration was given to the size of the student community served by the project, the impact felt throughout WSU and the community at large, domino planning (renovations/relocations necessary to enable future opportunities), and projects that combined learning and research space.
5. We met with Facilities Services to review recommendations from the prioritization process. The scoring results informed the capital budget planning decisions, but did not dictate them. Other factors, such as donor commitments and state priorities, were also considered. The final decision was made by the President in consultation with the Provost and Executive Vice President, the Vice President for Finance and Administration, and the Vice President for External Affairs and Governmental Relations.
6. To ensure transparency, meetings with university leadership groups (System Leadership Council, Deans' Council, Faculty Senate Executive Leadership, APAC leadership, etc.) are being scheduled over the next month by Facilities Services to discuss the 2023-2025 capital budget request and the process we use to assemble that request. Your feedback is critical to help us refine and enhance future capital budget development.

### **Budget Notes:**

This 2023 state capital budget request is the second iteration of our continuing efforts to refine the alignment of capital investment with capital asset needs. This process includes refining internal processes and regular check-in with State stakeholders.

Some of the guiding principles from the 2021-23 request that carried forward from the previous effort include:

1. Align the total request with the likely total funded by the State to preserve our ability to manage our priorities
2. Place equal emphasis on support of high priority programmatic needs with the need to address facility conditions.
3. Fully explore opportunities in OFM guidelines for funding categories beyond the traditional major and minor capital categories. In 2021-23 we began requesting infrastructure projects and "mini-majors" (projects between \$2-10M).

The 2023-25 request also includes:

1. A first attempt at leveraging non-state funds, which is philanthropic funds for this request.

2. In order to meet as many needs as possible, while staying within the total request amount, an increased number of Standalone or “mini-major” projects.
3. A "no net new" approach to space optimization as a way to reduce the deferred maintenance backlog. Facilities Services is starting a sequence of interrelated and phased moves to renovate existing buildings which will also act as a surge for occupants of buildings planned for demolition or renovation.
4. The combination of the mini-majors that are interrelated and sequenced projects creates a general category of "sustained investment" group of projects.

The 2023-25 request, therefore can be thought of as three groupings of projects:

1. Minor Works: a group of projects (under \$2 million) for building preservation and renewal (MCR) and for program renewal (MCI).
2. Sustained Investment: a series of related projects which span several biennia to create surge space and eventual demolition and renovation of less than optimal buildings. Examples in the 2023-25 request include:
  - The Eastlick and Abelson projects, which create a surge for occupants of Heald Hall, slated for demolition in 2025-27 to make way for the new Science Building in 2027-29.
  - A design and site prep request for Spokane, which follows the 2019-21 predesign and the currently-funded \$15 million renovation of the Phase 1 Building vacated by Eastern Washington University. This request will provide for the design of a \$60 million clinical education building and the demolition of two smaller buildings on the Spokane campus. A future request for construction is anticipated. There is also discussion around an operating partnership for clinical education, which may provide private capital support.
3. Standalone: projects which can be either thematic (i.e., system-wide pedagogical or research initiatives) or scoped to meet program and/or deferred maintenance needs. Standalone projects may have the potential to enable future phases but are not critical to future phases. Examples include:
  - The VCEA student success project is a standalone request and will be augmented by \$40 million of philanthropic funds. This project will allow the demolition of Dana Hall in a future request.
  - The Bustad project takes advantage of space vacated when WADDL moved to Global Animal Phase 2 and offers an opportunity to expand the CVM simulation education program. This project also assists as a surge for Heald by vacating space in Eastlick and Abelson.

- The Knott Dairy is standalone but may offer options for private funding through philanthropy or industry support.
- The clean building standard request is intended to meet the state requirements for all buildings greater than 50,000 square feet in terms of energy performance and efficiency. While this request will provide compliance for one building, we expect that ongoing investment will be needed to bring all buildings system-wide into compliance. Lack of compliance may mean that fines will be assessed by the State.
- In support of the Pullman strategic plan, the space optimization request is intended to provide remote collections storage facility for library collections, research, and archeological artifacts currently located in Pullman core campus to free up space in existing buildings for new programmatic initiatives. We anticipate that while this request will design and construct or renovate a facility, we expect that there will be future requests for the expansion of remote storage or consolidation and display of various academic collections.

As part of any capital budget request, the State asks for a ten-year plan. This ten-year plan identifies those Sustained Investment stream of projects and future Standalone projects. The focus is not just on the specific projects identified (given that capital priorities will evolve over the next ten years) but also on the critical linkages across several biennia among the Sustained Investment projects and the opportunity for thematic Standalone projects across the system (i.e. projects in support of student success, teaching, or research).

### **Next Steps**

1. Presentations to various leadership groups system-wide and then to the WSU System President for approval.
2. Present to the Board of Regents during the May 2022 meeting for consideration and final approval during the June 2022 meeting
3. Submittal to Office of Financial Management in August 2022 for scoring
4. Submittal to the Office of Financial Management in September 2022 as part of WSU's operating and capital budget request

## **ACTION ITEM #3**

### **Academic Year 2022-2023 Tuition Rates (Stacy Pearson)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Academic Year 2022-2023 Tuition Rates

**PROPOSED:** That the Washington State University Board of Regents set tuition rates for academic year 2022-2023.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO

**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. This index has been between 2.2% -2.8% over the last five years, and the actual tuition rate increases for WSU have averaged 2.3% over that same time period. The maximum increase permissible for AY 2022-2023 will be released by OFM later this spring.

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.

WSU is proposing a tuition increase of 2.5 percent, for the 2022-2023 academic year for resident and non-resident undergraduate and graduate students. If the maximum rate allowed by OFM is less than 2.5% the lower rate will be proposed for these same categories of students. The maximum 2.5 percent increase is \$261 / \$302 per year for Washington resident undergraduate and graduate students respectively, or \$131/ \$151 per semester. Nonresidents will pay approximately \$650 more annually.

Tuition and state appropriations are the two primary funding sources for the University operating budget. Washington State does not increase appropriations for inflation, so WSU does not get any new

funding from the state to offset rising costs due to inflation. Additionally, enrollments are expected to decline again next fall for the third consecutive year. Budget reductions will continue into FY-23 to offset the decline in tuition revenue. A modest inflationary increase in the tuition rate, as allowed by the state, will help stabilize the operating budget as we work to increase total enrollments over the coming years.

Measures that will help students manage cost include the Washington College Grant (WCG) program that guarantees financial assistance for eligible undergraduate resident students. Award amounts vary based on income and family size, and the maximum award covers full tuition. The recently enacted state budget expanded the WCG program and included \$150 million of funding for a new low-interest loan program. In addition, recent federal legislation will increase the maximum Pell grant for the 2022-23 academic year by 6.2% (\$400).

Rate increase recommendations for professional and self-sustaining programs range from 1.7 – 5 percent. The current full-time annual tuition rates for 2021-2022 are shown below along with proposed changes for academic year 2022-2023.

| <b>Tuition Rates</b>                        | <b>Current</b> | <b>Proposed</b> | <b>Change</b> | <b>%Change</b> |
|---|----------------|-----------------|---------------|----------------|
| Undergraduate Resident (Attachment A)       | \$10,457       | \$10,718        | \$261         | 2.5%           |
| Undergraduate Non-Resident                  | \$25,773       | \$26,417        | \$644         | 2.5%           |
| Undergraduate Resident Global Campus        | \$10,457       | \$10,718        | \$261         | 2.5%           |
| Undergraduate Non-Resident Global Campus    | \$11,699       | \$11,991        | \$292         | 2.5%           |
|   |                |                 |               |                |
| Graduate Resident (Attachment B)            | \$12,076       | \$12,378        | \$302         | 2.5%           |
| Graduate Non-Resident                       | \$26,526       | \$27,189        | \$663         | 2.5%           |
| Graduate Resident Global Campus             | \$12,076       | \$12,378        | \$302         | 2.5%           |
| Graduate Non-Resident Global Campus         | \$12,076       | \$12,378        | \$302         | 2.5%           |
|   |                |                 |               |                |
| Master of Nursing Resident                  | \$17,234       | \$17,234        | \$0           | 0.0%           |
| Master of Nursing Non-Resident              | \$32,256       | \$32,256        | \$0           | 0.0%           |
|   |                |                 |               |                |
| PharmD Resident (Attachment C)              | \$23,990       | \$24,878        | \$888         | 3.7%           |
| PharmD Non-Resident                         | \$40,644       | \$42,148        | \$1,504       | 3.7%           |
|   |                |                 |               |                |
|   |                |                 |               |                |
| DVM Resident (Attachment D)                 | \$25,744       | \$26,774        | \$1,030       | 4.0%           |
| DVM Non-Resident                            | \$61,156       | \$62,378        | \$1,222       | 2.0%           |
| DVM 4th Year Resident                       | \$36,900       | \$38,376        | \$1,030       | 2.8%           |
| DVM 4th Year Non-Resident                   | \$72,312       | \$73,980        | \$1,222       | 1.7%           |
|   |                |                 |               |                |
| ESF College of Medicine Resident            | \$39,508       | \$39,508        | \$0           | 0.0%           |
|   |                |                 |               |                |
| Masters in Athletic Training – Resident     | \$13,074       | \$13,074        | \$0           | 0.0%           |
| Masters in Athletic Training – Non-Resident | \$26,506       | \$26,506        | \$0           | 0.0%           |

The Regents approved a new self-sustaining online Masters of Engineering in Civil Engineering (Attachment E) program in May of 2021. The program will enroll its first students in Spring 2023. The per-credit tuition rate proposed for this program is shown below.

| <b>Tuition Rates</b>                | <b>Current</b> | <b>Proposed</b> | <b>Change</b> | <b>%Change</b> |
|-------------------------------------|----------------|-----------------|---------------|----------------|
| Online Masters of Civil Engineering | N/A            | \$866           | N/A           | N/A            |

The Engineering and Technology Management (Attachment F) and MBA (Attachment G) programs are self-sustaining programs and, as such, charge a per credit hour tuition rate. The MBA program proposes a new differential rate for military students in the Executive MBA (EMBA) program. The current per credit rates for 2021-2022 are shown below, along with the proposed rates for academic year 2022-2023.



|   |                |                 |               |                |
|---|----------------|-----------------|---------------|----------------|
| <b>Engineering and Technology Management<br/>(Attachment F)</b> |                |                 |               |                |
| <b>Tuition Rates</b>  | <b>Current</b> | <b>Proposed</b> | <b>Change</b> | <b>%Change</b> |
| Standard  | \$1,375        | \$1,237         | -\$138        | -10%           |
| Military  | \$825          | \$866           | \$41          | 5%             |
| WA Government Employee  | \$825          | \$866           | \$41          | 5%             |
| Student and Affiliate   | \$825          | \$866           | \$41          | 5%             |
| <b>MBA (Attachment G)</b>                                       |                |                 |               |                |
| <b>Tuition Rates</b>  | <b>Current</b> | <b>Proposed</b> | <b>Change</b> | <b>%Change</b> |
| OMBA  | \$855          | \$876           | \$21          | 2.5%           |
| OMBA Military Rate  | \$750          | \$769           | \$19          | 2.5%           |
| EMBA  | \$1,296        | \$1,328         | \$32          | 2.5%           |
| EMBA Military Rate  | N/A            | \$1,169         | N/A           | N/A            |

ATTACHMENTS:

- Attachment A - Undergraduate Tuition Rate Supporting Documents
- Attachment B - Graduate Tuition Rate Supporting Documents
- Attachment C - Pharmacy PhD Tuition Rate Supporting Documents
- Attachment D - DVM Tuition Rate Supporting Documents
- Attachment E - Online Masters of Engineering in Civil Engineering  
Tuition Rate Supporting Documents
- Attachment F - Engineering & Technology Management Tuition  
Rate Supporting Documents
- Attachment G - MBA Tuition Rate Supporting Document

# Attachment A - Undergraduate Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request **DRAFT**

Fee name: Undergraduate Tuition

|                        | Resident                      | Non-Resident                              |
|------------------------|-------------------------------|---|
| Current Rate (Annual)  | \$10,457 (on campus & online) | \$25,773 (on campus)<br>\$11,699 (online) |
| Proposed Rate (Annual) | \$10,718 (on campus & online) | \$26,417 (on campus)<br>\$11,991 (online) |
| \$ Increase            | \$261                         | \$644 (on campus)<br>\$292 (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.

The stated rates 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 two primary 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, minimum wage, compensation, self-insurance, and state central services are funded in part through tuition increases. The proposed 2.5% increase balances the necessity to keep pace with rising costs while protecting the interest of students and families by keeping costs as low as possible.

Enrollment declines are expected this fall for the third consecutive year. This trend is especially concerning due to the decline in birth rates after the great recession that some predict will reduce the number of college age students after 2025 by 15% nationwide. Budget cuts will continue into FY-23 in order to offset the sustained decline in tuition revenue. Without a rate increase the cuts would need to increase in order to balance the FY-23 budget.

If the proposed increase of 2.5% is greater than the maximum rate allowed by the Office of Financial Management for resident undergraduates, the lower rate will be adopted for all resident and non-resident undergraduates.

The Washington College Grant Program guarantees financial assistance for eligible resident undergraduate students. Award amounts vary based on income and family size, the maximum award covers full tuition for the neediest students. Recent federal legislation increased the maximum PELL grant for the 2022-2023 academic year by \$400.

## Tuition and Fee Rate Increase Request

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

The proposed resident undergraduate rate would be just under the 2014-15 rate. Resident undergraduate rates decreased 5% in 2015-16, and another 10% in 2016-17. Since then, annual inflationary increases of between 2.0% - 2.5% have occurred.

The non-resident undergraduate rate for on campus students remained flat from 2013-14 through 2018-19. The non-resident undergraduate rate has increased by the same percentage as the undergraduate resident rate since AY 2019-20. 2.4% for AY 2019-20 and 2.5% for AY 2020-21 and AY 2021-22.

The online non-resident undergraduate rate was reduced in AY 2013-14 so that resident and non-resident rates were the same for Global Campus. The rate remained flat through AY 2018-19. The online non-resident undergraduate rate has increased by the same percentage as the undergraduate resident rate since AY 2019-20. 2.4% for AY 2019-20 and 2.5% for AY 2020-21 and AY 2021-22.

Alternatives Considered:

Not raising the rates was considered, but for reasons described in the justification section it was considered not prudent to further constrain revenues in light of expected enrollment declines and cost increases.

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

Student feedback will be made available to the Regents prior to voting on this proposal.

Please Attach Any Supporting Documents **Need to Insert Letter from SGC for tuition rate increase feed back after presentation on 4/22/2022**

# Attachment B - Graduate Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

Fee name: Graduate Tuition

|                        | Resident | Non-Resident                              |
|------------------------|----------|---|
| Current Rate (Annual)  | \$12,076 | \$26,526 (on campus)<br>\$12,076 (online) |
| Proposed Rate (Annual) | \$12,378 | \$27,189 (on campus)<br>\$12,378 (online) |
| \$ Increase            | \$302    | \$663 (on campus)<br>\$302 (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?):*

Graduate students in all programs except Medicine, Nursing, Pharmacy, Veterinary Medicine, Athletic Training, or any self-sustaining graduate programs.

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 two primary 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, minimum wage, compensation, self-insurance, and state central services are funded in part through tuition increases. The proposed 2.5% increase balances the necessity to keep pace with rising costs while protecting the interest of students and families by keeping costs as low as possible.

Enrollment declines are expected this fall for the third consecutive year. This trend is especially concerning due to the decline in birth rates after the great recession that some predict will reduce the number of college age students after 2025 by 15% nationwide. Budget cuts will continue into FY-23 in order to offset the sustained decline in tuition revenue. Without a rate increase the cuts would need to increase in order to balance the FY-23 budget.

If the proposed increase of 2.5% is greater than the maximum rate allowed by the Office of Financial Management for resident undergraduates, the lower rate will be adopted for all resident and non-resident graduates.

## Tuition and Fee Rate Increase Request

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

|  |
|--|
| Graduate rates were frozen for six years from AY 2013-14 through AY 2018-19. The graduate rates have increased by the same percentage as the undergraduate resident rate since AY 2019-20. 2.4% for AY 2019-20 and 2.5% for AY 2020-21 and AY 2021-22. |
|--|

|                          |
|--------------------------|
| Alternatives Considered: |
|--------------------------|

|  |
|--|
| Not raising the rate was considered, but for reasons described in the justification section it was considered not prudent to further constrain revenues in light of expected enrollment declines and cost increases. |
|--|

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

|  |
|--|
| Student feedback will be made available to the Regents prior to voting on this proposal. |
|--|

Please Attach Any Supporting Documents

# Attachment C - Pharmacy PhD Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

Fee name: Doctor of Pharmacy Tuition

|                        | Resident | Non-Resident |
|------------------------|----------|--------------|
| Current Rate (Annual)  | 23990    | 40644        |
| Proposed Rate (Annual) | 24878    | 42148        |
| \$ Increase            | 888      | 1504         |
| % Increase             | 3.7%     | 3.7%         |

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

Annual tuition paid by doctor of pharmacy students in Spokane and Yakima in the College of Pharmacy and Pharmaceutical Sciences (CPPS)

Justification for the increase / consequence for not increasing :

Historically we have had a process of no tuition increases for a long period and then one or two big jumps in tuition. We now realize that this is more disruptive to our students than a nominal increase every year. We have listened to our students and our other community stakeholders and we are changing our approach. The costs for educating our students, due to inflation, regulatory requirements, and accreditation demands for course and experiential delivery, are increasing at higher rates than we can cover. Increasing our tuition by 3.7% helps but does not cover the costs that we have had to absorb. Although we are constantly looking for opportunities to reduce expenses and increase efficiencies, providing a quality education to our students is our priority.

## Tuition and Fee Rate Increase Request

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

Our previous tuition increases were implemented in AY20-21 and AY18-19. In both years, we increased tuition by \$2,000, which represented an increase of approximately 10% for residents and 5% for non-residents. Both increases raised our tuition but we are still well below tuition and fee costs at University of Washington and Oregon State University, our two nearest public options. Students reacted very poorly to such large, nearly back-to-back increases. We are requesting a 3.7% increase in resident and non-resident tuition in AY22-23. This will bring our resident and non-resident tuition to \$24,878 and \$42,148, respectively. For comparison, the University of Washington School of Pharmacy charged \$33,186 and \$55,451 and the Oregon State University College of Pharmacy charged \$25,992 and \$42,444 for resident and non-resident tuition in AY21-22. In addition, both schools charge higher mandatory fees than CPPS, and OSU charges a higher rate of tuition in the 4th professional year (resident, \$31,768; non-resident \$51,876). After implementation of the requested 3.7% tuition increase the total cost (tuition + fees) of a PharmD degree at WSU will be \$103,281 (resident) and \$172,588 (4 years of non-resident) in AY22-23. These numbers continue to be substantially less than the UW (\$137,340/\$226,400) and OSU (\$117,608/\$187,072). We will remain a quality program that is affordable to our students. Exhibit A attached provides a chart and graphical depiction of the numbers described here.

### Alternatives Considered:

We are currently unable to increase enrollment as we are in the midst of a nationwide decline in applicant numbers for pharmacy school. Expansion of our enrollment is not a viable option at this time and it is unlikely that we will return to the enrollment numbers that we had in the recent past. We are exploring other revenue streams and have proposed the creation of an undergraduate program in pharmaceutical and medical sciences that would begin taking students in Fall 2023. We are also working to stabilize our enrollment and improve the quality of students we accept in our program, and we have entered into articulation agreements with regional institutions and specific units on the Pullman campus, including Murrow College of Communication, Voiland College of Engineering and Architecture, Carson College of Business, Honors College, College of Arts and Sciences, and the College of Veterinary Medicine.

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

We have been discussing the need to increase tuition and national trends with our faculty, executive council in the college, dean's external advisory council, professional student advisory council, and other strategic partners in the 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. Several other schools of pharmacy are struggling with enrollment numbers and accreditation, and/or have closed their extension sites. Our stakeholders believe in our commitment to balance our enrollment with an innovative curriculum, and graduate the best possible pharmacists who will be well prepared for and sought after by employers. We have a highly engaged group of alumni and supporters who contribute scholarship funds to benefit our doctor of pharmacy students. These funds have historically made a significant

## Tuition and Fee Rate Increase Request

impact by helping to defray the cost of tuition. The students are never excited about tuition increases but they understand that small increases are expected and justifiable, simply to keep pace with inflation. In general, students understand the unique opportunities that we are providing them, the importance of being able to differentiate themselves and improve their marketability when they reach the employment pool, and that we offer exceptional student support. The Dean met with the Pharmacy Student Advisor Council on March 3 to discuss the increase request and share his intentions on what the new funding will provide. Following that meeting a letter was sent to the full doctor of Pharmacy student body providing the same information and confirming the Town hall on March 8 to meet with the dean and discuss the increase. A copy of the letter is attached for reference.

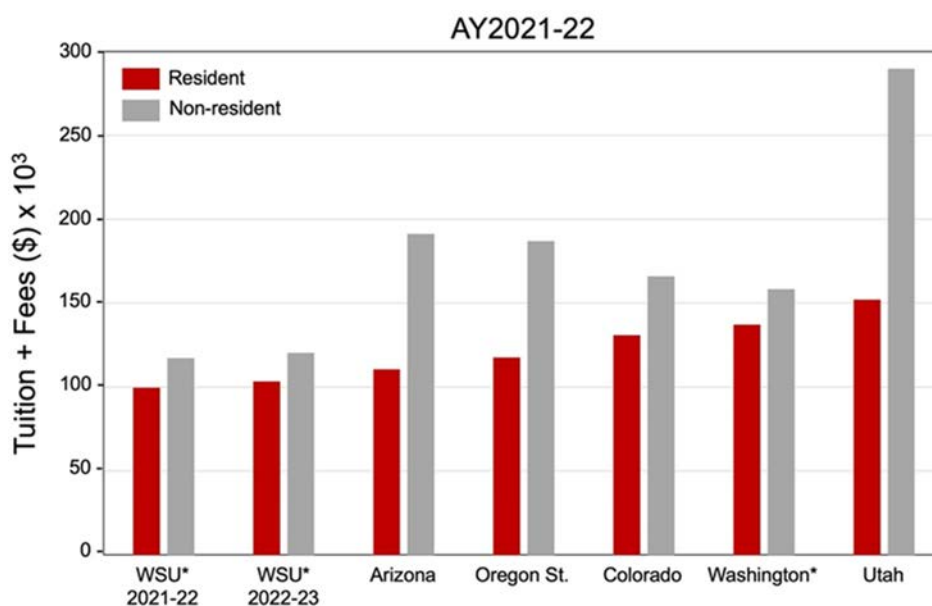
Discussions at both the PSAC meeting and the Town Hall were very similar. No students were thrilled with the knowledge of a pending increase but the students did understand that tuition increases were expected to occur during their four year program. All students were in agreement that the additional support the funds would provide was necessary. The students also recognize that we are still the best value for a doctor of Pharmacy degree in the region and throughout the PAC-12. The tuition increase supports the college's mission to provide the best student experience through enhanced student support, continued curricular innovation, and experiential opportunities that produce a highly marketable graduate.

Please Attach Any Supporting Documents



## Exhibit A

Data in the table and graph below represent the cost (tuition plus fees) of a four-year pharmacy education at the indicated institutions. These data confirm that WSU represents the best value for pharmacy education in the conference, by far, both before and after this tuition increase.



| Institution  | Resident    | Non-resident |
|--------------|-------------|--------------|
| WSU* (21/22) | \$99,596.00 | \$117,310.00 |
| WSU* (22/23) | 103,281.00  | 120,496.00   |
| Arizona      | 110,640.00  | 191,376.00   |
| OSU          | 117,608.00  | 187,072.00   |
| Colorado     | 130,912.00  | 166,092.00   |
| UW*          | 137,340.00  | 158,456.00   |
| Utah         | 152,172.00  | 289,738.00   |

\*Non-resident tuition at WSU and UW assumes one year at the non-resident rate and three years at the resident rate.

Rates shown for all other universities (not WSU) are based on academic year 2021-22 because the extent of tuition increases for academic year 2022-23 at other universities is unknown.

USC is not included in the comparison because annual tuition for pharmacy school at USC is \$65,835 and the four-year cost is \$263,340 for all students.

March 1, 2022

Dear Student Representatives,

I am meeting with you today to share a proposal that is under consideration by the college to increase resident and non-resident tuition by 3.7% for academic year 2022-23. This proposal will increase tuition by \$888 per year for residents and \$1,504 for non-residents. Tuition increases are unpleasant for everyone, but I will do everything in my power to minimize the impact of the tuition increase on you, our professional students. Please bear in mind that, even after this increase, your resident tuition will still be at least \$8,500 less per year than University of Washington and \$3,500 less per year than Oregon State University (both at resident tuition rates based on academic year 2021-22, see below). As you may be aware, inflation is currently running at 7.5% per year across the country and we are striving to keep this tuition increase below the rate of inflation. Importantly, none of this tuition increase will be used to address inflationary costs incurred by the college.

**Details of tuition increase** - In the spirit of transparency, I am sharing the purpose of this tuition increase with you so you will know exactly how the additional money will be used by the college. A 3.7% increase will raise around \$270,000, and those additional funds will be used to hire:

- Student success advisor (salary & benefits) ..... \$65K
- Program specialist for Experiential Services (salary & benefits) ..... \$55K
- Clinical faculty member/IPPE/APPE instructor (salary & benefits) ..... \$150K

**Total** ..... **\$270K**

**Rationale** - Since returning to WSU 20 months ago, I have been very concerned about the caseload of our Spokane-based advisors, Sarah Kenney and Lacy Christison. Each advisor oversees more than 125 students and a "normal" caseload for advisors is 50-80 students. I am concerned because this is not a sustainable situation, and we know the student-to-advisor ratio impacts the quality of your professional education. My goal is to remedy this situation by hiring an additional student advisor. This should put all our CPPS advisors into a normal caseload range and enhance access to advisors for all student pharmacists.

We recently conducted an in-depth assessment of our entire administrative structure in CPPS. As a result of that assessment, we determined that the Office of Experiential Services needs additional personnel to manage IPPE and APPE experiences of all our students. The Office of Experiential Services oversees over one-third of the curriculum and does so with a skeleton crew that is much smaller than experiential services offices in our peer institutions. Further, our experiential folks have been stretched very thin by the closing of sites during the pandemic, which left our skeleton crew scrambling to find, and in some cases, create sites in real time so that our students could complete rotations and graduate on time.

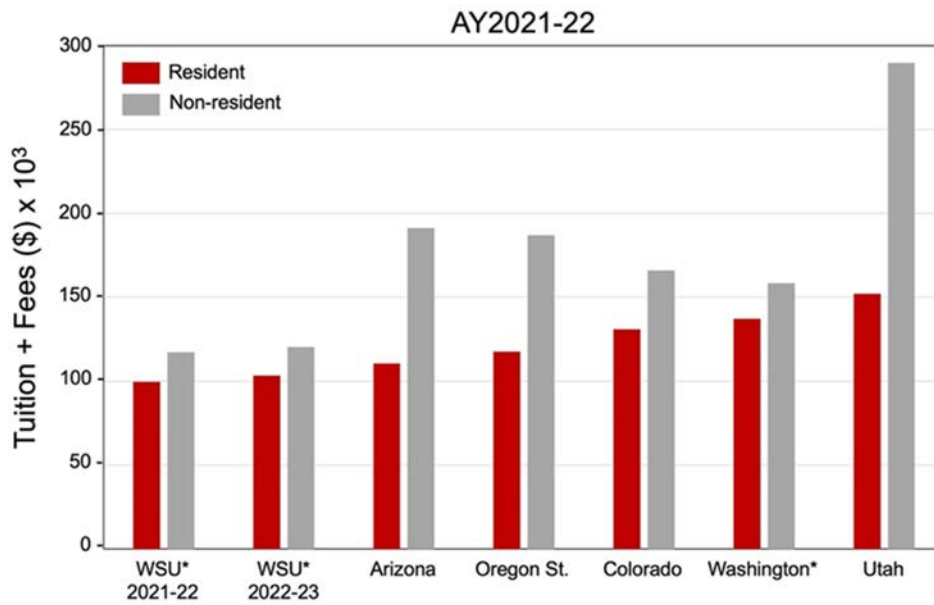
Like the Office of Student Services, the situation in Experiential Services is not sustainable and needs fixing to ensure your rotation experiences are of high quality and run smoothly for on-time graduation. I believe hiring an additional staff member, a program specialist, in Experiential Services will accomplish all three goals.

Finally, we are struggling to meet the IPPE and APPE needs of our students in acute-care settings because many sites are no longer taking students due to the COVID pandemic and downstream consequences of it. Acute-care rotations are required by our accrediting body, ACPE, and we simply must provide these rotation sites or face loss of accreditation. My plan here is to hire one clinical faculty member per year for each of the next five years and embed these faculty in acute-care institutions around the state. These faculty will serve as your preceptors, and this will provide an increased number and variety of IPPE/APPE experiences for you, which will better prepare you for your board exam and your careers as pharmacists.

I believe the addition of two staff members and one faculty member, described above, will enhance the educational experience of our student pharmacists at every stage of the curriculum.

**Mitigation of the effects of tuition increase** - We are committed to increasing the number and average dollar amount of scholarships awarded to student pharmacists, which will lessen the negative financial impact of this tuition increase and increases in the cost of living in both Spokane and Yakima. Of note, CPPS distributed scholarships to 56% of our student pharmacists for the 2021-22 academic year and the average scholarship award was \$1,400. We anticipate providing well over 60% of our students with scholarship support in the 2022-23 academic year and we will continue to grow this number. We are increasing our pool of scholarship funds by a focused and continuous effort in targeted fundraising for scholarships, and creation of academic pathways that provide enhanced scholarship support, such as the Rural Health Initiative. I understand tuition increases of any amount are unpopular at best, but please know we are committed to continuing to provide the most cost-effective pharmacy education in the PAC-12 and on the West Coast. I would be happy to discuss all of this with you at any time, individually or in groups.

A comparison of the cost of tuition and fees for your education as a Cougar pharmacist, in relation to our PAC-12 peer institutions, is provided in tabular and graphical formats below. USC is not included in the comparison because annual tuition for pharmacy school at USC is \$65,835 and the four-year cost is \$263,340 for all students. My comparison includes only state-supported schools and colleges of pharmacy in the PAC-12. These data confirm that WSU represents the best value for pharmacy education in the conference, by far, both before and after this tuition increase. Data in the table and graph below represent the cost (tuition plus fees) of a four-year pharmacy education at the indicated institutions.



| Institution  | Resident    | Non-resident |
|--------------|-------------|--------------|
| WSU* (21/22) | \$99,596.00 | \$117,310.00 |
| WSU* (22/23) | 103,281.00  | 120,496.00   |
| Arizona      | 110,640.00  | 191,376.00   |
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| UW*          | 137,340.00  | 158,456.00   |
| Utah         | 152,172.00  | 289,738.00   |

\*Non-resident tuition at WSU and UW assumes one year at the non-resident rate and three years at the resident rate. Rates shown for all other universities are based on academic year 2021-22 because the extent of tuition increases for academic year 2022-23 at other universities is unknown.

I am sharing this information with PSAC representatives first and this document will also be shared with all students later today, in advance of an all-college town hall on Tuesday, March 8. The Board of Regents will be briefed on this proposal in their March meeting.

I thank you for your attention to this matter. The decision to seek a tuition increase is never taken lightly, but we believe this incremental increase is necessary and will enhance the training experience for all student pharmacists.

Sincerely yours,

Mark Leid, PhD  
Professor and Dean

March 1, 2022

Dear Student Pharmacists,

I am writing to inform you that I have submitted a proposal to increase resident and non-resident tuition by 3.7% for academic year 2022-23. This proposal will increase tuition by \$888 per year for residents and \$1,504 for non-residents. Tuition increases are unpleasant for everyone, but I will do everything in my power to minimize the impact of the tuition increase on you, our professional students. Please bear in mind that, even after this increase, your resident tuition will still be at least \$8,500 less per year than University of Washington and \$3,500 less per year than Oregon State University (both at resident tuition rates based on academic year 2021-22, see below). As you may be aware, inflation is currently running at 7.5% per year across the country and we are striving to keep this tuition increase below the rate of inflation. Importantly, none of this tuition increase will be used to address inflationary costs incurred by the college.

**Details of tuition increase** - In the spirit of transparency, I am sharing the purpose of this tuition increase with you so you will know exactly how the additional money will be used by the college. A 3.7% increase will raise around \$270,000, and those additional funds will be used to hire:

- Student success advisor (salary & benefits) ..... \$65K
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**Total ..... \$270K**

**Rationale** - Since returning to WSU 20 months ago, I have been very concerned about the caseload of our Spokane-based advisors, Sarah Kenney and Lacy Christison. Each advisor oversees more than 125 students and a "normal" caseload for advisors is 50-80 students. I am concerned because this is not a sustainable situation, and we know the student-to-advisor ratio impacts the quality of your professional education. My goal is to remedy this situation by hiring an additional student advisor. This should put all our CPPS advisors into a normal caseload range and enhance access to advisors for all student pharmacists.

We recently conducted an in-depth assessment of our entire administrative structure in CPPS. As a result of that assessment, we determined that the Office of Experiential Services needs additional personnel to manage IPPE and APPE experiences of all our students. The Office of Experiential Services oversees over one-third of the curriculum and does so with a skeleton crew that is much smaller than experiential services offices in our peer institutions. Further, our experiential folks have been stretched very thin by the closing of sites during the pandemic, which left our skeleton crew scrambling to find, and in some cases, create sites in real time so that our students could complete rotations and graduate on time.

Like the Office of Student Services, the situation in Experiential Services is not sustainable and needs fixing to ensure your rotation experiences are of high quality and run smoothly for on-time graduation. I believe hiring an additional staff member, a program specialist, in Experiential Services will accomplish all three goals.

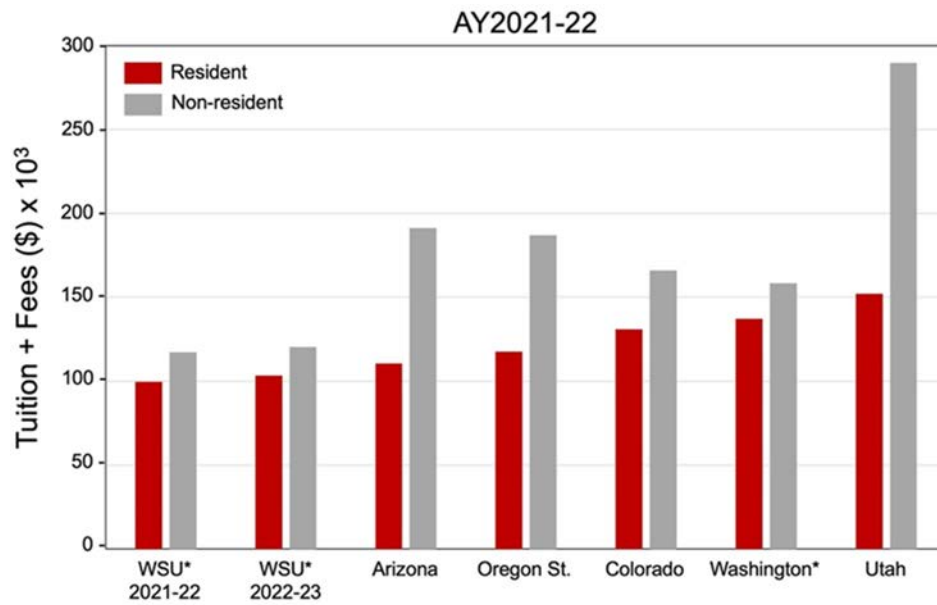
Finally, we are struggling to meet the IPPE and APPE needs of our students in acute-care settings because many sites are no longer taking students due to the COVID pandemic and downstream consequences of it. Acute-care rotations are required by our accrediting body, ACPE, and we simply must provide these rotation sites or face loss of accreditation. My plan here is to hire one clinical faculty member per year for each of the next five years and embed these faculty in acute-care institutions around the state. These faculty will serve as your preceptors, and this will provide an increased number and variety of IPPE/APPE experiences for you, which will better prepare you for your board exam and your careers as pharmacists.

I believe the addition of two staff members and one faculty member, described above, will enhance the educational experience of our student pharmacists at every stage of the curriculum.

**Mitigation of the effects of tuition increase** - We are committed to increasing the number and average dollar amount of scholarships awarded to student pharmacists, which will lessen the negative financial impact of this tuition increase and increases in the cost of living in both Spokane and Yakima. Of note, CPPS distributed scholarships to 56% of our student pharmacists for the 2021-22 academic year and the average scholarship award was \$1,400. We anticipate providing well over 60% of our students with scholarship support in the 2022-23 academic year and we will continue to grow this number. We are increasing our pool of scholarship funds by a focused and continuous effort in targeted fundraising for scholarships, and creation of academic pathways that provide enhanced scholarship support, such as the Rural Health Initiative. I understand tuition increases of any amount are unpopular at best, but please know we are committed to continuing to provide the most cost-effective pharmacy education in the PAC-12 and on the West Coast. I would be happy to discuss all of this with you at any time, individually or in groups.

A comparison of the cost of tuition and fees for your education as a Cougar pharmacist, in relation to our PAC-12 peer institutions, is provided in tabular and graphical formats below. USC is not included in the comparison because annual tuition for pharmacy school at USC is \$65,835 and the four-year cost is \$263,340 for all students. My comparison includes only state-supported schools and colleges of pharmacy in the PAC-12. These data confirm that WSU represents the best value for pharmacy education in the conference, by far, both before and after this tuition increase. Data in the table and graph below represent the cost (tuition plus fees) of a four-year pharmacy education at the indicated institutions.

You are invited to an all-college town hall on Tuesday, March 8 should you have any follow up questions. The Board of Regents will be briefed on this proposal in their March meeting.



| Institution  | Resident    | Non-resident |
|--------------|-------------|--------------|
| WSU* (21/22) | \$99,596.00 | \$117,310.00 |
| WSU* (22/23) | 103,281.00  | 120,496.00   |
| Arizona      | 110,640.00  | 191,376.00   |
| OSU          | 117,608.00  | 187,072.00   |
| Colorado     | 130,912.00  | 166,092.00   |
| UW*          | 137,340.00  | 158,456.00   |
| Utah         | 152,172.00  | 289,738.00   |

\*Non-resident tuition at WSU and UW assumes one year at the non-resident rate and three years at the resident rate. Rates shown for all other universities are based on academic year 2021-22 because the extent of tuition increases for academic year 2022-23 at other universities is unknown.

I thank you for your attention to this matter. The decision to seek a tuition increase is never taken lightly, but we believe this incremental increase is necessary and will enhance the training experience for all student pharmacists.

Sincerely yours,

Mark Leid, PhD  
Professor and Dean

# Attachment D - DVM Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

Fee name: Professional DVM Operating Fee (Tuition)

|                        | Resident | Non-Resident |
|------------------------|----------|--------------|
| Current Rate (Annual)  | 25,744   | 61,156       |
| Proposed Rate (Annual) | 26,774   | 62,378       |
| \$ Increase            | 1,030    | 1,222        |
| % Increase             | 4%       | 2%           |

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

The Professional DVM tuition is paid by professional students enrolled in the College of Veterinary Medicine's Doctor of Veterinary Medicine on the Pullman Campus during the Fall and Spring semesters. The degree program is four years.

In November 2019 a differential 4th year tuition rate was approved effective for students entering Fall 2020 and after. The differential is equal to 13/15 of the regular resident semester rate and will be implemented for the first time in AY 2023-24. Under the approved formula, the proposed DVM rate will adjust listed 4th year tuition to \$38,376 for Resident and \$73,980 for Non-Resident.

Justification for the increase / consequence for not increasing :

The College of Veterinary Medicine (CVM) has not fully kept pace with needed investments in educational and research programs, and hospital and diagnostic lab “business” functions. Rising costs, even for fixed-level operations, have not been offset by increases across revenue sources, especially with respect to tuition because over the 4-year period FY2014-FY2017, DVM student tuition did not increase. The cumulative, compounded loss of revenue caused by this, compared to the previous norm of 7% per year, was nearly \$1.7M annually. Similarly, over the past 2 years with the pandemic, we elected to hold tuition steady.



## Tuition and Fee Rate Increase Request

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

The last rate increase was AY2019-2020. Our 20-year tuition history through FY22 is shown in Appendix A. A fourth year differential has been approved to go into effect FY24.

Appendix B shows that our total resident DVM tuition is 7th lowest out of our 30 US peers, and below the national average. If no other institutions increase their tuition (unlikely), the proposed increase will put us at 11th out of our 30 US peers. Note that because Washington state allows true (i.e., not supported by their home state) non-resident DVM students to convert to WA residency after 1 year, our 4-year tuition total for non-resident DVM students is 2nd lowest among the 30 US schools.

Appendix C shows the total educational debt for DVM graduates for FY21-22. The mean educational debt of indebted DVM graduates nationally is about \$134,000 for those graduating in 2021. At WSU, it was about \$113,000. Our graduates typically have lower debt because our resident tuition is lower than the national average and also because such a high proportion of our students pay resident tuition (i.e., those from our contract states of Idaho, Montana, Utah, and other WICHE states, and because most non-residents can convert to WA residency after their 1st year). As a result, in 2021 WSU DVM graduates had the 4th lowest educational debt among the 30 US colleges.

Although our graduates are thus relatively advantaged compared to most of their peers nationally, this is still a large educational debt load, and we have taken pride in trying to keep our tuition down to help address this issue within the profession and for our students. Our rate history and peer comparison demonstrate the continued priority to remain a high value program for our students.

### Alternatives Considered:

Historically the CVM was able to rely upon state resources to accompany increasing costs to its core programs. However, as state appropriations continue to lag the university's needs, we must rely increasingly on non-state sources of revenue. We have been regularly increasing fees in our Veterinary Teaching Hospital and the Washington Animal Disease Diagnostic Laboratory (WADDL), and we will continue to do so as our regional markets will allow. However, our opportunity to do so is somewhat limited given our location in Pullman, well away from centers of population, and what the veterinary services market will bear. Such strategy must also remain balanced with our mission to provide core curriculum to our students and land grant services to our constituents. Given the overall situation, regular tuition increases will likely continue to be a part of our portfolio of revenue increases as we try to keep pace with increasing costs.

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

An email was sent to all DVM Students announcing the proposed tuition fee increase, providing some background and rationale and providing a link to the request narrative document (Feb 8, 2022). The email permitted student comment and feedback to be sent directly to the Dean (by Feb. 21, 2022) for compilation and review. The student feedback that was received is attached.

# College of Veterinary Medicine DVM Tuition

## Request Narrative

**REQUEST:** The College of Veterinary Medicine requests that professional DVM student tuition (operating fee + building fee) be increased in AY 2022-2023 by

- 4% for residents (\$1,030 per year, from \$25,744 to \$26,774), and
- 2% for non-residents (\$1,222 per year, from \$61,156 to \$62,378)

according to the following detail:

|                    | Current Rates |               |               |            | Proposed Rates |               |               |                            |
|--------------------|---------------|---------------|---------------|------------|----------------|---------------|---------------|----------------------------|
|                    | Building Fee  | Operating Fee | Total Tuition | Increase % | Building Fee   | Operating Fee | Total Tuition | Increase over Current Rate |
| Resident - DVM     | 1,199         | 24,545        | 25,744        | 4%         | 1,247          | 25,527        | 26,774        | 1,030                      |
| Non-Resident - DVM | 1,715         | 59,441        | 61,156        | 2%         | 1,748          | 60,630        | 62,378        | 1,222                      |

Based on the typical mix of student enrollments from WA residents, residents of contract/partner states, and non-residents, these increases would generate ~\$498,000 in additional revenue for FY23 (of this, ~\$236,000 new revenue would flow to the “central” budget). The CVM has not had a tuition increase for the past 3 years. Although one was requested for AY 20-21, it was not implemented due to COVID. The last tuition increase was 3% and 1% for resident and non-resident DVM students, respectively, approved in FY20.

**BACKGROUND AND JUSTIFICATION:** The College of Veterinary Medicine (CVM) has not fully kept pace with needed investments in educational and research programs, and hospital and diagnostic lab “business” functions. In addition, over the past 2 years with the pandemic, we elected to hold tuition steady.

Our 20-year tuition history through FY22 is shown in **Appendix A**.

Each year the American Association of Veterinary Medical Colleges compiles a comparative data report for Veterinary schools. Using these data, we can understand how our tuition and debt compare to other Veterinary colleges in the USA.

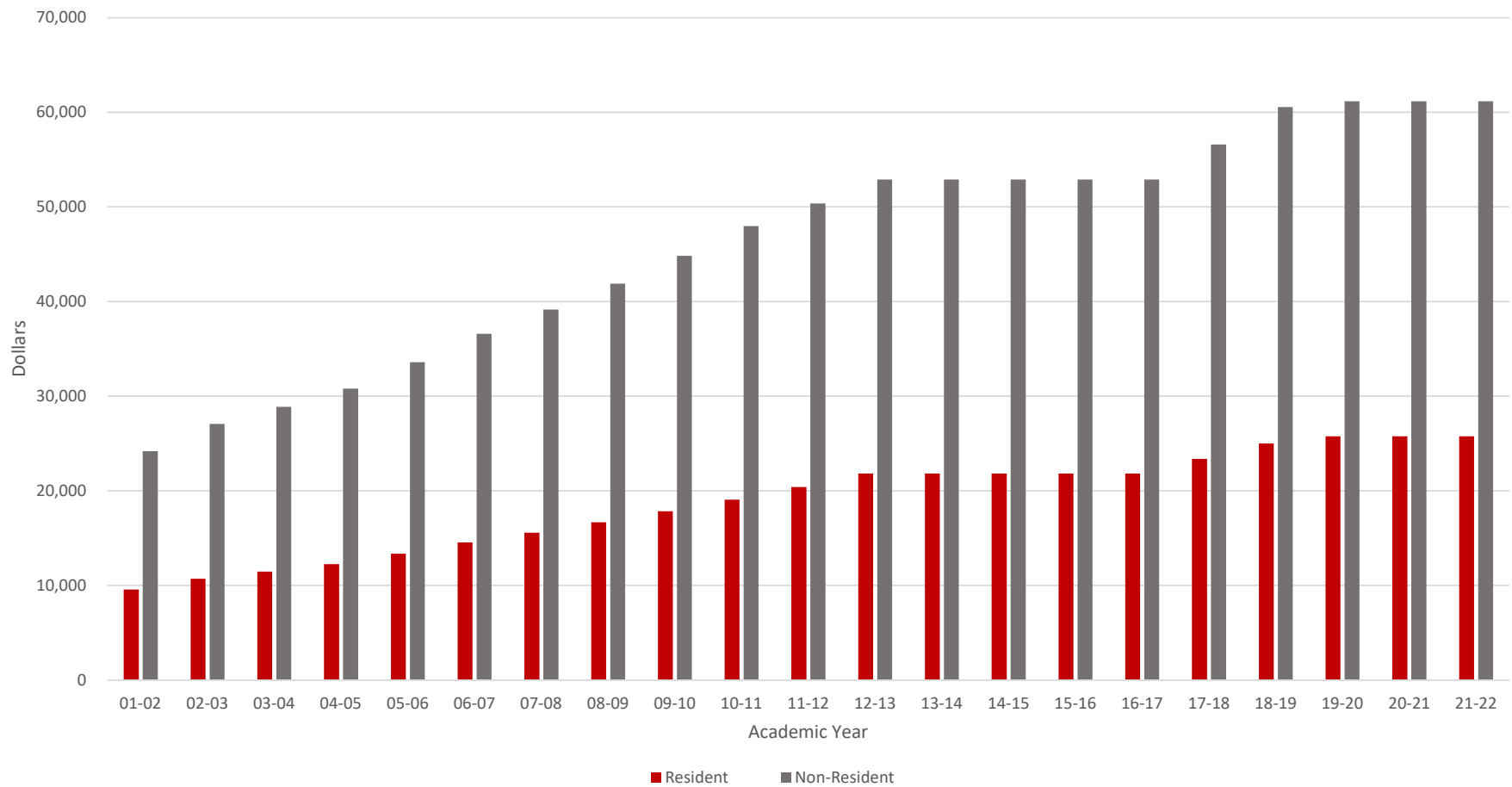
**Appendix B** shows that our total resident DVM tuition is 7<sup>th</sup> lowest out of our 30 US peers, and below the national average. If no other institutions increase their tuition (unlikely), the proposed increase will put us at 11<sup>th</sup> out of our 30 US peers. Note that because Washington state allows true (i.e., not supported by their home state) non-resident DVM students to convert to WA residency after 1 year, our 4-year tuition total for non-resident DVM students is 2<sup>nd</sup> lowest among the 30 US schools.

**Appendix C** shows the total educational debt for DVM graduates for FY21-22. The mean educational debt of indebted DVM graduates nationally is about \$134,000 for those graduating in 2021. At WSU, it was about \$113,000. Our graduates typically have lower debt because our resident tuition is lower than the national average and also because such a high proportion of our students pay resident tuition (i.e., those from our contract states of Idaho, Montana, Utah, and other WICHE states, and because most non-residents can convert to WA residency after their 1st year). As a result, in 2021 WSU DVM graduates had the 4th lowest educational debt among the 30 US colleges.

Although our graduates are thus relatively advantaged compared to most of their peers nationally this is still a large educational debt load, and we have taken pride in trying to keep our tuition down to help address this issue within the profession and for our students. However, as expenses have risen over the past few years, and as state appropriations continue to lag behind the university's needs coming out of the recession, we must rely increasingly on non-state sources of revenue. We have been regularly increasing fees in our Veterinary Teaching Hospital and the Washington Animal Disease Diagnostic Laboratory-(WADDL), and we will continue to do so as our regional markets will allow. However, our opportunity to do so is somewhat limited given our location in Pullman, well away from centers of population, and what the veterinary services market will bear. Given the overall situation, regular tuition increases will likely continue to be a part of our portfolio of revenue increases as we try to keep pace with increasing costs.

In summary, no tuition increase is welcome, but they are needed because of our lagging tuition revenue over the past several years in relation to limits on how much we can grow other revenue (for example, Veterinary Teaching Hospital and Animal Disease Diagnostic Lab fees), and the erosion of state appropriations in relation to ever-growing expenses. Fortunately, even with the proposed increase, WSU's College of Veterinary Medicine will remain among the U.S. Vet schools with the lowest costs, and thus will remain near the bottom in educational debt given our overall set of circumstances.

WSU CVM Tuition 2002-2022



## APPENDIX B

### AAVMC Comparative Data Report, 2021, Tuition for all 30 current Veterinary Schools in USA

|    | School | 1st Year Tuition + Fees |          | 4th Year Tuition + Fees |          | Estimated Total Tuition + Fees over all Years- Class of 2022 |           |
|----|--------|-------------------------|----------|-------------------------|----------|--|-----------|
|    |        | Res                     | NR       | Res                     | NR       | Res  | NR        |
| 1  | NCSU   | \$19,646                | \$48,348 | \$19,646                | \$48,348 | \$78,316   | \$107,286 |
| 2  | PUR    | \$19,918                | \$44,746 | \$21,480                | \$46,351 | \$81,234   | \$180,589 |
| 3  | AUB    | \$22,880                | \$49,040 | \$22,880                | \$49,040 | \$88,744   | \$193,980 |
| 4  | UGA    | \$19,792                | \$49,454 | \$19,792                | \$49,454 | \$88,750   | \$207,776 |
| 5  | KSU    | \$23,473                | \$51,296 | \$26,367                | \$57,757 | \$97,944   | \$214,229 |
| 6  | OKL    | \$23,980                | \$50,340 | \$24,360                | \$50,720 | \$99,960   | \$206,060 |
| 7  | WSU    | \$26,284                | \$61,696 | \$26,284                | \$61,696 | \$102,023  | \$135,253 |
| 8  | VMR    | \$26,086                | \$55,687 | \$26,983                | \$56,886 | \$102,655  | \$219,659 |
| 9  | TAMU   | \$26,320                | \$42,022 | \$29,160                | \$45,549 | \$105,446  | \$164,441 |
| 10 | MIS    | \$27,248                | \$48,448 | \$27,248                | \$48,448 | \$105,848  | \$190,648 |
|    | US Avg | \$26,746                | \$51,959 | \$28,074                | \$53,776 | \$107,680  | \$193,325 |
| 11 | LSU    | \$27,425                | \$56,525 | \$27,425                | \$56,525 | \$109,705  | \$226,105 |
| 12 | ORE    | \$27,419                | \$52,721 | \$28,127                | \$53,431 | \$110,384  | \$211,594 |
| 13 | ISU    | \$26,476                | \$56,694 | \$38,259                | \$67,383 | \$113,787  | \$229,045 |
| 14 | UMO    | \$29,229                | \$68,424 | \$33,312                | \$72,507 | \$115,135  | \$150,959 |
| 15 | FLA    | \$28,790                | \$45,500 | \$28,790                | \$45,500 | \$115,160  | \$182,000 |
| 16 | TENN   | \$29,336                | \$56,602 | \$29,336                | \$56,602 | \$117,318  | \$226,382 |
| 17 | ILL    | \$32,570                | \$55,660 | \$33,436                | \$56,436 | \$126,864  | \$216,742 |
| 18 | WIS    | \$33,663                | \$53,392 | \$33,663                | \$53,392 | \$129,466  | \$205,246 |
| 19 | MSU    | \$31,762                | \$47,716 | \$28,248                | \$50,556 | \$131,824  | \$216,481 |
| 20 | UCD    | \$32,618                | \$44,863 | \$36,688                | \$48,933 | \$133,045  | \$182,025 |
| 21 | MIN    | \$32,418                | \$58,122 | \$44,354                | \$79,697 | \$141,128  | \$253,385 |
| 22 | COR    | \$39,206                | \$58,244 | \$39,206                | \$58,244 | \$146,102  | \$217,332 |
| 23 | OSU    | \$33,674                | \$73,796 | \$50,543                | \$50,548 | \$151,565  | \$191,712 |
| 24 | CSU    | \$38,962                | \$62,660 | \$38,409                | \$62,220 | \$155,295  | \$250,200 |
| 25 | TUS    | \$44,190                | \$44,190 | \$54,679                | \$54,679 | \$187,249  | \$187,249 |
| 26 | LMU    | \$51,014                | \$51,014 | \$51,314                | \$51,314 | \$195,137  | \$195,137 |
| 27 | PENN   | \$54,742                | \$64,742 | \$54,742                | \$64,742 | \$209,266  | \$249,266 |
| 28 | TUF    | \$56,737                | \$63,572 | \$56,587                | \$63,422 | \$212,356  | \$239,936 |
| 29 | WES    | \$56,937                | \$56,937 | \$56,925                | \$56,925 | \$227,012  | \$227,012 |
| 30 | MID    | \$67,354                | \$67,354 | \$67,354                | \$67,354 | \$260,114  | \$260,114 |

## APPENDIX C

### American Association Veterinary Medical Colleges (AAVMC) Comparative Data report, FY2021-2022

#### Mean and Median Debt of Graduating USA veterinarians

|    |               | Number<br>of<br>Graduate | Number<br>of<br>Indebted | MEDIAN<br>Educational Debt<br>of Indebted | MEAN Educational<br>Debt of Indebted<br>Graduates | Range of Educational Debt |                  |
|----|---------------|--------------------------|--------------------------|---|---|---------------------------|------------------|
|    | School        |                          |                          |   |   | Minimum                   | Maximum          |
| 1  | UMO           | 115                      | 94                       | \$42,270                                  | \$38,309  | \$10,000                  | \$86,280         |
| 2  | TUS           | 59                       | 59                       | \$81,550                                  | \$90,006  | \$40,500                  | \$162,000        |
| 3  | FLA           | 105                      | 85                       | \$168,745                                 | \$113,046   | \$17,400                  | \$266,662        |
| 4  | <b>WSU</b>    | <b>127</b>               | <b>99</b>                | <b>\$120,179</b>                          | <b>\$115,619</b>                                  | <b>\$9,420</b>            | <b>\$210,710</b> |
| 5  | TAMU          | 134                      | 91                       | \$120,000                                 | \$121,521   | \$5,000                   | \$279,999        |
| 6  | NCSU          | 96                       | 76                       | \$143,531                                 | \$125,868   | \$3,000                   | \$234,813        |
| 7  | UCD           | 136                      | 85                       | \$140,000                                 | \$132,276   | \$11,000                  | \$250,000        |
|    | <b>US Avg</b> | <b>110</b>               | <b>86</b>                | <b>\$142,018</b>                          | <b>\$134,023</b>                                  | <b>\$15,012</b>           | <b>\$256,854</b> |
| 8  | UGA           | 116                      | 97                       | \$148,572                                 | \$144,406   | \$10,000                  | \$293,546        |
| 9  | MIS           | 91                       | 75                       | \$160,746                                 | \$147,404   | \$14,128                  | \$221,838        |
| 10 | WIS           | 99                       | 82                       | \$160,917                                 | \$147,984   | \$12,813                  | \$266,103        |
| 11 | COR           | 107                      | 76                       | \$159,756                                 | \$150,415   | \$19,792                  | \$249,005        |
| 12 | ISU           | 148                      | 126                      | \$156,761                                 | \$151,736   | \$19,305                  | \$280,214        |
| 13 | PUR           | 82                       | 65                       | \$169,331                                 | \$154,426   | \$4,890                   | \$258,043        |
| 14 | AUB           | 114                      | 95                       | \$172,523                                 | \$168,673   | \$20,000                  | \$315,779        |
| 15 | OKL           | 93                       | 70                       | \$168,134                                 | \$171,625   | \$27,903                  | \$296,770        |
| 16 | TENN          | 90                       | 86                       | \$178,318                                 | \$171,804   | \$6,000                   | \$366,257        |
| 17 | VMR           | 128                      | 103                      | \$172,333                                 | \$175,564   | \$5,139                   | \$418,903        |
| 18 | ILL           | 133                      | 112                      | \$178,125                                 | \$178,337   | \$10,132                  | \$296,983        |
| 19 | ORE           | 74                       | 59                       | \$168,667                                 | \$178,683   | \$838                     | \$350,335        |
| 20 | LSU           | 84                       | 74                       | \$181,838                                 | \$179,948   | \$20,000                  | \$420,000        |
| 21 | OSU           | 153                      | 135                      | \$189,848                                 | \$181,377   | \$2,977                   | \$294,631        |
| 22 | CSU           | 152                      | 122                      | \$189,545                                 | \$184,147   | \$10,000                  | \$322,395        |
| 23 | MSU           | 114                      | 94                       | \$186,960                                 | \$184,221   | \$4,882                   | \$455,186        |
| 24 | KSU           | 115                      | 95                       | \$178,003                                 | \$184,441   | \$14,161                  | \$402,889        |
| 25 | MIN           | 105                      | 90                       | \$196,719                                 | \$204,706   | \$20,036                  | \$360,248        |
| 26 | PENN          | 124                      | 96                       | \$232,167                                 | \$219,959   | \$15,000                  | \$382,824        |
| 27 | TUF           | 96                       | 72                       | \$249,040                                 | \$226,170   | \$22,808                  | \$361,450        |
| 28 | WES           | 99                       | 85                       | \$304,798                                 | \$267,521   | \$27,290                  | \$415,952        |
| 29 | LMU           | 120                      | 112                      | \$306,000                                 | \$297,554   | \$20,000                  | \$360,000        |
| 30 | MID           | 99                       | 98                       | \$330,847                                 | \$307,685   | \$21,074                  | \$394,714        |

Board of Regents,

We the undersigned, as a collective body of students, are addressing you today regarding our concerns over the proposed tuition increase to take effect Fall of 2022. Per the proposal Dean Dori Borjesson brought forth, she cited several points in justification for this tuition increase including a comparatively lower tuition relative to the national tuition and the need for additional revenue due to increased operating costs. We are not in support of the proposed tuition increase for numerous reasons which are highlighted within the context of this letter.

While we are aware that inflation has climbed 7.5% in 2022 and not only affects the operational costs of the College of Veterinary Medicine (CVM), it also directly impacts students' living costs and continuously accruing debt. Additionally, the loans (from FAFSA) offered per year per student do not reflect increases in tuition, ergo students will not have an increased offer of loan money to combat these extra costs. In Dean Borjesson's email she highlights the increase in scholarships as an aid to students looking to combat the increased cost of professional schooling. Unfortunately scholarships cannot be equally distributed, whereas a tuition increase will apply to all students. This is of enormous concern to all, but in particular for those students living on shoestring budgets with families for which they must provide. The proposed increase in educational debt feels crippling to many who are already struggling to live on their current budget. Considering the current mental health crisis in the veterinary field, it is difficult to be supportive of such a tuition increase without an adequate justification for its means.

We recognize the necessity of occasional tuition increases to support and fund additional infrastructure and educational opportunities. However, since the beginning of the COVID-19 pandemic, our educational quality has suffered drastically as a whole. As we move out of the pandemic, many of these removed opportunities have not been reinstated and their absence has not been rectified for the current students who suffered their loss. The removal of cadaver dissection from first year anatomy courses and overall reduction of live-animal laboratories are just two of the many ways we feel the breadth of our education is narrowing. Conversations held with Dean Dori Borjesson between various students have indicated these changes to be intentional and permanent. With all this in mind, we must ask why we are seeing an increase in tuition when there is a noticeable decrease in quality of learning?

This brings us to our next point concerning transparency. With this proposed increase the college will see an increase in revenue of just shy of half a million dollars a year. Per the proposal, less than half of this money is going towards the "central budget." The other half of the proposed funds are unaccounted for within the context of said proposal, and we as students at WSU and of the CVM have a right to know how this money is intended to be distributed. For complete transparency and trust between the students and WSU, we request a breakdown of where all proposed funds would be spent, what departments would be benefiting from additional funds, and specifically how this money would be used to improve the current educational quality that is being delivered at the CVM.

Furthermore, transparency and integrity of the CVM administration are called into question as their proposed tuition increase directly contradicts the previous administration's stance on tuition increases and how they should be applied to incoming and current students.

Per a statement by our previous dean, Dr. Bryan Slinker (in address to the CVM on October 22, 2019),  
"As such, [a proposed tuition increase] should not apply to any student currently enrolled in the program, because such a tuition structure is the kind of information prospective students need to know before they accept a tuition offer."

Additionally, it is important to consider that the total cost referenced by Dean Dori Borjesson's proposal does not accurately reflect the current overall cost of attendance as it omits an \$11,156 summer increase to 4th year attendance costs, to be implemented for Classes 2024 and onward. Accounting for such, our rank of affordability is also inaccurately represented (per the tuition increase proposal), and drops from 7th (below average cost) to 13th (above average cost) for resident students.

In conclusion, while we understand tuition increases can be essential for continued function and improvement of a university, the absence of transparency and communication between the administration and current students has resulted in an intolerable proposal to increase tuition with little apparent justification as to how it would better the learning environment for current and future students. Therefore, we are not in support of the proposed tuition increase that, if passed, would take effect in the fall of 2022.

Signed,

Students of Class of 2022:

Marie Andresen, Maddisen Antes, Taylor Badigian, Alexandra Barker, Darian Brillon, Ashli Draney, Sarah Edwards, Jaren Ikenaga, Sam Kalis, Patrick Krinke, Connor Murray, Danielle Petrini, Kasey Sweeney, Katie Wilkins.

Students of Class of 2023:

Kylie Abaya, Hannah Abbott, Jacey Anderson, Wilson Ashton, Abigail L. Bake, Samantha Berube, Morgan Brace, Olivia Brockhaus, Klancy Brown, Brie Brown, Chase Campbell, Delaney Carnahan, Dustin Clements, Beth Crandall, Tianna Cronk, Camille Culbertson, Kristen Dahlin, Brittany Estell, Rylie Gabehart, Haley Garcia, Savanna Garza, Kallee Goins, Kyra Goldhardt, Joseph Goldhardt, Greta Gustafson, Haley Heater, Matt Huszar, Nikki Jensen, Rachel Johnson, Kimberly Kramer, Sara Lewis, Crystal Liu, Tylynn Malek, Chris Mandella, Matti McMillan, Winnie Mefford, Emily Mora, Troy Mord, Emily Morse, Savannah Norton, Curtis Oesch Miller, Vaiva Palunas, Elizabeth Park, Kelsey Purdy, Christine Qui, Madelaine Redd, Sadie Reddick, Emma Rovani, Savana Sitton, Shalyn Stack, Jonathon Stott, Kendra Thomas, Katie Thompson, Sierra Thomson, Makenna Todd, Sydney Vallin, Abby Wagemann, McKenna Walters.

Students of Class of 2024:

Cordelia Alexander-Leeder, Emily Austin, Julia Bagshaw, Lindsay Bailey, Sarah Bayles, Sarah Beebe, Casey Beksinski, Megan Biggs, Randa E. Boler, Alexandria Bronson, Ashley Brown, Parker Cendejas, Rachel Claus-Walker, Ella Cowan de Wolf, Mataya Dick, Jennifer Doles, Courtney Durfee, Lily Elder, Nadine Encarnacion, Stephanie Erdesz, Logan Esplin, Carolyn Fisher, Matthew Folland, Natalie Godinez, Matthis Grupe, Codee Harris, Katie Hoch, Brittini Huffman, Frederick K Johnson, Brandon Jones, Joshua Kim, Georgiana Kostov, Jillian Lake, Travis Lenssen, Kelly Liebers, Thomas Lindgren, Reid Lutz, Heather Lynn, Cimmeron Madrid, Grace Majors, Kendra McLain, Claire Merchant, Haley Momany, Grace Montgomery, Meghan Mutch, Lindsay Noggles, Elise Osmek, Chase Pachner, Kayla Pederson, Emma Phinney, Matthew Rafferty, Madison Rawls, Taylor Schmerbauch, Tiffany Schroeder, Taylor Selin, Caroline Sirr, Max Sitver, Liza Sperry, Claire Stein, Janelle Thomas, Katherine Trepanier, Madison Tripp, Brynne Udy, Tyeisha Watters, Tanya Weber, John Winston Weigand, Mariko White, Sarah Winkler, Katherine Wishon, Jordan Woodbury, Cody F. Yeik, Elvira Zaripova.

Students of Class of 2025:

Samantha Amey-Gonzalez, Toniley Bates, Kallie Berenstein, Ashalynn Bilton-Smith, Cameron Cooper, Bryndalyn Corey, Jennifer Covell, Teagan Davis, Jace Enwards, Clarice Forbes, Matthew Govea-Thomas, Kaneesha Hemmerling, Hannah Amelia Moira Hendry, Caroline Herzog, Christopher Ibarra Gervacio, Jamie Krueger, Rita Lee, Scyler Li, Caitlyn Logan, Sierra Lopez, Pearle Maki, Madison Mollico, Melanie Moore, Landon Morris, Siena Mowrer, Mira Newby, Trenna M. Pannier, Gwyneth Potter, Malori Prisbrey, Brandy Schaefer, Angelina Smith, Hannah Stuchlik, Brett Thompson, Caroline Thornberry, Nate Weaver, Linda Wong, Tovah Yenna, Emily Zavorka.



Hello Dr. Borjesson!

Regarding the tuition increase, the question I have is in what ways will that increase go towards benefitting the students who are paying it?

More specifically:

What tools and resources will be added to the curriculum?

How do you plan on ensuring these resources to the students, and ensure they stay available throughout their education?

Will these resources go towards supplementing the loss of hands on cadaver learning?

I ask this because many changes in education are coming and with the removal of cadaver learning and hands on learning with animals, it could be argued there will be a decrease in quality and quantity of student resources and increase the load of skills that post-education jobs will be responsible for. Currently I see resources being taken away, so with a tuition increase I assume there must be a plan to supplement the loss of those resources to once again raise the quality of education. I ask this respectfully and with an open mind.

Thank you,

**Savana Sitton**

I am curious about how our tuition dollars are spent. I often feel like WSU charges for a robust education and that I don't see the robust education, especially after the last 1.5 years online with limited labs (ex: bacteriology labs were the same we got in Microbiology in undergrad, which was a required pre-requisite of the DVM program). However, if tuition costs are going up to allow students to participate in more hands-on labs, I am completely supportive of this proposal.

Do you have a tuition breakdown or can you direct me to one?

Sincerely,



**Kathryne (KayLee) Blair**

DVM Candidate Class of 2023

Christian Veterinary Fellowship Social Chair

College of Veterinary Medicine

Washington State University

Mobile: 208-329-4595

Email: [kathryne.day@wsu.edu](mailto:kathryne.day@wsu.edu)

[wsu.edu](http://wsu.edu)

Good morning,

With such an increase I would hope that the money would go to help with educational labs that include live animals and cadavers. Every student pays a lot of money to attend school here regardless of national averages and we do expect the best and to be accommodated for.

I was unable to do a large animal theriogenology lab (this is a specialty that I hope to pursue) because the school could not provide the means of having "too many" students with this lab. Placing this cap on a lab that I was hoping to learn a lot with (also is a core course that somehow has a cap) has really discouraged me in thinking that the school has our education and best interests at heart.

I currently work in the small animal ICU and over the past two years I have seen glaring problems with the program for fourth years. The ICU has 4 technicians, and one will be leaving come June. This is not enough to be successful as I believe it is wisest to have a technician in the ICU at all times. It has also showed that if anyone were to get sick and unable to come in the schedule seems to fall apart. The reliance on the timeslips and assistants that do not have any official formal training has led me to believe that not only does the school not care about the lack of staffing but thrives on the ability to pay its staff the least amount possible regardless of if it is detrimental effects to our education and furthermore the patients. It seems to me that that lack of staffing is the sole reason that the previously required (core) SIPE was taken away from us to be replaced with the ICU to ensure there would be enough people. This is something that I know many people are upset about since a SIPE now takes away 2 more weeks of our limited supplementals.

Treating students as staff rather than adequately employing the hospital is something that I have been witnessing for the past 2 years working in the ICU as a time slip. However, I also see this effect with other rotations. Taking away 2 more weeks of our supplemental credits to fill in rotations with not enough students is entirely unfair and unhelpful to our careers; as we clearly have no interest in the subject but are required to take it because, to put it bluntly, you need more staff.

There is also the issue of not being able to take rotations because the doctor to student ratio is too low. There are 2 general theriogenology rotations for which 8 people total may take. It's well known that it's difficult to get into these rotations as I have been told by the fourths years and those that came before them. It does not seem like it is being addressed though (no new hires or increased amount of rotations). Therefore, this is an obvious problem as students are not able to get trained in topics that they would like to pursue in their careers but are trained in topics that they know will benefit them very little.

I understand that overtime tuition will increase to match inflation and the expansion of the program. However, I do not see any money going to attempt to benefit the students. I would hope that with this latest increase that it will be used for our education, to increase staffing, to increase the amount of rotations offered and to maintain the ability to use live animals and cadavers for learning purposes. I am very passionate about this topic as I have gone into a lot of debt and spent a lot of time dedicating myself to becoming an excellent veterinarian. I trust that administration feels the same way.

If you would like to discuss the issues that I have brought up more I would be more than happy to talk with you in person. Many of my peers have expressed similar concerns and we would all love to have some of these matters settled for future students.

**Morgan Brace**

Class of 2023

Dori Borjesson & WSU Board of Regents,

I write to you now with great disappointment in hearing the proposed tuition increase for incoming and current veterinary students at WSU. When I first was accepted into the College of Veterinary Medicine at WSU, I felt extreme pride to be part of such a prestigious academic establishment that had a long track record of not only providing exceptional training to its students, but also creating a community of support, encouragement, and most importantly trust. When I first came to the DVM program, I (along with the others in my class) were guaranteed that our tuitions were locked in and would not be altered. While tuition increases would be inevitable for future incoming students, we were informed that such action would never be taken against WSU's current DVM students.

In the wise words of a former dean, Bryan Slinker "... it (referencing a tuition increase) should not apply to any student currently enrolled in the program because such a tuition stricture is the kind of information prospective students need to know before they accept an admission offer. This latter point also explains why this proposal is being considered now, rather than in the Spring Semester, as is normal for annual consideration of tuition increases at WSU." This statement was made in October of 2019, so I must ask why now, are you considering a tuition increase in the spring of 2022 that would apply to all students in attendance beginning the fall of 2022? The lack of transparency behind such a proposal is disconcerting and erodes away the fabric of trust between students and the administration. I am wholeheartedly ashamed of our Dean, Dori Borjesson, the WSU Board of Regents, and all other parties involved in the proposal of such a tuition increase. This proposed action is unconscionable, immoral, and intolerable.

The last 2.5 years have been difficult for all, but it is the students who have perhaps suffered the worst within the CVM of WSU. Academic performance has drastically decreased and mental health is suffering substantially. Our education quality dropped dramatically, particularly during the 2020-2021 year. As a 2nd year student at that time, we were deprived of many important laboratories that should have been included in our education (and were in previous years), including the deprivation of the following:

- All Bacteriology Labs; despite being assured by our professor that such labs would be made available to those interested in the spring. I sent numerous queries about said labs and never received a response.
- Some Parasitology Labs: several of our parasitology labs were cut from our class
- Anesthesia Simulation Labs: while these were partially restored to some of us after much work amongst students and faculty, many students still did not have the ability to take these labs at all, which is a clear travesty given that they were considered core to the program.

The availability of live animal labs and cadaver dissection courses has also decreased. Part of the 1st year core curriculum was for students to dissect a cadaver in groups to learn the necessary anatomy that is foundational for veterinary medicine. However per a previous conversation with the dean, this has been totally removed from the program and now students only have prosected specimens to look upon and study. Working with real cadavers is critical for development of proper instrument use and surgical skills. There have been other discussions about removing certain live animal labs from our program as well, and ultimately both actions drastically degrade the quality of our education as veterinarians. The tuition increase in the proposal has been justified by stating there is scholarship money available to students and that there have not been any recent changes in tuition. However there was indeed a nearly \$12,000 tuition increase that will apply to all students starting with the class of 2024. Additionally, while there is some scholarship money available, not all students receive any scholarship money from the CVM and said scholarship money is not allotted equally amongst students whereas a tuition increase applies to all. Additionally, scholarship money is intended to assist students in affording their education, not for the pocketing of money to unspecified slush funds.

The mental health crisis is a very real threat to all veterinary professionals. Of all professional careers, veterinarians have the highest rate of suicide. Veterinarians are around 3 times as likely to die from suicide, and while the reasons for such are complicated and varied, crushing student loan debt is certainly a factor. Raising tuition will only increase the debt each student accrues and consequently is highly likely to contribute to mental health disease.

Over the last two years our education has suffered terribly, and yet we were not compensated at all for said decrease in quality of education. This tuition increase proposal does not indicate whatsoever that any of the money raised would go to improving and reinstating programs and opportunities that have since been removed from students. Indeed only half of the money projected to be raised is mentioned as contributing to the "central budget," yet the other half is completely ignored. I must ask, where is this money going? Per the proposal, it does not appear to be improving the quality of

our education and as said education quality has dropped substantially over the last 2 years, why should we as students pay more money for a substandard education?

In conclusion, I am not in support of the proposed tuition increase.

Signed,  
Kimberly Kramer

# Attachment E - Online Masters of Engineering in Civil Engineering Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

Fee name: Online Master of Engineering in Civil Engineering

|                        | Resident          | Non-Resident      |
|------------------------|-------------------|-------------------|
| Current Rate (Annual)  | N/A - New Program | N/A - New Program |
| Proposed Rate (Annual) | \$866 per SCH     | \$866 per SCH     |
| \$ Increase            | N/A               | N/A               |
| % Increase             | N/A               | N/A               |

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

Graduate, full and part-time students who enroll in the new Online Master of Civil Engineering program during the Spring, Fall, and Summer terms. This new self-sustaining program was recommended by Faculty Senate in April 2021, supported by the Provost and approved by the Regent's in May 2021.

There is no differential between resident and non-resident tuition.

Justification for the increase / consequence for not increasing :

NA –Spring 2023 is the first semester students will enroll in the program.

## Tuition and Fee Rate Increase Request

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

The initial tuition rate is based on an analysis of employer support, comparable programs, and alignment with rates for the Engineering and Technology Management (ETM) program.

The Master of Engineering in Civil Engineering degree will be marketable to working professionals with the flexibility of an online format and new cutting-edge content. Based on dialogue with employers, especially those in Washington State, there is a need for engineers with master's level knowledge and skills. Employers are willing to support their employees, including with tuition reimbursement, in obtaining a master's degree.

This new program will incorporate courses from the ETM program, therefore the initial rate for this program will be the same as the differential rate for the ETM program. Analysis of 12 other online Civil Engineering degrees showed rates ranging from \$651/cr. to \$1,774/cr. The proposed rate of \$866/cr. is considered a reasonable entrance point to cover costs of the self-sustaining program.

|                          |
|--------------------------|
| Alternatives Considered: |
|--------------------------|

A higher rate was considered, but it was deemed more important to align the rate with the ETM program because students will take courses from both programs.

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

Spring 2023 is the first semester students will be enrolled. Student feedback will be gathered if future rate increases are proposed.

Please Attach Any Supporting Documents

# Attachment F - Engineering & Technology Management Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

|   |
|---|
| Fee name: Engineering and Technology Management (ETM) |
|---|

|                        | Resident  | Non-Resident  |
|------------------------|---|---|
| Current Rate (Annual)  | Standard: \$1375/cr.<br>Military: \$825/cr.<br>WA Gov't Employee: \$825/cr.<br>Student & Affiliate: \$825/cr.     | Standard: \$1375/cr.<br>Military: \$825/cr.<br>WA Gov't Employee: \$825/cr.<br>Student & Affiliate: \$825/cr.     |
| Proposed Rate (Annual) | Standard: \$1237/cr.<br>Military: \$866/cr.<br>WA Gov't Employee: \$866/cr.<br>Student & Affiliate: \$866/cr.     | Standard: \$1237/cr.<br>Military: \$866/cr.<br>WA Gov't Employee: \$866/cr.<br>Student & Affiliate: \$866/cr.     |
| \$ Increase            | Standard: <b>-\$138/cr.</b><br>Military: \$41/cr.<br>WA Gov't Employee: \$41/cr.<br>Student & Affiliate: \$41/cr. | Standard: <b>-\$138/cr.</b><br>Military: \$41/cr.<br>WA Gov't Employee: \$41/cr.<br>Student & Affiliate: \$41/cr. |
| % Increase             | Standard: <b>-10%</b><br>Military: 5%<br>WA Gov't Employee: 5%<br>Student & Affiliate: 5%                         | Standard: <b>-10%</b><br>Military: 5%<br>WA Gov't Employee: 5%<br>Student & Affiliate: 5%                         |

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

Engineering and Technology Management graduate students fall, spring, and summer. All courses are offered through Global Campus. There is no differential between resident and non-resident tuition. Differential tuition is offered to active duty military and veteran students, Washington State government employees (including WSU employees), and WSU students pursuing other degrees.

|   |
|---|
| Justification for the increase / consequence for not increasing : |
|---|

ETM is proposing a 10% decrease in the standard rate and a 5% increase in the differential rate offered to select groups of students described above. These adjustments will bring the upper rate in line with the average tuition (\$1250/cr.) of top engineering management programs around the country and the increase in the differential rate will close the gap on the "discounted" rate from 40% to 30%. Approximately 50% of current students pay the discounted rate, and the vast majority of students receive tuition reimbursement from their employers. The ETM rates have been the same since FY 2012. These adjustments are necessary to address rising costs and maintain program quality.

## Tuition and Fee Rate Increase Request

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

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| The current tuition rates were adopted in FY 2012. |
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| Per-credit tuition for similar online master's degree programs (US News) ranges from \$364 to \$2512 per credit. Average tuition over the top 29 programs is \$1250. The proposed adjustment to the standard rate will bring it in line with the peer average. The proposed increase in the differential rate represents a substantial discount (30%) for students in targeted groups. |
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|                          |
|--------------------------|
| Alternatives Considered: |
|--------------------------|

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|--|
| Maintaining the current \$1375 rates was considered but the continuing decline of students paying that rate was cause for concern and action. Establishing a single rate for all students was also considered, but the shift to a single tuition rate who have been too drastic for current students (e.g. 20% increase and 20% decrease). |
|--|

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

|  |
|--|
| Student feedback will be made available to the Regents prior to voting on this proposal. |
|--|

Please Attach Any Supporting Documents



# Attachment G - MBA Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

|           |                                 |
|-----------|---------------------------------|
| Fee name: | MBA Tuition Increase and Change |
|-----------|---------------------------------|

|                        | Resident   | Non-Resident |
|------------------------|--|--------------|
| Current Rate (Annual)  | OMBA: \$855 /credit<br>OMBA Military: \$750/credit<br>EMBA: \$1296 /credit<br>EMBA Military: N/A<br>See attached supporting doc with comprehensive table | N/A          |
| Proposed Rate (Annual) | OMBA: \$876/credit<br>OMBA Military: \$769/credit<br>EMBA: \$1328/credit<br>EMBA Military: \$1169/credit   | N/A          |
| \$ Increase            | OMBA: \$21<br>OMBA Military: \$19<br>EMBA: \$32<br>EMBA Military: (New rate see narrative)   | N/A          |
| % Increase             | OMBA: 2.5%<br>OMBA Military: 2.5%<br>EMBA: 2.5%<br>EMBA Military: (New rate see narrative)   | N/A          |

|   |
|---|
| Description of who pays the fee: <i>(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):</i>   |
| Online MBA (OMBA) and Executive MBA (EMBA) students fall, spring and summer. There is no differential between resident and non-resident tuition. Military and veteran students pay the military rates for each of the fall, spring and summer terms. All courses are offered via Global Campus. |
| This request includes a new differential rate for EMBA military and veteran students.   |

## Tuition and Fee Rate Increase Request

### Justification for the increase / consequence for not increasing :

The Carson College, though achieving efficient and sustainable scale in its online programs, is experiencing cost pressures. In order to maintain the quality of the program, the Carson College strives to ensure that a majority of the courses are led by participating members of the college faculty (this is also strongly preferred by the accrediting body). Over the decade since the program was introduced, salaries required to attract research faculty across the main disciplines of business education have increased by about 30%, for example. Further, continued growth of the program will require continued investment in marketing and communication, extra-curricular and co-curricular program innovation, faculty training, and student services.

As the market of solely online MBA programs becomes more saturated, we need to ensure we continue investing resources into our programs. As expected, the previous, modest tuition increases did not fully capture increased costs. Incrementally increasing tuition is a result of strategic consideration of the level of tuition that will cover costs and provide funds for continued investment, signal our quality and reputation, and be perceived and experienced as an affordable, accessible degree program.

This request includes a new rate for EMBA military and veteran students. Due to the price difference between the OMBA and the EMBA (further emphasized by the OMBA military discount), EMBA qualified military and veteran students are opting into the OMBA. A discount for the EMBA would provide incentive for joining the appropriate MBA for their experience and goals and increase student satisfaction.

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

This 2.5% increase would be only the 5th tuition increase since the MBA programs inception in 2008. Rates were increased for the 2021-2022 academic year and enrollments continue to hold steady this year in spite of the pandemic. Relatively low tuition rates have been part of the student value proposition for each of the two online MBA programs. Per-credit online tuition rates have only increased 12.5% since the programs' inception. The OMBA program can be completed in as few as 36 credits by students who have prior business education and are able to waive foundation courses and as many as 52 for students with little or no business education. The duration of the OMBA program is 22-29 months. The EMBA program is 44 credits over 18 months. The WSU Carson College of Business MBA program tuition remains lower than similar programs with similar reputations. Elasticity remains higher than the 2.5% requested increase.

The EMBA military rate is a new proposal, providing a 12% discount on the EMBA tuition rate commensurate with the current 12% discount on the OMBA rate for military students.

### Alternatives Considered:

## Tuition and Fee Rate Increase Request

We have not experienced any observable declines in enrollments due to the pandemic, and in fact enrollments outpaced expectations. We expect this tuition adjustment will not significantly impact enrollments while increasing our revenues and helping us to cover increased programs costs. Mechanisms are in place to charge and waive off portions of tuition for retention and corporate relation strategies and we will employ those mechanisms. As we consider further adjustments, we will also study the effects of these waivers and our success in student retention moving forward.

Adding an EMBA military rate will provide opportunity for increasing Executive MBA enrollments overall thereby increasing revenue and enabling them program and post-graduate opportunities commensurate with their leadership experience.

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

In accordance with the process for seeking student input regarding rate increases in support of shared governance, the Carson College of Business will send one email to current students enrolled in either Online MBA and Executive MBA Online programs via the Associate Dean email ([ccb.assocdeanprofprograms@wsu.edu](mailto:ccb.assocdeanprofprograms@wsu.edu)) to student @wsu.edu email addresses on Thursday, February 17th .

There will be an opportunity for students to respond to the email from the Associate Dean mailbox with their thoughts and opinions on the proposed tuition increases for their respective programs. Students will have a minimum of 21-days to respond.

The window for the students to respond to this email will be from Thursday, February 17th to Thursday, March 10th, at 11:59 p.m. This window will allow for the 21-day minimum time window for students to receive the email and respond with their opinions, questions, comments, and/or concerns.

The WSU Team will compile all responses submitted to the Associate Dean mailbox on Monday, March 15th.

Student feedback will be shared with Regents at the May 2022 meeting.

Please Attach Any Supporting Documents

**CARSON COLLEGE OF BUSINESS**  
**MBA TUITION PROPOSAL FOR FY 2022**

**REQUEST:**

The Carson College of Business requests tuition increases for the Online Masters of Business Administration (OMBA) and Online Executive Masters of Business Administration (EMBA) for AY 2022-2023 as well as a new rate for military and veteran students enrolled in the Executive MBA. We will request a 2.5% rate increase for the OMBA and 2.5% for the EMBA and a discount for EMBA military of 12%. Based on current enrollment and an expectation of remaining steady, gross revenue projected from this increase adjusted for the new discount rate will be approximately \$450,000. This change will continue our progress towards an eventual sustainable price commensurate with our brand reputation and our costs.

The request for a new rate is specific to EMBA military and veteran students providing a 12% discount on the EMBA tuition commensurate with the current 12% discount on the OMBA (OMBA military rate). Due to the current price difference between the OMBA and the EMBA (further emphasized by the OMBA military discount), spring 2021 saw 20 EMBA qualified military and veteran students opt into the OMBA. A discount for the EMBA provides incentive for joining the appropriate MBA plan for their experience and goals and will increase student satisfaction and post-graduate outcomes. If the new rate had been in place and 5 students had chosen the EMBA with the military discount, over the OMBA military rate the revenue differential would have been \$118,760. EMBA enrollment of military and veteran students has grown from 8 in 2018 to 36 in fall 2021 and this adjustment will help us recognize an increase in enrollment.

The MBA self-sustaining programs are delivered entirely online, and there is no differentiation between resident and non-resident tuition for these programs. There have been two increases of 2.5% in the 19-20 and 21-22 academic years. With consideration for the hardship of Covid-19, we did not pursue an increase in 20-21. We are now proposing a modest increase for FY23. This adjustment is in support of major curricular and co-curricular investments in support of today's MBA market expectations.

**EXECUTIVE SUMMARY:**

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- This increase would be the 5th tuition increase since the program's inception in 2008
- The Carson College proposes to implement 2.5% OMBA and 2.5% EMBA increase for the 2022-2023 AY for all our students and to continue to study this increase, the competitive landscape, and our own brand reputation and capabilities in preparation for future adjustments.
- Costs to provide instruction and other program costs have risen significantly over that decade. The proposed increases are a step toward covering those increases. There continues to be a need for providing investment in the program given the competitive landscape. This increase will be a move in the right direction and may not be sufficient for long-term investment.
- Analysis of the competitive landscape in 2020 indicates that the OMBA tuition is 15% less and EMBA tuition is 7% less than competitors with similar product offerings and reputation.
- The Carson College OMBA and OEMBA remain "value-priced," delivering high quality with relatively low tuition rates relative to competitive programs.

- The addition of a military rate for the EMBA program will enable a go to market strategy to attract military and veteran students with leadership experience commensurate with other executives, honor our commitment to serving those who have served, and improve post-graduate outcomes.

### ***Background: the MBA market***

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

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

### ***The Carson College Online MBA***

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While fewer students are seeking fulltime, face-to-face MBA programs, the demand for part-time programs that require no career interruption of work to enter or to complete remains strong. The impacts of the Covid-19 virus on working professionals increased this demand. Face-to-face part-time MBA programs, online MBA programs, and hybrid programs combining live and online instruction have proliferated. The Carson College opened an Executive MBA Program in Spokane in 2007; this program struggled to attract students and the college migrated the EMBA to its current OEMBA version in 2010. The College established its OMBA in 2008.

The online MBA and Executive MBA programs have built solid, stable enrollment profiles, based on delivering high quality instruction at an attractive price point. Enrollment grew very quickly in the OMBA subsequent to the program's No. 1 ranking among online MBA programs by *U.S. News and World Report* in 2013. The 2022 ranking by *U.S. News* places WSU at No. 20 overall out of a field of 365 online MBA programs nationwide and recognizes the Carson College as among the best online graduate business programs for veterans.

In 2019, 335 of the 517 AACSB accredited business schools in the U.S. offered online or hybrid programs and in 2020, 324 offered online programs. The program landscape continues to dramatically fluctuate year over year. Regional programs continue to develop including the program recently introduced by the University of Washington; a 90% online MBA and a bargain priced MBA at Eastern Washington

University. The Carson College OMBA continues to be ranked in the top tier of programs. While there was a small decline in students as the initial effect of the #1 ranking eroded, and more options emerged, enrollments have returned to peak levels and signs are positive with respect to sustainability. The Carson College is well positioned amongst AACSB-accredited schools of business offering fully online degree. Some research institutions remain reluctant to enter this market. Those in more urban locations are more likely to offer hybrid degrees, for example even while we continue to work through changing tides from Covid-19. The fully online niche therefore remains an attractive one for the College. Further, the WSU and College reputations are especially strong in the Pacific Northwest, and a majority of the students have some combination of residential, career, and family ties to the region.

Relatively low tuition rates have been part of the student value proposition for each of the two online MBA programs. Per-credit online tuition rates have only increased 12.5% since the programs' inception in 2008. The OMBA program can be completed in as few as 36 credits by students who have prior business education and are able to waive foundation courses and as many as 52 for students with little or no business education. The duration of the OMBA program is 22-29 months. The EMBA program is 44 credits over 18 months.

### ***Tuition increases***

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

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

As the market of solely online MBA program becomes more saturated, we need to ensure we continue investing resources into our programs. As expected, the previous, modest tuition increases did not fully capture increased costs. Incrementally increasing tuition is a result of strategic consideration of the level of tuition that will cover costs and provide funds for continued investment, signal our quality and reputation, and be perceived and experienced as an affordable, accessible degree program. As we intended, we studied the responses of current and prospective students' responses to higher tuition. Our 2.5% increase to new students in the current year, was an effort to be able to invest in instructional staffing and services to support students in the program.

We have not experienced any observable decline in the enrollment level into 2022 since the implementation of the 2021 tuition rate; our enrollments continue to hold steady. Our decision to hold on an increase in 2020 due to Covid 19, in hindsight may have been a missed opportunity. Enrollment continues to outpace expectations. We expect this tuition adjustment will have similar results; increasing our revenues while helping us to cover increased programs costs. Mechanisms are in place to

charge and waive off portions of tuition for retention and corporate relation strategies and we will employ those mechanisms. As we consider further adjustments, we will also study the effects of these waivers and our success in student retention moving forward.

The Carson College of Business, consistent with our mission and in support of members of our armed services, has maintained an Online MBA military tuition rate of \$750 per credit for service members and veterans of the United States Armed Forces. Fully online MBA programs are especially attractive to active members who may be redeployed while they are students; we see this as a market advantage relative to hybrid programs. We also seek to increase this rate by 2.5% to \$769 per credit for the OMBA and include a new EMBA military rate of \$1169 to provide discount parity between the two programs for this special population.

Carson College MBAs continue to occupy a “sweet spot” in the market for the combination of price and quality in online degrees. While a number of programs claim to be “online” many continue to require campus residencies from 1-3 days per year, and in some cases per term. However, the space continues to be highly competitive. For example, the University of Illinois Urbana-Champaign recently introduced an entirely online MBA program (in partnership with Coursera) for just under \$22,000.

### ***Next steps***

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The future may see us pursue further tuition increases. We recently undertook significant redesign of each of our two online MBA programs, with implementation taking place in Fall 2020. Simultaneous with the redesign we have continued to study our brand reputation. It is possible that our relatively low cost may be a signal to prospective or current students a lower level of quality than we actually provide relative to competitors. Our market research on this issue will continue.

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Table 1

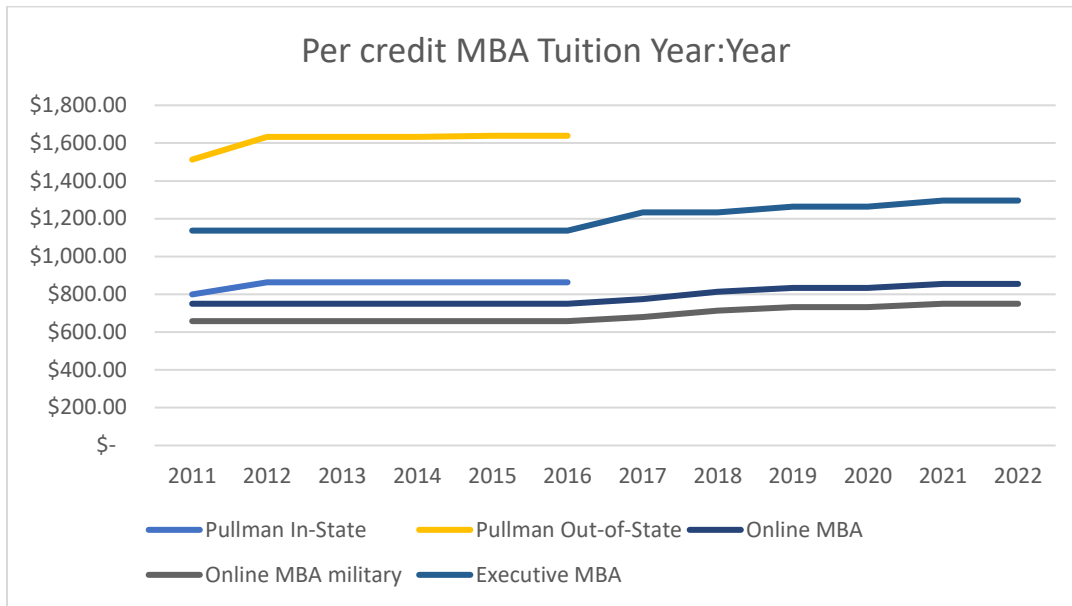
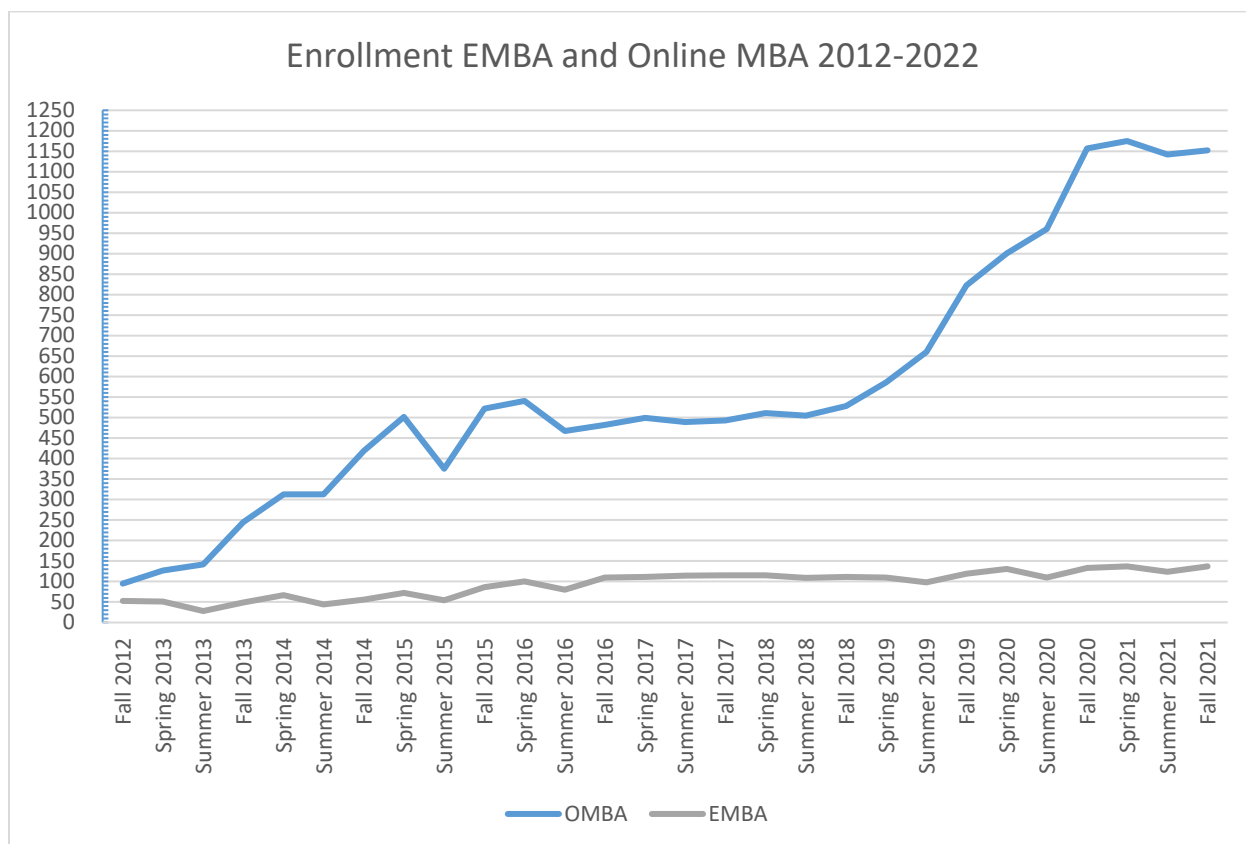




Table 2

| Program                       | Current tuition per credit | Total Cost of Completion (without foundation) | Total Cost of Completion (with foundation) |
|-------------------------------|----------------------------|---|--|
| OMBA current                  | \$ 855                     | \$ 30,775                                     | \$ 44,452                                  |
| OMBA proposed                 | \$ 876                     | \$ 31,536                                     | \$ 45,552                                  |
| OMBA current (military rate)  | \$ 750                     | \$ 27,011                                     | \$ 39,016                                  |
| OMBA proposed (military rate) | \$ 769                     | \$ 27,684                                     | \$ 39,988                                  |
| EMBA current                  | \$ 1,296                   | \$ 58,031                                     | N/A  |
| EMBA proposed                 | \$ 1,328                   | \$ 58,432                                     | N/A  |
| EMBA current (military rate)  | N/A                        | N/A   | N/A  |
| EMBA proposed (military rate) | \$ 1,169                   | \$ 51,436                                     | N/A  |

Table 3



## ACTION ITEM #4

### Services and Activities Fee Rates for Academic Year 2022-2023 (Stacy Pearson/Ellen Taylor)

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Services and Activities (S&A) Fee Rate Changes for Academic Year 2022-2023

**PROPOSED:** That the WSU Board of Regents approve the academic year 2022-2023 S&A fee rates as recommended by the student led S&A Fee Committees representing each of the WSU campuses.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Ellen Taylor, Interim Vice President/Vice Chancellor for Student Affairs

**SUPPORTING INFORMATION:** By law, the Board of Regents may increase Services and Activities (S&A) Fees annually by up to four percent. There is no such control on rate decreases.

All WSU campuses have a student led S&A Fee committee with a majority of votes assigned to students from that campus. Each campus S&A Fee committee makes a recommendation to the Board of Regents, through President Schulz, concerning the amount of any S&A fee rate change and the allocation of S&A revenues. Each campus committee may independently choose to recommend an increase or decrease in the S&A fee and each campus retains 100% of its own S&A fees. The academic year 2022-23 S&A rate recommendations by campus are listed below.

| Campus        | Current                   | Proposed                  | \$ Change | % Change |
|---------------|---------------------------|---------------------------|-----------|----------|
| Everett       | \$527                     | \$527                     | \$0       | 0%       |
| Global Campus | \$373/\$18.65 Credit Hour | \$373/\$18.65 Credit Hour | \$0       | 0%       |
| Pullman       | \$ 540                    | \$559                     | \$19      | 3.5%     |
| Spokane       | \$ 582                    | \$582                     | \$0       | 0%       |
| Tri-Cities    | \$ 512                    | \$526                     | \$14      | 2.7%     |
| Vancouver     | \$ 559                    | \$559                     | \$0       | 0%       |

**ATTACHMENT:** Attachment A - Services & Activities Fee Rate Support Documents

# Attachment A - S&A Rate Support Documents



**WASHINGTON STATE**  
UNIVERSITY

Office of the President

## MEMORANDUM

TO: Paul Pitre  
Chancellor, WSU Everett

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Everett S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Everett S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Everett S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you 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 4, 2022

RE: WSU Everett Services and Activities Fees Recommendation

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I have reviewed the WSU Everett Services and Activities Fees Committee FY22-23 budget allocation recommendations, and I support what has been proposed. This memo requests your support for the committee's recommendations and submittal to the Board of Regents for approval at the May 2022 meeting.

I have also received and supported the recommendation made by the WSU Everett S&A Fees Committee, by majority vote, not to implement an S&A Fee increase for fall 2022.

|  | Committee<br>Allocation<br>Recommendation | % of Allocation<br>(based on the<br>estimated budget) |
|--|---|---|
| <i>ASWSUE</i>  | \$101,060                                 | .472256231%   |
| <i>WSU Engineering Club</i>                                    | \$48,550.71                               | .226878838 %  |
| <i>Society of Women Engineers (SWE)</i>                        | \$15,000                                  | .070095423%   |
| <i>Institute of Electrical and Electronic Engineers (IEEE)</i> | \$10,000                                  | .046730282157%  |
|  |   |   |
| <b>Total Allocation</b>  | <b>\$174,610.71</b>                       | <b>.815960775%</b>                                    |

Estimated Reserve (cumulative unallocated revenue) \$39,383.29

Estimated allocation FY23: \$129,432

Estimated allocation FY23 (including FY22 reserve): \$213,994

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

Cc: Committee Chair

**MEMORANDUM**

**TO:** Paul Pitre  
Chancellor, WSU Everett

**FROM:** Sarah Van Eyk *Sarah Van Eyk*  
Chair, WSU Everett Services and Activities Fees Committee

**DATE:** April 4, 2022

**RE:** WSU Everett Services and Activities Fees Recommendations

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The Services and Activities Fees Committee met on April 1, 2022 to discuss and recommend budget allocations for academic year 2022-2023, following the established guidelines.

Groups that have an estimated 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. The approval letters to requesting groups include specific amounts for the academic year and any carry forward balances. Approval of the carry forward balances has been noted as necessary by Internal Audit.

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 2022 meeting.

The S&A Fees Committee, by unanimous vote, recommends an S&A Fee increase of (0%) effective fall 2023.

**The WSU Everett S&A Fees Committee unanimously recommends the following budget allocations:**

|   | Committee<br>Allocation<br>Recommendation | % of Allocation<br>(based on<br>estimated budget) |
|---|---|---|
| ASWSUE  | \$101,060                                 | .472256231%                                       |
| WSU Engineering Club                                    | \$48,550.71                               | .226878838%                                       |
| Society of Women Engineers (SWE)                        | \$15,000                                  | .070095423%                                       |
| Institute of Electrical and Electronic Engineers (IEEE) | \$10,000                                  | .046730282157%                                    |
|   |   |   |
| <b>Total Allocation</b>                                 | <b>\$174,610.71</b>                       | <b>.815960775%</b>                                |

Estimated Reserve (cumulative unallocated revenue) \$39,383.29

Estimated allocation FY23: \$129,432

Estimated allocation FY23 (including FY22 reserve): \$213,994

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


cc: *Soobin Seo, Erin Armstrong, Cierra Wright, Sarah Van Eyk, Tamara Roberson, Patrick Freilinger, Jessica Kupcake*





MEMORANDUM

TO: David Cillay  
Vice President for Academic Outreach and Innovation

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Global Campus S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Global Campus S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Global Campus S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office

**MEMORANDUM**

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

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

**Date:** March 29, 2022

**RE:** WSU Global Services and Activities Fee Recommendations for FY 2023

The WSU Global Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Fiscal Year 2023 following the established guidelines. I have reviewed and support the committee's recommendations, which are outlined below. I request your support and submittal of the budget requests to the Board of Regents for approval at the May 2022 meeting.

The committee voted to keep the Global Campus S&A Fee rate at \$18.65 per credit with no changes in FY 2023. The rate was decreased by 10% in FY 2022 and it was decided that any further adjustments at this time would be unwise.

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

|   |                    |
|---|--------------------|
| ASWSU Global Campus                         | \$416,026          |
| Global Campus Student Involvement & Support | \$912,061          |
| Center for Civic Engagement                 | \$136,533          |
| Wellbeing Online                            | \$184,320          |
| <b>Total FY 2023 Allocations</b>            | <b>\$1,648,940</b> |

Thank you for your consideration.

cc: Kirsten Frichette, Bethany Hackbarth, Rhonda Hancock, Mattie Jollie, Aly Kincaid, Heather McKnight, Becky Manues, Gianna Mertz, Erica Sponberg, Raisa Torres

**MEMORANDUM**

**TO:** Dave Cillay  
Chancellor, WSU Global Campus  
Vice President, Academic Outreach & Innovation

**From:** Mattie Jollie *Madison L. Jollie*  
Chair, WSU Global Services & Activities Fees Committee

**Date:** March 25, 2022

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

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The WSU Global Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Fiscal Year 2023 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 2022 meeting.

The committee voted to keep the Global Campus S&A Fee rate at \$18.65 per credit with no changes in FY 2023. The rate was decreased by 10% in FY 2022 and it was decided that any further adjustments at this time would be unwise.

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

|   |                    |
|---|--------------------|
| ASWSU Global Campus                         | \$416,026          |
| Global Campus Student Involvement & Support | \$912,061          |
| Center for Civic Engagement                 | \$136,533          |
| Wellbeing Online                            | \$184,320          |
| <b>Total FY 2023 Allocations</b>            | <b>\$1,648,940</b> |

Thank you for your consideration of our request.

cc: Kirsten Fricchette, Bethany Hackbarth, Rhonda Hancock, Mattie Jollie, Aly Kincaid, Heather McKnight, Becky Manues, Gianna Mertz, Erica Sponberg, Raisa Torres



**MEMORANDUM**

TO: Elizabeth Chilton  
Chancellor, WSU Pullman

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Pullman S&A Fees Recommendations for summer 2022 and AY 2022-2023

I have reviewed and support the WSU Pullman S&A Committee's summer 2022 and AY 2022-2023 budget allocation recommendations. I also support the recommendation of a 3.5% rate increase to the WSU Pullman S&A rate; the rate will change from \$540 to \$559 for Academic Year 2022-2023.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.


Thank you for your service and leadership on this committee.

cc: Budget Office



**MEMORANDUM**

TO: Kirk Schulz  
President, Washington State University

FROM: Elizabeth Chilton, Chancellor, WSU Pullman and  
Provost and Executive Vice President 

DATE: April 13, 2022

SUBJECT: WSU Pullman Services and Activities Fees Recommendations  
Fiscal Year 2022 – 2023

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I have reviewed and support the WSU Pullman Services and Activities Fees Committee recommendations to increase the Services and Activities Fee (S&A) rate and the budget allocations for fiscal year 2022 – 2023. The recommended budget allocations are supported by estimated annual S&A fees revenue of \$9,063,495 and \$781,500 from available S&A fund reserves. As noted below, the recommendations were approved by majority vote of the committee.

The following recommendations were approved by majority vote of the WSU Pullman S&A Fees Committee:

- Increase the current S&A Fee rate by 3.5%. This reflects an annual increase of \$19.00 dollars and establishes the new rate to be collected in FY 2022-23 of \$559 per year, per full-time student.
- Approval of the base (academic year and summer), carryforward, and one-time budget allocations for fiscal year 2022 – 2023. The detailed budget allocations are provided below.

I request your support of the enclosed recommendations and your submittal of these recommendations to the Board of Regents for approval at the May 2022 meeting.

**Pullman S&A Fees Committee Recommended Allocations**


| <b>S&amp;A Groups Requesting Funding</b>                | <b>Base Allocation<br/>(Academic &amp;<br/>Summer)</b> | <b>Carry Forward<br/>Request</b> | <b>One-Time<br/>Request</b> | <b>Recommended<br/>Allocation</b> |
|---|--|----------------------------------|-----------------------------|-----------------------------------|
| <b>ASWSU - Administration/Executives</b>                | \$ 258,063   | \$ -                             | \$ 25,000                   | \$ 283,063                        |
| <b>ASWSU - Senate</b>                                   | 120,500  | -                                | -                           | 120,500                           |
| <b>ASWSU - Senate Programming</b>                       | 368,088  | -                                | -                           | 368,088                           |
| <b>Athletics</b>  | -  | -                                | 200,000                     | 200,000                           |
| <b>Center for Civic Engagement</b>                      | 301,916  | -                                | -                           | 301,916                           |
| <b>Children's Center</b>                                | 404,516  | -                                | -                           | 404,516                           |
| <b>Coalition of Women Students</b>                      | 177,956  | -                                | -                           | 177,956                           |
| <b>Compton Union Building (CUB)</b>                     | 1,614,056  | -                                | 210,000                     | 1,824,056                         |
| <b>Health Promotion</b>                                 | 271,929  | -                                | -                           | 271,929                           |
| <b>Cougar Marching Band</b>                             | 214,522  | 20,270                           | -                           | 234,792                           |
| <b>Disability Awareness (Access Center)</b>             | 33,500   | -                                | -                           | 33,500                            |
| <b>GPSA</b>   | 526,555  | -                                | -                           | 526,555                           |
| <b>Cougar Accessible Transportation Services (CATS)</b> | 75,000   | 1,404                            | -                           | 76,404                            |
| <b>Student Entertainment Board (SEB)</b>                | 432,675  | -                                | -                           | 432,675                           |
| <b>Student Involvement</b>                              | 934,514  | -                                | -                           | 934,514                           |
| <b>Student Media</b>                                    | 230,216  | -                                | -                           | 230,216                           |
| <b>Transit</b>  | 538,650  | -                                | -                           | 538,650                           |
| <b>UREC</b>   | 1,530,739  | -                                | 246,500                     | 1,777,239                         |
| <b>Veterans Affairs</b>                                 | 13,800   | -                                | 100,000                     | 113,800                           |
| <b>TOTAL GROUP ALLOCATION</b>                           | <b>8,047,195</b>                                       | <b>21,674</b>                    | <b>781,500</b>              | <b>8,850,369</b>                  |
| <b>Long-Term Debt Payments</b>                          | <b>1,016,300</b>                                       | <b>-</b>                         | <b>-</b>                    | <b>1,016,300</b>                  |
| <b>PULLMAN GRAND TOTAL</b>                              | <b>\$ 9,063,495</b>                                    | <b>\$ 21,674</b>                 | <b>\$ 781,500</b>           | <b>\$ 9,866,669</b>               |

Approved By:   
 Alexander Pan, S&A Chair

Date: April 6, 2022

## MEMORANDUM

TO: Elizabeth Chilton, Ph.D.  
Chancellor, WSU Pullman

FROM: Alexander Pan   
Chair, Services and Activities Fees Committee, WSU Pullman

DATE: April 6, 2022

SUBJECT: Services and Activities Fees – Fiscal Year 2022 – 2023 Recommendations

The WSU Pullman Services and Activities (S&A) Fees Committee met March 29-30, 2022, to discuss and recommend summer and academic year 2022-2023 budget allocations in accordance with state and university guidelines. During deliberations, the committee evaluated budget proposals from campus organizations who rely on S&A fees to deliver non-academic programs, services, and activities to WSU Pullman undergraduate and graduate students.

The committee considered all available resources needed to fund the base allocations (academic year and summer), one-time and capital improvement requests. The final recommendations include a rate increase, and the use of S&A fee reserves for the one-time and capital improvement requests. Additionally, S&A Requests from two groups to use unspent prior year carryforward are included in the committee recommendations.

The capital improvement recommendations include project approval for turf replacements and upgrades at the Valley Road and Grimes playfields. A University interfund loan agreement currently exists for the payment of playfield improvements that were made in 2011. To fund the new project, and to continue the commitment from S&A fees for the long-term protection of these student recreational facilities, the committee requests engagement with University Finance and Administration to revise and extend the original interfund loan agreements, for up to ten additional years. Total S&A fees committed for the project are \$3,382,105.

In summary, the following recommendations were approved by majority vote of the WSU Pullman S&A Fees Committee:

- Increase the current S&A Fee rate by 3.5%. This reflects an annual increase of \$19.00 dollars and establishes the new rate to be collected in FY 2022-23 of \$559 per year, per full-time student.
- Approval of the base (academic year and summer), carryforward, and one-time budget allocations for fiscal year 2022 – 2023. The detailed budget allocations are provided below.

As the WSU Pullman S&A Fees Committee Chair, I request your support of the Committee recommendations and respectfully request your submittal of the rate increase and budget allocations to the Board of Regents for approval at their May 2022 meeting.

**Pullman S&A Fees Committee Recommended Allocations**

| <b>S&amp;A Groups Requesting Funding</b>         | <b>Base Allocation<br/>(Academic &amp;<br/>Summer)</b> | <b>Carry Forward<br/>Request</b> | <b>One-Time<br/>Request</b> | <b>Recommended<br/>Allocation</b> |
|--|--|----------------------------------|-----------------------------|-----------------------------------|
| ASWSU - Administration/Executives                | \$ 258,063   | \$ -                             | \$ 25,000                   | \$ 283,063                        |
| ASWSU - Senate                                   | 120,500  | -                                | -                           | 120,500                           |
| ASWSU - Senate Programming                       | 368,088  | -                                | -                           | 368,088                           |
| Athletics  | -  | -                                | 200,000                     | 200,000                           |
| Center for Civic Engagement                      | 301,916  | -                                | -                           | 301,916                           |
| Children's Center                                | 404,516  | -                                | -                           | 404,516                           |
| Coalition of Women Students                      | 177,956  | -                                | -                           | 177,956                           |
| Compton Union Building (CUB)                     | 1,614,056  | -                                | 210,000                     | 1,824,056                         |
| Health Promotion                                 | 271,929  | -                                | -                           | 271,929                           |
| Cougar Marching Band                             | 214,522  | 20,270                           | -                           | 234,792                           |
| Disability Awareness (Access Center)             | 33,500   | -                                | -                           | 33,500                            |
| GPSA   | 526,555  | -                                | -                           | 526,555                           |
| Cougar Accessible Transportation Services (CATS) | 75,000   | 1,404                            | -                           | 76,404                            |
| Student Entertainment Board (SEB)                | 432,675  | -                                | -                           | 432,675                           |
| Student Involvement                              | 934,514  | -                                | -                           | 934,514                           |
| Student Media                                    | 230,216  | -                                | -                           | 230,216                           |
| Transit  | 538,650  | -                                | -                           | 538,650                           |
| UREC   | 1,530,739  | -                                | 246,500                     | 1,777,239                         |
| Veterans Affairs                                 | 13,800   | -                                | 100,000                     | 113,800                           |
| <b>TOTAL GROUP ALLOCATION</b>                    | <b>8,047,195</b>                                       | <b>21,674</b>                    | <b>781,500</b>              | <b>8,850,369</b>                  |
| <b>Long-Term Debt Payments</b>                   | <b>1,016,300</b>                                       | <b>-</b>                         | <b>-</b>                    | <b>1,016,300</b>                  |
| <b>PULLMAN GRAND TOTAL</b>                       | <b>\$ 9,063,495</b>                                    | <b>\$ 21,674</b>                 | <b>\$ 781,500</b>           | <b>\$ 9,866,669</b>               |

Approved By:   
 Alexander Pan, S&A Chair


Date: April 6, 2022





MEMORANDUM

TO: Daryll DeWald  
Chancellor, WSU Spokane

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Spokane S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Spokane S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Spokane S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office



## MEMORANDUM

**TO:** Kirk Schulz, President

**FROM:** Daryll B. DeWald  
Vice President, Health Sciences  
And Chancellor, WSU Spokane *Daryll B. DeWald*

**DATE:** April 8, 2022

**SUBJECT:** WSU Health Sciences Spokane Student Fee Committee-Modified Academic Year Recommendations

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I have reviewed the WSU Spokane Student Fee Committee recommendations for academic year 2022-2023 and support the committee's recommendations as follows:

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

| Group                                    | Allocation   |
|--|--------------|
| ASWSUS                                   | \$234,002.00 |
| Athletics                                | \$5,000.00   |
| Student Entertainment Board              | \$53,143.00  |
| AINS Yakima                              | \$16,700.00  |
| Student Success Center                   | \$180,381.00 |
| Yakima Student Affairs                   | \$46,656.00  |
| Diversity Center                         | \$115,100.00 |
| Yakima Student Pharmacy Assoc            | \$17,450.00  |
| Student Involvement                      | \$57,670.00  |
| Fitness Center                           | \$42,200.00  |
| Campus Pantry                            | \$44,355.00  |
| Community Engagement                     | \$84,531.00  |
| Student Equity, Leadership and Community | \$159,570.00 |
| Facilities Reserve                       | \$51,780.00  |

If you approve, please process by forwarding your support to the Board of Regents for approval at the May 2022 meeting.

Thank you for your consideration of this request.

Encl: WSU Spokane fee committee recommendations.



**MEMORANDUM**

TO: Daryll DeWald  
Vice President WSU Health Sciences & Chancellor Washington State University Spokane

*Daryll DeWald*  
4/4/22

FROM: Tyler Schmidt  
Chair, Student Fees Committee

*Tyler Schmidt*  
4/6/22

DATE: April 4, 2022

RE: Spokane Campus S&A Fees Recommendations

The Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Summer 2022 and Academic Year 2022-2023, 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 2022 meeting. The S&A Fees Committee recommends no increase to the S&A Fee for the 2022-2023 academic year.

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

| Group                                    | Allocation   |
|--|--------------|
| ASWSUS                                   | \$234,002.00 |
| Athletics                                | \$5,000.00   |
| Student Entertainment Board              | \$53,143.00  |
| AINS Yakima                              | \$16,700.00  |
| Student Success Center                   | \$180,381.00 |
| Yakima Student Affairs                   | \$46,656.00  |
| Diversity Center                         | \$115,100.00 |
| Yakima Student Pharmacy Assoc            | \$17,450.00  |
| Student Involvement                      | \$57,670.00  |
| Fitness Center                           | \$42,200.00  |
| Campus Pantry                            | \$44,355.00  |
| Community Engagement                     | \$84,531.00  |
| Student Equity, Leadership and Community | \$159,570.00 |
| Facilities Reserve                       | \$51,780.00  |

**TOTAL**

Cc: Damianne Brand, Gretchen Eaker, Jim Mohr



MEMORANDUM

TO: Sandra Haynes  
Chancellor, WSU Tri-Cities

FROM: Kirk H. Schulz  
President

Date: April 5, 2022

Subject: WSU Tri-Cities S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Tri-Cities S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation of a 2.7% rate increase to the WSU Tri-Cities S&A rate; the rate will change from \$512 to \$526 for Academic Year 2022-2023.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office



WASHINGTON STATE UNIVERSITY  
**TRI-CITIES**

Memorandum

Date: April 1, 2021  
To: Kirk Schulz, President  
From: Sandra Haynes, Chancellor *Sandra Haynes*  
Cc: Nathaly Mendoza, Services and Activities Fee Committee Chair  
Subject: WSU Tri-Cities Services and Activities Fees Recommendations – 2022-2023

---

I have reviewed the Washington State University Tri-Cities Services & Activities Fee recommendations for the 2022-2023 academic year.

I support the students' recommendations to increase the Services and Activities Fee by \$14 per year for the 2022-2023 academic year.

If you also approve, please proceed by forwarding your support to the Board of Regents for approval at the May 5, 2022, meeting.

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

Encl: Services and Activities Committee Fee Recommendation for academic year 2022-2023



**DATE:** March 25, 2022

**TO:** Sandra Haynes, Ph.D., Chancellor

**FROM:** Nathaly Mendoza, Services and Activities Fee Committee Chair

**RE:** Services and Activities Committee Fee Recommendation: 2022-2023

The Services and Activities (S&A) Fee Committee was asked to make a recommendation regarding allocations for academic year 2022-2023.

After a month-long submission window, requestor presentations, and a detailed assessment of the budget, the S&A Committee held 5 hours of deliberations to fully discuss impacts, and the committee voted to submit the following recommendation to your attention:

**The Services and Activities Fee Committee recommends an S&A Fee increase of \$14 per year for the 2022-2023 academic year.**

| <u>Group</u>                          | <u>Total Requested</u> | <u>Allocated From Budget</u> | <u>Allocated from Reserves</u> | <u>Total Allocation</u> |
|---------------------------------------|------------------------|------------------------------|--------------------------------|-------------------------|
| Academic and Student Affairs Salaries | \$317,996.26           | \$228,813.9                  | \$25,000.00                    | \$253,813.9             |
| OSEL                                  | \$60,132.34            | \$41,119.11                  | \$13,000.00                    | \$54,119.11             |
| SEB                                   | \$103,281.98           | \$72,953.78                  | \$20,000.00                    | \$92,953.78             |
| IT Support                            | \$34,957.44            | \$15,768.83                  | \$5,000.00                     | \$20,768.83             |
| ASWSUTC                               | \$166,769.00           | \$125,092.1                  | \$25,000.00                    | \$150,092.1             |
| Club Funding                          | \$35,000.00            | \$30,000.00                  | \$5,000.00                     | \$35,000.00             |
| MOSAIC Center                         | \$29,784.56            | \$18,827.65                  | \$5,000.00                     | \$23,827.65             |
| Counseling Service                    | \$51,786.29            | \$31,839.72                  | \$7,000.00                     | \$38,839.72             |
| Career Services                       | \$42,736.73            | \$19,736.73                  | \$5,000.00                     | \$24,736.73             |
| Student Printing                      | \$15,580.00            | \$8,681.71                   | \$3,003.29                     | \$11,685.00             |
| Campus Recreation                     | \$47,303.70            | \$23,747.41                  | \$7,000.00                     | \$30,747.41             |
|                                       |                        |                              |                                |                         |
| Totals                                | \$905,328.30           | \$616,581.0                  | \$120,003.2                    | \$736,584.2             |

The S&A committee decided to initially cut a 25% from departments and then adjust if we believed the cut was too big and could potentially cripple the department or if there was an opportunity for further cuts. The committee has decided to only fund half of the salary of Career Services because the members believe these should be considered inherent functions of the university. **With that, we believe that S&A and Tri-Cities administration should begin to explore the possibilities of funding these services outside of the S&A**

**process.** The committee was faced with a difficult financial reality, and because of declining revenue and increased demand, the committee decided to increase the Services and Activities fee by \$14. Part of that decision was also because we funded student printing which would be about \$7.50 per student for 150 pages a semester. All reserve allocations were made to ensure we did not allocate over budget.


Thank you,

Nathaly Mendoza  
S&A Committee Chair



MEMORANDUM

TO: Mel Netzhammer  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Vancouver S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Vancouver S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Vancouver S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.


cc: Budget Office





MEMORANDUM

TO: Kirk Schulz  
President, Washington State University

FROM: Emile C. Netzhammer, Chancellor 

DATE: March 30, 2022

SUBJECT: Vancouver Services and Activities Fee Committee Recommendation

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I have reviewed and support the Vancouver Services and Activities Fee Committee FY2023 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 2022 meeting.

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

Enc: Budget Allocation Recommendations



**MEMORANDUM**

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

**FROM:** **ADA** Armando Antonino  
Chair, Services and Activities Fees Committee

**DATE:** March 16, 2022

**RE:** Services and Activities Fees Allocation

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The Services and Activities Fees Committee met in March 2022 to discuss and recommend budget allocations for the Academic Year 2022-2023, 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 2022 meeting.

Based on the number of requests submitted and historical statistics, the S&A Fee Committee does not recommend an increase to the S&A Fees.

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

| Group                                     | Allocation   |
|---|--------------|
| American Democracy Project                | \$3,900.00   |
| ASWSUV                                    | \$254,006.00 |
| Career Action Center                      | \$83,500.00  |
| Childcare Subsidy Program                 | \$8,000.00   |
| CILA                                      | \$207,945.00 |
| Club Operating Budget                     | \$70,000.00  |
| Club Space                                | \$13,000     |
| Cougar Food Pantry                        | \$56,823.00  |
| Coug Presence                             | \$6,100.00   |
| Counseling Services                       | \$223,755.00 |
| CPR/First Aid                             | \$3,500.00   |
| Engaged Learning and Career Action Center | \$10,000.00  |
| Graduate Travel Grant Program             | \$40,000.00  |
| Health Services                           | \$148,482.00 |
| KOUG Radio                                | \$15,000.00  |
| OSI Operating Budget                      | \$492,333.00 |
| OSI Contingency                           | \$22,520.00  |
| Public Safety                             | \$500.00     |
| Salmon Creek Journal                      | \$45,833.00  |
| Student Activities Board                  | \$111,051.00 |



WASHINGTON STATE UNIVERSITY  
**VANCOUVER**

|                            |              |
|----------------------------|--------------|
| Student Life Building      | \$120,000.00 |
| Student Media              | \$19,304.00  |
| Students Helping Students  | \$27,700.00  |
| Undergraduate Travel Grant | \$15,000.00  |
| VanCougar Newsmagazine     | \$93,448.00  |
| Veterans Services          | \$8,300.00   |

cc: Domanic Thomas, Marisa Smith, Armando Antonino, Chandra Runnels,  
Nathaniel Mountain, Carol Fisher, Sara Rauch

## **ACTION ITEM #5**

### **Services and Activities Fee Committee Allocations for Summer 2022 and Academic Year 2022-2023 (Stacy Pearson/Ellen Taylor)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Services and Activities (S&A) Fee Committee Allocations for Summer 2022 and Academic Year 2022-2023

**PROPOSED:** That the Board of Regents approve the allocation of Services & Activities Fees for summer 2022 and academic year 2022-2023, as recommended by the student led S&A Fee Committees representing each of the WSU campuses.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Ellen Taylor, Interim Vice President/Vice Chancellor for Student Affairs

**SUPPORTING INFORMATION:** Services & Activities Fees are used to fund student activities, programs and student facilities.

S & A fees are charged to all students registering at any WSU campus. The S&A fee committee on each campus is student led, with a majority of votes assigned to students from that campus. Each campus retains 100% of its own S&A fees and determines the allocation of those fees following the guidelines governing the establishment and funding of student programs set forth in RCW 28B.15.045.

The following allocations as recommended by each campus committee have been reviewed by President Schulz and are forwarded for approval by the Board of Regents.

**ATTACHMENT:** Attachment A: Services and Activities Fee Allocation Support Documents

# Attachment A - S&A Allocation Support Documents




**WASHINGTON STATE**  
UNIVERSITY

Office of the President

## MEMORANDUM

TO: Paul Pitre  
Chancellor, WSU Everett

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Everett S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Everett S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Everett S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you 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 4, 2022

RE: WSU Everett Services and Activities Fees Recommendation

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I have reviewed the WSU Everett Services and Activities Fees Committee FY22-23 budget allocation recommendations, and I support what has been proposed. This memo requests your support for the committee's recommendations and submittal to the Board of Regents for approval at the May 2022 meeting.

I have also received and supported the recommendation made by the WSU Everett S&A Fees Committee, by majority vote, not to implement an S&A Fee increase for fall 2022.

|  | Committee<br>Allocation<br>Recommendation | % of Allocation<br>(based on the<br>estimated budget) |
|--|---|---|
| <i>ASWSUE</i>  | \$101,060                                 | .472256231%   |
| <i>WSU Engineering Club</i>                                    | \$48,550.71                               | .226878838 %  |
| <i>Society of Women Engineers (SWE)</i>                        | \$15,000                                  | .070095423%   |
| <i>Institute of Electrical and Electronic Engineers (IEEE)</i> | \$10,000                                  | .046730282157%  |
|  |   |   |
| <b>Total Allocation</b>  | \$174,610.71                              | .815960775%   |

Estimated Reserve (cumulative unallocated revenue) \$39,383.29

Estimated allocation FY23: \$129,432

Estimated allocation FY23 (including FY22 reserve): \$213,994

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

Cc: Committee Chair

**MEMORANDUM**

**TO:** Paul Pitre  
Chancellor, WSU Everett

**FROM:** Sarah Van Eyk   
Chair, WSU Everett Services and Activities Fees Committee

**DATE:** April 4, 2022

**RE:** WSU Everett Services and Activities Fees Recommendations

---

The Services and Activities Fees Committee met on April 1, 2022 to discuss and recommend budget allocations for academic year 2022-2023, following the established guidelines.

Groups that have an estimated 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. The approval letters to requesting groups include specific amounts for the academic year and any carry forward balances. Approval of the carry forward balances has been noted as necessary by Internal Audit.

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 2022 meeting.

The S&A Fees Committee, by unanimous vote, recommends an S&A Fee increase of (0%) effective fall 2023.

**The WSU Everett S&A Fees Committee unanimously recommends the following budget allocations:**

|   | Committee<br>Allocation<br>Recommendation | % of Allocation<br>(based on<br>estimated budget) |
|---|---|---|
| ASWSUE  | \$101,060                                 | .472256231%                                       |
| WSU Engineering Club                                    | \$48,550.71                               | .226878838%                                       |
| Society of Women Engineers (SWE)                        | \$15,000                                  | .070095423%                                       |
| Institute of Electrical and Electronic Engineers (IEEE) | \$10,000                                  | .046730282157%                                    |
|   |   |   |
| <b>Total Allocation</b>                                 | <b>\$174,610.71</b>                       | <b>.815960775%</b>                                |

Estimated Reserve (cumulative unallocated revenue) \$39,383.29



Estimated allocation FY23: \$129,432

Estimated allocation FY23 (including FY22 reserve): \$213,994

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

cc: *Soobin Seo, Erin Armstrong, Cierra Wright, Sarah Van Eyk, Tamara Roberson, Patrick Freilinger, Jessica Kupcake*



MEMORANDUM

TO: David Cillay  
Vice President for Academic Outreach and Innovation

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Global Campus S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Global Campus S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Global Campus S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office

**MEMORANDUM**

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

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

**Date:** March 29, 2022

**RE:** WSU Global Services and Activities Fee Recommendations for FY 2023

The WSU Global Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Fiscal Year 2023 following the established guidelines. I have reviewed and support the committee's recommendations, which are outlined below. I request your support and submittal of the budget requests to the Board of Regents for approval at the May 2022 meeting.

The committee voted to keep the Global Campus S&A Fee rate at \$18.65 per credit with no changes in FY 2023. The rate was decreased by 10% in FY 2022 and it was decided that any further adjustments at this time would be unwise.

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

|   |                    |
|---|--------------------|
| ASWSU Global Campus                         | \$416,026          |
| Global Campus Student Involvement & Support | \$912,061          |
| Center for Civic Engagement                 | \$136,533          |
| Wellbeing Online                            | \$184,320          |
| <b>Total FY 2023 Allocations</b>            | <b>\$1,648,940</b> |

Thank you for your consideration.

cc: Kirsten Frichette, Bethany Hackbarth, Rhonda Hancock, Mattie Jollie, Aly Kincaid, Heather McKnight, Becky Manues, Gianna Mertz, Erica Sponberg, Raisa Torres

**MEMORANDUM**

**TO:** Dave Cillay  
Chancellor, WSU Global Campus  
Vice President, Academic Outreach & Innovation

**From:** Mattie Jollie *Madison L. Jollie*  
Chair, WSU Global Services & Activities Fees Committee

**Date:** March 25, 2022

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

---

The WSU Global Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Fiscal Year 2023 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 2022 meeting.

The committee voted to keep the Global Campus S&A Fee rate at \$18.65 per credit with no changes in FY 2023. The rate was decreased by 10% in FY 2022 and it was decided that any further adjustments at this time would be unwise.

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

|   |                    |
|---|--------------------|
| ASWSU Global Campus                         | \$416,026          |
| Global Campus Student Involvement & Support | \$912,061          |
| Center for Civic Engagement                 | \$136,533          |
| Wellbeing Online                            | \$184,320          |
| <b>Total FY 2023 Allocations</b>            | <b>\$1,648,940</b> |

Thank you for your consideration of our request.

cc: Kirsten Fricchette, Bethany Hackbarth, Rhonda Hancock, Mattie Jollie, Aly Kincaid, Heather McKnight, Becky Manues, Gianna Mertz, Erica Sponberg, Raisa Torres



**MEMORANDUM**

TO: Elizabeth Chilton  
Chancellor, WSU Pullman

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Pullman S&A Fees Recommendations for summer 2022 and AY 2022-2023

I have reviewed and support the WSU Pullman S&A Committee's summer 2022 and AY 2022-2023 budget allocation recommendations. I also support the recommendation of a 3.5% rate increase to the WSU Pullman S&A rate; the rate will change from \$540 to \$559 for Academic Year 2022-2023.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.


Thank you for your service and leadership on this committee.

cc: Budget Office



**MEMORANDUM**

TO: Kirk Schulz  
President, Washington State University

FROM: Elizabeth Chilton, Chancellor, WSU Pullman and  
Provost and Executive Vice President 

DATE: April 13, 2022

SUBJECT: WSU Pullman Services and Activities Fees Recommendations  
Fiscal Year 2022 – 2023

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I have reviewed and support the WSU Pullman Services and Activities Fees Committee recommendations to increase the Services and Activities Fee (S&A) rate and the budget allocations for fiscal year 2022 – 2023. The recommended budget allocations are supported by estimated annual S&A fees revenue of \$9,063,495 and \$781,500 from available S&A fund reserves. As noted below, the recommendations were approved by majority vote of the committee.

The following recommendations were approved by majority vote of the WSU Pullman S&A Fees Committee:

- Increase the current S&A Fee rate by 3.5%. This reflects an annual increase of \$19.00 dollars and establishes the new rate to be collected in FY 2022-23 of \$559 per year, per full-time student.
- Approval of the base (academic year and summer), carryforward, and one-time budget allocations for fiscal year 2022 – 2023. The detailed budget allocations are provided below.

I request your support of the enclosed recommendations and your submittal of these recommendations to the Board of Regents for approval at the May 2022 meeting.

**Pullman S&A Fees Committee Recommended Allocations**


| <b>S&amp;A Groups Requesting Funding</b>         | <b>Base Allocation<br/>(Academic &amp;<br/>Summer)</b> | <b>Carry Forward<br/>Request</b> | <b>One-Time<br/>Request</b> | <b>Recommended<br/>Allocation</b> |
|--|--|----------------------------------|-----------------------------|-----------------------------------|
| ASWSU - Administration/Executives                | \$ 258,063   | \$ -                             | \$ 25,000                   | \$ 283,063                        |
| ASWSU - Senate                                   | 120,500  | -                                | -                           | 120,500                           |
| ASWSU - Senate Programming                       | 368,088  | -                                | -                           | 368,088                           |
| Athletics  | -  | -                                | 200,000                     | 200,000                           |
| Center for Civic Engagement                      | 301,916  | -                                | -                           | 301,916                           |
| Children's Center                                | 404,516  | -                                | -                           | 404,516                           |
| Coalition of Women Students                      | 177,956  | -                                | -                           | 177,956                           |
| Compton Union Building (CUB)                     | 1,614,056  | -                                | 210,000                     | 1,824,056                         |
| Health Promotion                                 | 271,929  | -                                | -                           | 271,929                           |
| Cougar Marching Band                             | 214,522  | 20,270                           | -                           | 234,792                           |
| Disability Awareness (Access Center)             | 33,500   | -                                | -                           | 33,500                            |
| GPSA   | 526,555  | -                                | -                           | 526,555                           |
| Cougar Accessible Transportation Services (CATS) | 75,000   | 1,404                            | -                           | 76,404                            |
| Student Entertainment Board (SEB)                | 432,675  | -                                | -                           | 432,675                           |
| Student Involvement                              | 934,514  | -                                | -                           | 934,514                           |
| Student Media                                    | 230,216  | -                                | -                           | 230,216                           |
| Transit  | 538,650  | -                                | -                           | 538,650                           |
| UREC   | 1,530,739  | -                                | 246,500                     | 1,777,239                         |
| Veterans Affairs                                 | 13,800   | -                                | 100,000                     | 113,800                           |
| <b>TOTAL GROUP ALLOCATION</b>                    | <b>8,047,195</b>                                       | <b>21,674</b>                    | <b>781,500</b>              | <b>8,850,369</b>                  |
| Long-Term Debt Payments                          | 1,016,300  | -                                | -                           | 1,016,300                         |
| <b>PULLMAN GRAND TOTAL</b>                       | <b>\$ 9,063,495</b>                                    | <b>\$ 21,674</b>                 | <b>\$ 781,500</b>           | <b>\$ 9,866,669</b>               |

Approved By:   
 Alexander Pan, S&A Chair

Date: April 6, 2022

## MEMORANDUM

TO: Elizabeth Chilton, Ph.D.  
Chancellor, WSU Pullman

FROM: Alexander Pan   
Chair, Services and Activities Fees Committee, WSU Pullman

DATE: April 6, 2022

SUBJECT: Services and Activities Fees – Fiscal Year 2022 – 2023 Recommendations

The WSU Pullman Services and Activities (S&A) Fees Committee met March 29-30, 2022, to discuss and recommend summer and academic year 2022-2023 budget allocations in accordance with state and university guidelines. During deliberations, the committee evaluated budget proposals from campus organizations who rely on S&A fees to deliver non-academic programs, services, and activities to WSU Pullman undergraduate and graduate students.

The committee considered all available resources needed to fund the base allocations (academic year and summer), one-time and capital improvement requests. The final recommendations include a rate increase, and the use of S&A fee reserves for the one-time and capital improvement requests. Additionally, S&A Requests from two groups to use unspent prior year carryforward are included in the committee recommendations.

The capital improvement recommendations include project approval for turf replacements and upgrades at the Valley Road and Grimes playfields. A University interfund loan agreement currently exists for the payment of playfield improvements that were made in 2011. To fund the new project, and to continue the commitment from S&A fees for the long-term protection of these student recreational facilities, the committee requests engagement with University Finance and Administration to revise and extend the original interfund loan agreements, for up to ten additional years. Total S&A fees committed for the project are \$3,382,105.

In summary, the following recommendations were approved by majority vote of the WSU Pullman S&A Fees Committee:

- Increase the current S&A Fee rate by 3.5%. This reflects an annual increase of \$19.00 dollars and establishes the new rate to be collected in FY 2022-23 of \$559 per year, per full-time student.
- Approval of the base (academic year and summer), carryforward, and one-time budget allocations for fiscal year 2022 – 2023. The detailed budget allocations are provided below.

As the WSU Pullman S&A Fees Committee Chair, I request your support of the Committee recommendations and respectfully request your submittal of the rate increase and budget allocations to the Board of Regents for approval at their May 2022 meeting.



**Pullman S&A Fees Committee Recommended Allocations**

| <b>S&amp;A Groups Requesting Funding</b>         | <b>Base Allocation<br/>(Academic &amp;<br/>Summer)</b> | <b>Carry Forward<br/>Request</b> | <b>One-Time<br/>Request</b> | <b>Recommended<br/>Allocation</b> |
|--|--|----------------------------------|-----------------------------|-----------------------------------|
| ASWSU - Administration/Executives                | \$ 258,063   | \$ -                             | \$ 25,000                   | \$ 283,063                        |
| ASWSU - Senate                                   | 120,500  | -                                | -                           | 120,500                           |
| ASWSU - Senate Programming                       | 368,088  | -                                | -                           | 368,088                           |
| Athletics  | -  | -                                | 200,000                     | 200,000                           |
| Center for Civic Engagement                      | 301,916  | -                                | -                           | 301,916                           |
| Children's Center                                | 404,516  | -                                | -                           | 404,516                           |
| Coalition of Women Students                      | 177,956  | -                                | -                           | 177,956                           |
| Compton Union Building (CUB)                     | 1,614,056  | -                                | 210,000                     | 1,824,056                         |
| Health Promotion                                 | 271,929  | -                                | -                           | 271,929                           |
| Cougar Marching Band                             | 214,522  | 20,270                           | -                           | 234,792                           |
| Disability Awareness (Access Center)             | 33,500   | -                                | -                           | 33,500                            |
| GPSA   | 526,555  | -                                | -                           | 526,555                           |
| Cougar Accessible Transportation Services (CATS) | 75,000   | 1,404                            | -                           | 76,404                            |
| Student Entertainment Board (SEB)                | 432,675  | -                                | -                           | 432,675                           |
| Student Involvement                              | 934,514  | -                                | -                           | 934,514                           |
| Student Media                                    | 230,216  | -                                | -                           | 230,216                           |
| Transit  | 538,650  | -                                | -                           | 538,650                           |
| UREC   | 1,530,739  | -                                | 246,500                     | 1,777,239                         |
| Veterans Affairs                                 | 13,800   | -                                | 100,000                     | 113,800                           |
| <b>TOTAL GROUP ALLOCATION</b>                    | <b>8,047,195</b>                                       | <b>21,674</b>                    | <b>781,500</b>              | <b>8,850,369</b>                  |
| <b>Long-Term Debt Payments</b>                   | <b>1,016,300</b>                                       | <b>-</b>                         | <b>-</b>                    | <b>1,016,300</b>                  |
| <b>PULLMAN GRAND TOTAL</b>                       | <b>\$ 9,063,495</b>                                    | <b>\$ 21,674</b>                 | <b>\$ 781,500</b>           | <b>\$ 9,866,669</b>               |


Approved By:   
 Alexander Pan, S&A Chair

Date: April 6, 2022



MEMORANDUM

TO: Daryll DeWald  
Chancellor, WSU Spokane

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Spokane S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Spokane S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Spokane S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office



## MEMORANDUM

**TO:** Kirk Schulz, President

**FROM:** Daryll B. DeWald  
Vice President, Health Sciences  
And Chancellor, WSU Spokane *Daryll B. DeWald*

**DATE:** April 8, 2022

**SUBJECT:** WSU Health Sciences Spokane Student Fee Committee-Modified Academic Year Recommendations

---

I have reviewed the WSU Spokane Student Fee Committee recommendations for academic year 2022-2023 and support the committee's recommendations as follows:

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

| Group                                    | Allocation   |
|--|--------------|
| ASWSUS                                   | \$234,002.00 |
| Athletics                                | \$5,000.00   |
| Student Entertainment Board              | \$53,143.00  |
| AINS Yakima                              | \$16,700.00  |
| Student Success Center                   | \$180,381.00 |
| Yakima Student Affairs                   | \$46,656.00  |
| Diversity Center                         | \$115,100.00 |
| Yakima Student Pharmacy Assoc            | \$17,450.00  |
| Student Involvement                      | \$57,670.00  |
| Fitness Center                           | \$42,200.00  |
| Campus Pantry                            | \$44,355.00  |
| Community Engagement                     | \$84,531.00  |
| Student Equity, Leadership and Community | \$159,570.00 |
| Facilities Reserve                       | \$51,780.00  |

If you approve, please process by forwarding your support to the Board of Regents for approval at the May 2022 meeting.

Thank you for your consideration of this request.

Encl: WSU Spokane fee committee recommendations.



**MEMORANDUM**

TO: Daryll DeWald  
Vice President WSU Health Sciences & Chancellor Washington State University Spokane

*Daryll DeWald*  
4/4/22

FROM: Tyler Schmidt  
Chair, Student Fees Committee

*Tyler Schmidt*  
4/6/22

DATE: April 4, 2022

RE: Spokane Campus S&A Fees Recommendations

The Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Summer 2022 and Academic Year 2022-2023, 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 2022 meeting. The S&A Fees Committee recommends no increase to the S&A Fee for the 2022-2023 academic year.

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

| Group                                    | Allocation   |
|--|--------------|
| ASWSUS                                   | \$234,002.00 |
| Athletics                                | \$5,000.00   |
| Student Entertainment Board              | \$53,143.00  |
| AINS Yakima                              | \$16,700.00  |
| Student Success Center                   | \$180,381.00 |
| Yakima Student Affairs                   | \$46,656.00  |
| Diversity Center                         | \$115,100.00 |
| Yakima Student Pharmacy Assoc            | \$17,450.00  |
| Student Involvement                      | \$57,670.00  |
| Fitness Center                           | \$42,200.00  |
| Campus Pantry                            | \$44,355.00  |
| Community Engagement                     | \$84,531.00  |
| Student Equity, Leadership and Community | \$159,570.00 |
| Facilities Reserve                       | \$51,780.00  |

**TOTAL**

Cc: Damianne Brand, Gretchen Eaker, Jim Mohr



MEMORANDUM

TO: Sandra Haynes  
Chancellor, WSU Tri-Cities

FROM: Kirk H. Schulz  
President

Date: April 5, 2022

Subject: WSU Tri-Cities S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Tri-Cities S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation of a 2.7% rate increase to the WSU Tri-Cities S&A rate; the rate will change from \$512 to \$526 for Academic Year 2022-2023.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office



WASHINGTON STATE UNIVERSITY  
**TRI-CITIES**

Memorandum

Date: April 1, 2021  
To: Kirk Schulz, President  
From: Sandra Haynes, Chancellor *Sandra Haynes*  
Cc: Nathaly Mendoza, Services and Activities Fee Committee Chair  
Subject: WSU Tri-Cities Services and Activities Fees Recommendations – 2022-2023

---

I have reviewed the Washington State University Tri-Cities Services & Activities Fee recommendations for the 2022-2023 academic year.

I support the students' recommendations to increase the Services and Activities Fee by \$14 per year for the 2022-2023 academic year.

If you also approve, please proceed by forwarding your support to the Board of Regents for approval at the May 5, 2022, meeting.

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

Encl: Services and Activities Committee Fee Recommendation for academic year 2022-2023



**DATE:** March 25, 2022

**TO:** Sandra Haynes, Ph.D., Chancellor

**FROM:** Nathaly Mendoza, Services and Activities Fee Committee Chair

**RE:** Services and Activities Committee Fee Recommendation: 2022-2023

The Services and Activities (S&A) Fee Committee was asked to make a recommendation regarding allocations for academic year 2022-2023.

After a month-long submission window, requestor presentations, and a detailed assessment of the budget, the S&A Committee held 5 hours of deliberations to fully discuss impacts, and the committee voted to submit the following recommendation to your attention:

**The Services and Activities Fee Committee recommends an S&A Fee increase of \$14 per year for the 2022-2023 academic year.**

| <u>Group</u>                          | <u>Total Requested</u> | <u>Allocated From Budget</u> | <u>Allocated from Reserves</u> | <u>Total Allocation</u> |
|---------------------------------------|------------------------|------------------------------|--------------------------------|-------------------------|
| Academic and Student Affairs Salaries | \$317,996.26           | \$228,813.9                  | \$25,000.00                    | \$253,813.9             |
| OSEL                                  | \$60,132.34            | \$41,119.11                  | \$13,000.00                    | \$54,119.11             |
| SEB                                   | \$103,281.98           | \$72,953.78                  | \$20,000.00                    | \$92,953.78             |
| IT Support                            | \$34,957.44            | \$15,768.83                  | \$5,000.00                     | \$20,768.83             |
| ASWSUTC                               | \$166,769.00           | \$125,092.1                  | \$25,000.00                    | \$150,092.1             |
| Club Funding                          | \$35,000.00            | \$30,000.00                  | \$5,000.00                     | \$35,000.00             |
| MOSAIC Center                         | \$29,784.56            | \$18,827.65                  | \$5,000.00                     | \$23,827.65             |
| Counseling Service                    | \$51,786.29            | \$31,839.72                  | \$7,000.00                     | \$38,839.72             |
| Career Services                       | \$42,736.73            | \$19,736.73                  | \$5,000.00                     | \$24,736.73             |
| Student Printing                      | \$15,580.00            | \$8,681.71                   | \$3,003.29                     | \$11,685.00             |
| Campus Recreation                     | \$47,303.70            | \$23,747.41                  | \$7,000.00                     | \$30,747.41             |
|                                       |                        |                              |                                |                         |
| Totals                                | \$905,328.30           | \$616,581.0                  | \$120,003.2                    | \$736,584.2             |

The S&A committee decided to initially cut a 25% from departments and then adjust if we believed the cut was too big and could potentially cripple the department or if there was an opportunity for further cuts. The committee has decided to only fund half of the salary of Career Services because the members believe these should be considered inherent functions of the university. **With that, we believe that S&A and Tri-Cities administration should begin to explore the possibilities of funding these services outside of the S&A**

**process.** The committee was faced with a difficult financial reality, and because of declining revenue and increased demand, the committee decided to increase the Services and Activities fee by \$14. Part of that decision was also because we funded student printing which would be about \$7.50 per student for 150 pages a semester. All reserve allocations were made to ensure we did not allocate over budget.

Thank you,


Nathaly Mendoza  
S&A Committee Chair





MEMORANDUM

TO: Mel Netzhammer  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Vancouver S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Vancouver S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Vancouver S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office



MEMORANDUM

TO: Kirk Schulz  
President, Washington State University

FROM: Emile C. Netzhammer, Chancellor 

DATE: March 30, 2022

SUBJECT: Vancouver Services and Activities Fee Committee Recommendation

---

I have reviewed and support the Vancouver Services and Activities Fee Committee FY2023 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 2022 meeting.

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

Enc: Budget Allocation Recommendations



**MEMORANDUM**

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

**FROM:** **ADA** Armando Antonino  
Chair, Services and Activities Fees Committee

**DATE:** March 16, 2022

**RE:** Services and Activities Fees Allocation

---

The Services and Activities Fees Committee met in March 2022 to discuss and recommend budget allocations for the Academic Year 2022-2023, 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 2022 meeting.

Based on the number of requests submitted and historical statistics, the S&A Fee Committee does not recommend an increase to the S&A Fees.

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

| Group                                     | Allocation   |
|---|--------------|
| American Democracy Project                | \$3,900.00   |
| ASWSUV                                    | \$254,006.00 |
| Career Action Center                      | \$83,500.00  |
| Childcare Subsidy Program                 | \$8,000.00   |
| CILA                                      | \$207,945.00 |
| Club Operating Budget                     | \$70,000.00  |
| Club Space                                | \$13,000     |
| Cougar Food Pantry                        | \$56,823.00  |
| Coug Presence                             | \$6,100.00   |
| Counseling Services                       | \$223,755.00 |
| CPR/First Aid                             | \$3,500.00   |
| Engaged Learning and Career Action Center | \$10,000.00  |
| Graduate Travel Grant Program             | \$40,000.00  |
| Health Services                           | \$148,482.00 |
| KOUG Radio                                | \$15,000.00  |
| OSI Operating Budget                      | \$492,333.00 |
| OSI Contingency                           | \$22,520.00  |
| Public Safety                             | \$500.00     |
| Salmon Creek Journal                      | \$45,833.00  |
| Student Activities Board                  | \$111,051.00 |



WASHINGTON STATE UNIVERSITY  
**VANCOUVER**

|                            |              |
|----------------------------|--------------|
| Student Life Building      | \$120,000.00 |
| Student Media              | \$19,304.00  |
| Students Helping Students  | \$27,700.00  |
| Undergraduate Travel Grant | \$15,000.00  |
| VanCougar Newsmagazine     | \$93,448.00  |
| Veterans Services          | \$8,300.00   |

cc: Domanic Thomas, Marisa Smith, Armando Antonino, Chandra Runnels,  
Nathaniel Mountain, Carol Fisher, Sara Rauch

## **ACTION ITEM #6**

### **Academic Year 2022-2023 Housing and Dining Rates (Stacy Pearson/Ellen Taylor)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Academic Year 2022-2023 Housing and Dining Rates

**PROPOSED:** That the Board of Regents approve the proposed Housing and Dining Rates for academic year 2022-2023.

Residence Halls:

- 4.0% increase in Residence Hall Rate
- \$20 per semester increase in dining base cost (\$875 to \$895) plus 2.1 – 2.5% increase in dining account dollars, depending on Dining Plan Level

Apartments:

Single student, family, and graduate student apartments

- 5.0% increase in monthly rates for all apartment units

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Ellen Taylor, Interim Vice President/Vice Chancellor for Student Affairs

**SUPPORTING INFORMATION:** The Housing and Dining System is a self-sustaining auxiliary unit that requires establishing room and board rates that are sufficient to cover all operational costs, bond covenants, and to support university strategic goals and objectives.

The Housing and Dining Advisory Board, comprised of student representatives from the Resident Hall Association (RHA), Associated Students of Washington State University (ASWSU), Graduate and Professional Students Association (GPSA), at large students, and Student Affairs staff representatives, began meeting in the fall of 2021 to review current operations and to discuss operational changes anticipated for the ensuing year.

The Housing and Dining system is housing approximately 4,600 students in the Residence Halls this year, with another 2,000 students in WSU-owned apartments. This year, programs and operations

returned to more pre-pandemic conditions and were modified as needed throughout the year for public health and safety. Adjustments to housing and dining rates are proposed to address estimated increases in operational costs (e.g., personnel, food, utilities, and general inflation).

The student representatives unanimously approved the recommended rate increases on the Housing and Dining Advisory Board in their meeting on February 1, 2022. The proposed rate increases will be implemented for academic year 2022-2023 Housing and Dining System contracts, to include residence halls, dining plans and apartments.

**WSU Housing and Dining System**  
Resident Hall, Dining and Apartment Rate Proposal  
Academic Year 2022-2023

**RECOMMENDATION**

Residence Halls Room & Board – Annual Rates

| Residence Hall Name   | 2021-2022 | 2022 -2023 | Dollar Increase | Percent Increase |
|---|-----------|------------|-----------------|------------------|
| Waller (1)  | \$ 6,646  | \$ 6,912   | \$ 266          | 4.0%             |
| Gannon, Goldsworthy   | 6,646     | 6,912      | 266             | 4.0%             |
| Streit, Perham  | 6,646     | 6,912      | 266             | 4.0%             |
| Stephenson  | 6,646     | 6,912      | 266             | 4.0%             |
| Stimson   | 6,646     | 6,912      | 266             | 4.0%             |
| Rogers  | 6,646     | 6,912      | 266             | 4.0%             |
| Wilmer-Davis (2)  | 7,300     | 7,592      | 292             | 4.0%             |
| Stevens   | 7,300     | 7,592      | 292             | 4.0%             |
| Regents, Scott, Coman   | 7,300     | 7,592      | 292             | 4.0%             |
| McEachern   | 7,986     | 8,306      | 320             | 4.0%             |
| Orton (Single/double)   | 7,646     | 7,952      | 306             | 4.0%             |
| Honors, McCroskey Plan (double)                               | 8,184     | 8,512      | 328             | 4.0%             |
| Olympia Ave, Comm/DD, Northside, Global Scholars (double) (3) | 9,402     | 9,778      | 376             | 4.0%             |
| <b>Dining Plans</b>   |           |            |                 |                  |
| Dining Charge & Dining dollars, Level 1                       | \$ 3,780  | \$ 3,860   | \$ 80           | 2.1%             |
| Dining Charge & Dining dollars, Level 2                       | 4,350     | 4,450      | 100             | 2.3%             |
| Dining Charge & Dining dollars, Level 3                       | 4,820     | 4,940      | 120             | 2.5%             |

| Sample Room & Board Rates         | 2021-2022 | 2022 -2023 | Dollar Increase | Percent Increase |
|-----------------------------------|-----------|------------|-----------------|------------------|
| Group 1 Room, Level 2 Dining Plan | \$ 10,996 | \$ 11,362  | \$ 366          | 3.3%             |
| Group 2 Room, Level 2 Dining Plan | 11,650    | 12,042     | 392             | 3.4%             |
| Group 3 Room, Level 2 Dining Plan | 13,752    | 14,228     | 476             | 3.5%             |

**Apartments**

|                                 |                            |
|---------------------------------|----------------------------|
| Single Student Apartments (SSA) | 5.0% monthly rate increase |
| Family Apartments               | 5.0% monthly rate increase |

## **ACTION ITEM #7**

### **Student Recreation Center Mandatory Student Fee Rate Change (Stacy Pearson/Ellen Taylor)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Student Recreation Center Mandatory Student Fee Rate Change, effective fall semester 2022

**PROPOSED:** That the Board of Regents authorize the rate change for the Student Recreation Center Fee (SRC) at the Pullman campus effective fall semester 2022.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Ellen B. Taylor, Interim Vice President/Vice Chancellor, Student Affairs

**SUPPORTING INFORMATION:** A student referendum was passed in 1997 by students to create a mandatory student fee to fund the construction and operation of a recreation center on the Pullman campus. The mandatory fee is dedicated exclusively to the operation and maintenance of the recreation center.

The Student Recreation Center (SRC) is a hub of student activity. Annually, over 550,000 students and other patrons access the facility. The center recently celebrated the milestone of over 13 million total visits since its opening in 2001. The facility serves as an important asset to foster active-healthy lifestyles and promotion of personal growth and development. The SRC aims to remain an inspiring, inviting, and well-maintained facility. Despite annual increases in operational expenses, there has been no increase to the SRC fee for five years.

The University Recreation Advisory Board oversees operational decisions including budgets, programming priorities and master planning for both the SRC and the Chinook Student Center. The current board is comprised of twelve members, including nine students. The board recently completed deliberations regarding the dedicated SRC student fee. Based on their review of operations, including minimum wage increases, rising utility costs,



maintenance, and inflation, the board unanimously approved a 4.27% increase in the mandatory fee effective fall semester 2022. The unanimous approval of this increase is an indication of strong support from WSU Pullman students to sustain the quality operations of the SRC.

The SRC mandatory student fee recommendations effective fall semester 2022 is listed below.

| Term   | Current   | Proposed  | \$ Change | % Change |
|--|-----------|-----------|-----------|----------|
| Fall & Spring  | \$ 157.00 | \$ 164.00 | \$ 7.00   | 4.46%    |
| Summer –   |           |           |           |          |
| 1 credit   | \$ 31.00  | \$ 32.00  | \$ 1.00   | 3.23%    |
| 2 credits  | \$ 62.00  | \$ 64.00  | \$ 2.00   | 3.23%    |
| 3 or more credits  | \$ 93.00  | \$ 96.00  | \$ 3.00   | 3.23%    |
| The fee is assessed on undergraduate and graduate students at the Pullman campus who are enrolled in seven (7) or more credits during fall and spring semesters. The summer fee is prorated for students taking less than 3 credits. |           |           |           |          |

## **ACTION ITEM #8**

### **WSU Pullman, Undergraduate Technology Fee Committee Allocations for Academic Year 2022-2023 (Stacy Pearson)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Pullman Undergraduate Student Technology Fee Committee  
Allocations for Academic Year 2022-2023

**PROPOSED:** That the WSU Board of Regents approve the academic year 2022-  
2023 allocations as recommended by the Pullman Undergraduate  
Student Technology Fee Committee.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO

**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 Undergraduate Student Technology Fee Committee  
recommends the following allocations for academic year 2022-2023:

| PROJECT SPONSOR                    | REQUEST TITLE   | REQUESTED | APPROVED AMT |
|------------------------------------|---|-----------|--------------|
| Academic Outreach and Innovation   | Creative Corridor                                     | \$66,801  | \$60,801     |
| CAHNRS - School of the Environment | WSU Virtual Ecology Technical Tools FY23              | \$51,245  | \$21,324     |
| College of Arts and Sciences       | AML Computer Replacement                              | \$42,547  | \$39,442     |
| College of Arts and Sciences       | Mobile Media Production Lab                           | \$103,453 | \$80,274     |
| Center for Civic Engagement        | Community Engagement Software                         | \$8,000   | \$8,000      |
| College of Education               | Smith Gym Security Cameras                            | \$62,000  | \$0          |
| CougPrints                         | Student Printing Plan                                 | \$180,055 | \$128,000    |
| Compton Union Building             | CUB Meeting Room Technology Improvements              | \$34,459  | \$34,459     |
| Information Technology             | Mobile Hotspots for Students                          | \$112,935 | \$56,468     |
| VCEA                               | Aerospace Club  | \$5,512   | \$5,000      |
| VCEA                               | Crimson Robotics                                      | \$35,949  | \$12,130     |
| VCEA                               | Cybersecurity Group Educational Equipment             | \$5,670   | \$7,920      |
| VCEA                               | FabLabs@WSU   | \$48,186  | \$48,186     |
| VCEA                               | The Fiz - Expanding Technology                        | \$31,700  | \$45,100     |
| VCEA                               | Interview and Collaboration Room                      | \$9,621   | \$9,621      |
| VCEA                               | Replacement Hardware for VCEA Digital Display Screens | \$12,400  | \$0          |
| VCEA                               | VCEA Club Facilities                                  | \$21,000  | \$21,000     |
| WSU Libraries                      | Two Zoom Rooms & New Dimensions Lab Computers         | \$79,971  | \$79,971     |
| Student Affairs                    | CougarCard Mobile in Your Phone                       | \$5,100   | \$0          |
| TOTAL                              |   |           | \$657,696    |

ATTACHMENT: Attachment A - WSU Pullman Undergraduate Student Technology Fee Allocation Support Documents




**WASHINGTON STATE**  
UNIVERSITY

Office of the President

**MEMORANDUM**

TO: Kathryn Carstens  
Chair, WSU Pullman Technology Fee Committee

FROM: Kirk Schulz   
President, Washington State University

Date: March 24, 2022

Subject: WSU Pullman Undergraduate Student Technology Fee – AY 2022-2023  
Recommendations

I have reviewed and support the WSU Pullman Undergraduate Student Technology Fee Committee AY 2022-2023 budget allocation recommendations, as approved by the ASWSU-Pullman Senate on March 23, 2022.

I will submit the Committee's recommendation to the Board of Regents for approval at their May 2022 meeting.

Thank you for your leadership on this committee.

Cc: Budget Office



**MEMORANDUM**

TO: Kirk Schulz  
President, Washington State University

FROM: Kathryn Carstens *Katie Carstens*  
Chair, WSU Pullman Technology Fee Committee

Date: March 15, 2022

Subject: WSU Pullman Undergraduate Student Technology Fee – AY 2022-2023  
Recommendations

The ASWSU-Pullman Senate met on March 23, 2022 to review the allocation recommendations for academic year 2022-2023 from the WSU Pullman Undergraduate 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 their May 2022 meeting.

| PROJECT SPONSOR                    | REQUEST TITLE   | REQUESTED | APPROVED AMT     |
|------------------------------------|---|-----------|------------------|
| Academic Outreach and Innovation   | Creative Corridor                                     | \$66,801  | \$60,801         |
| CAHNRS - School of the Environment | WSU Virtual Ecology Technical Tools FY23              | \$51,245  | \$21,324         |
| College of Arts and Sciences       | AML Computer Replacement                              | \$42,547  | \$39,442         |
| College of Arts and Sciences       | Mobile Media Production Lab                           | \$103,453 | \$80,274         |
| Center for Civic Engagement        | Community Engagement Software                         | \$8,000   | \$8,000          |
| College of Education               | Smith Gym Security Cameras                            | \$62,000  | \$0              |
| CougPrints                         | Student Printing Plan                                 | \$180,055 | \$128,000        |
| Compton Union Building             | CUB Meeting Room Technology Improvements              | \$34,459  | \$34,459         |
| Information Technology             | Mobile Hotspots for Students                          | \$112,935 | \$56,468         |
| VCEA                               | Aerospace Club  | \$5,512   | \$5,000          |
| VCEA                               | Crimson Robotics                                      | \$35,949  | \$12,130         |
| VCEA                               | Cybersecurity Group Educational Equipment             | \$5,670   | \$7,920          |
| VCEA                               | FabLabs@WSU   | \$48,186  | \$48,186         |
| VCEA                               | The Fiz - Expanding Technology                        | \$31,700  | \$45,100         |
| VCEA                               | Interview and Collaboration Room                      | \$9,621   | \$9,621          |
| VCEA                               | Replacement Hardware for VCEA Digital Display Screens | \$12,400  | \$0              |
| VCEA                               | VCEA Club Facilities                                  | \$21,000  | \$21,000         |
| WSU Libraries                      | Two Zoom Rooms & New Dimensions Lab Computers         | \$79,971  | \$79,971         |
| Student Affairs                    | CougarCard Mobile in Your Phone                       | \$5,100   | \$0              |
|                                    | <b>TOTAL</b>  |           | <b>\$657,696</b> |

## **ACTION ITEM #9**

### **WSU Vancouver, Technology Fee Committee Allocations for Academic Year 2022-2023 (Stacy Pearson)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Vancouver Student Technology Fee Committee Allocations for Academic Year 2022-2023

**PROPOSED:** That the WSU Board of Regents approve the academic year 2022-2023 allocations as recommended by the Vancouver Student Technology Fee Committee.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO

**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 recommends the following allocations for academic year 2022-2023:

| <b>REQUEST TITLE</b>           | <b>APPROVED AMT</b> |
|--------------------------------|---------------------|
| WiFi Improvements              | \$8,000             |
| Student Loaner Laptops         | \$11,982            |
| Virtual Student Computer (AWS) | \$22,260            |
| Printing Credit                | \$6,000             |
| Access Center Checkout Laptops | \$11,301            |
| Cellular Booster               | \$30,968            |
| Electronic Reader Board        | \$31,226            |
| Processing Fees                | \$300               |
| <b>Total</b>                   | <b>\$122,037</b>    |

ATTACHMENT: Attachment A – Vancouver Student Technology Fee Allocation  
Support Documents





**MEMORANDUM**

TO: Mel Netzhammer  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz  
President

Date: April 5, 2022

Subject: WSU Vancouver Student Technology Fee Recommendations for AY 2022-2023

I have reviewed and support the WSU Vancouver Student Technology Fee AY 2022-2023 budget allocation recommendations, as approved by the ASWSU-Vancouver Senate March 24, 2022.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2022 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office



MEMORANDUM

TO: Kirk Schulz  
President, Washington State University

FROM: Emile C. Netzhammer, Chancellor *Emile C. Netzhammer*

DATE: March 30, 2022

SUBJECT: Vancouver Student Technology Fee Committee Recommendation

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I have reviewed and support the Vancouver Student Technology Fee Committee FY2023 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 2022 meeting.

The Vancouver Student Technology Fee Committee has recommended to allocate \$122,037 including:

- \$8,000 to improve the student WiFi experience.
- \$11,982 to support and expand the Student Loaner Laptop program.
- \$22,260 to allow students access to software and applications 24/7, from anywhere with a device with internet access.
- \$6,000 to provide students a \$2 printing credit (prorated for part-time) each semester.
- \$11,301 to provide the Access Center with 7 laptops to directly loan out to students registered with the Access Center and would support the Access Center in providing student accommodations.
- \$30,968 to install up to 6 cellular signal amplifiers on campus to boost the signals of carriers who do not currently have towers on campus.
- \$31,226 to support the replacement of the electronic reader board outside the Multimedia Classroom Building.
- \$300.00 for processing fees.

Enc: Budget Allocation Recommendations

TO: Mel Netzhammer, WSU Vancouver Chancellor

FROM: Armando D. Antonino, ASWSUV President & Student Tech Fee Chair

DATE: March 29, 2022

SUBJECT: Student Technology Fee Allocations –FY23

The ASWSUV Senate met on March 24<sup>th</sup>, 2022, to review the allocation recommendations for FY23 from the Student Technology Fee Committee. The recommendations were approved by a vote of 8-1 and 2 absentee.

Per the discussion of the Technology Fee Committee, the Senate has approved the recommendations to allocate \$122,037 from the Student Technology funds, including:

- **WIFI Improvements, \$8,000**
  - This will provide funds for the maintenance and licensing of WIFI controllers. Funds would extend support and licensing in addition to providing security patches and updates
- **Student Loaner Laptops, \$11,982**
  - Funds would support the replacement of one laptop due to damage and acquisition of six additional laptops to meet needs of the student laptop checkout program. As of Spring 2022, the WSUV library currently circulates 47 laptop kits funded by Student Technology Fee.
- **Virtual Student Computing (AWS), \$22,260**
  - This online, browser-based software supplements the on-campus open computer labs to allow WSU Vancouver students access to software and applications 24/7, from anywhere with a device with internet access.
- **Printing Credit, \$6,000**
  - This would provide up to \$2.00 of free printing for enrolled full-time WSU Vancouver students each semester and is prorated for part-time students. While an estimated 3,000 students will have access to the printing credit in 2022/2023, not all 3,000 students will use printing services based on historical statistics, leading to the lower funding request.
- **Access Center Checkout Laptops \$11,301**
  - This request would provide the WSU Vancouver Access Center with 7 laptops to directly loan out to students registered with the Access Center. This request would support the Access Center in providing student accommodations.
- **Cellular Boosting \$30,968**
  - This request is to strategically install up to 6 cellular signal amplifiers on campus to boost the signals of carriers who do not currently have towers on campus. Current efforts of the campus are underway which could see WSU Vancouver experience cellular improvements that may mean these boosters may not be

needed. The project will include monitoring and determining specifically the best places for installation, models, carrier signals to boost.

- **Electronic Reader Board \$31,226**
  - Funds would support the replacement of 1 ERB located outside the VMMC building that serves the busy center-campus fountain area.
- **Processing Fees, \$300.00**

As we continue to discover how Important technology is through the Student Tech Fee, we are in a position at WSU Vancouver, to support students in their technological needs. It is for this reason we request your support of the allocation recommendations and submittal to the President of WSU and the Board of Regents for approval. No conversations were held around changing the rate of the fee.

I am happy to answer and questions or concerns regarding the recommended amounts.

Armando Antonino  
Student Technology Fee Committee Chair  
ASWSUV President  
WSU Vancouver

# ACTION ITEM #10

## Athletics Budget Transfers for Fiscal Year 2022 (Stacy Pearson/Pat Chun)

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Fiscal Year 2022 Transfers to Cover Cumulative Athletic Department Deficit

**PROPOSED:** That the Washington State University Board of Regents approve transfers necessary at Fiscal Year 2022 year-end to cover the deficit balance.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Pat Chun, Athletics Director

**SUPPORTING INFORMATION:** Revised Code of Washington 28B.15.120 requires certain actions of state college and university boards related to the budgets of intercollegiate athletics programs. The statute provides that any transfers necessary at Fiscal Year 2022 year-end to cover the deficit balance be approved by the Board.

The following schedule outlines the expected transfers that will be made to cover the deficit (based on fund balances as of April 2022).

| <b>Washington State University</b>  |               |
|---|---------------|
| <b>Estimated Athletics Transfers at FY2022 Year End</b>                   |               |
| Projected as of 4/14/2022   |               |
|   |               |
|   |               |
| <b>Projected Cumulative Athletics Deficit<sup>(1)</sup></b>               | <b>(75.0)</b> |
|   |               |
| Estimated Transfers to Offset Deficit                                     |               |
|   |               |
| Housing, Dining and Other Self Sustaining Auxiliaries                     | (70.0)        |
| Parking and Transportation  | (5.0)         |
| <b>Total</b>  | <b>(75.0)</b> |
|   |               |
| <i>(1) Before offset from athletic capital contribution fund balances</i> |               |

The transfers are booked at year end to close the fund balance in

athletics to zero and recorded as a due to the university obligation. At the start of the fiscal year, the transfers are reversed, so the cumulative deficit is properly and accounted from year to year.

## **ACTION ITEM #11**

### **Athletics Budget Approval Fiscal Year 2023 (Stacy Pearson/Pat Chun)**

May 5, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Athletics Budget Approval Fiscal Year 2023

**PROPOSED:** That the Board of Regents approve the fiscal year 2023 Athletics budget.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Pat Chun, Athletics Director

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

Athletics has prepared an updated financial plan for fiscal year 2023-fiscal year 2027 that includes a plan for a balanced budget in Fiscal Year 2023 after savings from debt refinancing. Athletics continues to gather key financial information about fiscal year 2023 and presents this budget for approval based upon the latest available information.

Revenues for fiscal year 2023 are based on marquee home football matchups performing at similar historical levels, donor activity continuing to progress, and contractual increases for sponsorship and Pac-12 media rights.

Expenses are projected based on current and historical analysis, taking into consideration schedule variations, market shifts, and changes to the college athletics landscape.

Athletics remains proactive in forecasting and anticipating potential impacts to current and future year budgets and will update the Board of Regents as new information is available.

**ATTACHMENT:** Attachment A: Fiscal Year 2023-Fiscal Year 2027 Financial Plan

# Attachment A: Fiscal Year 2023 – Fiscal Year 2027 Athletics Pro Forma

| Washington State University                                    |        |        |        |        |        |    |        |        |        |        |
|--|--------|--------|--------|--------|--------|----|--------|--------|--------|--------|
|  | FY19   | FY20   | FY21   | FY22   | FY23   |    | FY24   | FY25   | FY26   | FY27   |
| REVENUES:  |        |        |        |        |        |    |        |        |        |        |
| Ticket Sales   | 9.5    | 8.6    | 0.0    | 7.5    | 10.0   | a. | 10.0   | 10.3   | 10.3   | 10.3   |
| Contributions/Endowments                                       | 12.4   | 10.7   | 8.5    | 9.6    | 10.8   |    | 11.6   | 12.0   | 12.0   | 11.8   |
| NCAA/Pac-12  | 34.2   | 34.7   | 22.5   | 38.0   | 40.7   |    | 42.4   | 45.9   | 47.7   | 49.0   |
| Royalties/Advert/Sponsor                                       | 4.6    | 4.3    | 3.4    | 3.7    | 4.1    | b. | 4.3    | 4.4    | 4.6    | 4.7    |
| Institutional Support  | 0.0    | 0.0    | 0.0    | 0.0    | 1.4    |    | 2.5    | 2.5    | 2.6    | 2.6    |
| Waivers/Student Fees   | 5.2    | 5.2    | 4.8    | 4.6    | 5.1    |    | 5.1    | 5.1    | 5.1    | 5.2    |
| Other Revenue  | 5.8    | 6.6    | 0.8    | 7.2    | 8.4    | c. | 8.4    | 8.3    | 8.3    | 8.7    |
| Total Revenue  | 71.7   | 70.2   | 40.1   | 70.7   | 80.7   |    | 84.4   | 88.5   | 90.6   | 92.3   |
| EXPENSES:  |        |        |        |        |        |    |        |        |        |        |
| Compensation   | 27.7   | 28.5   | 25.6   | 29.2   | 29.4   |    | 30.0   | 31.1   | 32.2   | 32.2   |
| Scholarships   | 11.0   | 10.5   | 11.4   | 12.4   | 12.1   | d. | 12.4   | 12.7   | 13.1   | 13.5   |
| Sport Programs   | 11.4   | 10.7   | 7.4    | 14.2   | 13.5   | e. | 13.6   | 14.1   | 14.7   | 15.2   |
| Marketing/Fund Raising   | 1.8    | 1.3    | 1.2    | 2.1    | 1.9    |    | 1.9    | 2.0    | 2.1    | 2.1    |
| Debt Payments  | 9.2    | 9.2    | 10.0   | 10.0   | 10.0   |    | 11.5   | 11.5   | 10.8   | 10.8   |
| Direct Admin/Dues  | 4.7    | 4.6    | 4.6    | 4.2    | 4.5    |    | 4.6    | 4.7    | 4.8    | 5.1    |
| Other Expense  | 10.3   | 12.5   | 4.8    | 12.4   | 10.3   | f. | 10.4   | 11.2   | 11.2   | 11.7   |
| Total Expenses   | 76.3   | 77.3   | 65.0   | 84.5   | 81.7   |    | 84.4   | 87.4   | 88.8   | 90.6   |
| Net Income from Operations                                     | (4.6)  | (7.1)  | (24.9) | (13.8) | (1.0)  |    | 0.0    | 1.1    | 1.8    | 1.7    |
| Proceeds from External Financing/Savings from Debt Refinancing |        |        | 35.6   | 10.0   | 1.0    |    | 0.0    | 0.0    | 0.0    | 0.0    |
| Net Income After Financing                                     | (4.6)  | (7.1)  | 10.7   | (3.8)  | 0.0    |    | 0.0    | 1.1    | 1.8    | 1.7    |
| less Capital Projects  | 0.0    | (6.7)  | (0.6)  | (0.8)  | (0.6)  |    | (0.5)  | (25.0) | (0.5)  | (0.5)  |
| Plus Excess Cont. Above Cap. Expenses                          | 0.0    | 4.6    | 4.7    | 8.8    | 5.5    |    | 4.1    | 3.3    | 2.3    | 2.1    |
| Net Income after Capital Projects                              | (4.6)  | (9.2)  | 14.8   | 4.2    | 4.9    |    | 3.6    | (20.6) | 3.6    | 3.3    |
|  |        |        |        |        |        |    |        |        |        |        |
| Accumulated Deficit with Capital Contributions                 | (74.8) | (84.0) | (69.0) | (64.8) | (59.9) |    | (56.3) | (76.9) | (73.3) | (70.0) |
| Accumulated Deficit without Capital                            | (74.8) | (81.9) | (71.2) | (75.0) | (75.0) |    | (75.0) | (73.9) | (72.0) | (70.3) |

a. 7 home games including UW and Oregon

b. Contractual increase for IMG

c. Compliance support, guarantees (Wisc), in-kind, concessions, camps, parking and events

d. Aid to be reduced as rosters revert back to pre-COVID numbers

e. Reduction of COVID related expenses

f. Severance removal, lower guarantees



## AGENDA

BOARD OF REGENTS MEETING  
Washington State University Spokane  
NRS Room 205 / Electronic  
Spokane, Washington  
Friday, May 6, 2022 – 9:00 am

- |       |  |                |
|-------|--|----------------|
| I.    | OPENING  | <u>Section</u> |
| A.    | Report from the Chair of the Board of Regents                    |                |
| B.    | Report from the President  |                |
| C.    | Report from the Chancellor, WSU Health Sciences Spokane          |                |
| II.   | CONSENT AGENDA   |                |
| A.    | Approval of Minutes – March 11, 2022 Board of Regents Meeting    |                |
| B.    | Establish the Master of Healthcare Administration and Leadership |                |
| C.    | Discontinue the Master of Education in Educational Psychology    |                |
| III.  | REPORTS FROM SHARED GOVERNANCE GROUPS                            | Reports        |
| IV.   | EXECUTIVE AND GOVERNANCE COMMITTEE                               |                |
| A.    | Action Item:   |                |
|       | 1. Board of Regents' Election of Officers                        | E-3            |
| V.    | STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT            |                |
| VI.   | INSTITUTIONAL INFRASTRUCTURE COMMITTEE REPORT                    |                |
| VII.  | STUDENT AFFAIRS AND STUDENT LIFE COMMITTEE REPORT                |                |
| VIII. | RESEARCH AND ACADEMIC AFFAIRS COMMITTEE REPORT                   |                |
| A.    | Action Item:   |                |
|       | 1. Establish the WSU Yakima Consortium                           | R-1            |
| IX.   | FINANCE AND COMPLIANCE COMMITTEE REPORT                          |                |
| A.    | Action Items:  |                |
|       | 1. 2023-2025 Operating Budget Request                            | F-5            |
|       | 2. 2023-2025 Capital Budget Request                              | F-6            |

|   |      |
|---|------|
| 3. Academic Year 2022-2023 Tuition Rates  | F-7  |
| 4. Services and Activities Fee Rate Changes for Academic Year 2022-2023                           | F-8  |
| 5. Services and Activities Fees Committee Allocations for Summer 2022 and Academic Year 2022-2023 | F-9  |
| 6. Academic Year 2022-2023 Housing and Dining Rates   | F-10 |
| 7. Student Recreation Center Mandatory Student Fee Rate Change                                    | F-11 |
| 8. WSU Pullman, Undergraduate Technology Fee Committee Allocations for Academic Year 2022-2023    | F-12 |
| 9. WSU Vancouver, Technology Fee Committee Allocations for Academic Year 2022-2023                | F-13 |
| 10. Athletics Budget Transfers for Fiscal Year 2022   | F-14 |
| 11. Athletics Budget Approval for Fiscal Year 2023  | F-15 |

X. OTHER BUSINESS

XI. PUBLIC COMMENT PERIOD

XII. ADJOURN

MINUTES  
Board of Regents  
March 11, 2022

The Board of Regents of Washington State University (WSU or University) met pursuant to call in Open Meeting at 9:00 a.m. on Friday, March 11, 2022, at WSU Tri-Cities, Richland, Washington.

Present: Marty Dickinson, Chair; Regents Brett Blankenship, Enrique Cerna, Lura Powell, Jenette Ramos, Heather Redman, Lisa Schauer, John Schoettler, Ron Sims, and Shain Wright; Faculty Representative Dave Turnbull and President Kirk H. Schulz.

**I. OPENING**

**A. Report from the Chair of the Board of Regents.** Chair Dickinson called the meeting to order and welcomed audience members. Chair Dickinson said it was great to be in the Tri-Cities, located on traditional lands of the Confederate Tribes of the Umatilla and the Confederate Tribes and Bands of the Yakima Nation.

Chair Dickinson invited audience members to view the Board of Regents meetings via YouTube live stream and stated that a link to the live stream is available on the Board of Regent's website.

Chair Dickinson further reminded the audience that there would be a public comment period during the meeting to be held at the conclusion of the Board's regular business and stated the period would last for up to 10 minutes. She noted that each speaker would be allowed two minutes and preference would be given to speakers who were speaking to matters that are or will be before the Board.

**B. Report from the President of the University.** President Schulz welcomed the audience and provided the following updates:

COVID-19 – President Schulz reported that in conjunction with Governor Jay Inslee's announcement Friday, WSU will suspend all COVID-19 Public Health protocols by March 12. He said WSU resumed concession sales at sporting events and serving of refreshments at other WSU events on February 14. The outdoor mask mandate was eliminated on February 18, and the University stopped requiring proof of vaccination to attend events on campus on March 1. President Schulz further reported the indoor mask mandate will be suspended on March 12.

In-Person Learning Experiences – President Schulz reported that as the threat of COVID-19 begins to recede, WSU is taking steps to resume in-person learning experiences. The WSU Pullman campus hosted the Visionaries Inspiring Black Empowered Students (V.I.B.E.S.) conference last month in person for the first time in two years. Sponsored by the Black Student Union, the conference aims to develop a culture of black student leadership and motivate and encourage high school students to seek higher education opportunities. President Schulz reported more than 30 high school students from across the state traveled to Pullman to attend this year. President Schulz further reported that in addition to the V.I.B.E.S. conference, WSU held similar conferences for Chicanx/Latinx students and Asian and Pacific Islander Students earlier in the fall. He said one of the highlights of these conferences this year was announcing

the names of those who received on-site admissions for fall 2022, and in all, 48 students learned on the spot that they had been admitted to WSU during the events.

**Faculty Awards** – President Schulz reported five WSU faculty were named Fellows of the American Association for the Advancement of Science (AAAS). Professors Santanu Bose, Tom Kawula, Bernd Markus Lange, Jill McCluskey, and Katrina Mealey were elected as Fellows. President Schulz said this is a lifetime honor recognizing the distinguished contributions of scientists, engineers, and innovators. AAAS is the largest scientific society globally. The tradition of AAAS Fellows dates back to 1874, and being selected as a Fellow is considered one of the most prestigious honors among academic researchers worldwide.

**Murrow Symposium** – President Schulz reported Ann Curry will deliver the Keynote address and receive the Edward R. Murrow Lifetime Achievement in Journalism Award at WSU's 46<sup>th</sup> annual Murrow Symposium on April 5. President Schulz said previous winners have included Walter Cronkite, Christiane Amanpour, Barnard Shaw, Helen Thomas, and Lester Holt.

**Athletics** – President Schulz reported WSU's women's swimming team earned Scholar All-American Team accolades after posting a 3.47 GPA for the fall 2021 semester. The Cougars earned the honor for the eleventh straight semester, including all seven under head coach Matt Leach and for the 21<sup>st</sup> time in program history. President Schulz further reported WSU's women's basketball earned a No.3 seed and a first-round bye in the Pac-12 tournament. He said this is the highest seed the Cougars have ever earned in the Pac-12 Women's Basketball Tournament.

**C. Report from the WSU Tri-Cities Chancellor.** Chancellor Sandra Haynes welcomed the Regents and the President to the Tri-Cities campus. Chancellor Haynes began her report and said she would focus her comments on students and student success. She said the WSU Tri-Cities campus has a unique student body, but a student body that is very important to the WSU System. Chancellor Haynes shared WSU Tri-Cities strategic plan dashboards and reported Tri-Cities undergraduate student retention rates for first-year students stand at 71%. She further reported graduation rates for 4<sup>th</sup>-year students are 46% and for 6<sup>th</sup>-year students are 58%. Chancellor Haynes said student success includes fostering an inclusive environment and supporting academic achievement. Chancellor Haynes further provided updates on student demographics, the WSU Tri-Cities Career Center, the ACE Learner Success Lab, the Equity Academy, and community partnerships

## **II. CONSENT AGENDA.**

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

### **A) Approval of Minutes – January 21, 2022, Board of Regents Meeting**

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

**III. REPORTS FROM SHARED GOVERNANCE GROUPS.** Representatives from each University Shared Governance Group—Foundation Board of Directors, Faculty Senate, WSU Tri-Cities Associated Students of Washington State University, Graduate and Professional Student

Association, Administrative and Professional Advisory Council, and the Alumni Association—reviewed their reports as submitted. (*Exhibit A*)

**IV. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT.** Regent Schoettler reported the Committee participated in a focused discussion around WSU Tri-Cities and its research and community partners. Regent Schoettler further reported the Committee heard a legislative update presented by Vice President for External Affairs and Government Relations and Chief Legislative Officer Colleen Kerr and discussed a future action item – Election of Officers scheduled to come before the Board for action at the May 2022 Board of Regents meeting.

**V. STUDENT AFFAIRS AND STUDENT LIFE COMMITTEE REPORT.** Regent Cerna reported the Student Affairs and Student Life Committee reviewed 2 Information Items – Cougs Helping Cougs – Highlights from the Pandemic presented by Interim Vice President for Student Affairs Ellen Taylor and Cougar Pursuit - Student-Athlete Development presented by Associate Director of Athletics, Staff and Student-Athlete Development Shelby McKay. Regent Cerna further reported the Committee reviewed and discussed 1 Action Item and submitted the following for the Board’s consideration:

**Proposed Changes to WAC 504-26-045 Standards of Conduct for Students**

It was moved and seconded that the Board of Regents proposed changes to WAC 504-26-045 Evidence – Standard of Conduct for Students as proposed. Carried. (*Exhibit B*)

**VI. INSTITUTIONAL INFRASTRUCTURE COMMITTEE REPORT.** Regent Redman reported the Institutional Infrastructure committee reviewed and discussed 1 Information Item - Information Technology at Washington State University, presented by Vice President for Information Services and Chief Information Officer Sasi Pillay.

**VII. RESEARCH AND ACADEMIC AFFAIRS COMMITTEE REPORT.** Regent Powell reported the Research and Academic Affairs Committee reviewed and discussed 2 Information Items – Items Approved Under Delegated Authority presented by Executive Vice President, Provost, and Pullman Chancellor Elizabeth Chilton, and Academic Analytics Overview presented by Executive Vice President, Provost, and Pullman Chancellor Elizabeth Chilton and Vice President for Research Chris Keane.

**VIII. FINANCE AND COMPLIANCE COMMITTEE REPORT.** Regent Schauer reported the Finance and Compliance Committee reviewed and discussed an Internal Audit Update provided by Chief Audit Executive Heather Lopez and an Athletic Budget Update for fiscal years 2021 and 2022 presented by Vice President for Finance and Administration and CFO Stacy Pearson, and Senior Associate Director of Athletics Jon Haarlow. Regent Schauer further reported the Committee reviewed and discussed 7 Future Action Items; 1) Academic Year 2022-2023 Tuition Rates presented by Vice President Pearson, 2) Services and Activities Fee Rate Changes for Academic Year 2022-2023 presented by Vice President Pearson and Interim Vice President for Student Affairs Ellen Taylor, 3) Services and Activities Fees Committee Allocations for Summer of 2022 and Academic Year 2022-2023 presented by Vice President Pearson and Interim Vice President Taylor, 4) Academic Year 2022-2023 Housing and Dining Rates presented by Interim Vice President Taylor, 5) WSU Pullman, Undergraduate Technology Fee Committee Allocations

for Academic Year 2022-2023 presented by Vice President Pearson and Executive Vice President, Provost, and Chancellor Elizabeth Chilton, 6) WSU Vancouver, Technology Fee Committee Allocations for Academic Year 2022-2023 presented by Vice President Pearson and WSU Vancouver Chancellor Mel Netzhammer, and 7) Student Recreation Center Fee Rate presented by Vice President Pearson and Interim Vice President Taylor. Regent Schauer reported the Committee reviewed 2 Action Items and submitted the following for the Board's consideration:

**WSU Vancouver, Life Sciences Building – Request for Increase in Project Budget**

Chair Dickinson noted for the record that it was decided that this item would be presented as an Action Item rather than a Future Action Item, in accordance with the Board of Regents Bylaw II.12.B.

It was moved and seconded that the Board of Regents adopt Resolution #220311-652 and approve an increase of \$4.5 million in the project budget for the WSU Vancouver Sciences Building and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the project within the new budgeted amount of \$64.3 million as proposed. Carried. (*Exhibit C*)

**WSU Pullman, Agricultural Research Services (ARS)/WSU Plant Bioscience Building Ground Lease**

Chair Dickinson noted for the record that it was decided that this item would be presented as an Action Item rather than a Future Action Item, in accordance with the Board of Regents Bylaw II.12.B.

It was moved and seconded that the Board of Regents adopt Resolution #220311-561 and (1) authorize a long-term ground lease to enable USAD-ARS to design and build the PBRB on the WSU Pullman campus, and (2) delegate authority to the President or designee to negotiate and execute the long-term ground lease and any other transaction-related documents as proposed. Carried. (*Exhibit D*)

**IX. OTHER BUSINESS.** Chair Dickinson reported the Regents met in Executive Session on March 10, 2022, with legal counsel to discuss pending or potential litigation involving the University. In addition, Regents engaged in discussions regarding President Schulz's performance evaluation and goals, including related contractual provisions. Based on that discussion, Chair Dickinson forwarded the following for Board consideration:

It was moved and seconded that the Regents approve an amendment to president Schulz's contract to (1) remove the requirement that he live in the President's House and (2) increase his annual salary by \$30,000 per year to compensate for the loss of the value of the housing benefit. Carried.

**X. PUBLIC COMMENT PERIOD.** WSU staff member William Engles and WSU alumni Simon Smith commented to the Board requesting WSU divest from fossil fuels. WSU student Melinda Bratsch-Horsager commented on WSU College of Veterinary Medicine's admission policies, and WSU student Reanne Chilton commented on WSU's mask mandate policy.

**XI. ADJOURNMENT.** The meeting adjourned at 11:20 a.m.

Approved by the Board of Regents at its meeting held May 6, 2022.

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Chair, Board of Regents

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Secretary, Board of Regents



WASHINGTON STATE UNIVERSITY  
**FOUNDATION**

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Foundation Regents Report

SUBMITTED BY: Mike Connell, Vice President, WSU Advancement and  
CEO, Washington State University Foundation

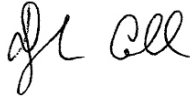
The Washington State University Foundation is pleased to report the following:

- System-wide, FY2022 continues to represent the strongest philanthropic activity in support of WSU since the final year of *The Campaign for Washington State University: Because the World Needs Big Ideas* in FY2015.
- As of February 28, 2022, generous alumni, friends, and corporate partners have made \$89,312,836 in total philanthropic commitments to the WSU Foundation during Fiscal Year 2022 (July 1, 2021—June 30, 2022) for the benefit of WSU campuses, colleges and programs.
- Of that total, outright gifts and new pledges system-wide for FY2022-to-date topped \$54,391,743.
- The WSU Foundation's endowment value continued to grow through the first six months of FY2022 to an historic high water mark of \$687.9 million as of December 31, 2021, representing a 12-month return of 19.5 percent.
- The WSU Foundation Board of Directors held its annual retreat February 16-18. In addition to fiduciary committee meetings, EP 15 training, and a DEI session, the Board met with Foundation leadership and Martin Grenzebach, Chairman of Grenzebach Glier and Associates (GG+A), to discuss the on-going preparation for the university's next comprehensive campaign.
- The next meeting of the Board of Directors will be April 26, in conjunction with the Foundation's Spring Meeting and Recognition Gala, April 24-26, in Seattle, Washington.



23 February 2022

**TO:** All members of the Board of Regents  
**SUBJECT:** Faculty Senate Report  
**SUBMITTED BY:** Douglas Call, Chair  
**PRESENTED BY:** Douglas Call, Chair



*The 2022 Faculty Senate is pleased to report the following:*

1. Since the last Board of Regents meeting, Faculty Senate has met on February 3<sup>rd</sup> and 17<sup>th</sup>, and will meet on March 3<sup>rd</sup>. Christopher Keane, Vice President for Research, presented to senate on the Feb. 3<sup>rd</sup>, and Saichi Oba, Vice Provost for Enrollment Management, will present on the March 3<sup>rd</sup>. Senate committees have been busy with work on faculty affairs and academic affairs and senators have been attentive to the resulting exhibits for discussion and action.
2. The Faculty Senate Executive Committee met with the chairs of the Pullman Strategic Planning committee on 21 February 2022 and continue to meet individually or together with several systems-level committees on recurring basis.
3. Provost Chilton and Vice President for Finance and Administration, Stacy Pearson, will meet with the Faculty Senate Executive Committee and the Faculty Senate Budget Committee on March 7<sup>th</sup> for an in-depth discussion of the proposed system budget model.
4. The Faculty Executive Committee met with the President and Provost on 22 February 2022 and will meet again on March 8<sup>th</sup> for ongoing discussions about topics involving policies, faculty affairs and academic affairs.
5. Faculty Senate is in the process of selecting a new Chair Elect. The ballot deadline is 22 March 2022. On 15 August, past chair David Turnbull will rotate off senate leadership, current chair Doug Call will become past chair and will serve as the faculty representative for the Board of Regents, and current chair elect Christine Horne will be come chair.
6. We are pleased to report that engagement with Faculty Senate continues to be robust. A call for new committee members yielded applications from over 30 faculty members across the system. Thanks to our new recruitment system, senate committees should be staffed and ready to conduct business at the beginning of the fall semester without delay.
7. In an effort to improve communications between Faculty Senate leadership and senators, the chair is distributing a summary table of the status for current concerns and activities (please see attached example). This document is updated before every Senate Steering and Senate meeting. The chair has also penned a number of blogs to further improve communications.

Summary of ongoing Faculty Senate, Steering Committee and Executive Committee discussions and activities. The order of these entries is not ranked by priority. Please send corrections or additions to the Faculty Senate (FS) Chair, Douglas Call\*, [drcall@wsu.edu](mailto:drcall@wsu.edu). FS blogs: <https://facsen.wsu.edu/current-blog-posts/>. Dates indicate when the record (row) was last updated.

| Topic   | Status   |
|---|--|
| Posted 15 Feb 22; <b>updated 22 Feb 22</b><br>Growing enrollment challenges precipitated by the COVID-19 pandemic | Saichi Oba (VP for Enrollment Management) will present a summary of enrollment and retention efforts at the March 3 <sup>rd</sup> meeting of the Faculty Senate. FS Exec and the President and Provost had a wide-ranging discussion of this issue on 22 Feb 22. It is a complex topic and multiple pieces are in motion to turn trends in a positive direction. FS Exec is meeting with Saichi on Feb 28 <sup>th</sup> to continue discussions.   |
| Posted 15 Feb 22; <b>updated 22 Feb 22</b><br>Executive Budget Committee progress with WSU system budget model.   | Provost Chilton and Vice President for Finance and Administration Stacy Pearson will meet with FS Exec and FS Budget committees on March 7th to share details about the developing systems budget model. There will be multiple larger-scale meetings in the ensuing months.   |
| Posted 15 Feb 22<br>How has WSU been spending COVID-19 relief funds?  | Vice President for Finance and Administration Stacy Pearson or a member of her staff will present a report about these expenditures at the March 24 <sup>th</sup> FS meeting.  |
| Posted 15 Feb 22; <b>updated 22 Feb 22</b><br>New accreditation rules from NWCCU                                  | NWCCU has released a number of rule changes for accreditation, mostly precipitated by the US Department of Education. Only two changes have implications for Faculty Senate: (1) Developing a mechanism for ongoing monitoring of out-of-class effort. Exec is currently working with Vice Provost Bill Davis to develop a proposal for how this can be implemented. More information will be forthcoming; (2) Imposing a new substantial change policy. We anticipate that the second item will undergo some changes before FS needs to address this issue. |
| Posted 15 Feb 22; <b>updated 22 Feb 22</b><br>Staff recruitment and retention                                     | During the 22 Feb 22 meeting with the President and Provost we were informed that HRS has been working hard to upgrade and streamline processes including preparation of a new Enhanced AP Compensation plan that should roll out in May. Among other things, this plan takes geographic location into consideration. Doug Call is teaming up with HRS to provide more details via a FS blog (by mid-March if not sooner).   |
| Posted 15 Feb 22; <b>updated 22 Feb 22</b><br>Professional leave  | The FAC motivation document for CT professional leave was well received at the 22 Feb 22 meeting between FS Exec and the President and Provost. We have been charged with gathering additional details and Exec will work with FAC to move this forward.   |
| Posted 15 Feb 22  | Please see Feb. 4 <sup>th</sup> FS blog for more information about the potential for in-class transmission.  |

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| Continuing concerns about COVID-19 transmission on campus and COVID-19 communications                         | Campus case counts: <a href="https://wsu.edu/covid-19/covid-cases/">https://wsu.edu/covid-19/covid-cases/</a><br>WSU COVID-19 information: <a href="https://wsu.edu/covid-19/">https://wsu.edu/covid-19/</a>  |
| Posted 22 Feb 22<br>WSU's response to Governor's announced lifting of mask mandates on March 21 <sup>st</sup> | No action yet. Please see: <a href="https://news.wsu.edu/news/2022/02/22/indoor-face-covering-policies-under-review/?utm_source=WSUNews-enewsletter&amp;utm_campaign=wsunewsnewsletter&amp;utm_medium=email">https://news.wsu.edu/news/2022/02/22/indoor-face-covering-policies-under-review/?utm_source=WSUNews-enewsletter&amp;utm_campaign=wsunewsnewsletter&amp;utm_medium=email</a>  |
| Posted 15 Feb 22<br>Academic and Faculty Affairs Working Group has launched                                   | This provost-initiated working group is charged with identifying changes that might be needed for the <i>Faculty Manual</i> to be consistent with recent addition of Pullman Chancellor and VCAA. The goal is to identify where changes need to be addressed, but FAC is responsible for working out the details and bringing these changes forward for FS approval. Past chairs David Turnbull and Judi MacDonald serve on this committee (Judi is also the current chair of FAC).   |
| Posted 15 Feb 22<br>COACHE  | The COACHE survey has been launched. Part-time career-track faculty, part-time tenure-track faculty (FTE < 0.75), and faculty with administrative appointments (assistant deans and higher) are not included in the survey. Please encourage all eligible faculty to participate so we have as much information as possible. Chair Call is serving as a co-chair for the working group that will work with this data and propose solutions to major weaknesses.   |
| Posted 15 Feb 22<br>Academic Analytics  | WSU has committed to an Academic Analytics contract and training for relevant administrators is underway. The principles document that was developed by Senior Vice Provost Laura Hill and the Exec is being distributed to all trainees.   |
| Posted 15 Feb 22<br>Activity Insight  | If you have not already engaged with the annual review exercise and Activity Insight, please see the FS blog from Feb 4 <sup>th</sup>   |
| Posted 15 Feb 22<br>Pullman Strategic Planning Committee  | A newly formed Pullman Strategic Planning Committee will be working on a planning document that is specific to that campus. Associated faculty have been asked to contribute ideas (please see <a href="https://wsu.co1.qualtrics.com/jfe/form/SV_9moMTLMIqoxhwvs">https://wsu.co1.qualtrics.com/jfe/form/SV_9moMTLMIqoxhwvs</a> ) and the committee organizers are conducting listening sessions (29 scheduled). Information from these sessions will serve as the raw data for the planning document. Chair Call, among others, is serving on this committee. |
| Posted 15 Feb 22<br>Perennial use of one-year employment contracts for career-track faculty                   | Exec recently initiated a discussion with the President and Provost about the potential that some units may be repeatedly using one-year employment contracts for career-track faculty, with commensurate challenges and uncertainties for these valued members of our faculty. Workday offers a new mechanism to quantify the magnitude of this problem and the Provost's Office is investigating. Further discussions will follow.  |

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| Posted 15 Feb 22<br>L&I mandated increases in the overtime pay threshold   | Rising OT thresholds threaten the research competitiveness of WA institutions of higher education. Exec has raised this issue with the President, and he has committed to working with other institutions to see if this can be addressed. Further discussions will follow.  |
| Posted 15 Feb 22<br>Faculty salary equity program  | The Provost is developing a faculty salary equity program to address issues with equity, salary compression, etc. Further discussions will follow.   |
| Posted 15 Feb 22<br>Addressing land grant revenue expenditures   | Exec raised this issue with the President and Provost. Please see the Feb 15 <sup>th</sup> FS blog for updated information. Further discussions will follow.   |
| Posted 15 Feb 22; <b>updated 22 Feb 22</b><br>Growing administrative expenses  | Provost Chilton presented data about WSU administrative expenditures relative to peer institutions during our 22 Feb 22 FS Exec meeting with her and the President. Please see the FS blog from 24 February for more information.  |
| Posted <b>22 Feb 22</b> : Workday access to working balances   | Need a streamlining process between administrators and faculty members to have clear account access and understanding of use agreements between various accounts. No action yet.   |
| Posted <b>22 Feb 22</b> : Gender-neutral terms in the <i>Faculty Manual</i>  | Current binary language in the Faculty Manual needs to be updated to reflect gender- and binary-neutral language. Initial review of this idea is underway through FAC.   |
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| <b>Items presumptively concluded</b>   |  |
| Reasonable accommodations  | Faculty have raised concerns about the potential for repercussions when staff or faculty request reasonable accommodations. Please see the FS Feb 11 <sup>th</sup> blog for more information.  |
| Significant delays in account setup and invoicing through SPS  | Faculty have raised concerns about the extensive delays involved with account setup and invoice processing at SPS. Please see the FS Feb 7 <sup>th</sup> blog for more information.  |
| Given the closure of university stores, will WSU launch a punchout/cart system for rapid processing of commonly purchased items through Workday? | Chair Call brought this question to Matt Skinner (Associate Vice President for Finance). This has been discussed, but the current Workday solution for this function is receiving mixed results at other institutions. Canvassing of priorities at WSU also suggest that this is a lower-priority concern for the near-term and thus it is not being pursued at this time. Other concerns have been raised (e.g., how Workday relates to grant accounts and access) that probably require a more direct discussion with Matt Skinner and his team. Please contact Doug Call if you need help facilitating these discussions. |

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|--|---|
| Recommendation to follow up on constituent concerns at each Faculty Senate meeting | Exec is now employing a combination of this summary document and FS blogs to better communicate the status of FS concerns and activities.   |
| Posted 15 Feb 22; <b>updated 22 Feb 22</b><br>Contract processing                  | At the exec meeting with the President and Provost (22 Feb '22), we learned about multiple efforts that are underway to streamline contract processing for academic delivery including delegation of authority, shared positions, etc. At this point we respectfully suggest checking in with senators in fall 2022 to determine if significant concerns remain.  |
| Posted 15 Feb 22; <b>updated 22 Feb 22</b><br>How is WSU F&A being expended?       | As part of a recent update to Executive Policy #2, the Office of Research committed to providing annual updates on indirect cost expenditures. Updated information is now available at: <a href="https://research.wsu.edu/office-research/report/fa-report/">https://research.wsu.edu/office-research/report/fa-report/</a> . Please note that the information provided in future reports may change as the new systems budget model is developed. Please inform Doug Call if you have any questions or concerns. |
|  |   |

\*Doug Call assumes all responsibility for any errors in of omission or errors of wording and content for this document.

Spring semester Faculty Senate blogs (<https://facsen.wsu.edu/current-blog-posts/>):

- More on Administrative Expenses, 24 Feb
- How does WSU spend 'grant lands' revenue? 15 Feb
- Reasonable accommodation, 11 Feb
- What is happening with SPS? 7 Feb
- Concerns about administrative bloat, 7 Feb
- Tracking materials through the Faculty Senate, 7 Feb
- Activity insight...yes, it's that time! 4 Feb
- COVID-19 transmission in classrooms? 4 Feb
- Addressing workplace misconduct, 31 Jan
- Mask distribution at WSU & COVID funding, 27 Jan
- COACHE and Academic Analytics, 27 Jan

**Date:** March 11, 2022  
**To:** The Washington State University Board of Regents  
**Subject:** ASWSUTC Report  
**Submitted By:** Nathaly Mendoza, ASWSUTC President

Like all WSU departments, the Associated Students of WSU Tri-Cities have faced unprecedented challenges because of the COVID-19 Pandemic while adjusting to a new way of instruction and campus culture. Nevertheless, I am pleased to report that ASWSUTC has continued to provide exceptional advocacy work on behalf of the students we represent and expanded support services in response to student needs because of the team's outstanding efforts.

### Advocacy

Transitioning from a fully online to fully in person has allowed our ASWSUTC officers to notice disparities throughout campus. Our main concern for our students who had never been on campus before, was to make sure they received the campus culture they deserved, and they knew all the recourses that WSUTC offered. Many of our efforts revolved on programming, tabling, collaborating with departments to make this happen. Our marketing team created a social media campaign of resources offered at the Tri-Cities campus and collaborated with campus organizations. In order to build campus culture and campus consistency, ASWSUTC Senator Josiah Cantu started the "Coug Pride Giveaways" a campaign that promotes student wearing Coug gear on Fridays. Every Friday ASWSUTC members table in the Student Union Building and incentivize students to wear Coug gear by giving our free goodies every week.

Additionally, a disparity that we noticed was the dissatisfaction students had with advising. To bridge the gap, we surveyed students and realized many students were not properly guided through how to access mywsu. We collaborated with the advising center for them to host major specific workshops.

Currently, our senators and staff are working on three different advocacy projects. One is the improvement and growth of our fitness center. We want to make sure this fitness center is being utilized by our students. To accomplish that we are working on surveying students to understand why students are not going to the fitness center, from there, we will try to find a common grown with the fitness staff and the needs of our students. Our second advocacy project is regarding mental health resources and exploring the idea of growing our mental health resources by a student fee. Lastly, our team members are working on an advocacy group regarding sexual assault awareness month. Our team will be putting together programming for the month of April to bring awareness to sexual assault.

Through all the advocacy the ASWSUTC team does, we value our student input and our student engagement. Our ASWSUTC team has made a stride in attending club meetings and making sure we are talking to different student groups to make sure we are representing student accurately.

### Legislative Efforts

Our legislative efforts have shown our passion for equity, representation, and knowledge of civic engagement. In late October and early November, we hosted multiple voting registration drives and hosted the Student Engagement Hub, where students, staff, faculty, and community members could fill out the ballot and register to vote on the same day. We had great turn out and made our values for civic engagement clear.

Lastly, on January 24, 2022, students from across the WSU system participated in our annual Coug Day

at the Capitol by virtually meeting with our State Legislators to advocate for Washington State higher education's continued support. Additionally, we advocated for rural broadband expansion for our students, an anti-hazing bill, a staff pay increase for our graduate students and staff to help with retention and a compensation of undocumented student workers.

I am incredibly proud of the work that our Director of Legislative Affairs has put in and all of the students who participated in Cougar Day at the Capital while still being remote.

#### ASWSUTC Spring Elections

Finally, ASWSUTC is currently in the process of conducting our Spring 2022 General Election. From February 11<sup>th</sup> to April 8<sup>th</sup>, the students of Washington State University Tri-Cities will elect a new ASWSUTC President, Vice-President, and 11 Senators. My team and I have devoted considerable time to ensuring the next ASWSUTC administration receives a proper turnover that will set them up for success. We look forward to welcoming in our next group of student leaders as they prepare to carry on the legacy of ASWSUTC.

Please contact me at [n.mendozaposada@wsu.edu](mailto:n.mendozaposada@wsu.edu) if you have any questions or would like further information on my team's great work thus far.

Thank you and Go Cougs!

*Nathaly A. Mendoza Posada*

Nathaly Mendoza | ASWSUTC President

Date: March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: GPSA Report

SUBMITTED BY: Reanne Chilton, 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:** The GPSA has worked hard to creatively support our students in new and beneficial ways. We've continued to expand our presence across university and community groups, to make sure students voices are heard and concerns being addressed. We continue to host bi-weekly Senate meetings where graduate students from each department represent their constituents. Guests at GPSA Senate this semester have included the Office of Compliance and Civil Rights, and the first international student to be president of GPSA, Prof. Ken Wang. Later in the semester we will hear from a number of guests including the Campus Police, Women's Center, and Chancellor Chilton.

**Accomplishments:**

- Safety: In response to graduate student concerns regarding safety GPSA successfully distributed high quality masks to every department on the Pullman campus and Research and Extension Centers affiliated with Pullman campus to be offered to all graduate and professional students.
- Childcare: GPSA has partnered with the YMCA in Pullman in order to provide free afterschool care for graduate/professional students with dependents. This program was piloted in the Fall in response to limitations on previously available childcare assistance and due to the popularity of the program we are continuing this semester, helping families access affordable childcare.
- Research Expo: Over 100 graduate students applied to be a part of our annual GPSA Research Exposition – a competition where students present their research posters which are evaluated by volunteer faculty judges. Research Expo and Academic Showcase will be on March 24!
- Excellence Awards: Over 150 nominations were submitted for GPSA excellence awards; a program where we shine a spotlight on graduate/professional students who have distinguished themselves across different categories such as their role as researcher, instructor, teaching assistant, as well as in community engagement, service and leadership. Evening of Excellence cohosted with the Graduate School on April 7!


**Programs:**

- Professional Development Initiative (PDI): The PDI is kicking off the semester with some excellent workshops. We began the year with a workshop of Graduate Student Mental Health and Mental Health Resources – I had the opportunity to cohost this important workshop to disseminate information on mental health resources as well as address mental health stigma among students. We've also had popular workshops on Tax Help for graduate students and Formatting Your Thesis/Dissertation, and we look forward to upcoming workshops on Teaching with Technology, a training on Pivot, and Data Literacy.
- RSO Funding: All students are currently struggling to find engagement opportunities during this isolation experience. GPSA has provided over \$24,000 this semester to helping fund 18 graduate student organizations which are aiming to improve the student experience.
- Programming: We are finding that now, more than ever, students are in need of social connections. GPSA has focused this semester on trying to offer a mixture of in-person and virtual social programming events including a book club, ice cream social, and restaurant week.





March 11, 2022

**To:** All members of the Board of Regents  
**Subject:** Administrative Professional Advisory Council Report  
**Submitted by:** Anna McLeod, APAC Chair  
**Presented by:** Anna McLeod, APAC Chair 

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

1. Elections for APAC are open. APAC is looking for APs from across the WSU system to fill at least 11 membership vacancies in the new year. We will also be electing a new Executive committee from within the council. Applications are open and will close April 29<sup>th</sup>.
2. APAC is accepting applications for the AP Contribution award. We would love to see APs nominated from throughout the WSU System. Nominations are due March 28<sup>th</sup> and winners will be announced on April 14<sup>th</sup>, 2022.
3. OneWSU Update with APAC on March 8<sup>th</sup>.

March 11, 2022

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Progress Report

SUBMITTED BY: Shelly Spangler, WSUAA President 2021-2022

### **Title IX Revisited**

On March 4, the WSUAA hosted its second annual Women's Leadership Summit. The free, virtual event focused on the 50th anniversary of Title IX and was entitled *How Far We've Come: A Reflection on the Impact of Title IX*. The summit featured WSU First Lady Dr. Noel Schulz; retired women's basketball and volleyball coach and Title IX advocate Dr. Sue Durrant; retired WSU Senior Associate Director of Athletics and WSU Athletics Hall of Fame member Marcia Saneholtz; play-by-play voice for Pac-12 Network, FS1, ESPN, and Athletes Unlimited and former host and anchor at ESPN and WSU alumna Cindy Brunson; WSU Athletics Hall of Fame basketball and track and field record-setter Jeanne (Eggart) Helfer; and All-Pac-12 First Team and Captain of Cougs' Defense for the WSU women's soccer team Mykiaa Minniss. Seattle attorney and former WSUAA President Jane Yung hosted the event. The panelists shared their views and experiences with Title IX before participating in a Q&A session with the audience. Watch a recording of the Summit at [alumlc.org/wsuaa/archive](http://alumlc.org/wsuaa/archive).

### **Member Appreciation Month**

May 1 marks the start of the second annual WSUAA *Member Appreciation Month*. In celebration of and a special thank-you to all 43,000+ WSUAA members, the Alumni Association is offering a wide variety of exclusive member benefits, opportunities, and events throughout May. *Member Appreciation Month* is made possible by our steadfast partners at BECU. Here are a few examples of the exciting *Member Appreciation Month* activities being offered this year:

- New Cosmic Crisp® Cider Exploration: A Virtual Tasting Event with 2 Towns Ciderhouse
- Online Pop-Up Shop featuring fun Cougar items like a dry bag with a solar-powered speaker
- Exclusive shopping opportunities at the Adidas, Columbia, and Nike employee stores
- Exclusive members-only Summer (May) *Washington State Magazine*

### **Funding Support for the WSUAA's Bright Future**

The WSUAA is extremely fortunate to start 2022 with the establishment of two new endowments. First, past WSUAA President Doug Willcox and his wife Judy generously founded the *WSUAA Presidents Excellence Endowment* in August 2021. According to Doug, this important gift is "the product of an accumulation of inspiration and motivation as a result of our long lives as Cougars and, in particular, inordinate inspiration and motivation drawn from the wonderful work and accomplishments of the WSUAA staff." Doug said, "I've been involved with a lot of organizations over the years. The WSUAA is by far the best run, business savvy, hardest working, and most impactful of the bunch." Doug and Judy's endowment and future donations to it will provide much-needed funds to support the alumni programming WSU needs into the future. In December 2021, to commemorate Tim Pavish's eighteen years of leading the WSUAA to become one of the top alumni associations in the country, past presidents of the Alumni Association established the *Pavish Possibilities Fund*. As former WSUAA Presidents Lorie Dankers, Doug Tracey, Gina Meyers, and Jane Yung stated, this fund is a way of "recognizing and honoring Tim's legacy, exemplary leadership, and remarkable transformation of the WSUAA." Tim is honored and humbled by the fund and hopes it will provide future Executive Directors with the funds necessary to weather challenging times and leverage good times for years to come. Donations to both funds will help support and expand the programming and services of the Alumni Association.

## ACTION ITEM #1

### Proposed Revision to WAC 504-26 Standards for Conduct for Students (Ellen Taylor)

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU System, Revisions to WAC 504-26-045 Standards for Conduct for Students

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

SUBMITTED BY: Ellen Taylor, Interim Vice President for Student Affairs

SUPPORTING INFORMATION: On August 24, 2021 the United States Department of Education (the Department) [published a letter](#) clarifying its regulations for implementing Title IX of the Education Amendments of 1972 (Title IX). The Department clarified that due to the decision in *Victim Rights Law Center et al. v. Cardona*, no. 1:20-cv-11104, 2021 WL 3185743 (D. Mass. July 28, 2021), the Department immediately ceased enforcement of the cross-examination requirement of parties and witnesses in live hearings. This is a welcome change from the department as this provision had negatively impacted WSU students.

This revision to WAC 504-26-045 specifically strikes the cross-examination requirement. It then re-serializes the subsequent provisions of the section to align numerically.

This permanent WAC rule revision was presented to the Board of Regents as a future action item at the January 2022 Board of Regents meeting.

In accordance with University and Washington Administrative Code rules, a public hearing was held on February 10, 2022 to solicit comment. No comments were received, written nor oral, from the public on this matter.

AMENDATORY SECTION (Amending WSR 21-07-057, filed 3/15/21, effective 4/15/21)

**WAC 504-26-045 Evidence.** (1) (~~((Except as provided in subsection (2) of this section,))~~) Evidence, including hearsay evidence, is admissible in student conduct proceedings if, in the judgment of the conduct officer or presiding officer, it is the kind of evidence that reasonably prudent persons are accustomed to rely on in the conduct of their affairs. The conduct officer or presiding officer determines the admissibility and relevance of all information and evidence.

(2) (~~((In conduct board hearings to resolve allegations that, if proven, would constitute Title IX sexual harassment within the university's Title IX jurisdiction, witnesses, including parties, must submit to cross-examination for their written or verbal statements to be considered by the university conduct board.~~)

~~(3))~~) The sexual history of a complainant is not relevant and not admissible in a student conduct proceeding unless such evidence about the complainant's sexual predisposition or prior sexual behavior is offered to prove that someone other than the respondent committed the conduct alleged by the complainant, or if the questions and evidence

concern specific incidents of the complainant's prior sexual behavior with respect to the respondent and are offered to prove consent.

((~~(4)~~)) (3) Students may choose to remain silent during conduct proceedings, recognizing that they give up the opportunity to explain their version of events and that the decision is made based on the information presented at the hearing. No student must be compelled to give self-incriminating evidence, and no negative inference will be drawn from a student's refusal to participate in any stage of the conduct proceeding. If either party does not attend or participate in a hearing, the conduct officer or conduct board may resolve the matter based on the information available at the time of the hearing.

[Statutory Authority: RCW 28B.30.150. WSR 21-07-057, § 504-26-045, filed 3/15/21, effective 4/15/21; WSR 18-23-083, § 504-26-045, filed 11/19/18, effective 12/20/18.]

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(2) The sexual history of a complainant is not relevant and not admissible in a student conduct proceeding unless such evidence about the complainant's sexual predisposition or prior sexual behavior is offered to prove that someone other than the respondent committed the conduct alleged by the complainant, or if the questions and evidence concern specific incidents of the complainant's prior sexual behavior with respect to the respondent and are offered to prove consent.

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information presented at the hearing. No student must be compelled to give self-incriminating evidence, and no negative inference will be drawn from a student's refusal to participate in any stage of the conduct proceeding. If either party does not attend or participate in a hearing, the conduct officer or conduct board may resolve the matter based on the information available at the time of the hearing.

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## ACTION ITEM #1

### WSU Vancouver, Life Sciences Building Request for Increase in Project Budget (Stacy Pearson/Olivia Yang)

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Vancouver, Life Sciences Building, (Second) Request for Increase in Project Budget

**PROPOSED:** That the WSU Board of Regents approve an increase of \$4.5M in the project budget for the WSU Vancouver, Life Sciences Building and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the project within the new budgeted amount of \$64.3M.

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

**SUPPORTING  
INFORMATION:**

The new Life Sciences Building will bring components of WSU Vancouver's basic translational, applied, and clinical health programs together in one location on campus, including Biology, Molecular Biology, Environmental Science, Neuroscience, Nursing, and Chemistry. This building will fill the critical need for instructional laboratories for undergraduate and graduate science courses. It will also include purpose-built vivarium space that meets regulatory requirements and supports instruction as well as research programs.

The University received \$500,000 for pre-design in 2017-19 state capital budget, \$4,000,000 for the design in the 2020 supplemental capital budget, and \$52,600,000 construction funding in 2021-23 state capital budget. Subsequently, the Vancouver campus allocated \$2.7M of local funds to support the greenhouse portion of the project, for a total project budget of \$59.8M. The Regents approved the schematic design for the project in May 2021 and approved the total project budget with the \$2.7 M increase in January 2022, along with a delegation of authority to the President or designee to enter into contracts necessary to complete the project within the budgeted amount.



The project team has utilized many strategies to mitigate cost escalation on this project since the design started. Programed areas were modified early in the design to allow for a target value that seemed achievable based on market conditions. As material costs have continued to escalate at unprecedented rates (15-20% in the last twelve months), many design modifications have been tested and implemented to keep the project within budget. Some of these modifications are very low impact while others, such as the shelling of spaces, are high impact. Over one thousand Value Add (VA) strategies have been identified and tested to try to mitigate the rising market conditions. The accepted VA items totaled \$5M in savings, and an additional \$3M of areas were identified as potential unfinished areas. Even with these efforts, escalation has exceeded the savings that was achieved. Further modifications, at this time, are not possible in that they would significantly impact the building's functionality and purpose.

The Vancouver campus has allocated an additional \$4.5M of local funds to finish out areas that had been identified as unfinished and to supplement the material cost escalation. The project team will tightly manage the project construction contingency so that a high percentage of these funds can be applied to the project, thus reducing the need for Vancouver's additional local funds.

WSU has also set a \$10 million fundraising goal as a top priority for the Life Sciences Building. This fundraising effort will be achieved through system-wide partnerships with WSU Vancouver, the WSU Foundation, and the President and Provost offices.

**Total Project Funding Including Proposed Increase**

|  |                     |
|--|---------------------|
| Pre-Design - 2017-19                       | \$500,000           |
| Design - 2020                              | \$4,000,000         |
| Construction - 2021-23                     | \$52,600,000        |
| Local Funds - Greenhouse                   | \$2,700,000         |
| Local Funds – Buildout / Market Escalation | \$4,500,000         |
| <b>Total Project Budget</b>                | <b>\$64,300,000</b> |

The project is currently scheduled for completion October 2023.

ATTACHMENT: Attachment A - Aerial Site

Attachment A



## **Board of Regents**

WSU Vancouver, Life Sciences Building  
Request for Increase in Project Budget

### **Resolution #220311-652**

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; and

WHEREAS, on May 7, 2021, the Board of Regents approved the schematic design for the WSU Vancouver Life Sciences Building; and

WHEREAS, on January 21, 2022, the Board of Regents (1) approved the total project budget of \$59.8 million, including \$2.7 million in local funds allocated from the WSU Vancouver campus to support the greenhouse project, and (2) delegated authority to the President or designee to enter into all contracts necessary to complete the project within the budgeted amount.

NOW, THEREFORE, IT IS RESOLVED that the Board of Regents approves the new total project budget of \$64.3 million and delegates authority to the President or designee to enter into all contracts necessary to complete the project within the new budgeted amount.

Dated 11th day of March 2022.

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Chair, Board of Regents

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Secretary, Board of Regents

## ACTION ITEM #2

### WSU Pullman, Agricultural Research Service (ARS)/WSU Plant Bioscience Research Building Ground Lease (Stacy Pearson)

March 11, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Pullman, United States Department of Agriculture, Agricultural Research Service (USDA-ARS)/WSU Plant Bioscience Research Building (PBRB) Ground Lease.

**PROPOSED:** That the WSU Board of Regents (1) authorize a long-term ground lease to enable USDA-ARS to design and build the PBRB on the WSU Pullman campus, and (2) delegate authority to the President or designee to negotiate and execute the long-term ground lease and any other transaction-related documents.

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

**SUPPORTING INFORMATION:** In May 2021, the Institutional Infrastructure Committee received an information item describing the design and construction of the new USDA-ARS PBRB on the WSU Pullman campus. The following summarizes that information item as supporting information for the ground lease.

The USDA-ARS/WSU research partnership is exemplary and one of the strongest federal-state partnerships in the nation.

The new USDA-ARS PBRB will foster and enhance the connectedness between USDA-ARS and WSU researchers. The FY2019 Congressional funding included a \$104.9 million appropriation to USDA-ARS to design and build the PBRB on the WSU Pullman campus. The estimated construction cost target for this project is \$80.7 million. The USDA-ARS PBRB design and construction is being managed by the US Army Corps of Engineers. WSU Facilities Services is acting as ARS on-site program coordinator.

The State of Washington appropriated capital funding for the demolition of Johnson Hall to enable the new construction of the PBRB by USDA-ARS in the Johnson Hall footprint.

As provided to the Board in May 2021, WSU will lease the necessary land for the PBRB to the USDA-ARS. It is expected that it will be a long-term ground lease with a minimal ground rent (such as \$1/year) in consideration of the substantial building improvements that USDA-ARS will be making on WSU's property, as well as the space that WSU faculty and staff will occupy in the building (USDA and WSU have agreed on 50-50 occupancy in the new building).

WSU will not be obligated to pay rent for the space that it occupies in the PBRB. WSU will be responsible for all or a portion of the operations and maintenance expenses pertaining to the building. This will result in net savings versus the maintenance cost of Johnson Hall.

The Regents have delegated authority to the President or designee to execute leases where the "value of the property to be disposed of or obligated in such manner is under \$5,000,000." Because the value of the proposed long-term ground lease is likely to exceed this amount, Regents' approval is required.

## BOARD OF REGENTS

### WSU Pullman, Agricultural Research Service (ARS)/WSU Plant Bioscience Research Building Ground Lease

#### Resolution #220311-651

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; and

WHEREAS the FY2019 Congressional funding included a \$104.9 million allocation to the USDA-ARS to design and build a new USDA-ARS Building on the WSU Pullman campus; and

WHEREAS, the State of Washington appropriated capital funding for the demolition of Johnson Hall to enable the new construction by USDA-ARS; and

WHEREAS, a long-term ground lease will be necessary to enable construction of the new facility.

NOW, THEREFORE, IT IS RESOLVED: That the WSU Board of Regents (1) authorizes a long-term ground lease to enable USDA-ARS to design and build the PBRB on the WSU Pullman campus, and (2) delegates authority to the President or designee to negotiate and execute the long-term ground lease and any other transaction-related documents.

Dated this 11th day of March, 2022.

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Chair, Board of Regents

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Secretary, Board of Regents

# **FUTURE ACTION ITEM #1**

## **Establish a Master of Healthcare Administration and Leadership Degree (Elizabeth S. Chilton)**

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Establishment of a Master of Healthcare Administration and Leadership Degree

**PROPOSED:** That the Board of Regents establish a Master of Healthcare Administration and Leadership Degree

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

**SUPPORTING INFORMATION:** The Elson S. Floyd College of Medicine proposes the establishment of the Master of Healthcare Administration and Leadership MHAL degree.

The College of Medicine's programs provide a solid foundation in the fundamentals of healthcare leadership with technical and business expertise in specialized areas of the field. It advances the WSU mission as a land-grant university in service to society through advancing knowledge across academic disciplines and application of knowledge that enhances quality of life and the economy of the state, nation, and world.

The faculty members in the MHAL program are leading experts in their respective disciplines. The faculty members lead academic instruction and research activities in healthcare systems to achieve the best clinical care outcomes and sustainable financial models in diverse communities of urban and rural care.

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

In addition, the program gives access to students who prefer the convenience of the Global Campus without having to relocate. As a professional master's degree program, the degree is designed to meet

the needs of aspiring and working professionals and adult learners. It will also provide opportunities for working professionals to refresh and update their skills and for those seeking to change careers. It offers all the opportunity to raise their credentials to WSU standards.

Additionally, the department intends to create relevant and desirable certificate programs that appeal to those who desire upgraded credentials but are not interested in a full degree program. Currently, medical students in the MD program complete a 12-credit leadership certificate. We seek to add certificates to a total of 36 hours plus a 2-hour Capstone in the MHAL, thus providing medical students an opportunity to earn another degree in their professional careers via completion of an additional 26 hours in MHAL.

The proposal for the Master of Healthcare Administration and Leadership degree is attached. This proposal was reviewed carefully and has support from the Provost's Office. This recommendation was recommended by the Faculty Senate on April 7, 2022.

The Elson S. Floyd College of Medicine proposes the establishment of the Master of Healthcare Administration and Leadership degree effective as soon as feasible.

ATTACHMENT: Attachment A – Proposal to Offer a New Degree Program





WASHINGTON STATE UNIVERSITY  
**Office of the Provost**

**MEMORANDUM**

TO: Faculty Senate

FROM: Elizabeth Chilton, Provost and Executive Vice President *EAC*

SUBJECT: Create Master of Healthcare Administration and Leadership

DATE: November 9, 2021

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The attached proposal to create a Master of Healthcare Administration and Leadership degree has been reviewed by the Provost's Office review committee. Conceptually the degree is a rethinking of the now-discontinued Master of Healthcare Policy and Administration degree that was offered for many years by the former Department of Healthcare Policy and Administration. However, the attached describes an entirely new curriculum rather than a revision of the former curriculum. The degree is built around the professional certificate in Leadership currently offered to students in the MD program and will be offered through Global Campus.

We have no concerns about the proposal and consider it ready for Senate review.

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

|                                   |  |
|-----------------------------------|--|
| Degree Title:                     | Master of Healthcare Administration and Leadership |
| Academic Program:                 | College of Medicine                                |
| Academic Plan:                    | Professional                                       |
| Number of Credits:                | 38   |
| Department(s) or Program(s):      | College of Medicine                                |
| College(s):                       | Elson S. Floyd College of Medicine                 |
| Campus(es):                       | Spokane  |
| Method of Instructional Delivery: | Online via Global Campus                           |

|                |              |                       |                 |
|----------------|--------------|-----------------------|-----------------|
| Contact Name:  | Kelly Newell | Email Address:        | knewell@wsu.edu |
| Contact Phone: | 509-335-4247 | *Proposed start date: | Fall 2022       |

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

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

|                  |  |       |                  |
|------------------|--|-------|------------------|
| Chair Signature: | John Tomkowiak (by email confirmation to Kelly Newell) | Date: | Approved 9-30-21 |
|------------------|--|-------|------------------|

|                     |  |       |  |
|---------------------|--|-------|--|
| Everett Chancellor: |  | Date: |  |
|---------------------|--|-------|--|

|                    |   |       |                  |
|--------------------|---|-------|------------------|
| Spokane Chancellor | Daryll DeWald (by email confirmation to Kelly Newell) | Date: | Approved 9-29-21 |
|--------------------|---|-------|------------------|

|                 |   |       |                   |
|-----------------|---|-------|-------------------|
| Tri-Cities VCAA | Kathleen McAteer (by email confirmation to Anna Schilter) | Date: | Approved 02.01.22 |
|-----------------|---|-------|-------------------|

|                |   |       |          |
|----------------|---|-------|----------|
| Vancouver VCAA |  | Date: | 2/1/2022 |
|----------------|---|-------|----------|

|                 |   |       |                  |
|-----------------|---|-------|------------------|
| Dean Signature: | Chip Hunter (by email confirmation to Kelly Newell) | Date: | Approved 9-29-21 |
|-----------------|---|-------|------------------|

|                 |  |       |                  |
|-----------------|--|-------|------------------|
| Dean Signature: | John Tomkowiak (by email confirmation to Kelly Newell) | Date: | Approved 9-30-21 |
|-----------------|--|-------|------------------|

|                   |  |      |                  |
|-------------------|--|------|------------------|
| VP Global Campus: | David Cillay (by email confirmation to Kelly Newell) | Date | Approved 9-24-21 |
|-------------------|--|------|------------------|

|                 |  |       |  |
|-----------------|--|-------|--|
| Provost Office: |  | Date: |  |
|-----------------|--|-------|--|

|           |  |
|-----------|--|
| Comments: |  |
|-----------|--|

|  |
|--|
| Attached: Projected Student Numbers<br>Financial Projections |
|--|

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

**Send completed form in Word format to: [provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)**

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

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

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

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

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

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

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

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

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

# Proposal

## Mission and Core Themes (Strategic Goals):

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

Our programs provide a solid foundation in the fundamentals of healthcare leadership with technical and business expertise in specialized areas of the field. It advances the WSU mission as a land-grant university in service to society through advancing knowledge across academic disciplines and application of knowledge that enhances quality of life and the economy of the state, nation and world.

The faculty members in the MHAL program are leading experts in their respective disciplines. Our faculty members lead academic instruction and research activities in healthcare systems to achieve the best clinical care outcomes and sustainable financial models in diverse communities of urban and rural care.

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

## Educational Offerings:

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

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

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

Additionally, the department intends to create relevant and desirable certificate programs that will appeal to those who desire upgraded credentials but are not interested in a full degree program.

Currently, medical students in the MD program complete a 12 credit leadership certificate. We seek to add certificates to total 36 hours plus a 2 hour Capstone in the MHAL thus providing medical students an opportunity to earn another degree in their professional careers via completion of an additional 26 hours in MHAL.

See Exhibit A for degree plan

See Exhibit B for new course development and delivery schedule.



|   |
|---|
| Provide descriptive information regarding (the) method(s) of instructional delivery (percent face-to-face, hybrid, distance, and/or competency-based).  |
| <p>This degree will be delivered online, asynchronously via the Global Campus LMS infrastructure.</p> <p>Students will access all courses via online delivery, and will utilize 7 week courses rather than 16 week semester-based courses.</p> <p>Additionally, CCOB courses in the Managing the Business of Healthcare certificate will run on the Carson College 7-week calendar.</p> <p>Students will have the opportunity to engage in hands-on experiences in their own communities at the direction of their instructors in key courses to gain relevant experience and complete the requirements of the professional degree. Additionally, students will take a 2-credit capstone course at the completion of their coursework to ensure a holistic learning experience.</p> |

### Assessment of Student Learning and Student Achievement

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

|  |
|--|
| Please provide a list and description of expected student learning outcomes.   |
| <p>ESFCOM faculty are working with Scott Avery at the WSU Office of Assessment of Teaching and Learning to formulate a comprehensive assessment plan for this degree in time for the degree to become operationalized.</p> |

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

Please indicate as appropriate:

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

**Planning:**

Describe plans and include descriptions which provide evidence of:

1. The need for the change

A professionally oriented master's degree program is an academic degree that prepares or enhances the preparation of a student in a particular profession by increasing competency in a set of knowledge and skills required in practice. These professions are typically licensed or government-regulated and often require the members of the profession to be externally accredited. Professions such as nursing, pharmacy, physical therapy, engineering, accounting, audiology, speech-language pathology, often require a degree for licensing. The professionally oriented master's degree program relies heavily on a competency curriculum that may include required internships, practicum, fieldwork, and a final capstone experience that applies the knowledge, skills, and training to a problem with the profession.

This MHAL is a new addition to studies in the College of Medicine thus providing opportunity that has not existed previously.

2. The student population to be served

Provide realistic justification for the projected FTE.

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

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

The Global Campus primarily serves working adults seeking additional skills and educational attainment. The Global Campus employs numerous recruiters and marketing professionals who seek appropriate students for all degree programs, though the college and department will be primarily responsible for marketing and recruiting directly related to this specific degree program.

Projecting online graduate enrollments in any major is difficult and an inexact science. However, based on the demand in the workforce, conferrals at competitive programs and WSU, and the performance of other recently-launched online master's programs at WSU, we anticipate the enrollment to reach approximately 150 in year 5. The program needs approximately 45 students enrolled in the two ESFCOM certificates taking 9 credits per year to reach stasis and become profitable. We anticipate reaching that enrollment level by year 2. The courses taught in the Carson College of Business are part of the existing MBA, and will scale as necessary to meet student demand.

Currently the College of Medicine has recruited and retained diverse students in our Certificate in Medical Ethics program to greater degree than anticipated across WA and CA. We will continue to reach out to the minority groups in the workforce and professional associations and social media, etc. The ESFCOM has a dynamic Diversity and Inclusion division leading our efforts in providing opportunity for the underserved.

The MD program at ESFCOM requires for graduation the completion of the 12 credit certificate in Leadership. We will add additional certificates to total 36 hours for the MHAL degree. Medical students therefore can complete the masters with the additional 24 hours in certificates plus the capstone for 2 hours.

In addition to the desirability of the degree program itself, the three certificates should draw enrollments that will supplement the full-degree-seeking enrollments and those numbers are included in the budget projections.

Enrollment predictions are difficult to produce with accuracy, however based on conferrals at regional programs and existing online programs coupled with the demand analysis for jobs in this area, with targeted and focused

marketing strategies, ESFCOM believes this program will meet enrollment targets as articulated in the budget. As with all online degree programs, enrollment will be closely monitored and should enrollment targets not be met, after every effort to recruit students has been exhausted, the program will be sunset and phased out slowly to ensure all students have the opportunity to complete their degree.

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

The decision to offer the degree was based on the evolution of healthcare delivery over the years during which the concerns about cost, access, effectiveness and efficiency in patient care moved to the forefront of a national agenda. The preparation of healthcare administrators and providers required education in leadership to achieve new national aims. The goal of providing that education to medical students and healthcare professionals is met with the creation of both certificates and an MHAL degree. Additionally, the Global Campus has commissioned numerous market demand analyses in both healthcare and overall need for programs in the Spokane area, Washington State, and the Pacific Northwest. Those studies unfailingly refer to healthcare administration and leadership as high-demand areas in terms of degrees, professional certificates, and jobs. Two such studies are included here in Exhibit G.

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

ESFCOM plans to leverage existing faculty and teaching resources, including CCOB, for the online Master of Healthcare Administration and Leadership degree to minimize extra costs, if any. In addition, the current marketing and recruiting efforts will be expanded to the online degree, including, but not limited to:

- **Alumni**
- Advisory board
- **Governments** (state, local)
- Healthcare Organizations and Corporations
- **ESFCOM Partners in Clinical Education**
- **Graduates of the Certificate in Medical Ethics Program**

The program architecture is as follows: the Master's Program will be directed by Craig Fischer, Clinical Faculty, Director of Leadership and Organizational Development for oversight to whom faculty and students are accountable. He is responsible for the management of any changes to the program. The ESFCOM Admissions Department, headed by Dr. Leila Harrison, Senior Associate Dean, is responsible for the admissions process. A coordinator will be hired to manage the processes and procedures including academic advising, coaching, and remediation (if needed) as informed by the assessment and evaluations. The GC team provides technical support.

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

|           |   |
|-----------|---|
| 2020-2021 | Course development (see course development schedule, Exhibit B)<br>Begin offering the online major in Fall 2022<br>Marketing/recruitment                                |
| 2021-2022 | Contract with faculty as demand for courses exceeds the teaching load of current temporary and<br>Continue marketing/recruitment<br>Course update according to schedule |
| 2022-2023 | Monitor enrollment in individual courses; revise frequency of offerings as indicated<br>Begin assessment<br>Continue marketing<br>Course update according to schedule   |
|           |   |

#### **Budget:**

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

|   |
|---|
| <p>Please describe the funding picture narratively, including funding sources, department, college and/or campus commitments, investments already made, one-time costs, facilities costs (labs, classrooms, offices, telecom etc.) and library costs.</p> <p>The department is not planning to hire any new faculty to support the online degree. Instead, the courses will be taught by existing faculty in concert with their on-campus courses or necessary thought leaders will be stipend to teach specific content.</p> <p>Additionally, the department is <u>proposing \$950 per credit</u> to be in line with current online degree trends. This additional tuition revenue will incentivize the department and college and support the growth of the program through marketing and corporate relation activities and continuous program improvement.</p> <p>Courses taught in the CCOB-provided certificate (Managing the Business of Healthcare) are offered as part of the current MBA program and as such are not considered in the attached budget. These courses will be charged at current MBA tuition, and the funding model will be that of the current MBA.</p> <p>Please see Exhibits C and D for the budget model details and enrollment projections.</p> |
|---|

#### **Student Services:**

|   |
|---|
| <p>Describe the capacity of student support services to accommodate the change at this location. Include a description of admissions, financial aid, advising, library, tutoring and other services specific to this request.</p> |
|---|



The Global Campus provides comprehensive student services, often in collaboration and cooperation with the centralized units, to ensure student success. Included are dedicated recruiters, transfer credit evaluation, career counseling, financial aid, e-tutoring, student involvement, and tech support for online students. The Global Campus is also skilled in working with students to match their goals with the programs and services offered by WSU.

Additionally, WSU Global Campus personnel are the experts on adult and contemporary distance learners, and provide specialized services to meet the needs of these unique students.

WSU Global Campus creates opportunities for meaningful student engagement through unique student involvement activities offered virtually and face-to-face. The Global Campus provides a robust infrastructure of support programs to assist students enrolled at any degree level, ESFCOM and CCOB will provide extensive advising to the students enrolled and will handle all admissions decisions.

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

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

#### **Physical Facilities and Equipment:**

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

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

#### **Library and Information Resources:**

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

See Exhibit E for support from Library

#### **Faculty:**

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

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

Existing and stipend faculty will develop and teach the online courses. All faculty teaching online are held to the same qualifications as faculty on the physical campuses. Deans and Directors are directly responsible for the hiring of all teaching faculty and ensure credentials are appropriate for the program, and will hire faculty using normal hiring processes.

Content experts will be given a stipend and rank of adjunct faculty for delivery of the coursework that is beyond the capacity of the current faculty.

CCOB is committed to providing section instructors with healthcare expertise for the courses in the business certificate once enrollment levels justify additional sections.

#### **Impact on Other Locations/Programs:**

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

The Carson College of Business will offer one of the constituent certificates constituting 12 credits of this degree. CCOB has agreed to offer students enrollment in these courses (see enrollment criteria in the description of the certificate in Exhibit A), and will scale instruction to meet demand as they do with all MBA enrollments. No additional funding is required to launch the “Managing the Business of Healthcare” certificate and all CCOB courses will fall under the current MBA funding model.

We anticipate very few impacts on other WSU programs or locations in the College of Medicine as this is a new program.

#### **Sustainability**

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

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

Any degree that is discontinued will include an appropriate teach-out plan and students will be supported to completion of the degree.

#### **External Reviews**

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

| <b>Name</b>               | <b>Contact Information (email, phone, address)</b>  |
|---------------------------|---|
| <b>Dr. Joanne Roberts</b> | <b>Consultant for Providence, special focus on leadership development<br/>Joanne.Roberts@providence.org</b> |
| <b>Dr. Jay Cook</b>       | <b>Chief Medical Officer, Providence Everett Medical Center<br/>James.Cook@providence.org</b>               |

#### **Attachments:**

- ☒ Financial Worksheet
- ☒ Four-Year Degree Plan (undergraduate); curriculum overview (graduate and professional)
- ☐ Assessment Plan (In development)
- ☒ Letters of financial commitment from Dean Tomkowiak
- ☒ Contracts or MOUs if applicable

- ☒ Letter of Support from Library
- ☒ Budget projections (Self-Sustaining and State-Funded)

**Send in Word format to: [provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)**

## Exhibit A

### Program Requirements for the Degree

The Master of Health Administration and Leadership is a professional master's degree offered fully online via the Global Campus which is comprised of three stand-alone certificates and a 2-credit capstone course. A total of 38 semester credits are required based on course-work only. One certificate is offered in collaboration through the Carson College of Business. The other 26 credits will be taken from the Elson S. Floyd College of Medicine in the form of two certificates and a capstone course. Certificates may be taken in any order and successful completion of any certificate with a 3.0 GPA or better will guarantee admission to the MHAL. The capstone course must be taken in the final semester of a student's progress toward graduation, but is not required for those simply accessing the certificates.

#### Title: Managing the Business of Healthcare Certificate

**Description:** This certificate consists of 12 credit hours. This certificate will stack with two other certificates and a capstone course as 1/3 of the Masters of Health Administration and Leadership degree which will be proposed to the Provost and Faculty Senate in Fall of 2021 for launch in Fall 2022.

This certificate provides the student the opportunity to learn the fundamentals of business that guide organizations, including health care organizations. These fundamentals include: financial and managerial accounting, leadership skills (including productivity), data analysis, operations, finances (e.g. the concepts of time and money, the valuing of stocks and bonds, risk and return ratios), marketing (including creating marketing plans), and ethical frameworks. These fundamentals will equip healthcare managers with an analytical toolbox to solve the typical problems faced by managers.

**Catalog Description:** Raise your business acumen through engagement of principles and applications that sustain optimal performance Foundational topics of marketing, cash-flow analysis, risk and return ratios, the cost of capital, models to improve productivity, persuasive communication, and application of ethical frameworks.

#### Courses Required: The Certificate is New; These Courses Are Already Approved

|   |           |           |
|---|-----------|-----------|
| Introduction to Financial and Managerial Accounting | Acctg 550 | 3 Credits |
| Foundations in Operations Management                | BA 502    | 2 Credits |
| Foundations in Marketing                            | BA 501    | 2 Credits |
| Foundations in Finance                              | BA 504    | 2 Credits |
| Managerial Leadership and Productivity              | MGMT 593  | 3 Credits |

Please note:

- a. *Students who do not have an undergraduate in business or cannot otherwise demonstrate by their transcript the completion of an introductory statistics course, micro-economics and macro-economics will also be required to take one or both:*
  - i. **BA 500 Data Analysis for Managers** (2 credits)  
Course Prerequisite: Admission to the MBA program. Descriptive statistics, probability, common, discrete, and continuous distribution functions, sampling and estimation, and statistical inference.
  - ii. **ECONS 555 Managerial Economics for Decision Making** (3 credits)  
Optimal economic decision making for business in a global environment.

*\*eligibility to waive these two courses determined by CCOB*



## Title: Foundations of Leadership Certificate

**Description:** This certificate consists of 12 credit hours and provides the student the opportunity to enhance their leadership and managerial skills through an introduction to self-assessment in leadership. The process of self-reflection on one's own strengths and limitations is vital in leading others. A key characteristic of a successful leader is emotional intelligence. Students develop a personal learning path for their own growth and the skill to use it as a change agent in healthcare and learn tools to effectively lead through transformational change. This certificate will stack with two other certificates and a capstone course as 1/3 of the Masters of Health Administration and Leadership degree which will be proposed to the Provost and Faculty Senate in Fall of 2021 for launch in Fall 2022.

**Catalog Description:** The health care professional looking to deepen an appreciation of relationships between their own strengths and others, self-assesses then analyzes various leadership styles in the development of teams. Students engage best practices in team cohesion, building trust, psychological safety, and skillful debate.

### Courses Required:

|  |              |           |
|--|--------------|-----------|
| Introduction to Leadership and Self-Assessment   | MED MHAL 501 | 3 Credits |
| Teamwork and Teambuilding                        | MED MHAL502  | 3 Credits |
| Emotional Intelligence and the Healthcare Leader | MED MHAL503  | 3 Credits |
| Leading Through Transformation Change            | MED MHAL 504 | 3 Credits |

## Title: Essentials of Healthcare Certificate

**Description:** This certificate consists of 12 credit hours and provides the student the opportunity to explore concepts of leadership related to the delivery of value-based care. Quality measures and their application, key pieces of legislation related to health policy, political contexts of policy development, and the skill of assessing information sources are analyzed. In the US health system, effectiveness and cost related to desired outcomes, as well as constraints are presented. Students consider the need for advocacy in health equity and examination of structural bias. This certificate will stack with two other certificates and a capstone course as 1/3 of the Masters of Health Administration and Leadership degree which will be proposed to the Provost and Faculty Senate in Fall of 2021 for launch in Fall 2022.

**Catalog Description:** Healthcare exists in a field of high stakes force factors. Learn the principles and values in the aim to decrease waste and increase efficiency; the lifecycle and challenges in policy and health legislation; forms of effective advocacy and structural bias in healthcare access.

### Courses Required:

|  |              |           |
|--|--------------|-----------|
| Value-Based Leadership: Incorporating the Triple Aim   | MED MHAL 505 | 3 Credits |
| Healthcare Policy and Politics                         | MED MHAL 506 | 3 Credits |
| Health Equity, Advocacy and Their Impact on Healthcare | MED MHAL 507 | 3 Credits |
| US Healthcare Systems: From Micro to Macro             | MED MHAL 508 | 3 Credits |

**Final Capstone Course (To be completed in the student's final semester):**

|                 |              |           |
|-----------------|--------------|-----------|
| Capstone Course | MED MHAL 600 | 2 Credits |
|-----------------|--------------|-----------|

**Exhibit B**

**Course Development Plan**

| <b>Course #</b> | <b>Course Title</b>                                    | <b>Desired Development Term</b> | <b>Desired Delivery Term</b> | <b>Course Developer (faculty or Grad student)</b> | <b>Course Instructor</b> |
|-----------------|--|---------------------------------|------------------------------|---|--------------------------|
| MHAL 501        | Introduction to Leadership and Self-Assessment         | Fall 2021                       | Fall 2022                    | C. Fischer  | C. Fischer<br>L Francis  |
| MHAL 502        | Team Building and Leadership                           | Fall 2021                       | Fall 2022                    | C. Fischer  | C. Fischer<br>L Francis  |
| MHAL 503        | Emotional Intelligence and Leadership                  | Fall 2021                       | Fall 2022                    | C. Fischer  | C. Fischer<br>L Francis  |
| MHAL 504        | Leading Through Transformational Change                | Fall 2021                       | Fall 2022                    | C. Fischer  | C. Fischer<br>L Francis  |
| MHAL 505        | Understanding Triple Aim                               | Summer 2021                     | Fall 2023                    | L. Sood   | C. Fischer<br>L Francis  |
| MHAL 506        | Healthcare Policy and Politics                         | Summer 2021                     | Fall 2023                    | L Wood  | C. Fischer<br>L Francis  |
| MHAL 507        | Health Equity, Advocacy and their Impact on HealthCare | Summer 2021                     | Fall 2023                    | L Manriquez                                       | C. Fischer<br>L Francis  |
| MHAL 508        | Healthcare Systems Micro to Macro                      | Summer 2021                     | Fall 2023                    | C. Heine  | C. Fischer<br>L Francis  |
| MHAL 600        | MHAL Capstone  | Fall 2022                       | Fall 2023                    | C. Fischer<br>L Francis                           | C. Fischer<br>L Francis  |

## Exhibit C

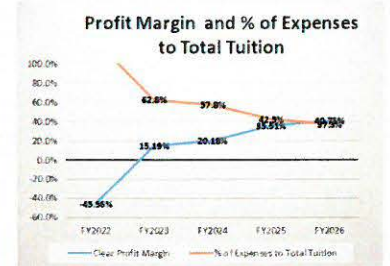
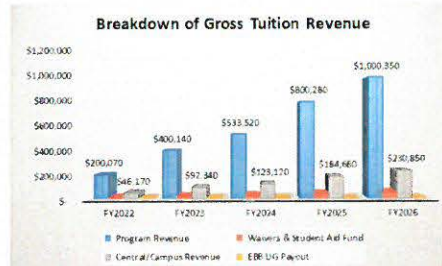
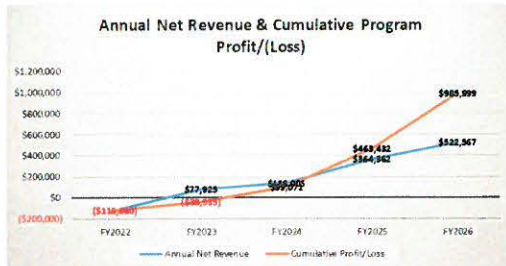
### Budget Projection (Proposed with Differential Tuition, Self-Sustaining)

| Tuition Earned  | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025              | % of Total Tuition | FY2026              | % of Total Tuition | Cumulative          | Cumulative %   |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|----------------|
| Gross Operating Tuition - Masters Program (Excludes UG Tuition) | \$ 256,500        | 100.00%            | \$ 513,000        | 100.00%            | \$ 684,000        | 100.00%            | \$ 1,026,000        | 100.00%            | \$ 1,282,500        | 100.00%            | \$ 3,762,000        | 100.00%        |
| Less Waivers or Tuition Discounting - Masters                   | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%              | \$ -                | 0.00%              | \$ -                | 0.00%          |
| <b>Net Tuition</b>  | <b>\$ 256,500</b> | <b>100.00%</b>     | <b>\$ 513,000</b> | <b>100.00%</b>     | <b>\$ 684,000</b> | <b>100.00%</b>     | <b>\$ 1,026,000</b> | <b>100.00%</b>     | <b>\$ 1,282,500</b> | <b>100.00%</b>     | <b>\$ 3,762,000</b> | <b>100.00%</b> |

| Split of Tuition by Area                        | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025              | % of Total Tuition | FY2026              | % of Total Tuition | Cumulative Total Tuition Split | Cumulative %  |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|---------------------|--------------------|---------------------|--------------------|--------------------------------|---------------|
| Masters of Health Administration and Leadership | \$ 200,070        | 78.0%              | \$ 400,140        | 78.0%              | \$ 533,520        | 78.0%              | \$ 800,280          | 78.0%              | \$ 1,000,350        | 78.0%              | \$ 2,934,360                   | 78.0%         |
| Tuition Waivers or Discounting                  | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                | 0.0%               | \$ -                | 0.0%               | \$ -                           | 0.0%          |
| Campus Fee (5%)                                 | \$ 12,825         | 5.0%               | \$ 25,650         | 5.0%               | \$ 34,200         | 5.0%               | \$ 51,300           | 5.0%               | \$ 64,125           | 5.0%               | \$ 188,100                     | 5.0%          |
| Central (11% + 2% Strategic Reallocation)       | \$ 33,345         | 13.0%              | \$ 66,690         | 13.0%              | \$ 88,920         | 13.0%              | \$ 133,380          | 13.0%              | \$ 166,725          | 13.0%              | \$ 489,060                     | 13.0%         |
| Student Aid Fund (4%)                           | \$ 10,260         | 4.0%               | \$ 20,520         | 4.0%               | \$ 27,360         | 4.0%               | \$ 41,040           | 4.0%               | \$ 51,300           | 4.0%               | \$ 150,480                     | 4.0%          |
| <b>Total - Gross Tuition</b>                    | <b>\$ 256,500</b> | <b>100.0%</b>      | <b>\$ 513,000</b> | <b>100.0%</b>      | <b>\$ 684,000</b> | <b>100.0%</b>      | <b>\$ 1,026,000</b> | <b>100.0%</b>      | <b>\$ 1,282,500</b> | <b>100.0%</b>      | <b>\$ 3,762,000</b>            | <b>100.0%</b> |

| Direct & Indirect Costs for Academic Program        | FY2022            | % of Program Revenue | FY2023            | % of Program Revenue | FY2024            | % of Program Revenue | FY2025            | % of Program Revenue | FY2026            | % of Program Revenue | Cumulative Program Costs | Cumulative %  |
|---|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|--------------------------|---------------|
| Direct Instructional Salaries & Benefits            | \$ 201,200        | 100.6%               | \$ 204,780        | 51.2%                | \$ 272,932        | 51.2%                | \$ 310,841        | 38.8%                | \$ 350,167        | 35.0%                | \$ 1,339,920             | 68.8%         |
| Direct Instructional Support Salaries & Benefits    | \$ 75,230         | 37.6%                | \$ 76,735         | 19.2%                | \$ 114,683        | 21.5%                | \$ 116,977        | 14.6%                | \$ 119,316        | 11.9%                | \$ 502,941               | 25.8%         |
| Third Party Costs (Incl A.O.I. Level 2 / 3 Service) | \$ 35,500         | 17.7%                | \$ 35,500         | 8.9%                 | \$ 2,500          | 0.5%                 | \$ 2,500          | 0.3%                 | \$ 2,500          | 0.2%                 | \$ 78,500                | 4.0%          |
| Direct Course Costs                                 | \$ 2,000          | 1.0%                 | \$ 2,200          | 0.5%                 | \$ 2,400          | 0.4%                 | \$ 2,600          | 0.3%                 | \$ 2,800          | 0.3%                 | \$ 12,000                | 0.6%          |
| Other Costs   | \$ 3,000          | 1.5%                 | \$ 3,000          | 0.7%                 | \$ 3,000          | 0.6%                 | \$ 3,000          | 0.4%                 | \$ 3,000          | 0.3%                 | \$ 15,000                | 0.8%          |
| <b>Total</b>  | <b>\$ 316,930</b> | <b>158.4%</b>        | <b>\$ 322,215</b> | <b>80.5%</b>         | <b>\$ 395,515</b> | <b>74.1%</b>         | <b>\$ 435,918</b> | <b>54.5%</b>         | <b>\$ 477,783</b> | <b>47.8%</b>         | <b>\$ 1,948,361</b>      | <b>100.0%</b> |

|  | FY2022       | %      | FY2023     | %     | FY2024     | %     | FY2025     | %     | FY2026     | %     | Cumulative | Cumulative % |
|--|--------------|--------|------------|-------|------------|-------|------------|-------|------------|-------|------------|--------------|
| Profit or (Loss) & % of Profit to Program after all expenses are covered | (\$116,860)  | -45.6% | \$77,925   | 15.2% | \$138,005  | 20.2% | \$364,362  | 35.5% | \$522,567  | 40.7% | \$985,999  | 26.2%        |
| Cumulative Profit/(Loss) to Date   | (\$116,860)  |        | (\$38,935) |       | \$99,071   |       | \$463,432  |       | \$985,999  |       |            |              |
| Amount Paid to Program per SCH   | \$ 741       |        | \$ 741     |       | \$ 741     |       | \$ 741     |       | \$ 741     |       |            |              |
| Amount Paid to Program per AAFTE   | \$ 22,230    |        | \$ 22,230  |       | \$ 22,230  |       | \$ 22,230  |       | \$ 22,230  |       |            |              |
| Clear Profit/(Loss) to Program per SCH                                   | (\$432.81)   |        | \$144.31   |       | \$191.67   |       | \$337.37   |       | \$387.09   |       |            |              |
| Clear Profit/(Loss) to Program per AAFTE                                 | (\$3,895.33) |        | \$1,298.76 |       | \$1,725.06 |       | \$3,036.35 |       | \$3,483.78 |       |            |              |



|                                |             |            |            |            |              |
|--------------------------------|-------------|------------|------------|------------|--------------|
| Fiscal Year                    | FY2022      | FY2023     | FY2024     | FY2025     | FY2026       |
| Annual Net Revenue             | (\$116,860) | \$77,925   | \$138,005  | \$364,362  | \$522,567    |
| Cumulative Profit/Loss         | (\$116,860) | (\$38,935) | \$99,071   | \$463,432  | \$985,999    |
| Program Revenue                | \$ 200,070  | \$ 400,140 | \$ 533,520 | \$ 800,280 | \$ 1,000,350 |
| Waivers & Student Aid Fund     | \$ 10,260   | \$ 20,520  | \$ 27,360  | \$ 41,040  | \$ 51,300    |
| Central/Campus Revenue         | \$ 46,170   | \$ 92,340  | \$ 123,120 | \$ 184,680 | \$ 230,850   |
| EBB UG Payout                  | \$ -        | \$ -       | \$ -       | \$ -       | \$ -         |
| Clear Profit Margin            | -45.6%      | 15.2%      | 20.2%      | 35.5%      | 40.7%        |
| % of Expenses to Total Tuition | 123.6%      | 62.8%      | 57.8%      | 42.5%      | 37.3%        |



# Exhibit D

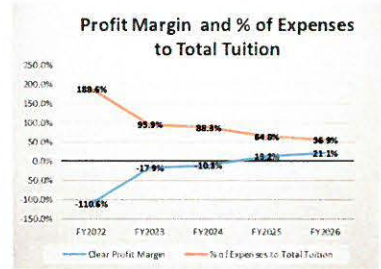
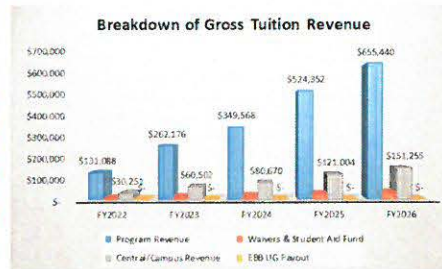
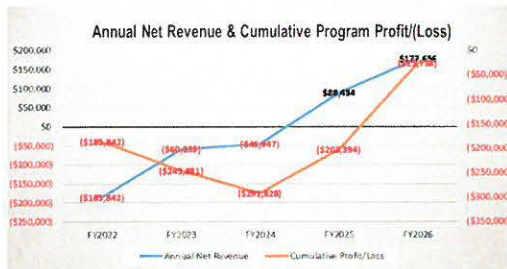
## Budget Projections (State Funded)

| Tuition Earned  | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025            | % of Total Tuition | FY2026            | % of Total Tuition | Cumulative          | Cumulative %   |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|---------------------|----------------|
| Gross Operating Tuition - Masters Program (Excludes UG Tuition) | \$ 168,062        | 100.00%            | \$ 336,123        | 100.00%            | \$ 448,164        | 100.00%            | \$ 672,246        | 100.00%            | \$ 840,308        | 100.00%            | \$ 2,464,902        | 100.00%        |
| Less Waivers or Tuition Discounting - Masters                   | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%          |
| EBB Tuition to this Program                                     | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%          |
| EBB Tuition to Central  | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%          |
| EBB Tuition to other Programs (Includes Net to Home College)    | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%          |
| <b>Net Tuition</b>  | <b>\$ 168,062</b> | <b>100.00%</b>     | <b>\$ 336,123</b> | <b>100.00%</b>     | <b>\$ 448,164</b> | <b>100.00%</b>     | <b>\$ 672,246</b> | <b>100.00%</b>     | <b>\$ 840,308</b> | <b>100.00%</b>     | <b>\$ 2,464,902</b> | <b>100.00%</b> |

| Split of Tuition by Area                                  | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025            | % of Total Tuition | FY2026            | % of Total Tuition | Cumulative Total Tuition Split | Cumulative %  |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|--------------------------------|---------------|
| Masters of Health Administration and Leadership           | \$ 131,088        | 78.0%              | \$ 262,176        | 78.0%              | \$ 349,568        | 78.0%              | \$ 524,352        | 78.0%              | \$ 655,440        | 78.0%              | \$ 1,922,624                   | 78.0%         |
| EBB UG Tuition for Courses Delivered by Program Home Dept | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                           | 0.0%          |
| EBB Tuition to College that Delivered UG Courses          | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                           | 0.0%          |
| Tuition Waivers or Discounting                            | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                           | 0.0%          |
| Campus Fee (5%)   | \$ 8,403          | 5.0%               | \$ 16,806         | 5.0%               | \$ 22,408         | 5.0%               | \$ 33,612         | 5.0%               | \$ 42,015         | 5.0%               | \$ 123,245                     | 5.0%          |
| Central Share of UG Tuition (Estimate)                    | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                           | 0.0%          |
| Central (11% + 2% Strategic Reallocation)                 | \$ 21,848         | 13.0%              | \$ 43,696         | 13.0%              | \$ 58,261         | 13.0%              | \$ 87,392         | 13.0%              | \$ 109,240        | 13.0%              | \$ 320,437                     | 13.0%         |
| Student Aid Fund (4%)                                     | \$ 6,722          | 4.0%               | \$ 13,445         | 4.0%               | \$ 17,927         | 4.0%               | \$ 26,890         | 4.0%               | \$ 33,612         | 4.0%               | \$ 98,596                      | 4.0%          |
| <b>Total - Gross Tuition</b>                              | <b>\$ 168,062</b> | <b>100.0%</b>      | <b>\$ 336,123</b> | <b>100.0%</b>      | <b>\$ 448,164</b> | <b>100.0%</b>      | <b>\$ 672,246</b> | <b>100.0%</b>      | <b>\$ 840,308</b> | <b>100.0%</b>      | <b>\$ 2,464,902</b>            | <b>100.0%</b> |

| Direct & Indirect Costs for Academic Program        | FY2022            | % of Program Revenue | FY2023            | % of Program Revenue | FY2024            | % of Program Revenue | FY2025            | % of Program Revenue | FY2026            | % of Program Revenue | Cumulative Program Costs | Cumulative %  |
|---|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|--------------------------|---------------|
| Direct Instructional Salaries & Benefits            | \$ 201,200        | 153.5%               | \$ 204,780        | 78.1%                | \$ 272,932        | 78.1%                | \$ 310,841        | 59.3%                | \$ 350,167        | 53.4%                | \$ 1,339,920             | 68.8%         |
| Direct Instructional Support Salaries & Benefits    | \$ 75,230         | 57.4%                | \$ 76,735         | 29.3%                | \$ 114,683        | 32.8%                | \$ 116,977        | 22.3%                | \$ 119,316        | 18.2%                | \$ 502,941               | 25.8%         |
| Third Party Costs (Incl A.O.I. Level 2 / 3 Service) | \$ 35,500         | 27.1%                | \$ 35,500         | 13.5%                | \$ 2,500          | 0.7%                 | \$ 2,500          | 0.5%                 | \$ 2,500          | 0.4%                 | \$ 78,500                | 4.0%          |
| Direct Course Costs                                 | \$ 2,000          | 1.5%                 | \$ 2,200          | 0.8%                 | \$ 2,400          | 0.7%                 | \$ 2,600          | 0.5%                 | \$ 2,800          | 0.4%                 | \$ 12,000                | 0.6%          |
| Other Costs   | \$ 3,000          | 2.3%                 | \$ 3,000          | 1.1%                 | \$ 3,000          | 0.9%                 | \$ 3,000          | 0.6%                 | \$ 3,000          | 0.5%                 | \$ 15,000                | 0.8%          |
| <b>Total</b>  | <b>\$ 316,930</b> | <b>241.8%</b>        | <b>\$ 322,215</b> | <b>122.9%</b>        | <b>\$ 395,515</b> | <b>113.1%</b>        | <b>\$ 435,918</b> | <b>83.1%</b>         | <b>\$ 477,783</b> | <b>72.9%</b>         | <b>\$ 1,948,361</b>      | <b>100.0%</b> |

|  | FY2022       | %       | FY2023       | %      | FY2024      | %      | FY2025      | %     | FY2026     | %     | Cumulative | Cumulative % |
|--|--------------|---------|--------------|--------|-------------|--------|-------------|-------|------------|-------|------------|--------------|
| Profit or (Loss) & % of Profit to Program after all expenses are covered | (\$185,842)  | -110.6% | (\$60,039)   | -17.9% | (\$45,947)  | -10.3% | \$88,434    | 13.2% | \$177,656  | 21.1% | (\$25,738) | -1.0%        |
| Cumulative Profit/(Loss) to Date   | (\$185,842)  |         | (\$245,881)  |        | (\$291,828) |        | (\$203,394) |       | (\$25,738) |       |            |              |
| Amount Paid to Program per SCH   | \$ 486       |         | \$ 486       |        | \$ 486      |        | \$ 486      |       | \$ 486     |       |            |              |
| Amount Paid to Program per AAFTE   | \$ 14,565    |         | \$ 14,565    |        | \$ 14,565   |        | \$ 14,565   |       | \$ 14,565  |       |            |              |
| Clear Profit/(Loss) to Program per SCH                                   | (\$688.30)   |         | (\$111.18)   |        | (\$63.82)   |        | \$81.88     |       | \$131.60   |       |            |              |
| Clear Profit/(Loss) to Program per AAFTE                                 | (\$6,194.73) |         | (\$1,000.64) |        | (\$574.34)  |        | \$736.95    |       | \$1,184.38 |       |            |              |



|                                |             |             |             |             |            |
|--------------------------------|-------------|-------------|-------------|-------------|------------|
| Fiscal Year                    | FY2022      | FY2023      | FY2024      | FY2025      | FY2026     |
| Annual Net Revenue             | (\$185,842) | (\$60,039)  | (\$45,947)  | \$88,434    | \$177,656  |
| Cumulative Profit/Loss         | (\$185,842) | (\$245,881) | (\$291,828) | (\$203,394) | (\$25,738) |
| Program Revenue                | \$ 131,088  | \$ 262,176  | \$ 349,568  | \$ 524,352  | \$ 655,440 |
| Waivers & Student Aid Fund     | \$ 6,722    | \$ 13,445   | \$ 17,927   | \$ 26,890   | \$ 33,612  |
| Central/Campus Revenue         | \$ 30,251   | \$ 60,502   | \$ 80,670   | \$ 121,004  | \$ 151,255 |
| EBB UG Payout                  | \$ -        | \$ -        | \$ -        | \$ -        | \$ -       |
| Clear Profit Margin            | -110.6%     | -17.9%      | -10.3%      | 13.2%       | 21.1%      |
| % of Expenses to Total Tuition | 188.6%      | 95.9%       | 88.3%       | 64.8%       | 56.9%      |

## Exhibit E Library Support



Spokane Academic Library

August 31, 2021

Craig Fischer  
Elson S. Floyd College of Medicine  
Washington State University Health Sciences

Dear Mr. Fischer:

I am writing to provide a library capacity analysis for the proposed new Master of Healthcare Administration and Leadership program in Spokane. The program revives and improves on WSU's earlier health policy and administration program (which was well supported by the library) and complements existing health sciences programs that are already strongly supported. Library resources were closely scrutinized throughout the medical school's four-year accreditation process and were judged to be excellent. Similarly, the library has a long history of successful participation in the accreditation of WSU's other health sciences programs requiring high levels of library services and resources. Additionally, there are leadership, education, and business programs across the WSU system that are strongly supported by library resources and personnel that are available to the students and faculty in Spokane and elsewhere.

Key library resources and collections available for the use of this program include AccessMedicine, ClinicalKey, Embase, LWW Health Library, and MEDLINE Complete. These resources cover not only the literature of medical science but also include including highly cited management-oriented journals such as *Leadership in Health Services* and *Journal of Health and Human Services Administration*. Additionally, databases such as Business Source Complete, PsycInfo, and Sociological Abstracts provide access to a broader scope of relevant research in leadership and administration—including *The Harvard Business Review*, among many others.

There will likely be some need to expand library resources as this program grows, as one would expect, but the resources currently in place are more than sufficient to provide a solid foundation for the program as proposed. Interdisciplinary collaboration among librarians and other library personnel is strong across all of WSU's programs and the same will no doubt be true of this one, bringing exciting possibilities for new partnerships and learning.

Sincerely,

A handwritten signature in blue ink that reads 'Jonathan Potter'.

Jonathan Potter, Assistant Director  
Spokane Academic Library  
Washington State University

412 E Spokane Falls Blvd, SAC 211  
Spokane WA 99202



**Exhibit F**  
**Support from the Dean's Office**



Office of the Dean  
ELSON S. FLOYD COLLEGE OF MEDICINE

September 9, 2021

Kelly Newell  
Director, Program and Partner Development  
Washington State University  
Academic Outreach and Innovation

Dear Kelly,

This letter is to affirm our full and energetic support for the development and startup of the proposed Master of Healthcare Administration and Leadership (MHAL) online academic program. As you know, this is an important collaboration between the WSU Colleges of Medicine and Business using a stackable certificate model that will lead to new revenues while training healthcare industry leaders of the future. To further demonstrate our commitment to the MHAL, the College of Medicine formally committed to use the 2.5% return of core funds at the FY-21,22 budget hearing to support the development and startup of this new program. This academic degree program is a component of our strategic plan and extends our current leadership certificate, which all medical students take during their MD education, into a comprehensive course of study and practicum in leadership leading to the master's degree. We envision a broad population of healthcare professionals will be interested in this offering to advance their careers. We await approval of this important new academic program with excitement and optimism.

Regards,

A handwritten signature in black ink, appearing to read "John Tomkowiak".

John Tomkowiak, MD, MOL  
Founding Dean

## **Exhibit G Demand Analysis**

### **Master of Health Administration Leadership Market opportunity summary May 2021**

#### **Employment Outlook<sup>1</sup>:**

- Median pay rate of \$104,280 per year
- Growth projection of 32% 2019-2029 (much higher than average)
- Number of jobs in 2019: 422,300 (US)
- Regional jobs in 2019: 25,114
- Most jobs require a bachelor's degree, however master's degrees are also common and preferred by many employers.
- Licensure is required for nursing home administrators (a growing area of employment for healthcare managers)
- Licensure is not normally required for other areas, however consider mapping to professional certification in Medical Management<sup>2</sup>
- Nursing management is the most posted job regionally

#### **Top Competitive Programs Online:**

- Western Governors University: Masters of Health Leadership & MBA Healthcare Management
  - \$16,540 for Two-Year program.
  - 3,615 completions in 2019 (includes bachelors level Healthcare Management BS Business Admin.
  - Growth 16% in 2019
- University of Phoenix: Masters of Health Administration
  - 3 tracks: MBA, Health Care Compliance and Privacy, Informatics
  - \$698 per credit. 36 Credit program. 17 months
  - 2,301 completions in 2019 (includes bachelors level Health Admin BS and Health Management BS)
  - Growth 16% in 2019
- Grand Canyon University: Masters of Science in Health Admin.
  - Offers track in Health Care Quality and Patient Safety
  - \$550 per credit 48 credits
  - 1,283 completions in 2019 (includes bachelor level)
  - Growth at -4.8% 2019
- Southern New Hampshire University: MS in Health Information Mgt., MS in Healthcare Admin., MS in Management – Healthcare, MBA in Healthcare Management
  - \$627 per credit 35-40 credits
  - 966 completions in 2019 (includes Bachelor Level)

#### **Top Regional Program Providers:**

- Oregon Health & Science University      Not online
  - 92 Completions in 2019 (does not include Bachelors)
- University of WA – Seattle Campus      Not Online
  - 80 Completions in 2019 (does not include Bachelors)
- Pacific University      Not Online
  - 31 Completions in 2019 (does not include Bachelors)
- Portland State      Not Online

---

<sup>1</sup> Bls.gov website and Emsi Analyst

<sup>2</sup> Professional Association of Health Care Office Management

- 22 Completions in 2019 (does not include Bachelors)

**Skills Required:**

- Analytical
- Communication
- Detail Oriented
- Leadership
- Healthcare Technology and Data Analytics
- Interpersonal Skills
- Strategic Planning

**Top Qualifications and Certifications Analysis:** For those employers hiring Master's level talent, top qualifications sought by employers include non-medically related certifications such as MBA, Project Management Professional, PMI, Certified Quality Improvement Associate. For those employers recruiting non-Master's level talent, the top qualifications are all medically-related certifications. This provides strong rationale for including business skills and qualifications in this Master's Degree track to make graduates marketable to employers.

**Opportunity Scans:** The following PDF documents commissioned by the Global Campus in 2019 show the viability and desirability of this degree program. (Double click on the icons below to access the full reports).



Spokane Program Development Scan.pdf



Market Opportunity Scan - Washington State University Global.pdf

Professionally Oriented Masters Worksheet

WORKING DRAFT

Total number of student credit hours delivered per year  
 Student credit hours available to be paid out through this program  
 Total tuition earned through Masters' offerings, before waivers (State)  
 Total tuition earned through Masters' offerings, before waivers (Self Sust)  
 EBB tuition earned through directly delivery of UG courses (\$133.33)  
 EBB tuition earned for others, due to delivery outside of program (\$133.33)

|           |           |           |             |             |              |
|-----------|-----------|-----------|-------------|-------------|--------------|
| 270       | 540       | 720       | 1,080       | 1,350       | 3,960        |
| 270       | 540       | 720       | 1,080       | 1,350       |              |
| \$168,062 | \$336,123 | \$448,164 | \$672,246   | \$840,308   |              |
| \$256,500 | \$513,000 | \$684,000 | \$1,026,000 | \$1,282,500 | \$ 3,762,000 |
| \$0       | \$0       | \$0       | \$0         | \$0         |              |
| \$0       | \$0       | \$0       | \$0         | \$0         |              |

Academic Program Direct & Indirect Costs

Faculty Instruction Costs

Faculty 1 Name (Luisita Francis)

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

| Current Faculty | Current Faculty | Current Faculty | Current Faculty | Current Faculty |            |
|-----------------|-----------------|-----------------|-----------------|-----------------|------------|
| \$ 172,000      | \$ 175,440      | \$ 178,949      | \$ 182,528      | \$ 186,178      |            |
| 50%             | 50%             | 50%             | 50%             | 50%             |            |
| 25%             | 25%             | 25%             | 25%             | 25%             |            |
| \$ 107,500      | \$ 109,650      | \$ 111,843      | \$ 114,080      | \$ 116,361      | \$ 559,434 |

Faculty 2 Name (Craig Fischer)

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

|            |            |            |            |            |            |
|------------|------------|------------|------------|------------|------------|
| \$ 110,000 | \$ 112,200 | \$ 114,444 | \$ 116,733 | \$ 119,068 |            |
| 50%        | 50%        | 50%        | 50%        | 50%        |            |
| 30%        | 30%        | 30%        | 30%        | 30%        |            |
| \$ 71,500  | \$ 72,930  | \$ 74,389  | \$ 75,876  | \$ 77,394  | \$ 372,089 |

Faculty 3 Name (Adjunct Instructor)

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

|           |           |           |           |           |                 |
|-----------|-----------|-----------|-----------|-----------|-----------------|
| \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | 2 courses @ 10K |
| 100%      | 100%      | 100%      | 100%      | 100%      |                 |
| 11%       | 11%       | 11%       | 11%       | 11%       |                 |
| \$ 22,200 | \$ 22,200 | \$ 22,200 | \$ 22,200 | \$ 22,200 | \$ 111,000      |

Faculty 4 Name

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

|      |      | New Hire   | New Hire   | New Hire   |            |
|------|------|------------|------------|------------|------------|
|      |      | \$ 100,000 | \$ 102,000 | \$ 104,040 |            |
|      |      | 50%        | 75%        | 100%       |            |
|      |      | 29%        | 29%        | 29%        |            |
| \$ - | \$ - | \$ 64,500  | \$ 98,685  | \$ 134,212 | \$ 297,397 |

Direct Instructional Support Salaries & Benefits

Employee 1 Name  
 Annual Salary  
 Percent of time dedicated to this program (e.g. 25)  
 Employee's benefit percentage (e.g. 28)  
 Salary & benefits dedicated to this program

| Academic Coord | Academic Coord | Academic Coord | Academic Coord | Academic Coord |            |
|----------------|----------------|----------------|----------------|----------------|------------|
| \$ 50,000      | \$ 51,000      | \$ 52,020      | \$ 53,060      | \$ 54,122      |            |
| 50%            | 50%            | 100%           | 100%           | 100%           |            |
| 40%            | 40%            | 40%            | 40%            | 40%            |            |
| \$ 35,000      | \$ 35,700      | \$ 72,828      | \$ 74,285      | \$ 75,770      | \$ 293,583 |

Admissions and Recruiting

Annual Salary  
 Percent of time dedicated to this program (e.g. 25)  
 Employee's benefit percentage (e.g. 28)  
 Salary & benefits dedicated to this program

|           |           |           |           |           |            |
|-----------|-----------|-----------|-----------|-----------|------------|
| \$ 60,000 | \$ 61,200 | \$ 62,424 | \$ 63,672 | \$ 64,946 |            |
| 25%       | 25%       | 25%       | 25%       | 25%       |            |
| 34%       | 34%       | 34%       | 34%       | 34%       |            |
| \$ 20,115 | \$ 20,517 | \$ 20,928 | \$ 21,346 | \$ 21,773 | \$ 104,679 |

Marketing Support

Annual Salary  
 Percent of time dedicated to this program (e.g. 25)  
 Employee's benefit percentage (e.g. 28)  
 Salary & benefits dedicated to this program

|           |           |           |           |           |            |
|-----------|-----------|-----------|-----------|-----------|------------|
| \$ 60,000 | \$ 61,200 | \$ 62,424 | \$ 63,672 | \$ 64,946 |            |
| 25%       | 25%       | 25%       | 25%       | 25%       |            |
| 34%       | 34%       | 34%       | 34%       | 34%       |            |
| \$ 20,115 | \$ 20,517 | \$ 20,928 | \$ 21,346 | \$ 21,773 | \$ 104,679 |

Employee 4 Name

Annual Salary  
 Percent of time dedicated to this program (e.g. 25)  
 Employee's benefit percentage (e.g. 28)  
 Salary & benefits dedicated to this program

|      |      |      |      |      |      |
|------|------|------|------|------|------|
|      |      |      |      |      |      |
|      |      |      |      |      |      |
|      |      |      |      |      |      |
| \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Course Development Costs/Marketing Costs

Stipend for course updates  
 Stipend for Development (4 @ \$7,500)  
 Marketing

|        |        |       |       |       |           |
|--------|--------|-------|-------|-------|-----------|
|        |        |       |       |       | \$ -      |
|        |        | 5,000 | 5,000 | 5,000 | \$ 15,000 |
| 30,000 | 30,000 |       |       |       | \$ 60,000 |
| 5,500  | 5,500  | 2,500 | 2,500 | 2,500 | \$ 18,500 |

Direct Course Costs (Detail)

|   |       |       |       |       |       |           |
|---|-------|-------|-------|-------|-------|-----------|
| Goods and services - photocopies / supplies | 2,000 | 2,200 | 2,400 | 2,600 | 2,800 | \$ 12,000 |
|   |       |       |       |       |       | \$ -      |
|   |       |       |       |       |       | \$ -      |
|   |       |       |       |       |       | \$ -      |
|   |       |       |       |       |       | \$ -      |

Other (Detail)

|                               |       |       |       |       |       |           |
|-------------------------------|-------|-------|-------|-------|-------|-----------|
| Computers, Printers, Software | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | \$ 15,000 |
|                               |       |       |       |       |       | \$ -      |
|                               |       |       |       |       |       | \$ -      |
|                               |       |       |       |       |       | \$ -      |



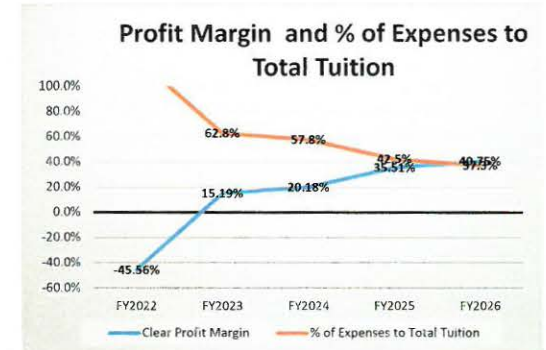
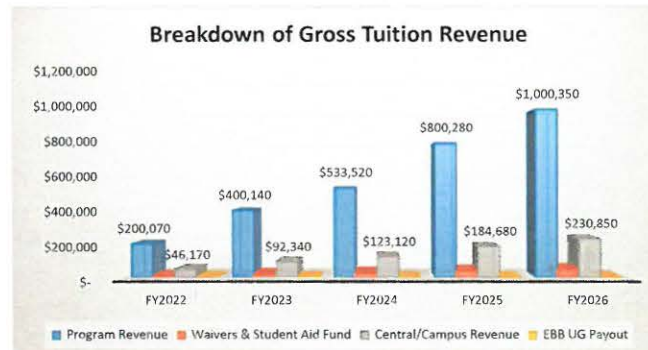
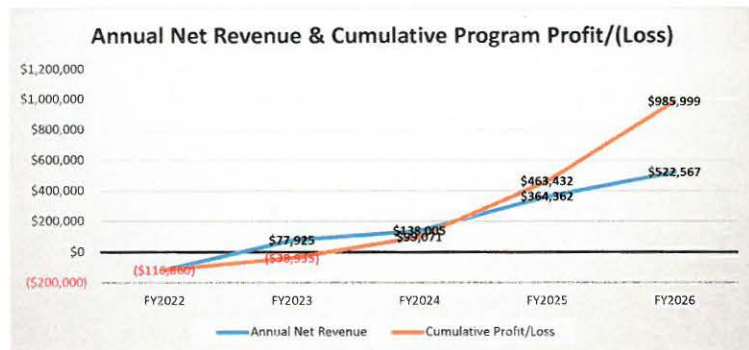
| Program Name | Masters of Health Administration and Leadership |  |  |  | Self-Sustaining Model |  |  |  |
|--------------|---|--|--|--|-----------------------|--|--|--|
|--------------|---|--|--|--|-----------------------|--|--|--|

| Tuition Earned  | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025              | % of Total Tuition | FY2026              | % of Total Tuition | Cumulative          | Cumulative %   |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|----------------|
| Gross Operating Tuition - Masters Program (Excludes UG Tuition) | \$ 256,500        | 100.00%            | \$ 513,000        | 100.00%            | \$ 684,000        | 100.00%            | \$ 1,026,000        | 100.00%            | \$ 1,282,500        | 100.00%            | \$ 3,762,000        | 100.00%        |
| Less Waivers or Tuition Discounting - Masters                   | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -              | 0.00%              | \$ -                | 0.00%              | \$ -                | 0.00%              | \$ -                | 0.00%          |
| <b>Net Tuition</b>  | <b>\$ 256,500</b> | <b>100.00%</b>     | <b>\$ 513,000</b> | <b>100.00%</b>     | <b>\$ 684,000</b> | <b>100.00%</b>     | <b>\$ 1,026,000</b> | <b>100.00%</b>     | <b>\$ 1,282,500</b> | <b>100.00%</b>     | <b>\$ 3,762,000</b> | <b>100.00%</b> |

| Split of Tuition by Area                        | FY2022            | % of Total Tuition | FY2023            | % of Total Tuition | FY2024            | % of Total Tuition | FY2025              | % of Total Tuition | FY2026              | % of Total Tuition | Cumulative Total Tuition Split | Cumulative %  |
|---|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|---------------------|--------------------|---------------------|--------------------|--------------------------------|---------------|
| Masters of Health Administration and Leadership | \$ 200,070        | 78.0%              | \$ 400,140        | 78.0%              | \$ 533,520        | 78.0%              | \$ 800,280          | 78.0%              | \$ 1,000,350        | 78.0%              | \$ 2,934,360                   | 78.0%         |
| Tuition Waivers or Discounting                  | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -              | 0.0%               | \$ -                | 0.0%               | \$ -                | 0.0%               | \$ -                           | 0.0%          |
| Campus Fee (5%)                                 | \$ 12,825         | 5.0%               | \$ 25,650         | 5.0%               | \$ 34,200         | 5.0%               | \$ 51,300           | 5.0%               | \$ 64,125           | 5.0%               | \$ 188,100                     | 5.0%          |
| Central (11% + 2% Strategic Reallocation)       | \$ 33,345         | 13.0%              | \$ 66,690         | 13.0%              | \$ 88,920         | 13.0%              | \$ 133,380          | 13.0%              | \$ 166,725          | 13.0%              | \$ 489,060                     | 13.0%         |
| Student Aid Fund (4%)                           | \$ 10,260         | 4.0%               | \$ 20,520         | 4.0%               | \$ 27,360         | 4.0%               | \$ 41,040           | 4.0%               | \$ 51,300           | 4.0%               | \$ 150,480                     | 4.0%          |
| <b>Total - Gross Tuition</b>                    | <b>\$ 256,500</b> | <b>100.0%</b>      | <b>\$ 513,000</b> | <b>100.0%</b>      | <b>\$ 684,000</b> | <b>100.0%</b>      | <b>\$ 1,026,000</b> | <b>100.0%</b>      | <b>\$ 1,282,500</b> | <b>100.0%</b>      | <b>\$ 3,762,000</b>            | <b>100.0%</b> |

|   | FY2022            |                      | FY2023            |                      | FY2024            |                      | FY2025            |                      | FY2026            |                      |                          |               |
|---|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|--------------------------|---------------|
| Direct & Indirect Costs for Academic Program        | Program Costs     | % of Program Revenue | Program Costs     | % of Program Revenue | Program Costs     | % of Program Revenue | Program Costs     | % of Program Revenue | Program Costs     | % of Program Revenue | Cumulative Program Costs | Cumulative %  |
| Direct Instructional Salaries & Benefits            | \$ 201,200        | 100.6%               | \$ 204,780        | 51.2%                | \$ 272,932        | 51.2%                | \$ 310,841        | 38.8%                | \$ 350,167        | 35.0%                | \$ 1,339,920             | 68.8%         |
| Direct Instructional Support Salaries & Benefits    | \$ 75,230         | 37.6%                | \$ 76,735         | 19.2%                | \$ 114,683        | 21.5%                | \$ 116,977        | 14.6%                | \$ 119,316        | 11.9%                | \$ 502,941               | 25.8%         |
| Third Party Costs (Incl A.O.I. Level 2 / 3 Service) | \$ 35,500         | 17.7%                | \$ 35,500         | 8.9%                 | \$ 2,500          | 0.5%                 | \$ 2,500          | 0.3%                 | \$ 2,500          | 0.2%                 | \$ 78,500                | 4.0%          |
| Direct Course Costs                                 | \$ 2,000          | 1.0%                 | \$ 2,200          | 0.5%                 | \$ 2,400          | 0.4%                 | \$ 2,600          | 0.3%                 | \$ 2,800          | 0.3%                 | \$ 12,000                | 0.6%          |
| Other Costs   | \$ 3,000          | 1.5%                 | \$ 3,000          | 0.7%                 | \$ 3,000          | 0.6%                 | \$ 3,000          | 0.4%                 | \$ 3,000          | 0.3%                 | \$ 15,000                | 0.8%          |
| <b>Total</b>  | <b>\$ 316,930</b> | <b>158.4%</b>        | <b>\$ 322,215</b> | <b>80.5%</b>         | <b>\$ 395,515</b> | <b>74.1%</b>         | <b>\$ 435,918</b> | <b>54.5%</b>         | <b>\$ 477,783</b> | <b>47.8%</b>         | <b>\$ 1,948,361</b>      | <b>100.0%</b> |

|  | FY2022       | %      | FY2023     | %     | FY2024     | %     | FY2025     | %     | FY2026     | %     | Cumulative | Cumulative % |
|--|--------------|--------|------------|-------|------------|-------|------------|-------|------------|-------|------------|--------------|
| Profit or (Loss) & % of Profit to Program after all expenses are covered | (\$116,860)  | -45.6% | \$77,925   | 15.2% | \$138,005  | 20.2% | \$364,362  | 35.5% | \$522,567  | 40.7% | \$985,999  | 26.2%        |
| Cumulative Profit/(Loss) to Date   | (\$116,860)  |        | (\$38,935) |       | \$99,071   |       | \$463,432  |       | \$985,999  |       |            |              |
| Amount Paid to Program per SCH   | \$ 741       |        | \$ 741     |       | \$ 741     |       | \$ 741     |       | \$ 741     |       |            |              |
| Amount Paid to Program per AAFTE   | \$ 22,230    |        | \$ 22,230  |       | \$ 22,230  |       | \$ 22,230  |       | \$ 22,230  |       |            |              |
| Clear Profit/(Loss) to Program per SCH                                   | (\$432.81)   |        | \$144.31   |       | \$191.67   |       | \$337.37   |       | \$387.09   |       |            |              |
| Clear Profit/(Loss) to Program per AAFTE                                 | (\$3,895.33) |        | \$1,298.76 |       | \$1,725.06 |       | \$3,036.35 |       | \$3,483.78 |       |            |              |



## **FUTURE ACTION ITEM #2**

### **Discontinue the Master of Education Degree in Educational Psychology (Elizabeth S. Chilton)**

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Discontinue the Master of Education Degree in Educational Psychology

**PROPOSED:** That the Board of Regents discontinue the Master of Education Degree in Educational Psychology

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

**SUPPORTING INFORMATION:** The College of Education proposes the discontinuation of the Master of Education Degree in Educational Psychology.

The educational psychology program developed a Master non-thesis degree to better meet the needs of WSU students. This new degree has been approved and all students have switched their degree program. Therefore, the Master of Education Degree in Educational Psychology will no longer be needed or used.

This discontinuation was reviewed carefully and has support from the Provost's Office. This was recommended by the Faculty Senate on April 7, 2022.

**ATTACHMENT** Attachment A – Proposal to Discontinue a Degree Program





WASHINGTON STATE UNIVERSITY  
**Office of the Provost**

**MEMORANDUM**

TO: Faculty Senate

FROM: Elizabeth S. Chilton, Provost and Executive Vice President, and  
Chancellor, WSU Pullman

A handwritten signature in black ink, reading "Elizabeth S. Chilton".

SUBJECT: Discontinue Master of Education in Educational Psychology

DATE: February 16, 2022

---

The attached proposal to discontinue the Master of Education in Educational Psychology degree has been reviewed by the Provost's Office. We have no concerns. The structure of the program no longer meets the needs of students. The department has launched a new Master's-level program with a modern design and all Master's students are pursuing that degree.

We consider the proposal ready for Senate review.

# PROPOSAL TO DISCONTINUE A DEGREE PROGRAM

**DEANS:** Send this completed proposal electronically in Word to the Office of the Provost:  
[provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)

|                              |  |
|------------------------------|--|
| Degree Title:                | Master's of Education  |
| Academic Program:            | Educational Psychology P7690                                   |
| Academic Plan:               | Non-thesis P7690-0010  |
| Number of Credits:           | 45   |
| Department(s) or Program(s): | Kinesiology and Educational Psychology: Educational Psychology |
| College(s):                  | College of Education   |
| Campus(es):                  | Pullman  |

|                |                 |                       |  |
|----------------|-----------------|-----------------------|--|
| Contact Name:  | Kira Carbonneau | Email Address:        | <a href="mailto:Kira.carbonneau@wsu.edu">Kira.carbonneau@wsu.edu</a> |
| Contact Phone: | 509-335-2324    | *Proposed start date: | 08/01/2022   |

|   |
|---|
| <b>Rationale for discontinuing the degree:</b>  |
| The educational psychology program developed a MA non-thesis degree to better meet the needs of our students. This new degree has been approved and all students have switched their degree program therefore the EdM will no longer be needed or used. |
| <b>Implications for currently enrolled students (how many)? Attach teach out plan.</b>  |
| No students are enrolled in the EdM degree program.   |

☐ **Attach teach out plan**

|   |
|---|
| <b>Impact on or responses of current faculty and staff:</b>   |
| No impact or response from current faculty and staff.   |
| <b>Impact on or responses of other degree programs, departments, colleges or campuses:</b>  |
| There will be no impact on other degree programs, departments, college of campuses. Courses and pther services are encompassed in the new MA non-thesis degree. |
| <b>Impact on or responses of other stake holders (e.g., advisory or alumni groups):</b>   |
| No impact on other stake holders.   |

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

|                  |                |       |         |
|------------------|----------------|-------|---------|
| Chair Signature: | Phyllis Erdman | Date: | 1.11.22 |
|------------------|----------------|-------|---------|

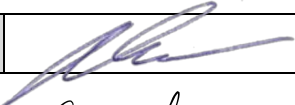
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| Dean Signature: | Mike Trevisan | Date: | 1.11.22 |
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→ Submit to the Provost's Office at [provost.deg.changes@wsu.edu](mailto:provost.deg.changes@wsu.edu)

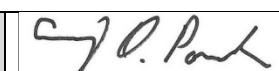
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| Everett Chancellor | Mark Beattie | Date: | 3/31/22 |
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| Spokane Chancellor | Gwen Halaas | Date: | March 31, 2022 |
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| Tri-Cities VCAA | Kathleen McGoos | Date: | April 4 2022 |
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| Vancouver VCAA |  | Date | 3/29/22 |
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| VP Global Campus |  | Date: | 3-29-2022 |
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WASHINGTON STATE UNIVERSITY  
**FOUNDATION**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

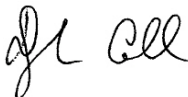
SUBJECT: WSU Foundation Regents Report

SUBMITTED BY: Mike Connell, Vice President, WSU Advancement and  
CEO, Washington State University Foundation

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

- System-wide, FY2022 continues to represent the strongest philanthropic activity in support of WSU since the final year of *The Campaign for Washington State University: Because the World Needs Big Ideas* in FY2015.
- As of April 22, 2022, generous alumni, friends, foundations, and corporate partners have made \$123,103,181 in total philanthropic commitments to the WSU Foundation during Fiscal Year 2022 (July 1, 2021—June 30, 2022) for the benefit of WSU campuses, colleges and programs. Of that total, outright gifts and new pledges system-wide for FY2022-to-date topped \$84,742,083.
- The WSU Foundation's endowment market value through the first seven months of FY2022 was \$678.5 million as of February 28, 2022, representing a 12-month return of 14.8 percent.
- On April 18, WSU announced a [landmark \\$20 million gift from Edmund and Beatriz Schweitzer, and Schweitzer Engineering Laboratories \(SEL\)](#) toward the construction of a new student success building for the Voiland College of Engineering and Architecture on WSU's Pullman campus. Represents the largest philanthropic commitment ever to the Voiland College and among the largest in WSU history. When complete, Schweitzer Engineering Hall will house innovative and flexible classrooms, student collaboration and club activity zones, first-year student engagement studios and senior capstone project design spaces, and centers for academic advising, tutoring, and career counseling.
- The WSU community celebrated [#CougsGive](#) on April 13, with alumni and friends making 1,315 gifts totaling \$791,211 in support of students, faculty, research, and programs system-wide. Every WSU campus and college received gifts during the annual day of giving, with more than 100 unique fund designations chosen by our generous donors.
- The WSU Foundation hosted its Annual Spring Meeting and Recognition Gala in Seattle, April 24-26. The next meeting of the Board of Directors will be held in conjunction with the Foundation's Annual Fall Meeting, September 28-30, in Pullman, Washington.

6 May 2022

**TO:** All members of the Board of Regents  
**SUBJECT:** Faculty Senate Report  
**SUBMITTED BY:** Douglas Call, Chair  
**PRESENTED BY:** Douglas Call, Chair 

*The 2022 Faculty Senate is pleased to report the following:*

1. The Faculty Executive Committee met with the President and Provost on April 6<sup>th</sup> and will schedule 1-2 meeting during the summer for ongoing discussions about topics involving policies, faculty affairs and academic affairs.
2. Since our last report to the Board of Regents (March 11<sup>th</sup>), Faculty Senate has met twice. On March 24<sup>th</sup>, Daryll DeWald (Chancellor and Vice President for Health Sciences) and Craig Parks (Vice Provost for System Innovation and Polity) presented a proposal to change the status of the Yakima Instructional Site to the Yakima Consortium.
3. On April 7<sup>th</sup>, President Kirk Schulz and Provost Elizabeth Chilton provided a wrap up for the academic year. During this meeting, all discussion items were moved to action items, allowing the senate to complete pending items before summer recess. The Faculty Senate granted the Faculty Senate Steering Committee the ability to address senate business during the period of recess. The next Faculty Senate meeting will be September 22<sup>nd</sup>.
4. Provost Chilton and Vice President for Finance and Administration, Stacy Pearson, presented the proposed RCM system budget model to senators on April 14<sup>th</sup>.
5. Faculty Senate elected Dr. Eric Sheldon (Associate Professor, School of Molecular Biosciences) as the new chair elect. On 15 August, past chair David Turnbull will rotate off senate leadership, current chair Doug Call will become past chair, and current chair elect Christine Horne will become chair.
6. On April 7<sup>th</sup>, the Faculty Senate approved a memo of support for changing the designation of the Yakima Instructional Site to the Yakima Consortium.
7. On April 7<sup>th</sup>, the Faculty Senate approved four nominees for the position of Faculty Regent. The nominee names, letters of interest and brief CVs were sent to the Governor's Office during the week of April 11<sup>th</sup>. The Faculty Regent won't be appointed until October 1<sup>st</sup> at the earliest. The Faculty Senate approved a procedure for maintaining the Faculty Senate Representative to the Board of Regents until the Faculty Regent is formally appointed.
8. On April 7<sup>th</sup>, the Faculty Senate approved undergraduate, professional and graduate degrees for the members of the classes of May 2022, August 2022 and December 2022.

9. In an effort to improve communications between Faculty Senate leadership and senators, the chair is distributing a summary table of the status for current concerns and activities (please see attached example). This document is updated before every Senate Steering and Senate meeting. The chair has also penned a number of blogs to further improve communications.

Summary of ongoing Faculty Senate, Steering Committee and Executive Committee discussions and activities. The order of these entries is not ranked temporally or by priority. Please send corrections or additions to the Faculty Senate (FS) Chair, Douglas Call\*, [drccall@wsu.edu](mailto:drccall@wsu.edu). FS blogs: <https://facsen.wsu.edu/current-blog-posts/>. Dates indicate when the record (row) was last updated (red represents most recent changes since the table was last sent to the Steering Committee and/or to the senators).

| Topic  | Status   |
|--|--|
| Posted 8 April 22<br>Athletic debt   | Faculty Senate has requested a written description from the president for how WSU Athletics is servicing their approximately \$80 million-dollar debt that is owed to the university. Further discussions will follow.   |
| Posted 7 April 22<br>Assign FAC to develop guidelines for selecting Faculty Regent nominees.                       | With the approval of Faculty Senate on 7 April 2022, the Faculty Affairs Committee will develop a procedure for selecting future nominees for this position (these are 3-year appointments so we the next nomination process will occur spring semester 2025). FAC will propose the new procedure for Faculty Senate approval during the 2022-23 academic year.                              |
| Posted 7 April 22<br>Need to update MOU between Faculty Senate and Provost's Office                                | Faculty Senate will work with the Provost's Office to develop a procedure for reclassifying graduate programs into professional programs and vice versa. Ideally, this will be completed during fall 2022 in conjunction with the new Vice Provost for Graduate and Professional Education.  |
| Posted 6 April 22<br>Why can't faculty with <12-mo appointments have their paychecks distributed on a 12-mo basis? | Chair Call met with Matt Skinner, Senior Associate Vice President, Finance and Administration, on April 4 <sup>th</sup> to learn more about this issue. A senate blog with more information was posted on April 6 <sup>th</sup> . Follow up information for how faculty can manage this division of funds through Workday will be available this summer                                      |
| Posted 15 Feb 22; 8 Mar 22; 6 Apr 22<br>Faculty salary equity program  | The provost is developing a faculty salary equity program to address issues with equity, salary compression, etc. Faculty Exec learned more about this program during a leadership meeting on April 6 <sup>th</sup> and during the Faculty Senate presentation on April 7 <sup>th</sup> . The proposed rollout for this program will be fall semester, 2022. Additional details will follow. |
| Posted 5 April 22<br>SB 5854 enacted changes to ethics rules for faculty   | During the summer, Chair Call will consult with the WSU AG Office to determine how changes from SB 5854 affect faculty. We anticipate using a senate blog to share our findings with senators.   |
| Posted 15 Feb 22; 24 Mar 22<br>How has WSU been spending COVID-19 relief funds?                                    | Vice President for finance and administration Stacy Pearson is preparing a written report that will be disseminated to the Faculty Senate.   |
| Posted 15 Feb 22; 22 Feb 22; 8 Mar 22<br>Professional leave for career track                                       | The FAC motivation document for career-track professional leave was presented to the president and provost on 22 Feb 22. FAC is working on draft language for the <i>Faculty Manual</i> and chair Call, FAC Chair Judi McDonald, and chair elect Christine Horne met with Senior Vice Provost Laura Hill   |

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|   | on March 29 <sup>th</sup> to discuss options for moving forward. We will collect additional information about how other PAC-12 institutions administer professional leave and other information to better inform how CT professional leave might be implemented. Further discussions will follow.  |
| Posted 15 Feb 22; 8 Mar 22<br>Perennial use of one-year employment contracts for career-track faculty | Exec initiated a discussion with the president and provost about the potential that some units may be repeatedly using one-year employment contracts for career-track faculty, with commensurate challenges and uncertainties for these valued members of our faculty. Provost Chilton provided an update on this effort at the meeting with Exec on March 8 <sup>th</sup> . Based on data from Workday, approximately 40% of career-track faculty are currently on one-year contracts. The next task is to determine how these contracts are distributed relative to time in position, college and unit. Further discussions will follow. |
| Posted 15 Feb 22; 10 Mar 22<br>L&I mandated increases in the overtime pay threshold                   | Rising OT thresholds threaten the research competitiveness of WA institutions of higher education. FS Exec has raised this issue with the President, and he has committed to working with other institutions to see if this can be addressed. Further discussions will follow.   |
| Posted 15 Feb 22; 22 Feb 22<br>New accreditation rules from NWCCU                                     | NWCCU has released a number of rule changes for accreditation, mostly precipitated by the US Department of Education. Only two changes have implications for Faculty Senate: (1) Developing a mechanism for ongoing monitoring of out-of-class effort. Exec is currently working with Vice Provost Bill Davis to develop a proposal for how this can be implemented. More information will be forthcoming; (2) Imposing a new substantial change policy. We anticipate that the second item will undergo some changes before FS needs to address this issue.   |
| Posted 15 Feb 22<br>Pullman Strategic Planning Committee  | A newly formed Pullman Strategic Planning Committee is working on a campus-specific planning document. Associated faculty have been asked to contribute ideas (please see <a href="https://wsu.co1.qualtrics.com/jfe/form/SV_9moMTLMIqoxhwvs">https://wsu.co1.qualtrics.com/jfe/form/SV_9moMTLMIqoxhwvs</a> ) and the committee organizers are conducting listening sessions (29 scheduled). Information from these sessions will serve as the raw data for the planning document. Chair Call, among others, is serving on this committee.   |
| Posted 15 Feb 22<br>Addressing land grant revenue expenditures  | Exec raised this issue with the president and provost. Please see the Feb 15 <sup>th</sup> FS blog for updated information. Further discussions will follow.   |
| Posted 22 Feb 22: Gender-neutral terms in the <i>Faculty Manual</i>                                   | Current binary language in the <i>Faculty Manual</i> needs to be updated to reflect gender- and binary-neutral language. Initial review of this idea is underway through FAC.  |
|   | <a href="https://news.wsu.edu/news/2022/03/10/wsu-leadership-provides-more-information-on-march-12-masking-changes/?utm_source=WSUNews-enewsletter&amp;utm_campaign=wsunewsnewsletter&amp;utm_medium=email">https://news.wsu.edu/news/2022/03/10/wsu-leadership-provides-more-information-on-march-12-masking-changes/?utm_source=WSUNews-enewsletter&amp;utm_campaign=wsunewsnewsletter&amp;utm_medium=email</a>  |
|   |  |
| <b>Items presumptively concluded</b>  |  |



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| Posted 15 Feb 22<br>COACHE – closes April 12 <sup>th</sup>   | The COACHE survey has been launched. Part-time career-track faculty, part-time tenure-track faculty (FTE < 0.75), and faculty with administrative appointments (assistant deans and higher) are not included in the survey. Please encourage all eligible faculty to participate so we have as much information as possible. Chair Call is serving as a co-chair with Senior Vice Provost Laura Hill for the working group that will examine this data and propose solutions to major weaknesses.  |
| Posted 1 Mar 22<br>Confusion continues regarding specific requirements and their rationale for different instructional modalities            | Request clear expectations between the use of AMS / Zoom / F2F requirements and addressing potential issues concerning university headcounts for in-person vs. remote online learning as it pertains to Institutional Research. Chair Call met with Bill Davis, Craig Parks and Michael Sugarman. There are no separate rules for AMS vs. Zoom. If you wish to present on-line courses, this is perfectly fine if you work with Global Campus and AOI to ensure that accreditation requirements are met. This does not have any implications for tuition dollars. The sole purpose of this requirement is to ensure that all classes are complying with NWCCU accreditation requirements. Chair Call still needs to follow up on the headcount question. |
| Posted 15 Feb 22; 22 Feb 22; 8 Mar 22; 29 Mar 22<br>Executive Budget Committee progress with WSU system budget model.                        | Provost Elizabeth Chilton and Vice President for finance and administration Stacy Pearson will present additional budget details to the senate and guests at a 90-min meeting scheduled for 3:30 to 5 on Thursday, April 14 <sup>th</sup> ( <a href="https://wsu.zoom.us/j/92932336833?from=addon">https://wsu.zoom.us/j/92932336833?from=addon</a> ). This meeting occurs after senate recess but attending senators will be given priority for questions. We will record the meeting.  |
| Posted 30 Mar 22<br>Concerns about proposed parking fee increases and reapportionment of permitted spaces vs. hourly spaces (Pullman campus) | Chair Call provided a blog with additional information about the proposed changes.<br><a href="https://facsen.wsu.edu/2022/03/30/parking-changes-on-pullman-campus/">https://facsen.wsu.edu/2022/03/30/parking-changes-on-pullman-campus/</a>  |
| Posted 22 Feb 22; 4 April 22<br>Workday grant reports and balances   | Need a streamlining process between administrators and faculty members to have clear account access and understanding of use agreements between various accounts. During an April 4 <sup>th</sup> meeting with Matt Skinner, Senior Associate Vice President, Finance and Administration, we learned that efforts are currently underway to improve budget tracking and reporting functions. Further discussions will follow.  |
| 1 Mar 22; 7 April 22<br>Yakima Consortium  | The memo describing Faculty Senate approval of the proposed reclassification of the Yakima Instructional Site to Yakima Consortium was passed by the Faculty Senate on April 7 <sup>th</sup> . This moves to the Board of Regents for further consideration.   |
| Posted 22 Feb 22; 1 Mar 22; 8 Mar 22<br>Lifting of mask mandates   | From WSU March 1 <sup>st</sup> Covid update: “Beginning March 12, masks no longer will be required to be worn in a majority of WSU buildings. That includes classrooms, residence halls, recreation centers and dining halls. Face coverings will still be required on public transit and by those inside medical  |

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|  | <p>facilities, including Cougar Health Services and counseling centers, in keeping with Gov. Jay Inslee's latest guidance and federal requirements. While these policy changes are being made, Cougs who feel more comfortable wearing a mask should continue to do so." <i>Note that more specific information is provided in a senate blog dated 9 March 2022.</i></p>   |
| <p>Posted 15 Feb 22; 1 Mar 22</p> <p>Continuing concerns about COVID-19 transmission on campus and COVID-19 communications</p> | <p>Please see Feb. 4<sup>th</sup> FS blog for more information about the potential for in-class transmission. Please see <a href="https://wsu.edu/covid-19/covid-cases/">https://wsu.edu/covid-19/covid-cases/</a> for updated information about contact tracing (21 Feb 22). WSU COVID-19 information: <a href="https://wsu.edu/covid-19/">https://wsu.edu/covid-19/</a>.</p>   |
| <p>Posted 15 Feb 22; 1 Mar 22</p> <p>Growing enrollment challenges precipitated by the COVID-19 pandemic</p>                   | <p>Saichi Oba (VP for enrollment management) presented a summary of enrollment and retention efforts at the March 3<sup>rd</sup> meeting of the Faculty Senate. FS exec and the president and provost had a wide-ranging discussion of this issue on 22 Feb 22. It is a complex topic and multiple pieces are in motion to turn trends in a positive direction. FS exec met again with Saichi and Andrew Brewick (Director of Admissions) on Feb 28<sup>th</sup> to continue discussions. If senators have specific questions, please reach out to Saichi, Andrew or Call.</p> |
| <p>Posted 15 Feb 22; 1 Mar 22</p> <p>Academic and Faculty Affairs Working Group has launched</p>                               | <p>This provost-initiated working group has completed their efforts to identify language from the <i>Faculty Manual</i> that needs to be updated to address potential conflicts of interest between the Provost and Pullman Chancellor when this is the same person. This information has been forwarded to FAC for consideration.</p>   |
| <p>Posted 15 Feb 22; 1 Mar 22</p> <p>Staff recruitment and retention</p>   | <p>Please see Faculty Senate blog from 1 Mar 2022</p>  |
| <p>Posted 15 Feb 22; 22 Feb 22</p> <p>Growing administrative expenses</p>  | <p>Provost Chilton presented data about WSU administrative expenditures relative to peer institutions during our 22 Feb 22 FS Exec meeting with her and the president. Please see the FS blog from 24 February for more information.</p>   |
| <p>Posted 15 Feb 22</p> <p>Activity Insight</p>  | <p>If you have not already engaged with the annual review exercise and Activity Insight, please see the FS blog from Feb 4<sup>th</sup></p>  |
| <p>Posted 15 Feb 22; 22 Feb 22</p> <p>Contract processing</p>  | <p>At the exec meeting with the president and provost (22 Feb '22), we learned about multiple efforts that are underway to streamline contract processing for academic delivery including delegation of authority, shared positions, etc. At this point we respectfully suggest checking in with senators in fall 2022 to determine if significant concerns remain.</p>  |
| <p>Posted 15 Feb 22; 22 Feb 22</p> <p>How is WSU F&amp;A being expended?</p>   | <p>As part of a recent update to Executive Policy #2, the Office of Research committed to providing annual updates on indirect cost expenditures. Updated information is now available at: <a href="https://research.wsu.edu/office-research/report/fa-report/">https://research.wsu.edu/office-research/report/fa-report/</a>. Please note that the information provided in future reports may change as the new systems budget model is developed. Please inform Doug Call if you have any questions or concerns.</p>  |

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| Reasonable accommodations  | Faculty have raised concerns about the potential for repercussions when staff or faculty request reasonable accommodations. Please see the FS Feb 11 <sup>th</sup> blog for more information.  |
| Significant delays in account setup and invoicing through SPS  | Faculty have raised concerns about the extensive delays involved with account setup and invoice processing at SPS. Please see the FS Feb 7 <sup>th</sup> blog for more information.  |
| Given the closure of university stores, will WSU launch a punchout/cart system for rapid processing of commonly purchased items through Workday? | Chair Call brought this question to Matt Skinner (Associate Vice President for finance). This has been discussed, but the current Workday solution for this function is receiving mixed results at other institutions. Canvassing of priorities at WSU also suggest that this is a lower-priority concern for the near-term and thus it is not being pursued at this time. Other concerns have been raised (e.g., how Workday relates to grant accounts and access) that probably require a more direct discussion with Matt Skinner and his team. Please contact Doug Call if you need help facilitating these discussions. |
| Recommendation to follow up on constituent concerns at each Faculty Senate meeting   | Exec is now employing a combination of this summary document and FS blogs to better communicate the status of FS concerns and activities.  |
| Posted 15 Feb 22<br>Academic Analytics   | WSU has committed to an Academic Analytics contract and training for relevant administrators is underway. The principles document that was developed by Senior Vice Provost Laura Hill and the Exec is being distributed to all trainees.  |
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\*Doug Call assumes all responsibility for any errors in of omission or errors of wording and content for this document.

Spring semester Faculty Senate blogs (<https://facsen.wsu.edu/current-blog-posts/>):

- 9-over-12 month pay options, 5 Apr
- Parking changes on the Pullman campus, 30 Mar
- Follow up on WSU masking policy, 9 Mar
- Follow up on staff recruitment & retention survey, 1 Mar
- More on Administrative Expenses, 24 Feb
- How does WSU spend 'grant lands' revenue? 15 Feb
- Reasonable accommodation, 11 Feb
- What is happening with SPS? 7 Feb
- Concerns about administrative bloat, 7 Feb
- Tracking materials through the Faculty Senate, 7 Feb
- Activity insight...yes, it's that time! 4 Feb
- COVID-19 transmission in classrooms? 4 Feb

- Addressing workplace misconduct, 31 Jan
- Mask distribution at WSU & COVID funding, 27 Jan
- COACHE and Academic Analytics, 27 Jan

May 6, 2022

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: ASWSUHS Report

SUBMITTED BY: Samuel Nahulu, President, and Kiana Lee, Vice President

On behalf of the Associated Students of Washington State University Health Sciences, I would like to thank you for your support and report our top three (3) goals for the following year:

**Goal #1: To implement a Student Lounge in the Health Sciences Building Basement**

During one of our SGC meetings to the WSU Tricities campus, we had the opportunity to relax and hang out at their Student Union Building. This was a great opportunity to see if we could implement something of a similar accord on our campus, that wouldn't be too expensive. There were also requests from current students, mostly PhD students in the Pharmaceutical Sciences program, to remodel the area for student students to relax between classes, socialize, and essentially, have fun. We were able to get into contact with Capital Planning on our campus to see if we would be able to make this happen, and we are currently in the process of figuring out budgets and finishing up blueprints. Unfortunately, we may not be able to finish this during our tenure, but our hope is to pass this project down to the incoming President and Vice President.

**Goal #2: To re-start the tradition of hosting the WSU Health Sciences Health Fair**

This year, one of our main focuses was to re-engage with our community and to re-engage with our students. The past few years with COVID-19 being an issue, we were unable to host a Health Fair. The Health Fair is an inter-professional event that helps connect the Spokane community through free health screenings, education and activities for the whole family; this event is often hosted at a local Spokane elementary school. This year, we were able to re-start the Health Fair Committee, reach out to community partners, and reach out to WSU Health Sciences RSO's. Unlike previous years, this years Health Fair was student led. We were able to get community partners and RSO's involved to provide blood pressure readings, blood glucose readings and even immunizations for people in the Spokane community. We were also able to provide food, refreshments, and prizes for participants. Over 100 people were in attendance (not including volunteers) and we hope to continue this tradition without any lapse between transitions.

**Goal #3: To engage students on campus, help students transition back into in-person learning, and to advocate for students' program specific concerns**

**Campus Presence:** This year, our main focus for students was to be present with students in an in-person setting, and to advocate for our students' concerns. We participated in many in-person events to interact with our students, including holding in-person office hours weekly. For instance, we would host tabling sessions throughout the Fall and Spring semester, and would often hand out Donuts, Coffee, and Swag to get students to interact with us as an ASWSUHS team. Social media and surveys, like last year, played a large role in how we interact with students, and how we learned about the needs of our students. Through social media, we would advertise the services offered by WSU Health Sciences and the specific programs students could utilize (such as a newly hired learning specialist) to help transition back into in-person learning. We would also meet with administration to speak about mental health outcomes and program specific concerns from students.

Date: May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: GPSA Report

SUBMITTED BY: Reanne Chilton, 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:** The GPSA has worked hard to creatively support our students in new and beneficial ways. We've continued to expand our presence across university and community groups, to make sure students voices are heard and concerns being addressed. We continue to host bi-weekly Senate meetings where graduate students from each department represent their constituents. GPSA Senate had its final meeting of the year, wrapping up with VP for Student Affairs, Ellen Taylor, as our honored guest speaker.

**Announcement:** GPSA completed our elections process, and we have a full executive board lined up for next year! Congratulations to incoming President, Samantha Edgerton; returning VP, Marwa Aly; and incoming Vice President of Legislative Affairs, Ajay Barman.

**Accomplishments:**

- REC Care packages: Graduate students at our Research and Extension Centers (approximately 80 affiliated with WSU Pullman) don't have access to the same resources the graduate students on the Pullman campus do, such as the Cougar Food Pantry. To help support these students during the final weeks of the semester we are distributing care packages with snacks and treats to make sure they can focus on their studies.
- Childcare: GPSA has partnered with the YMCA in Pullman to provide free afterschool care for graduate/professional students with dependents. This program was piloted in the Fall in response to limitations on previously available childcare assistance and due to the popularity of the program we've continuing this semester, helping dozens of families access childcare.
- Research Expo: Graduate students presented their research posters in this popular annual competition! Volunteer faculty served as judges to help us select the top research posters in each field.
- Excellence Awards: Over 150 nominations were submitted for GPSA excellence awards; a program where we shine a spotlight on graduate/professional students who have distinguished themselves across different categories such as their role as researcher, instructor, teaching assistant, as well as in community engagement, service and leadership. Together with the Graduate School we hosted the Evening of Excellence to honor these students who make our community better.

**Programs:**

- Professional Development Initiative (PDI): The PDI wrapped up a year of incredible events and workshops. Workshop topics have included Accessing Mental Health Services, Tax Help for graduate students, Minimizing Unconscious Bias, and a seminar on Leadership facilitated by past Dean of the Graduate School, Karen DePauw.
- Programming: We are finding that now, more than ever, students are in need of social connections. GPSA has focused this semester on trying to offer a mixture of in-person and virtual social programming events including a book club, ice cream social, and restaurant week.



May 6, 2022

**To:** All members of the Board of Regents  
**Subject:** Administrative Professional Advisory Council Report  
**Submitted by:** Anna McLeod, APAC Chair  
**Presented by:** Anna McLeod, APAC Chair

A handwritten signature in black ink, appearing to read "Anna McLeod".

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

- AP Contribution Awards
  - Award Ceremony held April 14<sup>th</sup>.
    - Attended by about 70 individuals
  - Thank you to Provost Chilton for being there and recognizing all APs and our winners
  - 6 individuals were recognized as winners
    - Andria Donnenworth
    - Michael Heim
    - Linda McLean
    - Sarah McDaniel
    - Tim Wood
    - Stephanie Rink
- APAC Elections will be held May 18<sup>th</sup>
  - We have 18 positions to fill for our 30-member council

May 6, 2022

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Progress Report

SUBMITTED BY: Shelly Spangler, WSUAA President 2021-2022  
Mark Schuster, WSUAA President-Elect

## Cougar Cubs

In partnership with President Schulz and Vice Provost for Enrollment Management Saichi Oba, the WSUAA's newest initiative, *Cougar Cubs*, welcomes kids that love WSU into the Cougar Family. WSU alumni, donors, faculty/staff, and friends can honor a young aspiring Coug by making them a *Cougar Cub*! A welcome letter and certificate make it official. This kids-only program is designed to recognize our youngest Cougs. Any child under 11 years old is eligible.

## 2022 Top Ten Seniors

The *Top Ten Seniors Awards* program dates back to the early 1900s. WSUAA's Student Alumni Ambassadors, caretakers of the program, recognize the top ten students in five categories across the WSU system for exemplary achievements. This year's recipients include:

Academics: Forrest Fearington and Annie Lu

Athletics: Michaela Bayerlova and Chloe Larson

Campus Involvement: Jocelyn Granados Mejia and Nolan Thomaswick

Community Service: Lindsey Gass and Aydan Miner

Visual and Performing Arts: Cameron Barton and Cristina Navarro

## Introducing WSUAA Officers for 2022-23

On May 7, the following WSUAA officers will assume their new leadership roles:



### **President**

Mark Schuster '95  
Richland, WA  
VP Global Operations,  
Lamb Weston



### **President-Elect**

Lester Barbero '10  
Honolulu, HI  
Mechanical Engineer,  
Pearl Harbor Naval  
Shipyard & IMF



### **Vice President**

Katey Koehn '14  
Morgan Hill, CA  
Director of Technical  
Program Management,  
Walmart



### **Immediate Past President**

Shelly Spangler '07  
Seattle, WA  
Director of Financial  
Operations, Swedish  
Hospital

WSUAA—Recognizing the Best of the Best.



# **ACTION ITEM #1**

Election of Officers  
(Marty Dickinson)

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Election of Officers

PROPOSED: That Marty Dickinson be re-elected as Chair of the WSU Board of Regents for the year beginning July 1, 2022 and that Lisa Schauer be re-elected to serve as Vice Chair of the WSU Board of Regents for the year beginning July 1, 2022, with the understanding that she shall act as Chair pro tempore in the absence of the Chair, with the power to preside at the meetings and to sign all instruments required to be executed by the WSU Board of Regents.

SUBMITTED BY: Marty Dickinson, Chair, Board of Regents

SUPPORTING  
INFORMATION: Excerpt from the Board of Regents bylaws, Article I, Section 3  
(Election and Appointment Process):

Election and Appointment Process. At its regular meeting held after the first Wednesday in April of each year, the Board shall hold elections to fill the offices of Chair and Vice Chair. The Board shall elect a Vice Chair, as nominated by the Executive Committee, based upon the advice of the Board and in consultation with the President of the University. The Vice Chair shall hold office for a one-year (1-year) term, commencing on July 1. Except in the case of resignation or removal, or other exigent circumstances, the Vice Chair shall then automatically succeed as Chair of the Board the following year and shall hold the office of Chair for one-year (1-year), commencing on July 1.

## **ACTION ITEM #1**

### **Establish the WSU Yakima Consortium Site (Elizabeth S. Chilton)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Establishment of the WSU Yakima Consortium Site

**PROPOSED:** That the Board of Regents establish the WSU Yakima Consortium Site

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

**SUPPORTING INFORMATION:** The Vice President of Health Sciences proposes the establishment of the WSU Yakima Consortium site.

Central to the mission of WSU Health Sciences is improving the health of Washington citizens via education, research and engagement. Health Sciences is a state-wide system within the WSU System with activities at 6 physical campuses and Global Campus, and presence in every county of the state. The WSU College of Nursing and the College of Pharmacy and Pharmaceutical Sciences have significant student populations in Yakima-based programs, and the Elson S. Floyd College of Medicine has opportunities for Yakima-based programs. The WSU Yakima Consortium site (WSU Health Sciences Yakima) would serve as a health sciences-focused educational and research campus with close ties to the WSU Health Sciences Spokane campus and Pacific Northwest University of Health Sciences.

Moreover, through excellence in teaching, scholarship, and service, WSU Health Sciences Yakima will develop collaborative, practice-ready health care professionals that increase access to culturally responsive and quality health care in their rural and underserved communities. The two key pillars are provided below:

#### Pillar 1: Access

- Increased access to affordable, local, and quality health professions education for students in Central Washington
- Improved access to high quality, collaborative, and culturally responsive healthcare for our rural communities

## Pillar 2: Diversity

- Our faculty, staff, students, and graduates are representative of the communities we serve

Residents of the rural communities served by WSU experience poor health outcomes, such as reduced longevity and diminished quality of life, and decreased wellness. People living in these rural areas are more likely to die from cancer, heart disease, respiratory disease, stroke, and opioid overdoses than their urban counterparts. These disparities result from a lack of available healthcare providers and unfavorable social determinants of health. Social determinants include factors such as lower educational levels, lower income levels, higher rates of uninsured or underinsured individuals, and lower health literacy. Fourteen counties in eastern Washington are considered medically underserved or include medically underserved populations. Moreover, a shortage of primary care health professionals exists in all counties in Eastern Washington—nearly one-third of the population in Yakima County lacks a primary care provider.

In primary partnership with the Pacific Northwest University of Health Sciences (PNWU) and other partners, the creation of the WSU Health Sciences Yakima consortium site will be ideally positioned to serve as a catalyst for optimized access to quality healthcare that improves the health and wellness of underserved and rural communities and the hub of health science education throughout Central Washington.

The proposal for the WSU Yakima Consortium site is attached. This proposal was reviewed carefully and has support from the Provost's Office. This proposal was recommended by the Faculty Senate on April 7, 2022.

ATTACHMENT: Attachment A - Proposal



## MEMORANDUM

To: Elizabeth S. Chilton, Provost and Executive Vice President

From: Faculty Senate Executive Committee

Subject: Establishment of the Yakima Consortium

Date: April 8, 2022

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On March 24, 2022, Daryll DeWald (Chancellor, WSU Health Sciences Spokane) and Craig Parks (Vice Provost for System Innovation and Policy) gave a presentation to the Faculty Senate about reclassifying the Yakima Instructional Site to a Consortium as defined by the Department of Education. Time was allocated for questions and answers, and a draft of this memo was presented as a discussion item in the Faculty Senate agenda.

On April 7, 2022, the memo in support of the Yakima Consortium was included as an action item in the Faculty Senate agenda. After an opportunity to further discuss this proposal, the Faculty Senate was asked to vote to approve this memo indicating Faculty Senate support for the creation of the Yakima Consortium. The vote tally was 44 to approve and 1 to reject.

In light of the above vote, the Faculty Senate is pleased to recommend the establishment of the Yakima Consortium. We appreciate the opportunity to be engaged in this matter and the commitment of WSU's leadership to our shared governance model.

If you have any questions, you are welcome to contact us.

Cc: Daryll DeWald, Chancellor, WSU Health Sciences Spokane  
Laura Hill, Senior Vice Provost  
Craig Parks, Vice Provost for System Innovation and Policy  
Kristina Peterson-Wilson, Chief of Staff, Office of the Provost

# WSU Yakima Proposal

**Overall Goal:** Achieve approval of WSU Yakima as a Consortium Site

**A. Mission and Core Themes. Explain how the new consortium follows from our mission, vision and core themes.**

**Mission**

Through excellence in teaching, scholarship, and service, WSU Health Sciences Yakima develops collaborative, practice-ready health care professionals that increase access to culturally responsive and quality health care in their rural and underserved communities.

**Pillar 1: Access**

- Increased access to affordable, local, and quality health professions education for students in Central Washington
- Improved access to high quality, collaborative, and culturally responsive healthcare for our rural communities

**Pillar 2: Diversity**

- Our faculty, staff, students, and graduates are representative of the communities we serve

**Vision**

Residents of the rural communities served by WSU experience poor health outcomes, such as reduced longevity and diminished quality of life, and decreased wellness. People living in these rural areas are more likely to die from cancer, heart disease, respiratory disease, stroke, and opioid overdoses than their urban counterparts. These disparities result from a lack of available healthcare providers and unfavorable social determinants of health. Social determinants include factors such as lower educational levels, lower income levels, higher rates of uninsured or underinsured individuals, and lower health literacy. Fourteen counties in eastern Washington are considered medically underserved or include medically underserved populations. Moreover, a shortage of primary care health professionals exists in *all* counties in Eastern Washington—nearly one-third of the population in Yakima County lacks a primary care provider.

In primary partnership with the Pacific Northwest University of Health Sciences (PNWU) and other partners, WSU Health Sciences–Yakima is ideally positioned to serve as a catalyst for optimized access to quality healthcare that improves the health and wellness of underserved and rural communities and the hub of health science education throughout Central Washington.

**B. Authorization. Evidence that establishment of the new Consortium Site has been reviewed and approved by our governing body. This is satisfied by providing the minutes from the Board of Regents meeting at which approval was granted.**

Establishment of WSU Yakima as a Consortium Site would be a future action by the WSU Board of Regents with a potential timeline of 2021-2022. WSU Yakima is currently designated an Instructional Site, however, it operates as a Consortium Site. After completing a vetting process, a finalized proposal to establish WSU Yakima as a Consortium will be forwarded to the Regents for consideration

**C. Educational Offerings. Detailed information about the degrees to be offered at launch including**

**a. List of all courses to be offered during the first academic year**

Course offerings from Nursing and Pharmacy are all those itemized for the College of Nursing BSN. ([add link](#)) and DNP. ([add link](#)) and College of Pharmacy and Pharmaceutical Sciences PharmD ([add link](#)) programs.

**b. List of all degrees that the inaugural class of students may pursue**

**Current**

Bachelor of Science in Nursing (BSN)

RN-BSN

Doctor of Pharmacy (PharmD)

**Planned and Potential**

Bachelors and Masters in Public Health program ([Attachment, Public Health NOI](#))

- Focus on health disparities
- Available to health sciences students concurrently while studying in Yakima
- Available on-line to other health professionals

Bachelors and Masters Social Work programming ([Attachment, Social Work NOI](#))

Second Degree Entry Program Nursing

Doctor of Nursing Practice (DNP)

Master in Interprofessional Education program with focus on meeting the needs of practitioners in rural communities

Dual degree DNP/Pharm D (potential)

**c. Description of method of instructional delivery including grading plan**

Face-to-face and distance learning and clinical experiential learning managed by the College of Nursing and the College of Pharmacy and Pharmaceutical Sciences

**d. Expected learning outcomes**

Learning outcomes are already detailed in the existing programs in Nursing and Pharmacy in adherence to accrediting bodies (CCNE, ACPE).

**e. Assessment plan for learning outcomes**

Robust assessment plans to track learning outcomes are already built into existing programs in Nursing and Pharmacy in adherence to their respective accrediting bodies (CCNE, ACPE).

**f. Evidence that Faculty Senate has reviewed and recommended the above and board of regents has approved. Satisfied by uploading minutes from Senate and Board meetings**

The goal is to complete and garner approval of a proposal to convert the WSU Yakima Instructional Site to a Consortium Site. This will require evaluation by appropriate ONEWSU administrative units and integration of changes in the proposal, then the proposal will be directed to the WSU Faculty Senate. Upon approval by the WSU Faculty Senate of WSU receiving Consortium Site designation, the proposal will be directed to the WSU Regents for conversion of WSU Yakima from an Instructional Site to a Consortium Site. The goal for the future is that Consortium status be transitioned to Campus status.

**D. Planning. Justification for the new campus including evidence that it is needed**

**a. Evidence that it is needed**

Although WSU Yakima is functioning as a Consortium Site, and seems to be on a pathway for consideration for campus designation in the future. We recommend a yearly evaluation and written update prepared by the Vice President for Health Sciences/Chancellor of WSU Spokane in collaboration with the Dean of Nursing and the Dean of Pharmacy and Pharmaceutical Sciences, to be submitted to the Office of the President and Office of the Executive Vice President and Provost. The Vice President for Health Sciences and Chancellor of the Spokane campus is currently serving as the de-facto chancellor of WSU Yakima. The currently enrolled programs and continual demand are evidence for ongoing needs in existing programs. The proposed program expansion in Public Health and Social Work have needs assessment data in the Notice of Intent. ([Attachments](#), [NOI documents](#))

**b. Student clientele to be served ([below and in Attachments](#))**

| Site                          | Sum of FTE(State-Funded) | Sum of FTE     |
|-------------------------------|--------------------------|----------------|
| Spokane Campus                | 1834.53                  | 1838.23        |
| Yakima Pharmacy               | 180.97                   | 180.97         |
| Yakima WSU College of Nursing | 108.17                   | 108.17         |
| <b>Grand Total</b>            | <b>2123.67</b>           | <b>2127.37</b> |

**WSU Spokane Enrollment and Demographics by Location (unique headcount)**

|                         | WSU Health Sci | Yakima     | Spokane     |
|-------------------------|----------------|------------|-------------|
| <b>Total Enrollment</b> | <b>1727</b>    | <b>235</b> | <b>1492</b> |
| Undergraduate           | 550            | 120        | 430         |
| Graduate/Professional   | 1177           | 115        | 1062        |
| Students of color       | 586            | 119        | 467         |
| Women                   | 1245           | 170        | 1075        |
| First generation        | 503            | 108        | 395         |

**Yakima Nursing and Pharmacy:**

|                    |     |
|--------------------|-----|
| Female:            | 72% |
| Students of Color: | 51% |
| First generation:  | 46% |

Student data from Fall 2020

**c. Detailed review of the process by which the decision to create the new campus was reached**

A Task force was constituted by President Schulz to characterize the existing programs, facilities and funding at WSU Yakima ([Attachment, memo from President Schulz](#)) and make a recommendation regarding WSU Yakima being approved as a campus. The task force recommends WSU Yakima be approved as a Consortium Site with the goal of WSU Yakima ultimately receiving approval as a Campus.

**d. Review of internal organizational arrangements needed to launch the campus (hires, shifting of current administrative and staffing duties, library staffing, student services)**

WSU Yakima has had nursing programs in place for more than 25 years and the pharmacy program for 6 years. WSU Health Sciences assumes overall responsibility for the Nursing and Pharmacy programs delivered on campus.



WSU has a long-term and sustainable partnership with the Pacific Northwest University of Health Sciences. ([Attachments, Agreements between WSU and PNWU](#))

**e. Timetable for implementation**

Consortium: Immediate

Campus: 2-4 years.

**E. Student Services. Available student services at campus launch with explanation of staffing and/or partnering agreements (NOTE: This is a critical element of the proposal)**

WSU Health Sciences Spokane and the College of Nursing and College of Pharmacy and Pharmaceutical Sciences already provide extensive student services. The majority of the responsibilities reside with WSU Health Sciences Spokane Student Services ([Attachment, personnel and budget](#)).

**F. Facilities and Equipment. Detailed list of each**

The WSU Yakima College Pharmacy and Pharmaceutical Sciences program is primarily housed in the Cadwell Student Center on the PNWU campus. The WSU Yakima College of Nursing programs are primarily housed in Watson Hall on the PNWU campus. ([Attachments, maps and building layouts](#))

**G. Library and Information Resources.** Review of library and information services available to the students.

The Library and Information Resources are provided by PNWU as part of the agreements with the College of Nursing and College of Pharmacy and Pharmaceutical Sciences and the WSU Health Sciences. ([Attachments, WSU:PNWU Agreements](#))

**H. Personnel.** Faculty and staff analysis including

**a. List of on-site personnel at launch. For each faculty member provide educational qualifications and experience**

[Provide Faculty and Staff information for CON and CPPS and WSUHS](#)

**b. List of anticipated hiring needs (faculty and staff) for next five years**

[Provide Faculty and Staff information for CON and CPPS and WSUHS](#)

**c. Explanation of plans to fill hiring needs**

Hiring plans will be dependent on growth of WSU Yakima

**I. Budget. Must be formatted as a business plan and include the following:**

- a. Evidence that each degree program to be offered at the new campus is financially healthy. Document by providing revenue and expenditures for each program in the year prior to launch of the new campus**

Current Budget ([Attachment, D. DeNike please provide](#))

- b. Projected revenue and expenditures for each degree program for each of the first three years of operation of the new campus**

The revenues are dependent upon the budget realignment that will include tuition return for the DNP program and other Nursing and Pharmacy programs that are delivered in the upcoming years.

- c. Designated revenue and expenditures associated with launch of the new campus, including cash flow analysis**

Site is already launched ([Attachment, Budget](#))

- d. Institutional financial reallocations to support launch of the new campus**

No reallocations necessary beyond the return of tuition revenues to the Colleges and WSUHS

- e. Budgetary and financial implications of the new campus for the entire institution**

No negative budgetary implication except for tuition reallocation and potentially long-term offset of space lease costs.

- f. Costs associated with operations, management, and physical resources of the new campus**

[Attachment, Budget.](#)

## **Additional Background Information (not to be included in Proposal)**

**NWCCU Designation:** WSU Yakima is an Instructional Site

**Operational Status:** WSU Yakima is a Consortium Site

**Opportunity:** WSU Yakima could in the future become a designated campus

**Current Student Population:** 214 Head count, 255 FTE

## **Degree Programs and WSU College Presence**

### **Purpose and Rationale**

Central to the mission of WSU Health Sciences is improving the health of Washington citizens via education, research and engagement. Health Sciences is a state-wide system within the WSU System with activities at 6 physical campuses and Global Campus, and presence in every county of the state. The WSU College of Nursing and the College of Pharmacy and Pharmaceutical Sciences have significant student populations in Yakima-based programs, and the Elson S. Floyd College of Medicine has opportunities for Yakima-based programs. WSU Yakima would serve as a health sciences-focused educational and research campus with close ties to the WSU Health Sciences Spokane campus and Pacific Northwest University of Health Sciences.

### **Process**

Establish a temporary working group of internal stakeholders to plan and process to accomplish the goal of establishing WSU Yakima as a campus in the WSU System.

### **Task Force Committee Members**

Celestina Barbosa-Leiker, Vice Chancellor of Research, WSU Health Sciences

Ed Bilsky, Provost and Chief Academic Officer, PNWU

David Cillay, Vice President and Chancellor, Global Campus

Dan DeNike, Vice Chancellor of Finance, WSU Health Sciences

\*Daryll DeWald, Vice President and Chancellor, Health Sciences

Laura Hamilton, HRS, WSU Health Sciences

Craig Parks, Vice Provost, Provost's Office

Margaret Holt, Chief of Staff, WSU Health Sciences

Sandra Haynes, Chancellor, WSU TriCities

Chris Hoyt, Chief of Staff, President's Office

Colleen Kerr, Vice President, External Affairs and Government Relations

Mary Koithan, Dean, College of Nursing

Mark Leid, Dean, College of Pharmacy and Pharmaceutical Sciences

Angela Stewart, Assoc. Dean, YVIEPEC Executive Director, WSU Yakima  
Dave Turnbull, Professor, WSU School of Music, WSU Faculty Senate  
Lisa Vickers, College of Nursing, WSU Yakima

\*chair

### **Charter**

1. Develop a proposal for establishment of WSU Yakima.
2. Develop a plan for internal and external stakeholder engagement.
3. Establish processes and move forward with budget, academic program, research and engagement plans.
4. Develop a high-level plan for the partnership between PNWU and WSU
5. Develop a plan for the collaboration, coordination and connection of WSU TriCities and WSU Yakima

### **Preliminary Timeline**

For the charter, prepare draft documents for the 3 deliverables by November 1, 2021.



# Yakima Opportunities



WASHINGTON STATE UNIVERSITY  
**HEALTH SCIENCES**

Daryll B. DeWald, PhD

Vice President, WSU Health Sciences  
Chancellor, WSU Health Sciences Spokane



Yakima, WA

Population 94,000  
(2020 data)



*College of*  
**Pharmacy and  
Pharmaceutical Sciences**  
WASHINGTON STATE UNIVERSITY



A man in a blue jacket and hat is speaking into a megaphone to a crowd of people outdoors. The crowd is diverse, with many people wearing face masks. The background shows trees and a street with a car.

# Communities in Need

## Yakima and Eastern Washington

- Lower educational attainment, higher unemployment, increased poverty, and higher rates of being uninsured.
- 14 counties considered medically underserved
- Shortage of primary health care providers
  - Individuals more likely to die from cancer, heart disease, respiratory disease, stroke, and opioid overdoses than their urban counterparts.
- **Out of 39 WA counties, Yakima County ranks 34th in overall health outcomes & 36th in terms of health factors.**



HEALTH SCIENCES  
SPOKANE



## Yakima Campus (PNWU)

- WSU Pharmacy & Nursing
- Heritage MAMS, Nursing & PA
- PNWU Osteopathic Medicine
- Soon will have PNWU PT/OT
- Central Dietetics and Paramedicine



*Making an impact in the underserved farming communities of the Yakima valley*



30 – 40 students/year



College of  
**Pharmacy and  
Pharmaceutical Sciences**  
WASHINGTON STATE UNIVERSITY

# Status in Yakima | 235 Students



- Bachelor of Science in Nursing (BSN)



- Doctor of Pharmacy (PharmD)



# Vision for Yakima

- Region is ideally positioned to serve as a hub of health science education throughout central Washington.
- Hub would act as a catalyst for optimized access to quality health care, improving the health and wellness of underserved and rural communities.

**“Access to quality care is the most frequently identified rural health priority”**  
- Rural Healthy People 2020



HEALTH SCIENCES  
SPOKANE



A healthcare student in maroon scrubs and a white glove examines a patient's mouth while another student watches. The student in the foreground is wearing a lanyard that says "College of Health Sciences" and "WASHINGTON UNIVERSITY". The student in the background is also in maroon scrubs and glasses. The patient is a woman with long brown hair. The setting appears to be a classroom or lab with a whiteboard in the background.

Expanding access to health professions and the patient care services provided by pharmacists and nurses in rural communities is an ideal solution to address the negative impact of the social determinants of health on the health outcomes and wellness of residents in eastern WA.

6370

mooremedical  
Supporting Health & Care



HEALTH SCIENCES  
SPOKANE



# Opportunities

- Expand service to underserved populations through workforce development
- WSU collaborations and partnership with PNWU, CWU, Heritage
- New degree programs
- Rural Health Initiative
- Economic development benefit for Yakima region
- Partnership and IPE expansions
- GME opportunities
- Enhanced collaboration across campuses and programs, e.g., TriCities







# Next Steps

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# Challenges

- Approval by Faculty Senate for Consortium Site
- Sustaining Budget
- Student needs
- Personnel
- Approval by Regents for Consortium Site

Thank you!



**ACTION ITEM #1**  
**2023-2025 Operating Budget Request**  
**(Colleen Kerr/Stacy Pearson)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: 2023-2025 State Operating Budget Request

PROPOSED: That the Board of Regents approve the initiation of the process to develop the state operating budget request, Decision Packages, for 2023-2025, including approval of established priorities as well as criteria for developing additional decision packages, and delegate authority to the President or designee to approve the final request and any adjustments that may be needed prior to the submission to the Office of Financial Management (OFM). The delegation of authority would be contingent upon the following: That the President or designee (1) meet with the Executive and Governance Committee in August 2022 to discuss the final operating budget request prior to submission, and (2) the final request as submitted to OFM is presented to the full Board of Regents as an information item at the September 2022 meeting.

SUBMITTED BY: Colleen Kerr, Vice President External Affairs & Government Relations/CLO  
Stacy Pearson, Vice President for Finance and Administration/CFO

SUPPORTING INFORMATION: The established priorities, as well as criteria for developing additional decision packages for the 2023-2025 operating budget request, are submitted to the Board of Regents for approval. The final operating budget request will be submitted to the OFM this fall in accordance with their instructions, which will be published later this spring.

WSU's priority in the biennial budget will be enhanced compensation for faculty, staff, and graduate students while continuing to work with the state budget office and the Legislature to improve the state's funding formula. WSU will also seek maintenance and operation funds for new state-funded facilities, including the new Life Sciences Building on the WSU Vancouver campus.

Additional decision packages submitted to OFM will be developed taking the following criteria into consideration:

- The state's policy priorities, which include climate, public health, equity, and employer need for high demand degrees (with consultation with the Provost and Executive Vice President);
- Strategic plans, including system, campus, college, and department;
- Engagement of stakeholders, meeting community and sector needs; and
- Multi-campus collaborations to expand the scope and geographic reach of support.

**BOARD OF REGENTS**  
State Operating Budget Request 2023-2025

**Resolution #220506-653**

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 established budget priorities, as well as the criteria for developing additional decision packages, for the 2023-2025 Operating Budget Request and delegate authority to the President or designee to approve the final request and any adjustments that may be needed prior to submission to the Office of Financial Management (OFM). This delegation of authority is contingent upon the following: That the President or designee (1) meet with the Executive and Governance Committee in August 2022 to discuss the final operating budget request prior to submission, and (2) the final request as submitted to the Office of Financial Management is presented to the full Board of Regents as an information item at the September 2022 meeting.

Dated this 6th day of May, 2022.

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Chair, Board of Regents

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Secretary, Board of Regents



WASHINGTON STATE UNIVERSITY

# **TIMELINE OVERVIEW:**

## **STATE OPERATING BUDGET “DECISION PACKAGES”**

Finance and Compliance Committee  
WSU Regents Meeting

APRIL 25, 2022

**Colleen Kerr, J.D.**

Chief Legislative Officer

Vice President for External Affairs  
& Government Relations

**Stacy Pearson**

Chief Financial Officer

Vice President for  
Finance & Administration



## EXTERNAL AFFAIRS AND GOVERNMENT RELATIONS | THE STATE PROCESS TIMELINE

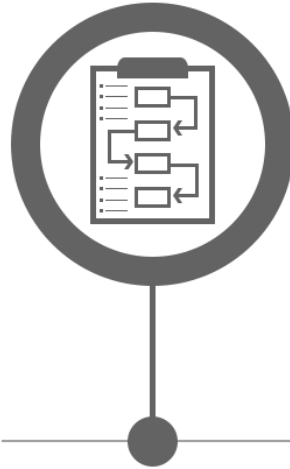


JANUARY

### LEGISLATIVE SESSION

Biennial: **105 Days**  
Supplemental: **60 Days**  
Special Sessions?

Legislative Session  
beginson the second  
Monday in January



APRIL/MAY

### INTERIM PLANNING

Budget request  
development, advocacy  
commences by summer

**WSU Timeline:**  
Information item to  
Board of Regents



AUGUST

### REQUESTS SUBMITTED

State budget  
office makes  
requests public

**WSU Timeline:**  
August approval by Exec.  
Committee; September  
information item to full board



DECEMBER

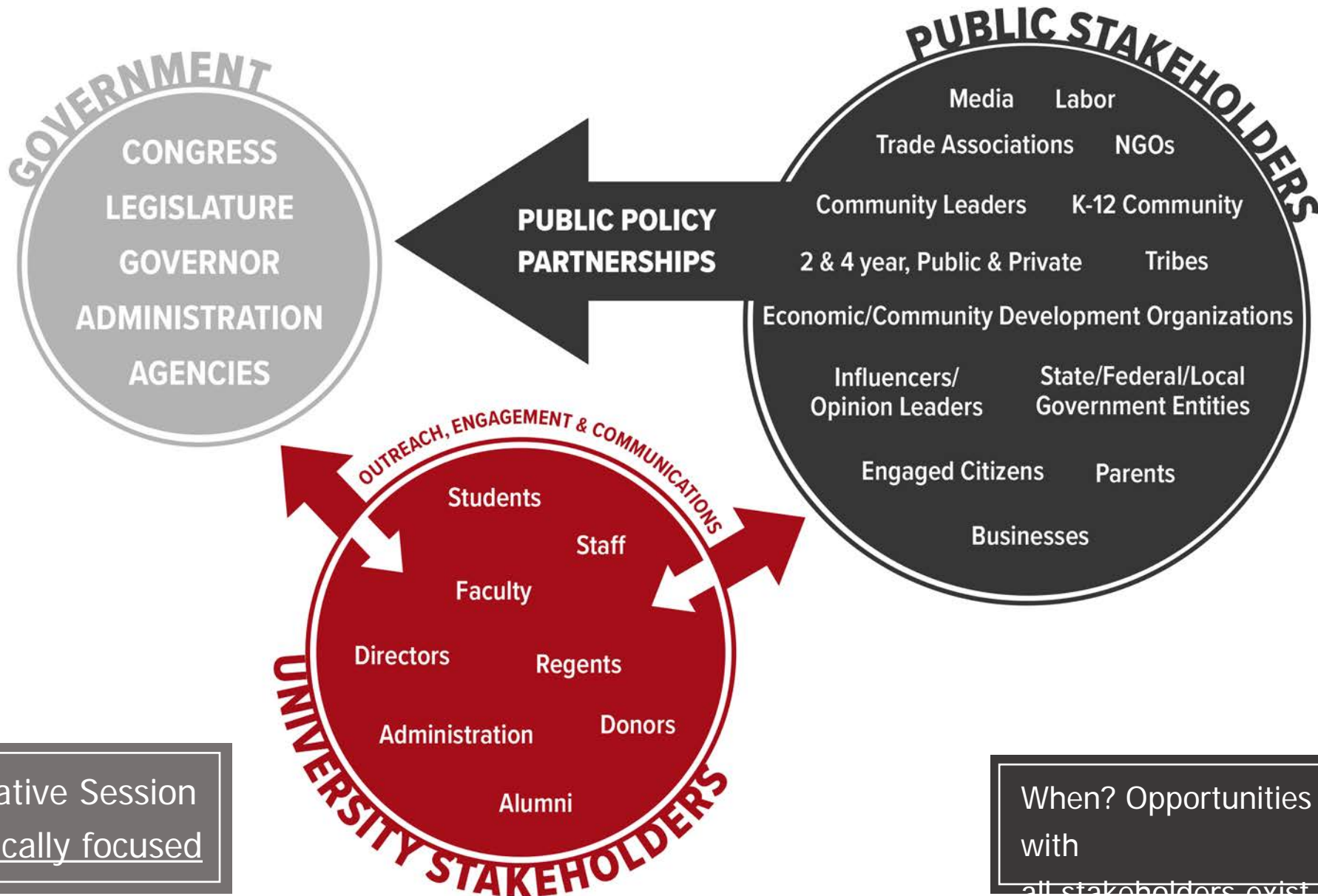
### GOVERNOR'S BUDGET

Released before  
Christmas, starts the  
legislative deliberation

**WSU Timeline:**  
Bills can be pre-filed  
beginning December 1st



# EXTERNAL AFFAIRS AND GOVERNMENT RELATIONS | COORDINATED STAKEHOLDER ENGAGEMENT MODEL



Legislative Session  
is tactically focused

When? Opportunities to engage  
with  
all stakeholders exist year

## **ACTION ITEM #2**

**2023-2025 Capital Budget Request**  
(Stacy Pearson/Olivia Yang/Colleen Kerr)

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** 2023-2025 State Capital Budget Request

**PROPOSED:** That the Board of Regents approve the state capital budget request for 2023-2025 and delegate authority to the President or designee to approve the final request and any adjustments that may be needed prior to submission to the Office of Financial Management (OFM). The delegation of authority would be conditioned upon the following: That the President or designee (1) meet with the Executive and Governance Committee in August 2022 to discuss the final capital budget request prior to submission, and (2) the final request as submitted to OFM is presented to the full Board of Regents as an information item at the September 2022 meeting.

**SUBMITTED BY:** Stacy Pearson Vice President for Finance & Administration/CFO

**BACKGROUND INFORMATION:** The 2023-2025 State Capital Budget request is submitted for approval. This budget request was developed within the overall context of identifying and prioritizing projects that balance continued stewardship and renewal of existing facilities and infrastructure within a framework for responsible growth. The 2023-2025 request can be viewed in the context of the broader ten-year plan included as Attachment A.

Detailed information regarding the process, budget notes, and next steps are provided in Attachment B and are also found at [https://facilities.wsu.edu/facilities-services-capital-budget/](https://facilities.wsu.edu/facilities-services-capital/state-capital-budget/).

| 23-25                                |  |       |               | Next           |
|--------------------------------------|--|-------|---------------|----------------|
| Priority                             | Project  | Stage | Prior \$      | 2023-25        |
| 1                                    | Minor Capital Preservation (MCR)   | pool  | \$ -          | \$ 40,000,000  |
| 2                                    | Minor Capital Program (MCI & Omnibus Equip.)   | pool  | \$ -          | \$ 13,000,000  |
| 3                                    | Voiland College of Engineering & Architecture- New Engineering Facility & Infrastructure | D/C   | \$ -          | \$ 40,000,000  |
| 4                                    | Pullman Sciences Building  | D/C   | \$ 500,000    | \$ 22,000,000  |
| 5                                    | Spokane Biomedical and Health Sc Building Phil (SIM)                                     | D     | \$ 20,000,000 | \$ 7,000,000   |
| 6                                    | Knott Dairy Renovation   | D/C   | \$ -          | \$ 10,000,000  |
| 7                                    | Bustad Renovation (SIM for Vet Teaching Anatomy)   | D/C   | \$ -          | \$ 8,000,000   |
| 8                                    | Space Optimization (Remote Collection Storage)   | D/C   | \$ -          | \$ 10,000,000  |
| 9                                    | Clean Building Standard Energy Efficiency Improvements                                   | D/C   | \$ -          | \$ 5,000,000   |
| 2023-25 State Capital Budget Request |  |       |               | \$ 155,000,000 |

The 2023-2025 request can be thought of as three groupings of projects:

1. **Minor Works:** a group of projects (under \$2 million) for building preservation and renewal (MCR) and for program renewal (MCI).
2. **Sustained Investment:** a series of related projects that span several biennia to create surge space and eventual demolition and renovation of less-than-optimal buildings.

Examples of Sustained Investment in this request include:

- The Eastlick and Abelson projects create a surge for occupants of Heald Hall, which is slated for demolition in 2025-27 to make way for the new Science Building in 2027-29.
- A design and site prep request for Spokane, which follows the 2019-21 predesign and the currently-funded \$15 million renovation of the Phase 1 Building vacated by Eastern Washington University. This request provides for the design of a \$60 million clinical education building and the demolition of two smaller buildings on the Spokane campus. We anticipate a future request for construction. There is also discussion around an operating partnership for clinical education, which may provide private capital support.

3. **Standalone:** projects which can be either thematic (i.e., system-wide pedagogical or research initiatives) or scoped to meet program and/or deferred maintenance needs. Standalone projects may have the potential to enable future phases but are not critical to future phases. Examples include:

- The VCEA student success project is a standalone request and will be augmented by \$40 million of philanthropic funds. This project will allow the demolition of Dana Hall in a future request.
- The Bustad project takes advantage of space vacated when WADDL moved to Global Animal Phase 2 and offers an opportunity to expand the CVM simulation education



program. This project also assists as a surge for Heald by vacating space in Eastlick and Abelson.

- The Knott Dairy is standalone but may offer options for private funding through philanthropy or industry support.
- The clean building standard request is intended to meet the state requirements related to energy performance and efficiency for all buildings greater than 50,000 square feet. While this request will provide compliance for one building, we expect a need for ongoing investment to bring all buildings system-wide into compliance. Lack of compliance may result in fines assessed by the State.
- In support of the Pullman Strategic Plan, the space optimization request is intended to provide remote storage for library collections, research, and archeological artifacts to free up space in existing buildings for new programmatic initiatives. We anticipate future requests for the expansion of remote storage or consolidation and display of various academic collections.

ATTACHMENTS: Attachment A – 2023-2025 Capital Budget – 10 Year Plan  
Attachment B – Memo to University Leadership

**BOARD OF REGENTS**  
2023-2025 State Capital Budget Request

**Resolution #220506-654**

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 2023-2025 Capital Budget Request and delegate authority to the President or designee to approve the final request and any adjustments that may be needed prior to submission to the Office of Financial Management (OFM). This delegation of authority is conditioned upon the following: That the President or designee (1) meet with the Executive and Governance Committee in August 2022 to discuss the final capital budget request prior to submission, and (2) the final request as submitted to the Office of Financial Management is presented to the full Board of Regents as an information item at the September 2022 meeting.

Dated this 6th day of May, 2022.

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Chair, Board of Regents

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Secretary, Board of Regents

**WASHINGTON STATE UNIVERSITY**  
**2023-25 State Capital Budget Funding Request and Associated 10 Year Plan**

| 23-25                                       |   |       |               | Next                  | 10 Yr Plan            |                       |                       |                       |
|---|---|-------|---------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Priority                                    | Project   | Stage | Prior \$      | 2023-25               | 2025-27               | 2027-29               | 2029-31               | 2031-33               |
| 1   | Minor Capital Preservation (MCR)  | pool  | \$ -          | \$ 40,000,000         | \$ 40,000,000         | \$ 40,000,000         | \$ 40,000,000         | \$ 40,000,000         |
| 2   | Minor Capital Program (MCI & Omnibus Equip.)  | pool  | \$ -          | \$ 13,000,000         | \$ 15,000,000         | \$ 15,000,000         | \$ 15,000,000         | \$ 15,000,000         |
| 3   | Voilland College of Engineering & Architecture- New Engineering Facility & Infrastructure | D/C   | \$ -          | \$ 40,000,000         | \$ 10,000,000         | \$ -                  | \$ -                  | \$ -                  |
| 4   | Pullman Sciences Building   | D/C   | \$ 500,000    | \$ 22,000,000         | \$ 20,000,000         | \$ 50,000,000         | \$ -                  | \$ -                  |
| 5   | Spokane Biomedical and Health Sc Building PhII (SIM)                                      | D     | \$ 20,000,000 | \$ 7,000,000          | \$ 30,000,000         | \$ -                  | \$ -                  | \$ -                  |
| 6   | Knott Dairy Renovation  | D/C   | \$ -          | \$ 10,000,000         | \$ 10,000,000         | \$ -                  | \$ -                  | \$ -                  |
| 7   | Bustad Renovation (SIM for Vet Teaching Anatomy)  | D/C   | \$ -          | \$ 8,000,000          | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| 8   | Space Optimization (Remote Collection Storage)  | D/C   | \$ -          | \$ 10,000,000         | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| 9   | Clean Building Standard Energy Efficiency Improvements                                    | D/C   | \$ -          | \$ 5,000,000          | \$ 10,000,000         | \$ 5,000,000          | \$ 5,000,000          | \$ 5,000,000          |
| <b>2023-25 State Capital Budget Request</b> |   |       |               | <b>\$ 155,000,000</b> |                       |                       |                       |                       |
| <b>10 Yr Plan</b>                           |   |       |               |                       |                       |                       |                       |                       |
| 10  | System-wide Infrastructure  |       | \$ -          | \$ -                  | \$ 5,000,000          | \$ 5,000,000          | \$ 10,000,000         | \$ 10,000,000         |
| 11  | Fulmer Complex Renovations  |       | \$ -          | \$ -                  | \$ 10,000,000         | \$ 15,000,000         | \$ 30,000,000         | \$ 30,000,000         |
| 12  | System-wide Learning Renovations (GUC/Teaching)   |       | \$ -          | \$ -                  | \$ 5,000,000          | \$ -                  | \$ -                  | \$ 5,000,000          |
| 13  | Voilland College of Engineering & Architecture New Engineering Lab Facility               |       | \$ -          | \$ -                  | \$ -                  | \$ 5,000,000          | \$ 30,000,000         | \$ -                  |
| 14  | System-wide Building Systems  |       | \$ -          | \$ -                  | \$ -                  | \$ 7,000,000          | \$ 10,000,000         | \$ 10,000,000         |
| 15  | Spokane Clinical Education Building   |       | \$ -          | \$ -                  | \$ -                  | \$ 6,000,000          | \$ 5,000,000          | \$ 25,000,000         |
| 16  | Pullman Student Success   |       | \$ -          | \$ -                  | \$ -                  | \$ 7,000,000          | \$ -                  | \$ -                  |
| 17  | Ag Ed Facility  |       | \$ -          | \$ -                  | \$ -                  | \$ -                  | \$ 10,000,000         | \$ -                  |
| 18  | Wegner Hall Renovation  |       | \$ -          | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ 10,000,000         |
| 19  | Murrow Hall Renovation  |       | \$ -          | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ 5,000,000          |
|   |   |       |               | <b>\$ 155,000,000</b> | <b>\$ 155,000,000</b> | <b>\$ 155,000,000</b> | <b>\$ 155,000,000</b> | <b>\$ 155,000,000</b> |

**Notes on Sustained Projects**

**3 VCEA New Student Success Facility & Infrastructure**

Construct new facility 23-25 (donor matching)  
 Demo Dana Hall

**4 Pullman Sciences Building**

Eastlick / Abelson Renovation 23-25  
 Heald Demo / Design 25-27  
 Construct new facility 27-29

**5 Spokane Biomedical and Health Sc Building PhII (SIM)**

Demo Site 23-25  
 Construct new facility 25-27

**11 Fulmer Complex Renovations**

Renovate Fulmer Synthesis Bldg 25-27  
 Renovate Fulmer Synthesis Bldg / Design Fulmer Reno 27-29  
 Fulmer Renovation 29-31 / 31-33

**13 Voilland College of Engineering & Architecture - New Engineering Lab Facility**

Design 27-29  
 Construct new facility 29-31

**19 Spokane Clinical Education Building**

Demo Site 27-29  
 Design 29-31  
 Construct new facility 31-33



**WASHINGTON STATE**  
UNIVERSITY

**MEMORANDUM**

To: Vice Presidents, Chancellors, Deans, Faculty Senate Executive Committee, and APAC Leadership

From: Elizabeth S. Chilton, Provost and Executive Vice President  
Stacy Pearson, Vice President for Finance and Administration and Chief Financial Officer  
Colleen Kerr, Vice President for External Affairs and Governmental Relations

Subject: 2023-2025 State Capital Budget Request

Date: April 7, 2022

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We are pleased to share the attached 2023-25 State Capital Budget request for Washington State University (WSU). For your convenience, information regarding the process, budget notes, and next steps are provided below. This information can also be found at <https://facilities.wsu.edu/facilities-services-capital/state-capital-budget/>.

**Process**

1. Initiated “Call for Needs” in September 2021. (The larger capital needs and MCI/Omnibus equipment needs were collected separately in December 2021 via Qualtrics.)
2. Facilities Services assembled a prioritization committee consisting of representatives from Academic Outreach and Innovation, Facilities Services, Information Technology Services, Office of Research, Provost’s Office, and WSU Tri-Cities’ Chancellor Office (representing system-wide campuses). The committee reviewed and prioritized all submissions. Please refer to the WSU Capital Budget Planning Process document for a detailed description of the criteria used at <https://facilities.wsu.edu/facilities-services-capital/state-capital-budget/>.
3. The prioritization committee met regularly to review each submitted need and developed scoring for each of the primary categories. Scores ranged from 0 (not meeting any criteria) to 10 (meeting all criteria) based on committee consensus. An overall programmatic score was based on equal weighting from the three primary categories (learning, research, and service). Similarly, an overall operational efficiency score was based on equal weighting from the three primary categories (risk mitigation, space optimization, and deferred maintenance/infrastructure investment). Additional scoring was assigned based on the “College/Dean Ranking.”

4. Submitted needs were grouped into themes to aid discussion, comparison, and tracking. Those themes were both Programmatic and Operational. During the discussion, consideration was given to the size of the student community served by the project, the impact felt throughout WSU and the community at large, domino planning (renovations/relocations necessary to enable future opportunities), and projects that combined learning and research space.
5. We met with Facilities Services to review recommendations from the prioritization process. The scoring results informed the capital budget planning decisions, but did not dictate them. Other factors, such as donor commitments and state priorities, were also considered. The final decision was made by the President in consultation with the Provost and Executive Vice President, the Vice President for Finance and Administration, and the Vice President for External Affairs and Governmental Relations.
6. To ensure transparency, meetings with university leadership groups (System Leadership Council, Deans' Council, Faculty Senate Executive Leadership, APAC leadership, etc.) are being scheduled over the next month by Facilities Services to discuss the 2023-2025 capital budget request and the process we use to assemble that request. Your feedback is critical to help us refine and enhance future capital budget development.

### **Budget Notes:**

This 2023 state capital budget request is the second iteration of our continuing efforts to refine the alignment of capital investment with capital asset needs. This process includes refining internal processes and regular check-in with State stakeholders.

Some of the guiding principles from the 2021-23 request that carried forward from the previous effort include:

1. Align the total request with the likely total funded by the State to preserve our ability to manage our priorities
2. Place equal emphasis on support of high priority programmatic needs with the need to address facility conditions.
3. Fully explore opportunities in OFM guidelines for funding categories beyond the traditional major and minor capital categories. In 2021-23 we began requesting infrastructure projects and "mini-majors" (projects between \$2-10M).

The 2023-25 request also includes:

1. A first attempt at leveraging non-state funds, which is philanthropic funds for this request.

2. In order to meet as many needs as possible, while staying within the total request amount, an increased number of Standalone or “mini-major” projects.
3. A "no net new" approach to space optimization as a way to reduce the deferred maintenance backlog. Facilities Services is starting a sequence of interrelated and phased moves to renovate existing buildings which will also act as a surge for occupants of buildings planned for demolition or renovation.
4. The combination of the mini-majors that are interrelated and sequenced projects creates a general category of "sustained investment" group of projects.

The 2023-25 request, therefore can be thought of as three groupings of projects:

1. Minor Works: a group of projects (under \$2 million) for building preservation and renewal (MCR) and for program renewal (MCI).
2. Sustained Investment: a series of related projects which span several biennia to create surge space and eventual demolition and renovation of less than optimal buildings. Examples in the 2023-25 request include:
  - The Eastlick and Abelson projects, which create a surge for occupants of Heald Hall, slated for demolition in 2025-27 to make way for the new Science Building in 2027-29.
  - A design and site prep request for Spokane, which follows the 2019-21 predesign and the currently-funded \$15 million renovation of the Phase 1 Building vacated by Eastern Washington University. This request will provide for the design of a \$60 million clinical education building and the demolition of two smaller buildings on the Spokane campus. A future request for construction is anticipated. There is also discussion around an operating partnership for clinical education, which may provide private capital support.
3. Standalone: projects which can be either thematic (i.e., system-wide pedagogical or research initiatives) or scoped to meet program and/or deferred maintenance needs. Standalone projects may have the potential to enable future phases but are not critical to future phases. Examples include:
  - The VCEA student success project is a standalone request and will be augmented by \$40 million of philanthropic funds. This project will allow the demolition of Dana Hall in a future request.
  - The Bustad project takes advantage of space vacated when WADDL moved to Global Animal Phase 2 and offers an opportunity to expand the CVM simulation education program. This project also assists as a surge for Heald by vacating space in Eastlick and Abelson.

- The Knott Dairy is standalone but may offer options for private funding through philanthropy or industry support.
- The clean building standard request is intended to meet the state requirements for all buildings greater than 50,000 square feet in terms of energy performance and efficiency. While this request will provide compliance for one building, we expect that ongoing investment will be needed to bring all buildings system-wide into compliance. Lack of compliance may mean that fines will be assessed by the State.
- In support of the Pullman strategic plan, the space optimization request is intended to provide remote collections storage facility for library collections, research, and archeological artifacts currently located in Pullman core campus to free up space in existing buildings for new programmatic initiatives. We anticipate that while this request will design and construct or renovate a facility, we expect that there will be future requests for the expansion of remote storage or consolidation and display of various academic collections.

As part of any capital budget request, the State asks for a ten-year plan. This ten-year plan identifies those Sustained Investment stream of projects and future Standalone projects. The focus is not just on the specific projects identified (given that capital priorities will evolve over the next ten years) but also on the critical linkages across several biennia among the Sustained Investment projects and the opportunity for thematic Standalone projects across the system (i.e. projects in support of student success, teaching, or research).

### **Next Steps**

1. Presentations to various leadership groups system-wide and then to the WSU System President for approval.
2. Present to the Board of Regents during the May 2022 meeting for consideration and final approval during the June 2022 meeting
3. Submittal to Office of Financial Management in August 2022 for scoring
4. Submittal to the Office of Financial Management in September 2022 as part of WSU's operating and capital budget request

## **ACTION ITEM #3**

### **Academic Year 2022-2023 Tuition Rates (Stacy Pearson)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Academic Year 2022-2023 Tuition Rates

**PROPOSED:** That the Washington State University Board of Regents set tuition rates for academic year 2022-2023.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO

**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. This index has been between 2.2% -2.8% over the last five years, and the actual tuition rate increases for WSU have averaged 2.3% over that same time period. The maximum increase permissible for AY 2022-2023 will be released by OFM later this spring.

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.

WSU is proposing a tuition increase of 2.5 percent, for the 2022-2023 academic year for resident and non-resident undergraduate and graduate students. If the maximum rate allowed by OFM is less than 2.5% the lower rate will be proposed for these same categories of students. The maximum 2.5 percent increase is \$261 / \$302 per year for Washington resident undergraduate and graduate students respectively, or \$131/ \$151 per semester. Nonresidents will pay approximately \$650 more annually.

Tuition and state appropriations are the two primary funding sources for the University operating budget. Washington State does not increase appropriations for inflation, so WSU does not get any new



funding from the state to offset rising costs due to inflation. Additionally, enrollments are expected to decline again next fall for the third consecutive year. Budget reductions will continue into FY-23 to offset the decline in tuition revenue. A modest inflationary increase in the tuition rate, as allowed by the state, will help stabilize the operating budget as we work to increase total enrollments over the coming years.

Measures that will help students manage cost include the Washington College Grant (WCG) program that guarantees financial assistance for eligible undergraduate resident students. Award amounts vary based on income and family size, and the maximum award covers full tuition. The recently enacted state budget expanded the WCG program and included \$150 million of funding for a new low-interest loan program. In addition, recent federal legislation will increase the maximum Pell grant for the 2022-23 academic year by 6.2% (\$400).

Rate increase recommendations for professional and self-sustaining programs range from 1.7 – 5 percent. The current full-time annual tuition rates for 2021-2022 are shown below along with proposed changes for academic year 2022-2023.

| <b>Tuition Rates</b>                        | <b>Current</b> | <b>Proposed</b> | <b>Change</b> | <b>%Change</b> |
|---|----------------|-----------------|---------------|----------------|
| Undergraduate Resident (Attachment A)       | \$10,457       | \$10,718        | \$261         | 2.5%           |
| Undergraduate Non-Resident                  | \$25,773       | \$26,417        | \$644         | 2.5%           |
| Undergraduate Resident Global Campus        | \$10,457       | \$10,718        | \$261         | 2.5%           |
| Undergraduate Non-Resident Global Campus    | \$11,699       | \$11,991        | \$292         | 2.5%           |
|   |                |                 |               |                |
| Graduate Resident (Attachment B)            | \$12,076       | \$12,378        | \$302         | 2.5%           |
| Graduate Non-Resident                       | \$26,526       | \$27,189        | \$663         | 2.5%           |
| Graduate Resident Global Campus             | \$12,076       | \$12,378        | \$302         | 2.5%           |
| Graduate Non-Resident Global Campus         | \$12,076       | \$12,378        | \$302         | 2.5%           |
|   |                |                 |               |                |
| Master of Nursing Resident                  | \$17,234       | \$17,234        | \$0           | 0.0%           |
| Master of Nursing Non-Resident              | \$32,256       | \$32,256        | \$0           | 0.0%           |
|   |                |                 |               |                |
| PharmD Resident (Attachment C)              | \$23,990       | \$24,878        | \$888         | 3.7%           |
| PharmD Non-Resident                         | \$40,644       | \$42,148        | \$1,504       | 3.7%           |
|   |                |                 |               |                |
|   |                |                 |               |                |
| DVM Resident (Attachment D)                 | \$25,744       | \$26,774        | \$1,030       | 4.0%           |
| DVM Non-Resident                            | \$61,156       | \$62,378        | \$1,222       | 2.0%           |
| DVM 4th Year Resident                       | \$36,900       | \$38,376        | \$1,030       | 2.8%           |
| DVM 4th Year Non-Resident                   | \$72,312       | \$73,980        | \$1,222       | 1.7%           |
|   |                |                 |               |                |
| ESF College of Medicine Resident            | \$39,508       | \$39,508        | \$0           | 0.0%           |
|   |                |                 |               |                |
| Masters in Athletic Training – Resident     | \$13,074       | \$13,074        | \$0           | 0.0%           |
| Masters in Athletic Training – Non-Resident | \$26,506       | \$26,506        | \$0           | 0.0%           |

The Regents approved a new self-sustaining online Masters of Engineering in Civil Engineering (Attachment E) program in May of 2021. The program will enroll its first students in Spring 2023. The per-credit tuition rate proposed for this program is shown below.

| <b>Tuition Rates</b>                | <b>Current</b> | <b>Proposed</b> | <b>Change</b> | <b>%Change</b> |
|-------------------------------------|----------------|-----------------|---------------|----------------|
| Online Masters of Civil Engineering | N/A            | \$866           | N/A           | N/A            |

The Engineering and Technology Management (Attachment F) and MBA (Attachment G) programs are self-sustaining programs and, as such, charge a per credit hour tuition rate. The MBA program proposes a new differential rate for military students in the Executive MBA (EMBA) program. The current per credit rates for 2021-2022 are shown below, along with the proposed rates for academic year 2022-2023.

|   |                |                 |               |                |
|---|----------------|-----------------|---------------|----------------|
| <b>Engineering and Technology Management<br/>(Attachment F)</b> |                |                 |               |                |
| <b>Tuition Rates</b>  | <b>Current</b> | <b>Proposed</b> | <b>Change</b> | <b>%Change</b> |
| Standard  | \$1,375        | \$1,237         | -\$138        | -10%           |
| Military  | \$825          | \$866           | \$41          | 5%             |
| WA Government Employee  | \$825          | \$866           | \$41          | 5%             |
| Student and Affiliate   | \$825          | \$866           | \$41          | 5%             |
| <b>MBA (Attachment G)</b>                                       |                |                 |               |                |
| <b>Tuition Rates</b>  | <b>Current</b> | <b>Proposed</b> | <b>Change</b> | <b>%Change</b> |
| OMBA  | \$855          | \$876           | \$21          | 2.5%           |
| OMBA Military Rate  | \$750          | \$769           | \$19          | 2.5%           |
| EMBA  | \$1,296        | \$1,328         | \$32          | 2.5%           |
| EMBA Military Rate  | N/A            | \$1,169         | N/A           | N/A            |

ATTACHMENTS:

- Attachment A - Undergraduate Tuition Rate Supporting Documents
- Attachment B - Graduate Tuition Rate Supporting Documents
- Attachment C - Pharmacy PhD Tuition Rate Supporting Documents
- Attachment D - DVM Tuition Rate Supporting Documents
- Attachment E - Online Masters of Engineering in Civil Engineering  
Tuition Rate Supporting Documents
- Attachment F - Engineering & Technology Management Tuition  
Rate Supporting Documents
- Attachment G - MBA Tuition Rate Supporting Document

# Attachment A - Undergraduate Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request **DRAFT**

Fee name: Undergraduate Tuition

|                        | Resident                      | Non-Resident                              |
|------------------------|-------------------------------|---|
| Current Rate (Annual)  | \$10,457 (on campus & online) | \$25,773 (on campus)<br>\$11,699 (online) |
| Proposed Rate (Annual) | \$10,718 (on campus & online) | \$26,417 (on campus)<br>\$11,991 (online) |
| \$ Increase            | \$261                         | \$644 (on campus)<br>\$292 (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.

The stated rates 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 two primary 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, minimum wage, compensation, self-insurance, and state central services are funded in part through tuition increases. The proposed 2.5% increase balances the necessity to keep pace with rising costs while protecting the interest of students and families by keeping costs as low as possible.

Enrollment declines are expected this fall for the third consecutive year. This trend is especially concerning due to the decline in birth rates after the great recession that some predict will reduce the number of college age students after 2025 by 15% nationwide. Budget cuts will continue into FY-23 in order to offset the sustained decline in tuition revenue. Without a rate increase the cuts would need to increase in order to balance the FY-23 budget.

If the proposed increase of 2.5% is greater than the maximum rate allowed by the Office of Financial Management for resident undergraduates, the lower rate will be adopted for all resident and non-resident undergraduates.

The Washington College Grant Program guarantees financial assistance for eligible resident undergraduate students. Award amounts vary based on income and family size, the maximum award covers full tuition for the neediest students. Recent federal legislation increased the maximum PELL grant for the 2022-2023 academic year by \$400.

## Tuition and Fee Rate Increase Request

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

The proposed resident undergraduate rate would be just under the 2014-15 rate. Resident undergraduate rates decreased 5% in 2015-16, and another 10% in 2016-17. Since then, annual inflationary increases of between 2.0% - 2.5% have occurred.

The non-resident undergraduate rate for on campus students remained flat from 2013-14 through 2018-19. The non-resident undergraduate rate has increased by the same percentage as the undergraduate resident rate since AY 2019-20. 2.4% for AY 2019-20 and 2.5% for AY 2020-21 and AY 2021-22.

The online non-resident undergraduate rate was reduced in AY 2013-14 so that resident and non-resident rates were the same for Global Campus. The rate remained flat through AY 2018-19. The online non-resident undergraduate rate has increased by the same percentage as the undergraduate resident rate since AY 2019-20. 2.4% for AY 2019-20 and 2.5% for AY 2020-21 and AY 2021-22.

Alternatives Considered:

Not raising the rates was considered, but for reasons described in the justification section it was considered not prudent to further constrain revenues in light of expected enrollment declines and cost increases.

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

Student feedback will be made available to the Regents prior to voting on this proposal.

Please Attach Any Supporting Documents **Need to Insert Letter from SGC for tuition rate increase feed back after presentation on 4/22/2022**

# Attachment B - Graduate Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

Fee name: Graduate Tuition

|                        | Resident | Non-Resident                              |
|------------------------|----------|---|
| Current Rate (Annual)  | \$12,076 | \$26,526 (on campus)<br>\$12,076 (online) |
| Proposed Rate (Annual) | \$12,378 | \$27,189 (on campus)<br>\$12,378 (online) |
| \$ Increase            | \$302    | \$663 (on campus)<br>\$302 (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?*):

Graduate students in all programs except Medicine, Nursing, Pharmacy, Veterinary Medicine, Athletic Training, or any self-sustaining graduate programs.

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 two primary 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, minimum wage, compensation, self-insurance, and state central services are funded in part through tuition increases. The proposed 2.5% increase balances the necessity to keep pace with rising costs while protecting the interest of students and families by keeping costs as low as possible.

Enrollment declines are expected this fall for the third consecutive year. This trend is especially concerning due to the decline in birth rates after the great recession that some predict will reduce the number of college age students after 2025 by 15% nationwide. Budget cuts will continue into FY-23 in order to offset the sustained decline in tuition revenue. Without a rate increase the cuts would need to increase in order to balance the FY-23 budget.

If the proposed increase of 2.5% is greater than the maximum rate allowed by the Office of Financial Management for resident undergraduates, the lower rate will be adopted for all resident and non-resident graduates.

## Tuition and Fee Rate Increase Request

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

|  |
|--|
| Graduate rates were frozen for six years from AY 2013-14 through AY 2018-19. The graduate rates have increased by the same percentage as the undergraduate resident rate since AY 2019-20. 2.4% for AY 2019-20 and 2.5% for AY 2020-21 and AY 2021-22. |
|--|

|                          |
|--------------------------|
| Alternatives Considered: |
|--------------------------|

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|--|
| Not raising the rate was considered, but for reasons described in the justification section it was considered not prudent to further constrain revenues in light of expected enrollment declines and cost increases. |
|--|

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

|  |
|--|
| Student feedback will be made available to the Regents prior to voting on this proposal. |
|--|

Please Attach Any Supporting Documents

# Attachment C - Pharmacy PhD Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

Fee name: Doctor of Pharmacy Tuition

|                        | Resident | Non-Resident |
|------------------------|----------|--------------|
| Current Rate (Annual)  | 23990    | 40644        |
| Proposed Rate (Annual) | 24878    | 42148        |
| \$ Increase            | 888      | 1504         |
| % Increase             | 3.7%     | 3.7%         |

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

Annual tuition paid by doctor of pharmacy students in Spokane and Yakima in the College of Pharmacy and Pharmaceutical Sciences (CPPS)

Justification for the increase / consequence for not increasing :

Historically we have had a process of no tuition increases for a long period and then one or two big jumps in tuition. We now realize that this is more disruptive to our students than a nominal increase every year. We have listened to our students and our other community stakeholders and we are changing our approach. The costs for educating our students, due to inflation, regulatory requirements, and accreditation demands for course and experiential delivery, are increasing at higher rates than we can cover. Increasing our tuition by 3.7% helps but does not cover the costs that we have had to absorb. Although we are constantly looking for opportunities to reduce expenses and increase efficiencies, providing a quality education to our students is our priority.



## Tuition and Fee Rate Increase Request

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

Our previous tuition increases were implemented in AY20-21 and AY18-19. In both years, we increased tuition by \$2,000, which represented an increase of approximately 10% for residents and 5% for non-residents. Both increases raised our tuition but we are still well below tuition and fee costs at University of Washington and Oregon State University, our two nearest public options. Students reacted very poorly to such large, nearly back-to-back increases. We are requesting a 3.7% increase in resident and non-resident tuition in AY22-23. This will bring our resident and non-resident tuition to \$24,878 and \$42,148, respectively. For comparison, the University of Washington School of Pharmacy charged \$33,186 and \$55,451 and the Oregon State University College of Pharmacy charged \$25,992 and \$42,444 for resident and non-resident tuition in AY21-22. In addition, both schools charge higher mandatory fees than CPPS, and OSU charges a higher rate of tuition in the 4th professional year (resident, \$31,768; non-resident \$51,876). After implementation of the requested 3.7% tuition increase the total cost (tuition + fees) of a PharmD degree at WSU will be \$103,281 (resident) and \$172,588 (4 years of non-resident) in AY22-23. These numbers continue to be substantially less than the UW (\$137,340/\$226,400) and OSU (\$117,608/\$187,072). We will remain a quality program that is affordable to our students. Exhibit A attached provides a chart and graphical depiction of the numbers described here.

### Alternatives Considered:

We are currently unable to increase enrollment as we are in the midst of a nationwide decline in applicant numbers for pharmacy school. Expansion of our enrollment is not a viable option at this time and it is unlikely that we will return to the enrollment numbers that we had in the recent past. We are exploring other revenue streams and have proposed the creation of an undergraduate program in pharmaceutical and medical sciences that would begin taking students in Fall 2023. We are also working to stabilize our enrollment and improve the quality of students we accept in our program, and we have entered into articulation agreements with regional institutions and specific units on the Pullman campus, including Murrow College of Communication, Voiland College of Engineering and Architecture, Carson College of Business, Honors College, College of Arts and Sciences, and the College of Veterinary Medicine.

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

We have been discussing the need to increase tuition and national trends with our faculty, executive council in the college, dean's external advisory council, professional student advisory council, and other strategic partners in the 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. Several other schools of pharmacy are struggling with enrollment numbers and accreditation, and/or have closed their extension sites. Our stakeholders believe in our commitment to balance our enrollment with an innovative curriculum, and graduate the best possible pharmacists who will be well prepared for and sought after by employers. We have a highly engaged group of alumni and supporters who contribute scholarship funds to benefit our doctor of pharmacy students. These funds have historically made a significant

## Tuition and Fee Rate Increase Request

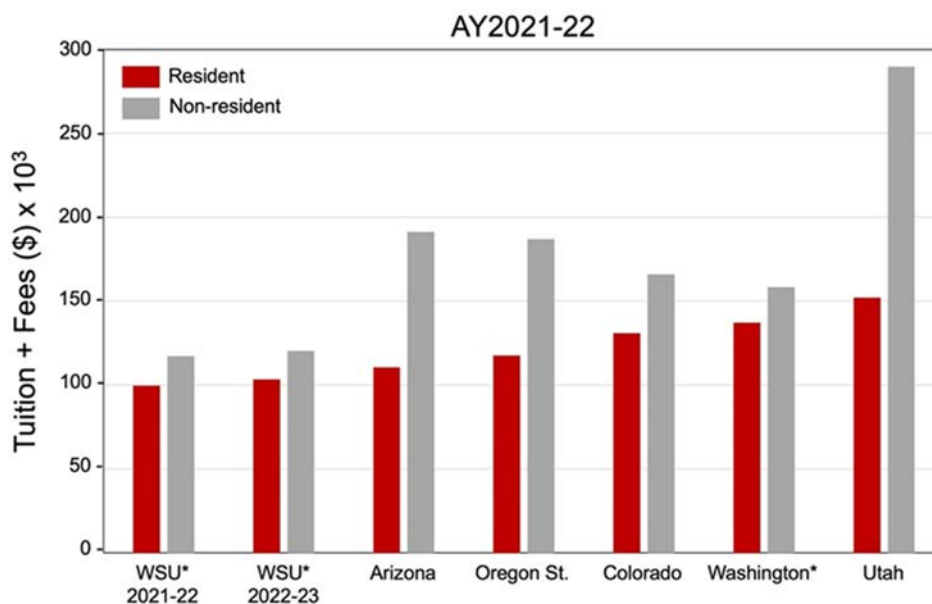
impact by helping to defray the cost of tuition. The students are never excited about tuition increases but they understand that small increases are expected and justifiable, simply to keep pace with inflation. In general, students understand the unique opportunities that we are providing them, the importance of being able to differentiate themselves and improve their marketability when they reach the employment pool, and that we offer exceptional student support. The Dean met with the Pharmacy Student Advisor Council on March 3 to discuss the increase request and share his intentions on what the new funding will provide. Following that meeting a letter was sent to the full doctor of Pharmacy student body providing the same information and confirming the Town hall on March 8 to meet with the dean and discuss the increase. A copy of the letter is attached for reference.

Discussions at both the PSAC meeting and the Town Hall were very similar. No students were thrilled with the knowledge of a pending increase but the students did understand that tuition increases were expected to occur during their four year program. All students were in agreement that the additional support the funds would provide was necessary. The students also recognize that we are still the best value for a doctor of Pharmacy degree in the region and throughout the PAC-12. The tuition increase supports the college's mission to provide the best student experience through enhanced student support, continued curricular innovation, and experiential opportunities that produce a highly marketable graduate.

Please Attach Any Supporting Documents

## Exhibit A

Data in the table and graph below represent the cost (tuition plus fees) of a four-year pharmacy education at the indicated institutions. These data confirm that WSU represents the best value for pharmacy education in the conference, by far, both before and after this tuition increase.



| Institution  | Resident    | Non-resident |
|--------------|-------------|--------------|
| WSU* (21/22) | \$99,596.00 | \$117,310.00 |
| WSU* (22/23) | 103,281.00  | 120,496.00   |
| Arizona      | 110,640.00  | 191,376.00   |
| OSU          | 117,608.00  | 187,072.00   |
| Colorado     | 130,912.00  | 166,092.00   |
| UW*          | 137,340.00  | 158,456.00   |
| Utah         | 152,172.00  | 289,738.00   |

\*Non-resident tuition at WSU and UW assumes one year at the non-resident rate and three years at the resident rate.

Rates shown for all other universities (not WSU) are based on academic year 2021-22 because the extent of tuition increases for academic year 2022-23 at other universities is unknown.

USC is not included in the comparison because annual tuition for pharmacy school at USC is \$65,835 and the four-year cost is \$263,340 for all students.

March 1, 2022

Dear Student Representatives,

I am meeting with you today to share a proposal that is under consideration by the college to increase resident and non-resident tuition by 3.7% for academic year 2022-23. This proposal will increase tuition by \$888 per year for residents and \$1,504 for non-residents. Tuition increases are unpleasant for everyone, but I will do everything in my power to minimize the impact of the tuition increase on you, our professional students. Please bear in mind that, even after this increase, your resident tuition will still be at least \$8,500 less per year than University of Washington and \$3,500 less per year than Oregon State University (both at resident tuition rates based on academic year 2021-22, see below). As you may be aware, inflation is currently running at 7.5% per year across the country and we are striving to keep this tuition increase below the rate of inflation. Importantly, none of this tuition increase will be used to address inflationary costs incurred by the college.

**Details of tuition increase** - In the spirit of transparency, I am sharing the purpose of this tuition increase with you so you will know exactly how the additional money will be used by the college. A 3.7% increase will raise around \$270,000, and those additional funds will be used to hire:

- Student success advisor (salary & benefits) ..... \$65K
- Program specialist for Experiential Services (salary & benefits) ..... \$55K
- Clinical faculty member/IPPE/APPE instructor (salary & benefits) ..... \$150K

**Total** ..... **\$270K**

**Rationale** - Since returning to WSU 20 months ago, I have been very concerned about the caseload of our Spokane-based advisors, Sarah Kenney and Lacy Christison. Each advisor oversees more than 125 students and a "normal" caseload for advisors is 50-80 students. I am concerned because this is not a sustainable situation, and we know the student-to-advisor ratio impacts the quality of your professional education. My goal is to remedy this situation by hiring an additional student advisor. This should put all our CPPS advisors into a normal caseload range and enhance access to advisors for all student pharmacists.

We recently conducted an in-depth assessment of our entire administrative structure in CPPS. As a result of that assessment, we determined that the Office of Experiential Services needs additional personnel to manage IPPE and APPE experiences of all our students. The Office of Experiential Services oversees over one-third of the curriculum and does so with a skeleton crew that is much smaller than experiential services offices in our peer institutions. Further, our experiential folks have been stretched very thin by the closing of sites during the pandemic, which left our skeleton crew scrambling to find, and in some cases, create sites in real time so that our students could complete rotations and graduate on time.

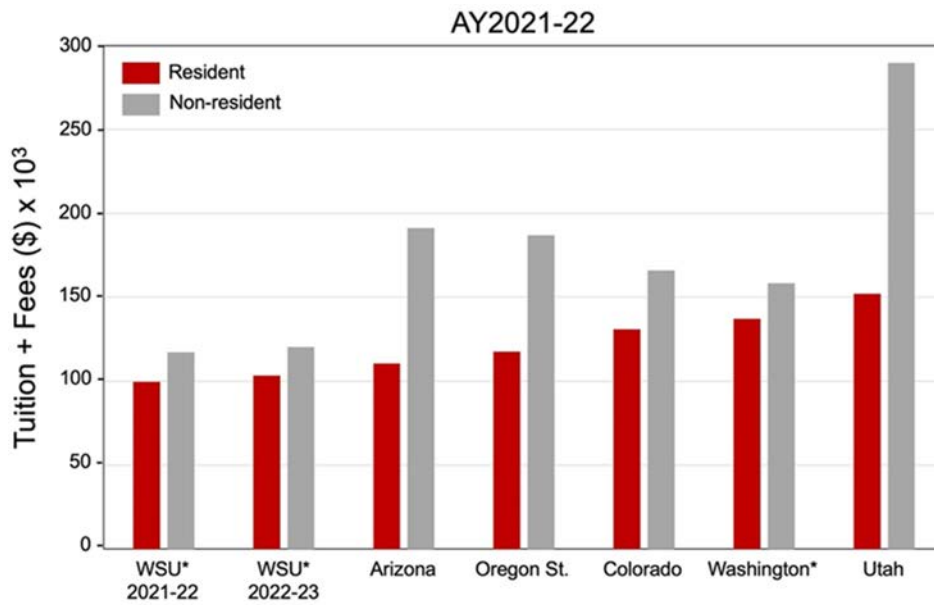
Like the Office of Student Services, the situation in Experiential Services is not sustainable and needs fixing to ensure your rotation experiences are of high quality and run smoothly for on-time graduation. I believe hiring an additional staff member, a program specialist, in Experiential Services will accomplish all three goals.

Finally, we are struggling to meet the IPPE and APPE needs of our students in acute-care settings because many sites are no longer taking students due to the COVID pandemic and downstream consequences of it. Acute-care rotations are required by our accrediting body, ACPE, and we simply must provide these rotation sites or face loss of accreditation. My plan here is to hire one clinical faculty member per year for each of the next five years and embed these faculty in acute-care institutions around the state. These faculty will serve as your preceptors, and this will provide an increased number and variety of IPPE/APPE experiences for you, which will better prepare you for your board exam and your careers as pharmacists.

I believe the addition of two staff members and one faculty member, described above, will enhance the educational experience of our student pharmacists at every stage of the curriculum.

**Mitigation of the effects of tuition increase** - We are committed to increasing the number and average dollar amount of scholarships awarded to student pharmacists, which will lessen the negative financial impact of this tuition increase and increases in the cost of living in both Spokane and Yakima. Of note, CPPS distributed scholarships to 56% of our student pharmacists for the 2021-22 academic year and the average scholarship award was \$1,400. We anticipate providing well over 60% of our students with scholarship support in the 2022-23 academic year and we will continue to grow this number. We are increasing our pool of scholarship funds by a focused and continuous effort in targeted fundraising for scholarships, and creation of academic pathways that provide enhanced scholarship support, such as the Rural Health Initiative. I understand tuition increases of any amount are unpopular at best, but please know we are committed to continuing to provide the most cost-effective pharmacy education in the PAC-12 and on the West Coast. I would be happy to discuss all of this with you at any time, individually or in groups.

A comparison of the cost of tuition and fees for your education as a Cougar pharmacist, in relation to our PAC-12 peer institutions, is provided in tabular and graphical formats below. USC is not included in the comparison because annual tuition for pharmacy school at USC is \$65,835 and the four-year cost is \$263,340 for all students. My comparison includes only state-supported schools and colleges of pharmacy in the PAC-12. These data confirm that WSU represents the best value for pharmacy education in the conference, by far, both before and after this tuition increase. Data in the table and graph below represent the cost (tuition plus fees) of a four-year pharmacy education at the indicated institutions.



| Institution  | Resident    | Non-resident |
|--------------|-------------|--------------|
| WSU* (21/22) | \$99,596.00 | \$117,310.00 |
| WSU* (22/23) | 103,281.00  | 120,496.00   |
| Arizona      | 110,640.00  | 191,376.00   |
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| UW*          | 137,340.00  | 158,456.00   |
| Utah         | 152,172.00  | 289,738.00   |

\*Non-resident tuition at WSU and UW assumes one year at the non-resident rate and three years at the resident rate. Rates shown for all other universities are based on academic year 2021-22 because the extent of tuition increases for academic year 2022-23 at other universities is unknown.

I am sharing this information with PSAC representatives first and this document will also be shared with all students later today, in advance of an all-college town hall on Tuesday, March 8. The Board of Regents will be briefed on this proposal in their March meeting.

I thank you for your attention to this matter. The decision to seek a tuition increase is never taken lightly, but we believe this incremental increase is necessary and will enhance the training experience for all student pharmacists.

Sincerely yours,

Mark Leid, PhD  
Professor and Dean

March 1, 2022

Dear Student Pharmacists,

I am writing to inform you that I have submitted a proposal to increase resident and non-resident tuition by 3.7% for academic year 2022-23. This proposal will increase tuition by \$888 per year for residents and \$1,504 for non-residents. Tuition increases are unpleasant for everyone, but I will do everything in my power to minimize the impact of the tuition increase on you, our professional students. Please bear in mind that, even after this increase, your resident tuition will still be at least \$8,500 less per year than University of Washington and \$3,500 less per year than Oregon State University (both at resident tuition rates based on academic year 2021-22, see below). As you may be aware, inflation is currently running at 7.5% per year across the country and we are striving to keep this tuition increase below the rate of inflation. Importantly, none of this tuition increase will be used to address inflationary costs incurred by the college.

**Details of tuition increase** - In the spirit of transparency, I am sharing the purpose of this tuition increase with you so you will know exactly how the additional money will be used by the college. A 3.7% increase will raise around \$270,000, and those additional funds will be used to hire:

- Student success advisor (salary & benefits) ..... \$65K
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- Clinical faculty member/IPPE/APPE instructor (salary & benefits) ..... \$150K

**Total ..... \$270K**

**Rationale** - Since returning to WSU 20 months ago, I have been very concerned about the caseload of our Spokane-based advisors, Sarah Kenney and Lacy Christison. Each advisor oversees more than 125 students and a "normal" caseload for advisors is 50-80 students. I am concerned because this is not a sustainable situation, and we know the student-to-advisor ratio impacts the quality of your professional education. My goal is to remedy this situation by hiring an additional student advisor. This should put all our CPPS advisors into a normal caseload range and enhance access to advisors for all student pharmacists.

We recently conducted an in-depth assessment of our entire administrative structure in CPPS. As a result of that assessment, we determined that the Office of Experiential Services needs additional personnel to manage IPPE and APPE experiences of all our students. The Office of Experiential Services oversees over one-third of the curriculum and does so with a skeleton crew that is much smaller than experiential services offices in our peer institutions. Further, our experiential folks have been stretched very thin by the closing of sites during the pandemic, which left our skeleton crew scrambling to find, and in some cases, create sites in real time so that our students could complete rotations and graduate on time.

Like the Office of Student Services, the situation in Experiential Services is not sustainable and needs fixing to ensure your rotation experiences are of high quality and run smoothly for on-time graduation. I believe hiring an additional staff member, a program specialist, in Experiential Services will accomplish all three goals.

Finally, we are struggling to meet the IPPE and APPE needs of our students in acute-care settings because many sites are no longer taking students due to the COVID pandemic and downstream consequences of it. Acute-care rotations are required by our accrediting body, ACPE, and we simply must provide these rotation sites or face loss of accreditation. My plan here is to hire one clinical faculty member per year for each of the next five years and embed these faculty in acute-care institutions around the state. These faculty will serve as your preceptors, and this will provide an increased number and variety of IPPE/APPE experiences for you, which will better prepare you for your board exam and your careers as pharmacists.

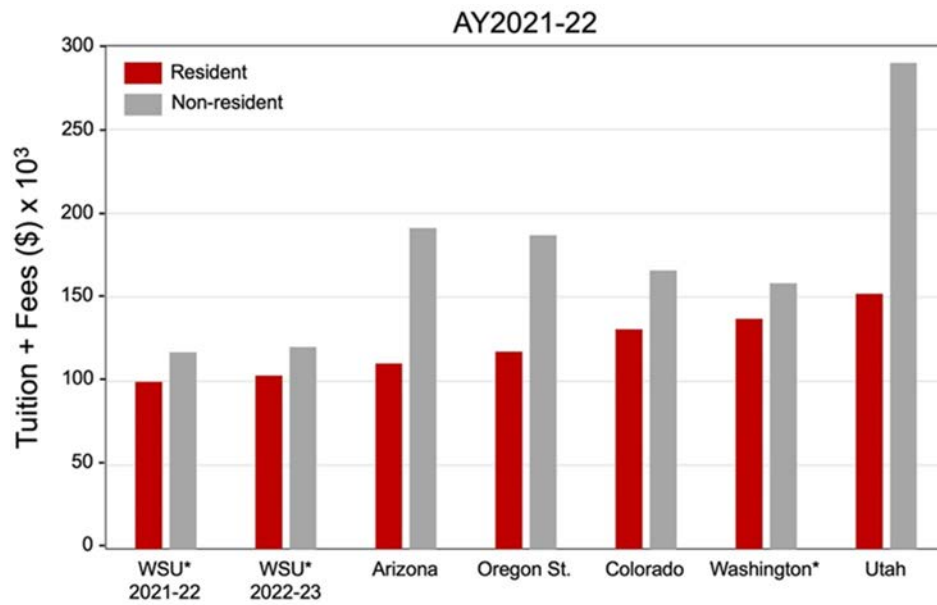
I believe the addition of two staff members and one faculty member, described above, will enhance the educational experience of our student pharmacists at every stage of the curriculum.

**Mitigation of the effects of tuition increase** - We are committed to increasing the number and average dollar amount of scholarships awarded to student pharmacists, which will lessen the negative financial impact of this tuition increase and increases in the cost of living in both Spokane and Yakima. Of note, CPPS distributed scholarships to 56% of our student pharmacists for the 2021-22 academic year and the average scholarship award was \$1,400. We anticipate providing well over 60% of our students with scholarship support in the 2022-23 academic year and we will continue to grow this number. We are increasing our pool of scholarship funds by a focused and continuous effort in targeted fundraising for scholarships, and creation of academic pathways that provide enhanced scholarship support, such as the Rural Health Initiative. I understand tuition increases of any amount are unpopular at best, but please know we are committed to continuing to provide the most cost-effective pharmacy education in the PAC-12 and on the West Coast. I would be happy to discuss all of this with you at any time, individually or in groups.

A comparison of the cost of tuition and fees for your education as a Cougar pharmacist, in relation to our PAC-12 peer institutions, is provided in tabular and graphical formats below. USC is not included in the comparison because annual tuition for pharmacy school at USC is \$65,835 and the four-year cost is \$263,340 for all students. My comparison includes only state-supported schools and colleges of pharmacy in the PAC-12. These data confirm that WSU represents the best value for pharmacy education in the conference, by far, both before and after this tuition increase. Data in the table and graph below represent the cost (tuition plus fees) of a four-year pharmacy education at the indicated institutions.

You are invited to an all-college town hall on Tuesday, March 8 should you have any follow up questions. The Board of Regents will be briefed on this proposal in their March meeting.





| Institution  | Resident    | Non-resident |
|--------------|-------------|--------------|
| WSU* (21/22) | \$99,596.00 | \$117,310.00 |
| WSU* (22/23) | 103,281.00  | 120,496.00   |
| Arizona      | 110,640.00  | 191,376.00   |
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| Utah         | 152,172.00  | 289,738.00   |

\*Non-resident tuition at WSU and UW assumes one year at the non-resident rate and three years at the resident rate. Rates shown for all other universities are based on academic year 2021-22 because the extent of tuition increases for academic year 2022-23 at other universities is unknown.

I thank you for your attention to this matter. The decision to seek a tuition increase is never taken lightly, but we believe this incremental increase is necessary and will enhance the training experience for all student pharmacists.

Sincerely yours,

Mark Leid, PhD  
Professor and Dean

# Attachment D - DVM Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

Fee name: Professional DVM Operating Fee (Tuition)

|                        | Resident | Non-Resident |
|------------------------|----------|--------------|
| Current Rate (Annual)  | 25,744   | 61,156       |
| Proposed Rate (Annual) | 26,774   | 62,378       |
| \$ Increase            | 1,030    | 1,222        |
| % Increase             | 4%       | 2%           |

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

The Professional DVM tuition is paid by professional students enrolled in the College of Veterinary Medicine's Doctor of Veterinary Medicine on the Pullman Campus during the Fall and Spring semesters. The degree program is four years.

In November 2019 a differential 4th year tuition rate was approved effective for students entering Fall 2020 and after. The differential is equal to 13/15 of the regular resident semester rate and will be implemented for the first time in AY 2023-24. Under the approved formula, the proposed DVM rate will adjust listed 4th year tuition to \$38,376 for Resident and \$73,980 for Non-Resident.

Justification for the increase / consequence for not increasing :

The College of Veterinary Medicine (CVM) has not fully kept pace with needed investments in educational and research programs, and hospital and diagnostic lab “business” functions. Rising costs, even for fixed-level operations, have not been offset by increases across revenue sources, especially with respect to tuition because over the 4-year period FY2014-FY2017, DVM student tuition did not increase. The cumulative, compounded loss of revenue caused by this, compared to the previous norm of 7% per year, was nearly \$1.7M annually. Similarly, over the past 2 years with the pandemic, we elected to hold tuition steady.

## Tuition and Fee Rate Increase Request

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

The last rate increase was AY2019-2020. Our 20-year tuition history through FY22 is shown in Appendix A. A fourth year differential has been approved to go into effect FY24.

Appendix B shows that our total resident DVM tuition is 7th lowest out of our 30 US peers, and below the national average. If no other institutions increase their tuition (unlikely), the proposed increase will put us at 11th out of our 30 US peers. Note that because Washington state allows true (i.e., not supported by their home state) non-resident DVM students to convert to WA residency after 1 year, our 4-year tuition total for non-resident DVM students is 2nd lowest among the 30 US schools.

Appendix C shows the total educational debt for DVM graduates for FY21-22. The mean educational debt of indebted DVM graduates nationally is about \$134,000 for those graduating in 2021. At WSU, it was about \$113,000. Our graduates typically have lower debt because our resident tuition is lower than the national average and also because such a high proportion of our students pay resident tuition (i.e., those from our contract states of Idaho, Montana, Utah, and other WICHE states, and because most non-residents can convert to WA residency after their 1st year). As a result, in 2021 WSU DVM graduates had the 4th lowest educational debt among the 30 US colleges.

Although our graduates are thus relatively advantaged compared to most of their peers nationally, this is still a large educational debt load, and we have taken pride in trying to keep our tuition down to help address this issue within the profession and for our students. Our rate history and peer comparison demonstrate the continued priority to remain a high value program for our students.

### Alternatives Considered:

Historically the CVM was able to rely upon state resources to accompany increasing costs to its core programs. However, as state appropriations continue to lag the university's needs, we must rely increasingly on non-state sources of revenue. We have been regularly increasing fees in our Veterinary Teaching Hospital and the Washington Animal Disease Diagnostic Laboratory (WADDL), and we will continue to do so as our regional markets will allow. However, our opportunity to do so is somewhat limited given our location in Pullman, well away from centers of population, and what the veterinary services market will bear. Such strategy must also remain balanced with our mission to provide core curriculum to our students and land grant services to our constituents. Given the overall situation, regular tuition increases will likely continue to be a part of our portfolio of revenue increases as we try to keep pace with increasing costs.

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

An email was sent to all DVM Students announcing the proposed tuition fee increase, providing some background and rationale and providing a link to the request narrative document (Feb 8, 2022). The email permitted student comment and feedback to be sent directly to the Dean (by Feb. 21, 2022) for compilation and review. The student feedback that was received is attached.

# College of Veterinary Medicine DVM Tuition

## Request Narrative

**REQUEST:** The College of Veterinary Medicine requests that professional DVM student tuition (operating fee + building fee) be increased in AY 2022-2023 by

- 4% for residents (\$1,030 per year, from \$25,744 to \$26,774), and
- 2% for non-residents (\$1,222 per year, from \$61,156 to \$62,378)

according to the following detail:

|                    | Current Rates |               |               |            | Proposed Rates |               |               |                            |
|--------------------|---------------|---------------|---------------|------------|----------------|---------------|---------------|----------------------------|
|                    | Building Fee  | Operating Fee | Total Tuition | Increase % | Building Fee   | Operating Fee | Total Tuition | Increase over Current Rate |
| Resident - DVM     | 1,199         | 24,545        | 25,744        | 4%         | 1,247          | 25,527        | 26,774        | 1,030                      |
| Non-Resident - DVM | 1,715         | 59,441        | 61,156        | 2%         | 1,748          | 60,630        | 62,378        | 1,222                      |

Based on the typical mix of student enrollments from WA residents, residents of contract/partner states, and non-residents, these increases would generate ~\$498,000 in additional revenue for FY23 (of this, ~\$236,000 new revenue would flow to the “central” budget). The CVM has not had a tuition increase for the past 3 years. Although one was requested for AY 20-21, it was not implemented due to COVID. The last tuition increase was 3% and 1% for resident and non-resident DVM students, respectively, approved in FY20.

**BACKGROUND AND JUSTIFICATION:** The College of Veterinary Medicine (CVM) has not fully kept pace with needed investments in educational and research programs, and hospital and diagnostic lab “business” functions. In addition, over the past 2 years with the pandemic, we elected to hold tuition steady.

Our 20-year tuition history through FY22 is shown in **Appendix A**.

Each year the American Association of Veterinary Medical Colleges compiles a comparative data report for Veterinary schools. Using these data, we can understand how our tuition and debt compare to other Veterinary colleges in the USA.

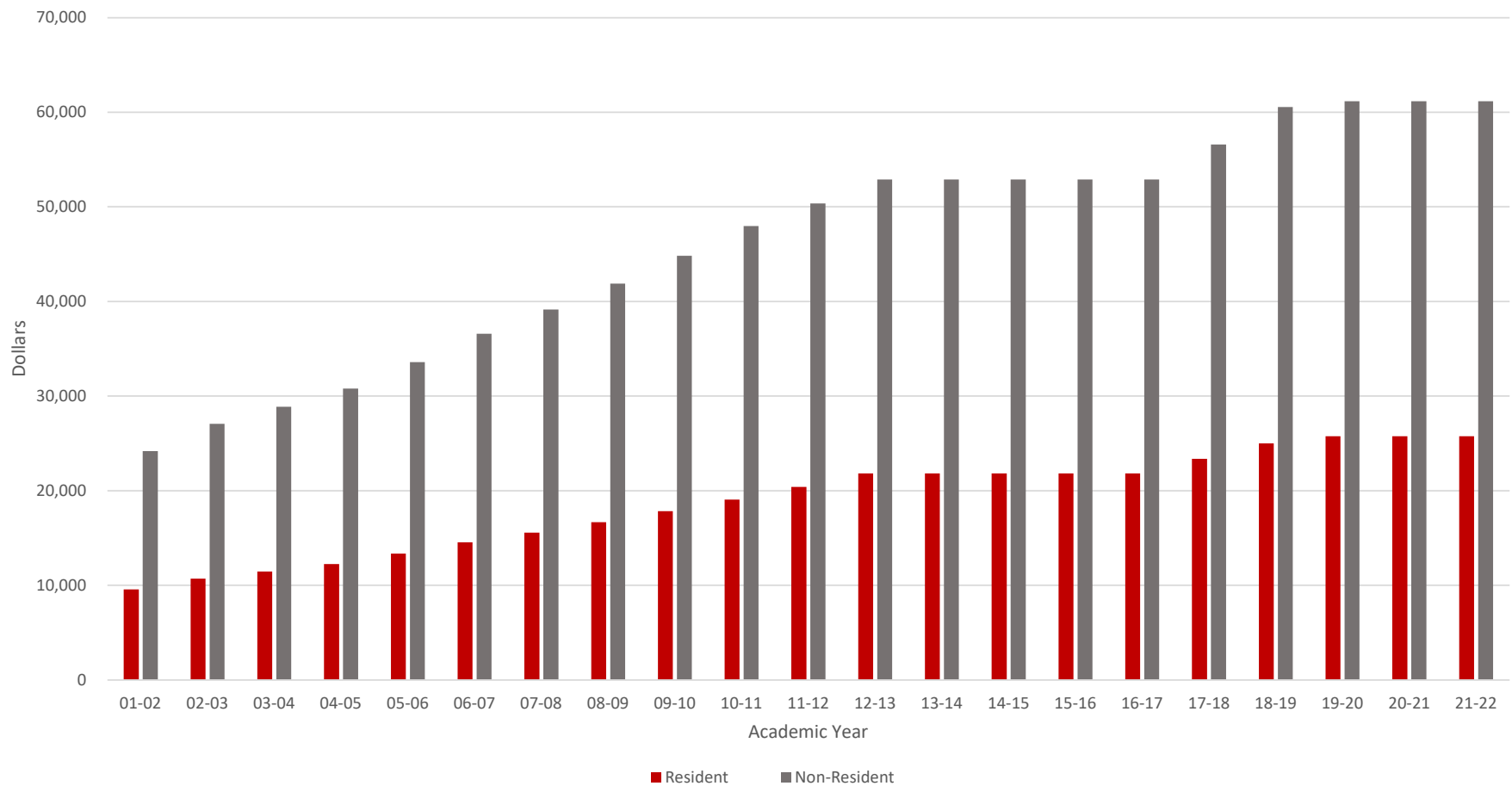
**Appendix B** shows that our total resident DVM tuition is 7<sup>th</sup> lowest out of our 30 US peers, and below the national average. If no other institutions increase their tuition (unlikely), the proposed increase will put us at 11<sup>th</sup> out of our 30 US peers. Note that because Washington state allows true (i.e., not supported by their home state) non-resident DVM students to convert to WA residency after 1 year, our 4-year tuition total for non-resident DVM students is 2<sup>nd</sup> lowest among the 30 US schools.

**Appendix C** shows the total educational debt for DVM graduates for FY21-22. The mean educational debt of indebted DVM graduates nationally is about \$134,000 for those graduating in 2021. At WSU, it was about \$113,000. Our graduates typically have lower debt because our resident tuition is lower than the national average and also because such a high proportion of our students pay resident tuition (i.e., those from our contract states of Idaho, Montana, Utah, and other WICHE states, and because most non-residents can convert to WA residency after their 1st year). As a result, in 2021 WSU DVM graduates had the 4th lowest educational debt among the 30 US colleges.

Although our graduates are thus relatively advantaged compared to most of their peers nationally this is still a large educational debt load, and we have taken pride in trying to keep our tuition down to help address this issue within the profession and for our students. However, as expenses have risen over the past few years, and as state appropriations continue to lag behind the university's needs coming out of the recession, we must rely increasingly on non-state sources of revenue. We have been regularly increasing fees in our Veterinary Teaching Hospital and the Washington Animal Disease Diagnostic Laboratory-(WADDL), and we will continue to do so as our regional markets will allow. However, our opportunity to do so is somewhat limited given our location in Pullman, well away from centers of population, and what the veterinary services market will bear. Given the overall situation, regular tuition increases will likely continue to be a part of our portfolio of revenue increases as we try to keep pace with increasing costs.

In summary, no tuition increase is welcome, but they are needed because of our lagging tuition revenue over the past several years in relation to limits on how much we can grow other revenue (for example, Veterinary Teaching Hospital and Animal Disease Diagnostic Lab fees), and the erosion of state appropriations in relation to ever-growing expenses. Fortunately, even with the proposed increase, WSU's College of Veterinary Medicine will remain among the U.S. Vet schools with the lowest costs, and thus will remain near the bottom in educational debt given our overall set of circumstances.

WSU CVM Tuition 2002-2022



## APPENDIX B

### AAVMC Comparative Data Report, 2021, Tuition for all 30 current Veterinary Schools in USA

|    | School | 1st Year Tuition + Fees |          | 4th Year Tuition + Fees |          | Estimated Total Tuition + Fees over all Years- Class of 2022 |           |
|----|--------|-------------------------|----------|-------------------------|----------|--|-----------|
|    |        | Res                     | NR       | Res                     | NR       | Res  | NR        |
| 1  | NCSU   | \$19,646                | \$48,348 | \$19,646                | \$48,348 | \$78,316   | \$107,286 |
| 2  | PUR    | \$19,918                | \$44,746 | \$21,480                | \$46,351 | \$81,234   | \$180,589 |
| 3  | AUB    | \$22,880                | \$49,040 | \$22,880                | \$49,040 | \$88,744   | \$193,980 |
| 4  | UGA    | \$19,792                | \$49,454 | \$19,792                | \$49,454 | \$88,750   | \$207,776 |
| 5  | KSU    | \$23,473                | \$51,296 | \$26,367                | \$57,757 | \$97,944   | \$214,229 |
| 6  | OKL    | \$23,980                | \$50,340 | \$24,360                | \$50,720 | \$99,960   | \$206,060 |
| 7  | WSU    | \$26,284                | \$61,696 | \$26,284                | \$61,696 | \$102,023  | \$135,253 |
| 8  | VMR    | \$26,086                | \$55,687 | \$26,983                | \$56,886 | \$102,655  | \$219,659 |
| 9  | TAMU   | \$26,320                | \$42,022 | \$29,160                | \$45,549 | \$105,446  | \$164,441 |
| 10 | MIS    | \$27,248                | \$48,448 | \$27,248                | \$48,448 | \$105,848  | \$190,648 |
|    | US Avg | \$26,746                | \$51,959 | \$28,074                | \$53,776 | \$107,680  | \$193,325 |
| 11 | LSU    | \$27,425                | \$56,525 | \$27,425                | \$56,525 | \$109,705  | \$226,105 |
| 12 | ORE    | \$27,419                | \$52,721 | \$28,127                | \$53,431 | \$110,384  | \$211,594 |
| 13 | ISU    | \$26,476                | \$56,694 | \$38,259                | \$67,383 | \$113,787  | \$229,045 |
| 14 | UMO    | \$29,229                | \$68,424 | \$33,312                | \$72,507 | \$115,135  | \$150,959 |
| 15 | FLA    | \$28,790                | \$45,500 | \$28,790                | \$45,500 | \$115,160  | \$182,000 |
| 16 | TENN   | \$29,336                | \$56,602 | \$29,336                | \$56,602 | \$117,318  | \$226,382 |
| 17 | ILL    | \$32,570                | \$55,660 | \$33,436                | \$56,436 | \$126,864  | \$216,742 |
| 18 | WIS    | \$33,663                | \$53,392 | \$33,663                | \$53,392 | \$129,466  | \$205,246 |
| 19 | MSU    | \$31,762                | \$47,716 | \$28,248                | \$50,556 | \$131,824  | \$216,481 |
| 20 | UCD    | \$32,618                | \$44,863 | \$36,688                | \$48,933 | \$133,045  | \$182,025 |
| 21 | MIN    | \$32,418                | \$58,122 | \$44,354                | \$79,697 | \$141,128  | \$253,385 |
| 22 | COR    | \$39,206                | \$58,244 | \$39,206                | \$58,244 | \$146,102  | \$217,332 |
| 23 | OSU    | \$33,674                | \$73,796 | \$50,543                | \$50,548 | \$151,565  | \$191,712 |
| 24 | CSU    | \$38,962                | \$62,660 | \$38,409                | \$62,220 | \$155,295  | \$250,200 |
| 25 | TUS    | \$44,190                | \$44,190 | \$54,679                | \$54,679 | \$187,249  | \$187,249 |
| 26 | LMU    | \$51,014                | \$51,014 | \$51,314                | \$51,314 | \$195,137  | \$195,137 |
| 27 | PENN   | \$54,742                | \$64,742 | \$54,742                | \$64,742 | \$209,266  | \$249,266 |
| 28 | TUF    | \$56,737                | \$63,572 | \$56,587                | \$63,422 | \$212,356  | \$239,936 |
| 29 | WES    | \$56,937                | \$56,937 | \$56,925                | \$56,925 | \$227,012  | \$227,012 |
| 30 | MID    | \$67,354                | \$67,354 | \$67,354                | \$67,354 | \$260,114  | \$260,114 |

## APPENDIX C

### American Association Veterinary Medical Colleges (AAVMC) Comparative Data report, FY2021-2022

#### Mean and Median Debt of Graduating USA veterinarians

|    |               | Number<br>of<br>Graduate | Number<br>of<br>Indebted | MEDIAN<br>Educational Debt<br>of Indebted | MEAN Educational<br>Debt of Indebted<br>Graduates | Range of Educational Debt |                  |
|----|---------------|--------------------------|--------------------------|---|---|---------------------------|------------------|
|    | School        |                          |                          |   |   | Minimum                   | Maximum          |
| 1  | UMO           | 115                      | 94                       | \$42,270                                  | \$38,309  | \$10,000                  | \$86,280         |
| 2  | TUS           | 59                       | 59                       | \$81,550                                  | \$90,006  | \$40,500                  | \$162,000        |
| 3  | FLA           | 105                      | 85                       | \$168,745                                 | \$113,046   | \$17,400                  | \$266,662        |
| 4  | <b>WSU</b>    | <b>127</b>               | <b>99</b>                | <b>\$120,179</b>                          | <b>\$115,619</b>                                  | <b>\$9,420</b>            | <b>\$210,710</b> |
| 5  | TAMU          | 134                      | 91                       | \$120,000                                 | \$121,521   | \$5,000                   | \$279,999        |
| 6  | NCSU          | 96                       | 76                       | \$143,531                                 | \$125,868   | \$3,000                   | \$234,813        |
| 7  | UCD           | 136                      | 85                       | \$140,000                                 | \$132,276   | \$11,000                  | \$250,000        |
|    | <b>US Avg</b> | <b>110</b>               | <b>86</b>                | <b>\$142,018</b>                          | <b>\$134,023</b>                                  | <b>\$15,012</b>           | <b>\$256,854</b> |
| 8  | UGA           | 116                      | 97                       | \$148,572                                 | \$144,406   | \$10,000                  | \$293,546        |
| 9  | MIS           | 91                       | 75                       | \$160,746                                 | \$147,404   | \$14,128                  | \$221,838        |
| 10 | WIS           | 99                       | 82                       | \$160,917                                 | \$147,984   | \$12,813                  | \$266,103        |
| 11 | COR           | 107                      | 76                       | \$159,756                                 | \$150,415   | \$19,792                  | \$249,005        |
| 12 | ISU           | 148                      | 126                      | \$156,761                                 | \$151,736   | \$19,305                  | \$280,214        |
| 13 | PUR           | 82                       | 65                       | \$169,331                                 | \$154,426   | \$4,890                   | \$258,043        |
| 14 | AUB           | 114                      | 95                       | \$172,523                                 | \$168,673   | \$20,000                  | \$315,779        |
| 15 | OKL           | 93                       | 70                       | \$168,134                                 | \$171,625   | \$27,903                  | \$296,770        |
| 16 | TENN          | 90                       | 86                       | \$178,318                                 | \$171,804   | \$6,000                   | \$366,257        |
| 17 | VMR           | 128                      | 103                      | \$172,333                                 | \$175,564   | \$5,139                   | \$418,903        |
| 18 | ILL           | 133                      | 112                      | \$178,125                                 | \$178,337   | \$10,132                  | \$296,983        |
| 19 | ORE           | 74                       | 59                       | \$168,667                                 | \$178,683   | \$838                     | \$350,335        |
| 20 | LSU           | 84                       | 74                       | \$181,838                                 | \$179,948   | \$20,000                  | \$420,000        |
| 21 | OSU           | 153                      | 135                      | \$189,848                                 | \$181,377   | \$2,977                   | \$294,631        |
| 22 | CSU           | 152                      | 122                      | \$189,545                                 | \$184,147   | \$10,000                  | \$322,395        |
| 23 | MSU           | 114                      | 94                       | \$186,960                                 | \$184,221   | \$4,882                   | \$455,186        |
| 24 | KSU           | 115                      | 95                       | \$178,003                                 | \$184,441   | \$14,161                  | \$402,889        |
| 25 | MIN           | 105                      | 90                       | \$196,719                                 | \$204,706   | \$20,036                  | \$360,248        |
| 26 | PENN          | 124                      | 96                       | \$232,167                                 | \$219,959   | \$15,000                  | \$382,824        |
| 27 | TUF           | 96                       | 72                       | \$249,040                                 | \$226,170   | \$22,808                  | \$361,450        |
| 28 | WES           | 99                       | 85                       | \$304,798                                 | \$267,521   | \$27,290                  | \$415,952        |
| 29 | LMU           | 120                      | 112                      | \$306,000                                 | \$297,554   | \$20,000                  | \$360,000        |
| 30 | MID           | 99                       | 98                       | \$330,847                                 | \$307,685   | \$21,074                  | \$394,714        |



Board of Regents,

We the undersigned, as a collective body of students, are addressing you today regarding our concerns over the proposed tuition increase to take effect Fall of 2022. Per the proposal Dean Dori Borjesson brought forth, she cited several points in justification for this tuition increase including a comparatively lower tuition relative to the national tuition and the need for additional revenue due to increased operating costs. We are not in support of the proposed tuition increase for numerous reasons which are highlighted within the context of this letter.

While we are aware that inflation has climbed 7.5% in 2022 and not only affects the operational costs of the College of Veterinary Medicine (CVM), it also directly impacts students' living costs and continuously accruing debt. Additionally, the loans (from FAFSA) offered per year per student do not reflect increases in tuition, ergo students will not have an increased offer of loan money to combat these extra costs. In Dean Borjesson's email she highlights the increase in scholarships as an aid to students looking to combat the increased cost of professional schooling. Unfortunately scholarships cannot be equally distributed, whereas a tuition increase will apply to all students. This is of enormous concern to all, but in particular for those students living on shoestring budgets with families for which they must provide. The proposed increase in educational debt feels crippling to many who are already struggling to live on their current budget. Considering the current mental health crisis in the veterinary field, it is difficult to be supportive of such a tuition increase without an adequate justification for its means.

We recognize the necessity of occasional tuition increases to support and fund additional infrastructure and educational opportunities. However, since the beginning of the COVID-19 pandemic, our educational quality has suffered drastically as a whole. As we move out of the pandemic, many of these removed opportunities have not been reinstated and their absence has not been rectified for the current students who suffered their loss. The removal of cadaver dissection from first year anatomy courses and overall reduction of live-animal laboratories are just two of the many ways we feel the breadth of our education is narrowing. Conversations held with Dean Dori Borjesson between various students have indicated these changes to be intentional and permanent. With all this in mind, we must ask why we are seeing an increase in tuition when there is a noticeable decrease in quality of learning?

This brings us to our next point concerning transparency. With this proposed increase the college will see an increase in revenue of just shy of half a million dollars a year. Per the proposal, less than half of this money is going towards the "central budget." The other half of the proposed funds are unaccounted for within the context of said proposal, and we as students at WSU and of the CVM have a right to know how this money is intended to be distributed. For complete transparency and trust between the students and WSU, we request a breakdown of where all proposed funds would be spent, what departments would be benefiting from additional funds, and specifically how this money would be used to improve the current educational quality that is being delivered at the CVM.

Furthermore, transparency and integrity of the CVM administration are called into question as their proposed tuition increase directly contradicts the previous administration's stance on tuition increases and how they should be applied to incoming and current students.

Per a statement by our previous dean, Dr. Bryan Slinker (in address to the CVM on October 22, 2019),  
"As such, [a proposed tuition increase] should not apply to any student currently enrolled in the program, because such a tuition structure is the kind of information prospective students need to know before they accept a tuition offer."

Additionally, it is important to consider that the total cost referenced by Dean Dori Borjesson's proposal does not accurately reflect the current overall cost of attendance as it omits an \$11,156 summer increase to 4th year attendance costs, to be implemented for Classes 2024 and onward. Accounting for such, our rank of affordability is also inaccurately represented (per the tuition increase proposal), and drops from 7th (below average cost) to 13th (above average cost) for resident students.

In conclusion, while we understand tuition increases can be essential for continued function and improvement of a university, the absence of transparency and communication between the administration and current students has resulted in an intolerable proposal to increase tuition with little apparent justification as to how it would better the learning environment for current and future students. Therefore, we are not in support of the proposed tuition increase that, if passed, would take effect in the fall of 2022.

Signed,

Students of Class of 2022:

Marie Andresen, Maddisen Antes, Taylor Badigian, Alexandra Barker, Darian Brillon, Ashli Draney, Sarah Edwards, Jaren Ikenaga, Sam Kalis, Patrick Krinke, Connor Murray, Danielle Petrini, Kasey Sweeney, Katie Wilkins.

Students of Class of 2023:

Kylie Abaya, Hannah Abbott, Jacey Anderson, Wilson Ashton, Abigail L. Bake, Samantha Berube, Morgan Brace, Olivia Brockhaus, Klancy Brown, Brie Brown, Chase Campbell, Delaney Carnahan, Dustin Clements, Beth Crandall, Tianna Cronk, Camille Culbertson, Kristen Dahlin, Brittany Estell, Rylie Gabehart, Haley Garcia, Savanna Garza, Kallee Goins, Kyra Goldhardt, Joseph Goldhardt, Greta Gustafson, Haley Heater, Matt Huszar, Nikki Jensen, Rachel Johnson, Kimberly Kramer, Sara Lewis, Crystal Liu, Tylynn Malek, Chris Mandella, Matti McMillan, Winnie Mefford, Emily Mora, Troy Mord, Emily Morse, Savannah Norton, Curtis Oesch Miller, Vaiva Palunas, Elizabeth Park, Kelsey Purdy, Christine Qui, Madelaine Redd, Sadie Reddick, Emma Rovani, Savana Sitton, Shalyn Stack, Jonathon Stott, Kendra Thomas, Katie Thompson, Sierra Thomson, Makenna Todd, Sydney Vallin, Abby Wagemann, McKenna Walters.

Students of Class of 2024:

Cordelia Alexander-Leeder, Emily Austin, Julia Bagshaw, Lindsay Bailey, Sarah Bayles, Sarah Beebe, Casey Beksinski, Megan Biggs, Randa E. Boler, Alexandria Bronson, Ashley Brown, Parker Cendejas, Rachel Claus-Walker, Ella Cowan de Wolf, Mataya Dick, Jennifer Doles, Courtney Durfee, Lily Elder, Nadine Encarnacion, Stephanie Erdesz, Logan Esplin, Carolyn Fisher, Matthew Folland, Natalie Godinez, Matthis Grupe, Codee Harris, Katie Hoch, Brittini Huffman, Frederick K Johnson, Brandon Jones, Joshua Kim, Georgiana Kostov, Jillian Lake, Travis Lenssen, Kelly Liebers, Thomas Lindgren, Reid Lutz, Heather Lynn, Cimmeron Madrid, Grace Majors, Kendra McLain, Claire Merchant, Haley Momany, Grace Montgomery, Meghan Mutch, Lindsay Noggles, Elise Osmek, Chase Pachner, Kayla Pederson, Emma Phinney, Matthew Rafferty, Madison Rawls, Taylor Schmerbauch, Tiffany Schroeder, Taylor Selin, Caroline Sirr, Max Sitver, Liza Sperry, Claire Stein, Janelle Thomas, Katherine Trepanier, Madison Tripp, Brynne Udy, Tyeisha Watters, Tanya Weber, John Winston Weigand, Mariko White, Sarah Winkler, Katherine Wishon, Jordan Woodbury, Cody F. Yeik, Elvira Zaripova.

Students of Class of 2025:

Samantha Amey-Gonzalez, Toniley Bates, Kallie Berenstein, Ashalynn Bilton-Smith, Cameron Cooper, Bryndalyn Corey, Jennifer Covell, Teagan Davis, Jace Enwards, Clarice Forbes, Matthew Govea-Thomas, Kaneesha Hemmerling, Hannah Amelia Moira Hendry, Caroline Herzog, Christopher Ibarra Gervacio, Jamie Krueger, Rita Lee, Scyler Li, Caitlyn Logan, Sierra Lopez, Pearle Maki, Madison Mollico, Melanie Moore, Landon Morris, Siena Mowrer, Mira Newby, Trenna M. Pannier, Gwyneth Potter, Malori Prisbrey, Brandy Schaefer, Angelina Smith, Hannah Stuchlik, Brett Thompson, Caroline Thornberry, Nate Weaver, Linda Wong, Tovah Yenna, Emily Zavorka.

Hello Dr. Borjesson!

Regarding the tuition increase, the question I have is in what ways will that increase go towards benefitting the students who are paying it?

More specifically:

What tools and resources will be added to the curriculum?

How do you plan on ensuring these resources to the students, and ensure they stay available throughout their education?

Will these resources go towards supplementing the loss of hands on cadaver learning?

I ask this because many changes in education are coming and with the removal of cadaver learning and hands on learning with animals, it could be argued there will be a decrease in quality and quantity of student resources and increase the load of skills that post-education jobs will be responsible for. Currently I see resources being taken away, so with a tuition increase I assume there must be a plan to supplement the loss of those resources to once again raise the quality of education. I ask this respectfully and with an open mind.

Thank you,

**Savana Sitton**

I am curious about how our tuition dollars are spent. I often feel like WSU charges for a robust education and that I don't see the robust education, especially after the last 1.5 years online with limited labs (ex: bacteriology labs were the same we got in Microbiology in undergrad, which was a required pre-requisite of the DVM program). However, if tuition costs are going up to allow students to participate in more hands-on labs, I am completely supportive of this proposal.

Do you have a tuition breakdown or can you direct me to one?

Sincerely,



**Kathryne (KayLee) Blair**

DVM Candidate Class of 2023

Christian Veterinary Fellowship Social Chair

College of Veterinary Medicine

Washington State University

Mobile: 208-329-4595

Email: [kathryne.day@wsu.edu](mailto:kathryne.day@wsu.edu)

[wsu.edu](http://wsu.edu)

Good morning,

With such an increase I would hope that the money would go to help with educational labs that include live animals and cadavers. Every student pays a lot of money to attend school here regardless of national averages and we do expect the best and to be accommodated for.

I was unable to do a large animal theriogenology lab (this is a specialty that I hope to pursue) because the school could not provide the means of having "too many" students with this lab. Placing this cap on a lab that I was hoping to learn a lot with (also is a core course that somehow has a cap) has really discouraged me in thinking that the school has our education and best interests at heart.

I currently work in the small animal ICU and over the past two years I have seen glaring problems with the program for fourth years. The ICU has 4 technicians, and one will be leaving come June. This is not enough to be successful as I believe it is wisest to have a technician in the ICU at all times. It has also showed that if anyone were to get sick and unable to come in the schedule seems to fall apart. The reliance on the timeslips and assistants that do not have any official formal training has led me to believe that not only does the school not care about the lack of staffing but thrives on the ability to pay its staff the least amount possible regardless of if it is detrimental effects to our education and furthermore the patients. It seems to me that that lack of staffing is the sole reason that the previously required (core) SIPE was taken away from us to be replaced with the ICU to ensure there would be enough people. This is something that I know many people are upset about since a SIPE now takes away 2 more weeks of our limited supplementals.

Treating students as staff rather than adequately employing the hospital is something that I have been witnessing for the past 2 years working in the ICU as a time slip. However, I also see this effect with other rotations. Taking away 2 more weeks of our supplemental credits to fill in rotations with not enough students is entirely unfair and unhelpful to our careers; as we clearly have no interest in the subject but are required to take it because, to put it bluntly, you need more staff.

There is also the issue of not being able to take rotations because the doctor to student ratio is too low. There are 2 general theriogenology rotations for which 8 people total may take. It's well known that it's difficult to get into these rotations as I have been told by the fourths years and those that came before them. It does not seem like it is being addressed though (no new hires or increased amount of rotations). Therefore, this is an obvious problem as students are not able to get trained in topics that they would like to pursue in their careers but are trained in topics that they know will benefit them very little.

I understand that overtime tuition will increase to match inflation and the expansion of the program. However, I do not see any money going to attempt to benefit the students. I would hope that with this latest increase that it will be used for our education, to increase staffing, to increase the amount of rotations offered and to maintain the ability to use live animals and cadavers for learning purposes. I am very passionate about this topic as I have gone into a lot of debt and spent a lot of time dedicating myself to becoming an excellent veterinarian. I trust that administration feels the same way.

If you would like to discuss the issues that I have brought up more I would be more than happy to talk with you in person. Many of my peers have expressed similar concerns and we would all love to have some of these matters settled for future students.

**Morgan Brace**

Class of 2023

Dori Borjesson & WSU Board of Regents,

I write to you now with great disappointment in hearing the proposed tuition increase for incoming and current veterinary students at WSU. When I first was accepted into the College of Veterinary Medicine at WSU, I felt extreme pride to be part of such a prestigious academic establishment that had a long track record of not only providing exceptional training to its students, but also creating a community of support, encouragement, and most importantly trust. When I first came to the DVM program, I (along with the others in my class) were guaranteed that our tuitions were locked in and would not be altered. While tuition increases would be inevitable for future incoming students, we were informed that such action would never be taken against WSU's current DVM students.

In the wise words of a former dean, Bryan Slinker "... it (referencing a tuition increase) should not apply to any student currently enrolled in the program because such a tuition stricture is the kind of information prospective students need to know before they accept an admission offer. This latter point also explains why this proposal is being considered now, rather than in the Spring Semester, as is normal for annual consideration of tuition increases at WSU." This statement was made in October of 2019, so I must ask why now, are you considering a tuition increase in the spring of 2022 that would apply to all students in attendance beginning the fall of 2022? The lack of transparency behind such a proposal is disconcerting and erodes away the fabric of trust between students and the administration. I am wholeheartedly ashamed of our Dean, Dori Borjesson, the WSU Board of Regents, and all other parties involved in the proposal of such a tuition increase. This proposed action is unconscionable, immoral, and intolerable.

The last 2.5 years have been difficult for all, but it is the students who have perhaps suffered the worst within the CVM of WSU. Academic performance has drastically decreased and mental health is suffering substantially. Our education quality dropped dramatically, particularly during the 2020-2021 year. As a 2nd year student at that time, we were deprived of many important laboratories that should have been included in our education (and were in previous years), including the deprivation of the following:

- All Bacteriology Labs; despite being assured by our professor that such labs would be made available to those interested in the spring. I sent numerous queries about said labs and never received a response.
- Some Parasitology Labs: several of our parasitology labs were cut from our class
- Anesthesia Simulation Labs: while these were partially restored to some of us after much work amongst students and faculty, many students still did not have the ability to take these labs at all, which is a clear travesty given that they were considered core to the program.

The availability of live animal labs and cadaver dissection courses has also decreased. Part of the 1st year core curriculum was for students to dissect a cadaver in groups to learn the necessary anatomy that is foundational for veterinary medicine. However per a previous conversation with the dean, this has been totally removed from the program and now students only have prosected specimens to look upon and study. Working with real cadavers is critical for development of proper instrument use and surgical skills. There have been other discussions about removing certain live animal labs from our program as well, and ultimately both actions drastically degrade the quality of our education as veterinarians. The tuition increase in the proposal has been justified by stating there is scholarship money available to students and that there have not been any recent changes in tuition. However there was indeed a nearly \$12,000 tuition increase that will apply to all students starting with the class of 2024. Additionally, while there is some scholarship money available, not all students receive any scholarship money from the CVM and said scholarship money is not allotted equally amongst students whereas a tuition increase applies to all. Additionally, scholarship money is intended to assist students in affording their education, not for the pocketing of money to unspecified slush funds.

The mental health crisis is a very real threat to all veterinary professionals. Of all professional careers, veterinarians have the highest rate of suicide. Veterinarians are around 3 times as likely to die from suicide, and while the reasons for such are complicated and varied, crushing student loan debt is certainly a factor. Raising tuition will only increase the debt each student accrues and consequently is highly likely to contribute to mental health disease.

Over the last two years our education has suffered terribly, and yet we were not compensated at all for said decrease in quality of education. This tuition increase proposal does not indicate whatsoever that any of the money raised would go to improving and reinstating programs and opportunities that have since been removed from students. Indeed only half of the money projected to be raised is mentioned as contributing to the "central budget," yet the other half is completely ignored. I must ask, where is this money going? Per the proposal, it does not appear to be improving the quality of

our education and as said education quality has dropped substantially over the last 2 years, why should we as students pay more money for a substandard education?

In conclusion, I am not in support of the proposed tuition increase.

Signed,  
Kimberly Kramer

# Attachment E - Online Masters of Engineering in Civil Engineering Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

|   |
|---|
| Fee name: Online Master of Engineering in Civil Engineering |
|---|

|                        | Resident          | Non-Resident      |
|------------------------|-------------------|-------------------|
| Current Rate (Annual)  | N/A - New Program | N/A - New Program |
| Proposed Rate (Annual) | \$866 per SCH     | \$866 per SCH     |
| \$ Increase            | N/A               | N/A               |
| % Increase             | N/A               | N/A               |

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

Graduate, full and part-time students who enroll in the new Online Master of Civil Engineering program during the Spring, Fall, and Summer terms. This new self-sustaining program was recommended by Faculty Senate in April 2021, supported by the Provost and approved by the Regent's in May 2021.

There is no differential between resident and non-resident tuition.

|   |
|---|
| Justification for the increase / consequence for not increasing : |
|---|

NA –Spring 2023 is the first semester students will enroll in the program.

## Tuition and Fee Rate Increase Request

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

The initial tuition rate is based on an analysis of employer support, comparable programs, and alignment with rates for the Engineering and Technology Management (ETM) program.

The Master of Engineering in Civil Engineering degree will be marketable to working professionals with the flexibility of an online format and new cutting-edge content. Based on dialogue with employers, especially those in Washington State, there is a need for engineers with master's level knowledge and skills. Employers are willing to support their employees, including with tuition reimbursement, in obtaining a master's degree.

This new program will incorporate courses from the ETM program, therefore the initial rate for this program will be the same as the differential rate for the ETM program. Analysis of 12 other online Civil Engineering degrees showed rates ranging from \$651/cr. to \$1,774/cr. The proposed rate of \$866/cr. is considered a reasonable entrance point to cover costs of the self-sustaining program.

Alternatives Considered:

A higher rate was considered, but it was deemed more important to align the rate with the ETM program because students will take courses from both programs.

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

Spring 2023 is the first semester students will be enrolled. Student feedback will be gathered if future rate increases are proposed.

Please Attach Any Supporting Documents



# Attachment F - Engineering & Technology Management Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

|   |
|---|
| Fee name: Engineering and Technology Management (ETM) |
|---|

|                        | Resident  | Non-Resident  |
|------------------------|---|---|
| Current Rate (Annual)  | Standard: \$1375/cr.<br>Military: \$825/cr.<br>WA Gov't Employee: \$825/cr.<br>Student & Affiliate: \$825/cr.     | Standard: \$1375/cr.<br>Military: \$825/cr.<br>WA Gov't Employee: \$825/cr.<br>Student & Affiliate: \$825/cr.     |
| Proposed Rate (Annual) | Standard: \$1237/cr.<br>Military: \$866/cr.<br>WA Gov't Employee: \$866/cr.<br>Student & Affiliate: \$866/cr.     | Standard: \$1237/cr.<br>Military: \$866/cr.<br>WA Gov't Employee: \$866/cr.<br>Student & Affiliate: \$866/cr.     |
| \$ Increase            | Standard: <b>-\$138/cr.</b><br>Military: \$41/cr.<br>WA Gov't Employee: \$41/cr.<br>Student & Affiliate: \$41/cr. | Standard: <b>-\$138/cr.</b><br>Military: \$41/cr.<br>WA Gov't Employee: \$41/cr.<br>Student & Affiliate: \$41/cr. |
| % Increase             | Standard: <b>-10%</b><br>Military: 5%<br>WA Gov't Employee: 5%<br>Student & Affiliate: 5%                         | Standard: <b>-10%</b><br>Military: 5%<br>WA Gov't Employee: 5%<br>Student & Affiliate: 5%                         |

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

Engineering and Technology Management graduate students fall, spring, and summer. All courses are offered through Global Campus. There is no differential between resident and non-resident tuition. Differential tuition is offered to active duty military and veteran students, Washington State government employees (including WSU employees), and WSU students pursuing other degrees.

|   |
|---|
| Justification for the increase / consequence for not increasing : |
|---|

ETM is proposing a 10% decrease in the standard rate and a 5% increase in the differential rate offered to select groups of students described above. These adjustments will bring the upper rate in line with the average tuition (\$1250/cr.) of top engineering management programs around the country and the increase in the differential rate will close the gap on the "discounted" rate from 40% to 30%. Approximately 50% of current students pay the discounted rate, and the vast majority of students receive tuition reimbursement from their employers. The ETM rates have been the same since FY 2012. These adjustments are necessary to address rising costs and maintain program quality.

## Tuition and Fee Rate Increase Request

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

|  |
|--|
| The current tuition rates were adopted in FY 2012. |
|--|

|  |
|--|
| Per-credit tuition for similar online master's degree programs (US News) ranges from \$364 to \$2512 per credit. Average tuition over the top 29 programs is \$1250. The proposed adjustment to the standard rate will bring it in line with the peer average. The proposed increase in the differential rate represents a substantial discount (30%) for students in targeted groups. |
|--|

|                          |
|--------------------------|
| Alternatives Considered: |
|--------------------------|

|  |
|--|
| Maintaining the current \$1375 rates was considered but the continuing decline of students paying that rate was cause for concern and action. Establishing a single rate for all students was also considered, but the shift to a single tuition rate who have been too drastic for current students (e.g. 20% increase and 20% decrease). |
|--|

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

|  |
|--|
| Student feedback will be made available to the Regents prior to voting on this proposal. |
|--|

Please Attach Any Supporting Documents

# Attachment G - MBA Tuition Rate Supporting Documents

## Tuition and Fee Rate Increase Request

|           |                                 |
|-----------|---------------------------------|
| Fee name: | MBA Tuition Increase and Change |
|-----------|---------------------------------|

|                        | Resident   | Non-Resident |
|------------------------|--|--------------|
| Current Rate (Annual)  | OMBA: \$855 /credit<br>OMBA Military: \$750/credit<br>EMBA: \$1296 /credit<br>EMBA Military: N/A<br>See attached supporting doc with comprehensive table | N/A          |
| Proposed Rate (Annual) | OMBA: \$876/credit<br>OMBA Military: \$769/credit<br>EMBA: \$1328/credit<br>EMBA Military: \$1169/credit   | N/A          |
| \$ Increase            | OMBA: \$21<br>OMBA Military: \$19<br>EMBA: \$32<br>EMBA Military: (New rate see narrative)   | N/A          |
| % Increase             | OMBA: 2.5%<br>OMBA Military: 2.5%<br>EMBA: 2.5%<br>EMBA Military: (New rate see narrative)   | N/A          |

|   |
|---|
| Description of who pays the fee: <i>(undergraduates, graduates, full-time, part-time, / what campus/what terms – fall, spring and summer?):</i>   |
| Online MBA (OMBA) and Executive MBA (EMBA) students fall, spring and summer. There is no differential between resident and non-resident tuition. Military and veteran students pay the military rates for each of the fall, spring and summer terms. All courses are offered via Global Campus. |
| This request includes a new differential rate for EMBA military and veteran students.   |

## Tuition and Fee Rate Increase Request

### Justification for the increase / consequence for not increasing :

The Carson College, though achieving efficient and sustainable scale in its online programs, is experiencing cost pressures. In order to maintain the quality of the program, the Carson College strives to ensure that a majority of the courses are led by participating members of the college faculty (this is also strongly preferred by the accrediting body). Over the decade since the program was introduced, salaries required to attract research faculty across the main disciplines of business education have increased by about 30%, for example. Further, continued growth of the program will require continued investment in marketing and communication, extra-curricular and co-curricular program innovation, faculty training, and student services.

As the market of solely online MBA programs becomes more saturated, we need to ensure we continue investing resources into our programs. As expected, the previous, modest tuition increases did not fully capture increased costs. Incrementally increasing tuition is a result of strategic consideration of the level of tuition that will cover costs and provide funds for continued investment, signal our quality and reputation, and be perceived and experienced as an affordable, accessible degree program.

This request includes a new rate for EMBA military and veteran students. Due to the price difference between the OMBA and the EMBA (further emphasized by the OMBA military discount), EMBA qualified military and veteran students are opting into the OMBA. A discount for the EMBA would provide incentive for joining the appropriate MBA for their experience and goals and increase student satisfaction.

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

This 2.5% increase would be only the 5th tuition increase since the MBA programs inception in 2008. Rates were increased for the 2021-2022 academic year and enrollments continue to hold steady this year in spite of the pandemic. Relatively low tuition rates have been part of the student value proposition for each of the two online MBA programs. Per-credit online tuition rates have only increased 12.5% since the programs' inception. The OMBA program can be completed in as few as 36 credits by students who have prior business education and are able to waive foundation courses and as many as 52 for students with little or no business education. The duration of the OMBA program is 22-29 months. The EMBA program is 44 credits over 18 months. The WSU Carson College of Business MBA program tuition remains lower than similar programs with similar reputations. Elasticity remains higher than the 2.5% requested increase.

The EMBA military rate is a new proposal, providing a 12% discount on the EMBA tuition rate commensurate with the current 12% discount on the OMBA rate for military students.

### Alternatives Considered:

## Tuition and Fee Rate Increase Request

We have not experienced any observable declines in enrollments due to the pandemic, and in fact enrollments outpaced expectations. We expect this tuition adjustment will not significantly impact enrollments while increasing our revenues and helping us to cover increased programs costs. Mechanisms are in place to charge and waive off portions of tuition for retention and corporate relation strategies and we will employ those mechanisms. As we consider further adjustments, we will also study the effects of these waivers and our success in student retention moving forward.

Adding an EMBA military rate will provide opportunity for increasing Executive MBA enrollments overall thereby increasing revenue and enabling them program and post-graduate opportunities commensurate with their leadership experience.

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

In accordance with the process for seeking student input regarding rate increases in support of shared governance, the Carson College of Business will send one email to current students enrolled in either Online MBA and Executive MBA Online programs via the Associate Dean email ([ccb.assocdeanprofprograms@wsu.edu](mailto:ccb.assocdeanprofprograms@wsu.edu)) to student @wsu.edu email addresses on Thursday, February 17th .

There will be an opportunity for students to respond to the email from the Associate Dean mailbox with their thoughts and opinions on the proposed tuition increases for their respective programs. Students will have a minimum of 21-days to respond.

The window for the students to respond to this email will be from Thursday, February 17th to Thursday, March 10th, at 11:59 p.m. This window will allow for the 21-day minimum time window for students to receive the email and respond with their opinions, questions, comments, and/or concerns.

The WSU Team will compile all responses submitted to the Associate Dean mailbox on Monday, March 15th.

Student feedback will be shared with Regents at the May 2022 meeting.

Please Attach Any Supporting Documents

**CARSON COLLEGE OF BUSINESS**  
**MBA TUITION PROPOSAL FOR FY 2022**

**REQUEST:**

The Carson College of Business requests tuition increases for the Online Masters of Business Administration (OMBA) and Online Executive Masters of Business Administration (EMBA) for AY 2022-2023 as well as a new rate for military and veteran students enrolled in the Executive MBA. We will request a 2.5% rate increase for the OMBA and 2.5% for the EMBA and a discount for EMBA military of 12%. Based on current enrollment and an expectation of remaining steady, gross revenue projected from this increase adjusted for the new discount rate will be approximately \$450,000. This change will continue our progress towards an eventual sustainable price commensurate with our brand reputation and our costs.

The request for a new rate is specific to EMBA military and veteran students providing a 12% discount on the EMBA tuition commensurate with the current 12% discount on the OMBA (OMBA military rate). Due to the current price difference between the OMBA and the EMBA (further emphasized by the OMBA military discount), spring 2021 saw 20 EMBA qualified military and veteran students opt into the OMBA. A discount for the EMBA provides incentive for joining the appropriate MBA plan for their experience and goals and will increase student satisfaction and post-graduate outcomes. If the new rate had been in place and 5 students had chosen the EMBA with the military discount, over the OMBA military rate the revenue differential would have been \$118,760. EMBA enrollment of military and veteran students has grown from 8 in 2018 to 36 in fall 2021 and this adjustment will help us recognize an increase in enrollment.

The MBA self-sustaining programs are delivered entirely online, and there is no differentiation between resident and non-resident tuition for these programs. There have been two increases of 2.5% in the 19-20 and 21-22 academic years. With consideration for the hardship of Covid-19, we did not pursue an increase in 20-21. We are now proposing a modest increase for FY23. This adjustment is in support of major curricular and co-curricular investments in support of today's MBA market expectations.

**EXECUTIVE SUMMARY:**

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- This increase would be the 5th tuition increase since the program's inception in 2008
- The Carson College proposes to implement 2.5% OMBA and 2.5% EMBA increase for the 2022-2023 AY for all our students and to continue to study this increase, the competitive landscape, and our own brand reputation and capabilities in preparation for future adjustments.
- Costs to provide instruction and other program costs have risen significantly over that decade. The proposed increases are a step toward covering those increases. There continues to be a need for providing investment in the program given the competitive landscape. This increase will be a move in the right direction and may not be sufficient for long-term investment.
- Analysis of the competitive landscape in 2020 indicates that the OMBA tuition is 15% less and EMBA tuition is 7% less than competitors with similar product offerings and reputation.
- The Carson College OMBA and OEMBA remain "value-priced," delivering high quality with relatively low tuition rates relative to competitive programs.

- The addition of a military rate for the EMBA program will enable a go to market strategy to attract military and veteran students with leadership experience commensurate with other executives, honor our commitment to serving those who have served, and improve post-graduate outcomes.

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### ***Background: the MBA market***

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

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

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### ***The Carson College Online MBA***

While fewer students are seeking fulltime, face-to-face MBA programs, the demand for part-time programs that require no career interruption of work to enter or to complete remains strong. The impacts of the Covid-19 virus on working professionals increased this demand. Face-to-face part-time MBA programs, online MBA programs, and hybrid programs combining live and online instruction have proliferated. The Carson College opened an Executive MBA Program in Spokane in 2007; this program struggled to attract students and the college migrated the EMBA to its current OEMBA version in 2010. The College established its OMBA in 2008.

The online MBA and Executive MBA programs have built solid, stable enrollment profiles, based on delivering high quality instruction at an attractive price point. Enrollment grew very quickly in the OMBA subsequent to the program's No. 1 ranking among online MBA programs by *U.S. News and World Report* in 2013. The 2022 ranking by *U.S. News* places WSU at No. 20 overall out of a field of 365 online MBA programs nationwide and recognizes the Carson College as among the best online graduate business programs for veterans.

In 2019, 335 of the 517 AACSB accredited business schools in the U.S. offered online or hybrid programs and in 2020, 324 offered online programs. The program landscape continues to dramatically fluctuate year over year. Regional programs continue to develop including the program recently introduced by the University of Washington; a 90% online MBA and a bargain priced MBA at Eastern Washington

University. The Carson College OMBA continues to be ranked in the top tier of programs. While there was a small decline in students as the initial effect of the #1 ranking eroded, and more options emerged, enrollments have returned to peak levels and signs are positive with respect to sustainability. The Carson College is well positioned amongst AACSB-accredited schools of business offering fully online degree. Some research institutions remain reluctant to enter this market. Those in more urban locations are more likely to offer hybrid degrees, for example even while we continue to work through changing tides from Covid-19. The fully online niche therefore remains an attractive one for the College. Further, the WSU and College reputations are especially strong in the Pacific Northwest, and a majority of the students have some combination of residential, career, and family ties to the region.

Relatively low tuition rates have been part of the student value proposition for each of the two online MBA programs. Per-credit online tuition rates have only increased 12.5% since the programs' inception in 2008. The OMBA program can be completed in as few as 36 credits by students who have prior business education and are able to waive foundation courses and as many as 52 for students with little or no business education. The duration of the OMBA program is 22-29 months. The EMBA program is 44 credits over 18 months.

### ***Tuition increases***

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

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

As the market of solely online MBA program becomes more saturated, we need to ensure we continue investing resources into our programs. As expected, the previous, modest tuition increases did not fully capture increased costs. Incrementally increasing tuition is a result of strategic consideration of the level of tuition that will cover costs and provide funds for continued investment, signal our quality and reputation, and be perceived and experienced as an affordable, accessible degree program. As we intended, we studied the responses of current and prospective students' responses to higher tuition. Our 2.5% increase to new students in the current year, was an effort to be able to invest in instructional staffing and services to support students in the program.

We have not experienced any observable decline in the enrollment level into 2022 since the implementation of the 2021 tuition rate; our enrollments continue to hold steady. Our decision to hold on an increase in 2020 due to Covid 19, in hindsight may have been a missed opportunity. Enrollment continues to outpace expectations. We expect this tuition adjustment will have similar results; increasing our revenues while helping us to cover increased programs costs. Mechanisms are in place to



charge and waive off portions of tuition for retention and corporate relation strategies and we will employ those mechanisms. As we consider further adjustments, we will also study the effects of these waivers and our success in student retention moving forward.

The Carson College of Business, consistent with our mission and in support of members of our armed services, has maintained an Online MBA military tuition rate of \$750 per credit for service members and veterans of the United States Armed Forces. Fully online MBA programs are especially attractive to active members who may be redeployed while they are students; we see this as a market advantage relative to hybrid programs. We also seek to increase this rate by 2.5% to \$769 per credit for the OMBA and include a new EMBA military rate of \$1169 to provide discount parity between the two programs for this special population.

Carson College MBAs continue to occupy a “sweet spot” in the market for the combination of price and quality in online degrees. While a number of programs claim to be “online” many continue to require campus residencies from 1-3 days per year, and in some cases per term. However, the space continues to be highly competitive. For example, the University of Illinois Urbana-Champaign recently introduced an entirely online MBA program (in partnership with Coursera) for just under \$22,000.

### ***Next steps***

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The future may see us pursue further tuition increases. We recently undertook significant redesign of each of our two online MBA programs, with implementation taking place in Fall 2020. Simultaneous with the redesign we have continued to study our brand reputation. It is possible that our relatively low cost may be a signal to prospective or current students a lower level of quality than we actually provide relative to competitors. Our market research on this issue will continue.

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Table 1

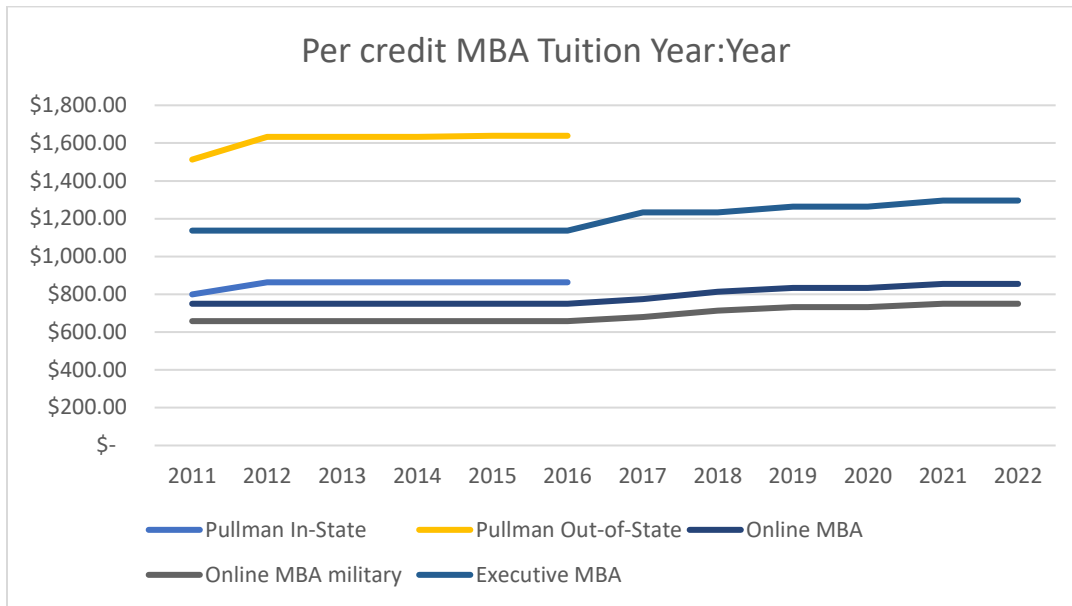
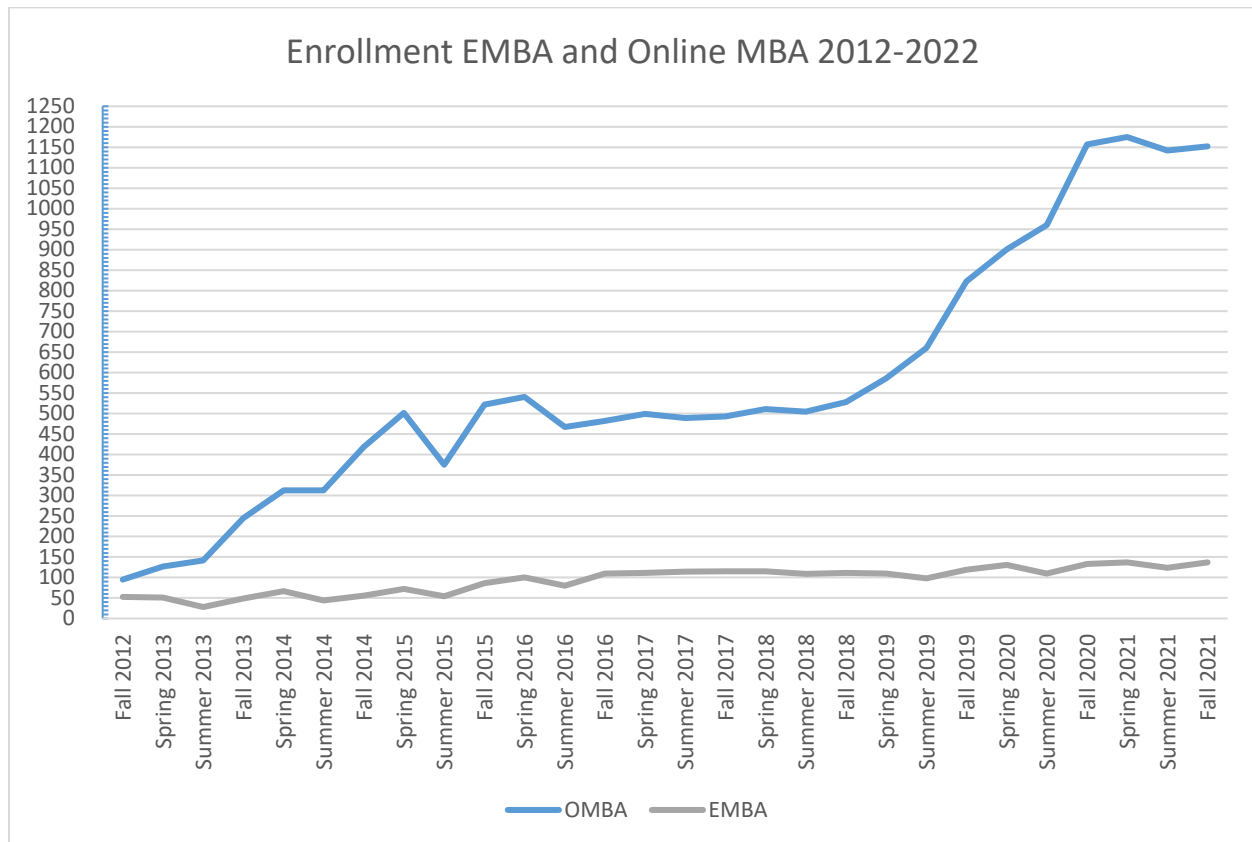


Table 2

| Program                       | Current tuition per credit | Total Cost of Completion<br>(without foundation) | Total Cost of Completion<br>(with foundation) |
|-------------------------------|----------------------------|--|---|
| OMBA current                  | \$ 855                     | \$ 30,775  | \$ 44,452                                     |
| OMBA proposed                 | \$ 876                     | \$ 31,536  | \$ 45,552                                     |
| OMBA current (military rate)  | \$ 750                     | \$ 27,011  | \$ 39,016                                     |
| OMBA proposed (military rate) | \$ 769                     | \$ 27,684  | \$ 39,988                                     |
| EMBA current                  | \$ 1,296                   | \$ 58,031  | N/A   |
| EMBA proposed                 | \$ 1,328                   | \$ 58,432  | N/A   |
| EMBA current (military rate)  | N/A                        | N/A  | N/A   |
| EMBA proposed (military rate) | \$ 1,169                   | \$ 51,436  | N/A   |

Table 3



## ACTION ITEM #4

### Services and Activities Fee Rates for Academic Year 2022-2023 (Stacy Pearson/Ellen Taylor)

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Services and Activities (S&A) Fee Rate Changes for Academic Year 2022-2023

**PROPOSED:** That the WSU Board of Regents approve the academic year 2022-2023 S&A fee rates as recommended by the student led S&A Fee Committees representing each of the WSU campuses.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Ellen Taylor, Interim Vice President/Vice Chancellor for Student Affairs

**SUPPORTING INFORMATION:** By law, the Board of Regents may increase Services and Activities (S&A) Fees annually by up to four percent. There is no such control on rate decreases.

All WSU campuses have a student led S&A Fee committee with a majority of votes assigned to students from that campus. Each campus S&A Fee committee makes a recommendation to the Board of Regents, through President Schulz, concerning the amount of any S&A fee rate change and the allocation of S&A revenues. Each campus committee may independently choose to recommend an increase or decrease in the S&A fee and each campus retains 100% of its own S&A fees. The academic year 2022-23 S&A rate recommendations by campus are listed below.

| Campus        | Current                   | Proposed                  | \$ Change | % Change |
|---------------|---------------------------|---------------------------|-----------|----------|
| Everett       | \$527                     | \$527                     | \$0       | 0%       |
| Global Campus | \$373/\$18.65 Credit Hour | \$373/\$18.65 Credit Hour | \$0       | 0%       |
| Pullman       | \$ 540                    | \$559                     | \$19      | 3.5%     |
| Spokane       | \$ 582                    | \$582                     | \$0       | 0%       |
| Tri-Cities    | \$ 512                    | \$526                     | \$14      | 2.7%     |
| Vancouver     | \$ 559                    | \$559                     | \$0       | 0%       |

**ATTACHMENT:** Attachment A - Services & Activities Fee Rate Support Documents

# Attachment A - S&A Rate Support Documents



**WASHINGTON STATE**  
UNIVERSITY

Office of the President

## MEMORANDUM

TO: Paul Pitre  
Chancellor, WSU Everett

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Everett S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Everett S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Everett S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you 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 4, 2022

RE: WSU Everett Services and Activities Fees Recommendation

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I have reviewed the WSU Everett Services and Activities Fees Committee FY22-23 budget allocation recommendations, and I support what has been proposed. This memo requests your support for the committee's recommendations and submittal to the Board of Regents for approval at the May 2022 meeting.

I have also received and supported the recommendation made by the WSU Everett S&A Fees Committee, by majority vote, not to implement an S&A Fee increase for fall 2022.

|  | Committee<br>Allocation<br>Recommendation | % of Allocation<br>(based on the<br>estimated budget) |
|--|---|---|
| <i>ASWSUE</i>  | \$101,060                                 | .472256231%   |
| <i>WSU Engineering Club</i>                                    | \$48,550.71                               | .226878838 %  |
| <i>Society of Women Engineers (SWE)</i>                        | \$15,000                                  | .070095423%   |
| <i>Institute of Electrical and Electronic Engineers (IEEE)</i> | \$10,000                                  | .046730282157%  |
|  |   |   |
| <b>Total Allocation</b>  | \$174,610.71                              | .815960775%   |

Estimated Reserve (cumulative unallocated revenue) \$39,383.29

Estimated allocation FY23: \$129,432

Estimated allocation FY23 (including FY22 reserve): \$213,994

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

Cc: Committee Chair



**MEMORANDUM**

**TO:** Paul Pitre  
Chancellor, WSU Everett

**FROM:** Sarah Van Eyk *Sarah Van Eyk*  
Chair, WSU Everett Services and Activities Fees Committee

**DATE:** April 4, 2022

**RE:** WSU Everett Services and Activities Fees Recommendations

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The Services and Activities Fees Committee met on April 1, 2022 to discuss and recommend budget allocations for academic year 2022-2023, following the established guidelines.

Groups that have an estimated 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. The approval letters to requesting groups include specific amounts for the academic year and any carry forward balances. Approval of the carry forward balances has been noted as necessary by Internal Audit.

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 2022 meeting.

The S&A Fees Committee, by unanimous vote, recommends an S&A Fee increase of (0%) effective fall 2023.

**The WSU Everett S&A Fees Committee unanimously recommends the following budget allocations:**

|   | Committee<br>Allocation<br>Recommendation | % of Allocation<br>(based on<br>estimated budget) |
|---|---|---|
| ASWSUE  | \$101,060                                 | .472256231%                                       |
| WSU Engineering Club                                    | \$48,550.71                               | .226878838%                                       |
| Society of Women Engineers (SWE)                        | \$15,000                                  | .070095423%                                       |
| Institute of Electrical and Electronic Engineers (IEEE) | \$10,000                                  | .046730282157%                                    |
|   |   |   |
| <b>Total Allocation</b>                                 | <b>\$174,610.71</b>                       | <b>.815960775%</b>                                |

Estimated Reserve (cumulative unallocated revenue) \$39,383.29

Estimated allocation FY23: \$129,432

Estimated allocation FY23 (including FY22 reserve): \$213,994


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

cc: *Soobin Seo, Erin Armstrong, Cierra Wright, Sarah Van Eyk, Tamara Roberson, Patrick Freilinger, Jessica Kupcake*



MEMORANDUM

TO: David Cillay  
Vice President for Academic Outreach and Innovation

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Global Campus S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Global Campus S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Global Campus S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office

**MEMORANDUM**

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

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

**Date:** March 29, 2022

**RE:** WSU Global Services and Activities Fee Recommendations for FY 2023

The WSU Global Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Fiscal Year 2023 following the established guidelines. I have reviewed and support the committee's recommendations, which are outlined below. I request your support and submittal of the budget requests to the Board of Regents for approval at the May 2022 meeting.

The committee voted to keep the Global Campus S&A Fee rate at \$18.65 per credit with no changes in FY 2023. The rate was decreased by 10% in FY 2022 and it was decided that any further adjustments at this time would be unwise.

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

|   |                    |
|---|--------------------|
| ASWSU Global Campus                         | \$416,026          |
| Global Campus Student Involvement & Support | \$912,061          |
| Center for Civic Engagement                 | \$136,533          |
| Wellbeing Online                            | \$184,320          |
| <b>Total FY 2023 Allocations</b>            | <b>\$1,648,940</b> |

Thank you for your consideration.

cc: Kirsten Frichette, Bethany Hackbarth, Rhonda Hancock, Mattie Jollie, Aly Kincaid, Heather McKnight, Becky Manues, Gianna Mertz, Erica Sponberg, Raisa Torres

**MEMORANDUM**

**TO:** Dave Cillay  
Chancellor, WSU Global Campus  
Vice President, Academic Outreach & Innovation

**From:** Mattie Jollie *Madison L. Jollie*  
Chair, WSU Global Services & Activities Fees Committee

**Date:** March 25, 2022

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

---

The WSU Global Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Fiscal Year 2023 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 2022 meeting.

The committee voted to keep the Global Campus S&A Fee rate at \$18.65 per credit with no changes in FY 2023. The rate was decreased by 10% in FY 2022 and it was decided that any further adjustments at this time would be unwise.

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

|   |                    |
|---|--------------------|
| ASWSU Global Campus                         | \$416,026          |
| Global Campus Student Involvement & Support | \$912,061          |
| Center for Civic Engagement                 | \$136,533          |
| Wellbeing Online                            | \$184,320          |
| <b>Total FY 2023 Allocations</b>            | <b>\$1,648,940</b> |

Thank you for your consideration of our request.

cc: Kirsten Fricchette, Bethany Hackbarth, Rhonda Hancock, Mattie Jollie, Aly Kincaid, Heather McKnight, Becky Manues, Gianna Mertz, Erica Sponberg, Raisa Torres



**MEMORANDUM**

TO: Elizabeth Chilton  
Chancellor, WSU Pullman

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Pullman S&A Fees Recommendations for summer 2022 and AY 2022-2023

I have reviewed and support the WSU Pullman S&A Committee's summer 2022 and AY 2022-2023 budget allocation recommendations. I also support the recommendation of a 3.5% rate increase to the WSU Pullman S&A rate; the rate will change from \$540 to \$559 for Academic Year 2022-2023.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.


Thank you for your service and leadership on this committee.

cc: Budget Office



**MEMORANDUM**

TO: Kirk Schulz  
President, Washington State University

FROM: Elizabeth Chilton, Chancellor, WSU Pullman and  
Provost and Executive Vice President 

DATE: April 13, 2022

SUBJECT: WSU Pullman Services and Activities Fees Recommendations  
Fiscal Year 2022 – 2023

---

I have reviewed and support the WSU Pullman Services and Activities Fees Committee recommendations to increase the Services and Activities Fee (S&A) rate and the budget allocations for fiscal year 2022 – 2023. The recommended budget allocations are supported by estimated annual S&A fees revenue of \$9,063,495 and \$781,500 from available S&A fund reserves. As noted below, the recommendations were approved by majority vote of the committee.

The following recommendations were approved by majority vote of the WSU Pullman S&A Fees Committee:

- Increase the current S&A Fee rate by 3.5%. This reflects an annual increase of \$19.00 dollars and establishes the new rate to be collected in FY 2022-23 of \$559 per year, per full-time student.
- Approval of the base (academic year and summer), carryforward, and one-time budget allocations for fiscal year 2022 – 2023. The detailed budget allocations are provided below.

I request your support of the enclosed recommendations and your submittal of these recommendations to the Board of Regents for approval at the May 2022 meeting.

**Pullman S&A Fees Committee Recommended Allocations**

| <b>S&amp;A Groups Requesting Funding</b>         | <b>Base Allocation<br/>(Academic &amp;<br/>Summer)</b> | <b>Carry Forward<br/>Request</b> | <b>One-Time<br/>Request</b> | <b>Recommended<br/>Allocation</b> |
|--|--|----------------------------------|-----------------------------|-----------------------------------|
| ASWSU - Administration/Executives                | \$ 258,063   | \$ -                             | \$ 25,000                   | \$ 283,063                        |
| ASWSU - Senate                                   | 120,500  | -                                | -                           | 120,500                           |
| ASWSU - Senate Programming                       | 368,088  | -                                | -                           | 368,088                           |
| Athletics  | -  | -                                | 200,000                     | 200,000                           |
| Center for Civic Engagement                      | 301,916  | -                                | -                           | 301,916                           |
| Children's Center                                | 404,516  | -                                | -                           | 404,516                           |
| Coalition of Women Students                      | 177,956  | -                                | -                           | 177,956                           |
| Compton Union Building (CUB)                     | 1,614,056  | -                                | 210,000                     | 1,824,056                         |
| Health Promotion                                 | 271,929  | -                                | -                           | 271,929                           |
| Cougar Marching Band                             | 214,522  | 20,270                           | -                           | 234,792                           |
| Disability Awareness (Access Center)             | 33,500   | -                                | -                           | 33,500                            |
| GPSA   | 526,555  | -                                | -                           | 526,555                           |
| Cougar Accessible Transportation Services (CATS) | 75,000   | 1,404                            | -                           | 76,404                            |
| Student Entertainment Board (SEB)                | 432,675  | -                                | -                           | 432,675                           |
| Student Involvement                              | 934,514  | -                                | -                           | 934,514                           |
| Student Media                                    | 230,216  | -                                | -                           | 230,216                           |
| Transit  | 538,650  | -                                | -                           | 538,650                           |
| UREC   | 1,530,739  | -                                | 246,500                     | 1,777,239                         |
| Veterans Affairs                                 | 13,800   | -                                | 100,000                     | 113,800                           |
| <b>TOTAL GROUP ALLOCATION</b>                    | <b>8,047,195</b>                                       | <b>21,674</b>                    | <b>781,500</b>              | <b>8,850,369</b>                  |
| Long-Term Debt Payments                          | 1,016,300  | -                                | -                           | 1,016,300                         |
| <b>PULLMAN GRAND TOTAL</b>                       | <b>\$ 9,063,495</b>                                    | <b>\$ 21,674</b>                 | <b>\$ 781,500</b>           | <b>\$ 9,866,669</b>               |


Approved By:   
 Alexander Pan, S&A Chair

Date: April 6, 2022



## MEMORANDUM

TO: Elizabeth Chilton, Ph.D.  
Chancellor, WSU Pullman

FROM: Alexander Pan   
Chair, Services and Activities Fees Committee, WSU Pullman

DATE: April 6, 2022

SUBJECT: Services and Activities Fees – Fiscal Year 2022 – 2023 Recommendations

The WSU Pullman Services and Activities (S&A) Fees Committee met March 29-30, 2022, to discuss and recommend summer and academic year 2022-2023 budget allocations in accordance with state and university guidelines. During deliberations, the committee evaluated budget proposals from campus organizations who rely on S&A fees to deliver non-academic programs, services, and activities to WSU Pullman undergraduate and graduate students.

The committee considered all available resources needed to fund the base allocations (academic year and summer), one-time and capital improvement requests. The final recommendations include a rate increase, and the use of S&A fee reserves for the one-time and capital improvement requests. Additionally, S&A Requests from two groups to use unspent prior year carryforward are included in the committee recommendations.

The capital improvement recommendations include project approval for turf replacements and upgrades at the Valley Road and Grimes playfields. A University interfund loan agreement currently exists for the payment of playfield improvements that were made in 2011. To fund the new project, and to continue the commitment from S&A fees for the long-term protection of these student recreational facilities, the committee requests engagement with University Finance and Administration to revise and extend the original interfund loan agreements, for up to ten additional years. Total S&A fees committed for the project are \$3,382,105.

In summary, the following recommendations were approved by majority vote of the WSU Pullman S&A Fees Committee:

- Increase the current S&A Fee rate by 3.5%. This reflects an annual increase of \$19.00 dollars and establishes the new rate to be collected in FY 2022-23 of \$559 per year, per full-time student.
- Approval of the base (academic year and summer), carryforward, and one-time budget allocations for fiscal year 2022 – 2023. The detailed budget allocations are provided below.

As the WSU Pullman S&A Fees Committee Chair, I request your support of the Committee recommendations and respectfully request your submittal of the rate increase and budget allocations to the Board of Regents for approval at their May 2022 meeting.

**Pullman S&A Fees Committee Recommended Allocations**

| <b>S&amp;A Groups Requesting Funding</b>         | <b>Base Allocation<br/>(Academic &amp;<br/>Summer)</b> | <b>Carry Forward<br/>Request</b> | <b>One-Time<br/>Request</b> | <b>Recommended<br/>Allocation</b> |
|--|--|----------------------------------|-----------------------------|-----------------------------------|
| ASWSU - Administration/Executives                | \$ 258,063   | \$ -                             | \$ 25,000                   | \$ 283,063                        |
| ASWSU - Senate                                   | 120,500  | -                                | -                           | 120,500                           |
| ASWSU - Senate Programming                       | 368,088  | -                                | -                           | 368,088                           |
| Athletics  | -  | -                                | 200,000                     | 200,000                           |
| Center for Civic Engagement                      | 301,916  | -                                | -                           | 301,916                           |
| Children's Center                                | 404,516  | -                                | -                           | 404,516                           |
| Coalition of Women Students                      | 177,956  | -                                | -                           | 177,956                           |
| Compton Union Building (CUB)                     | 1,614,056  | -                                | 210,000                     | 1,824,056                         |
| Health Promotion                                 | 271,929  | -                                | -                           | 271,929                           |
| Cougar Marching Band                             | 214,522  | 20,270                           | -                           | 234,792                           |
| Disability Awareness (Access Center)             | 33,500   | -                                | -                           | 33,500                            |
| GPSA   | 526,555  | -                                | -                           | 526,555                           |
| Cougar Accessible Transportation Services (CATS) | 75,000   | 1,404                            | -                           | 76,404                            |
| Student Entertainment Board (SEB)                | 432,675  | -                                | -                           | 432,675                           |
| Student Involvement                              | 934,514  | -                                | -                           | 934,514                           |
| Student Media                                    | 230,216  | -                                | -                           | 230,216                           |
| Transit  | 538,650  | -                                | -                           | 538,650                           |
| UREC   | 1,530,739  | -                                | 246,500                     | 1,777,239                         |
| Veterans Affairs                                 | 13,800   | -                                | 100,000                     | 113,800                           |
| <b>TOTAL GROUP ALLOCATION</b>                    | <b>8,047,195</b>                                       | <b>21,674</b>                    | <b>781,500</b>              | <b>8,850,369</b>                  |
| <b>Long-Term Debt Payments</b>                   | <b>1,016,300</b>                                       | <b>-</b>                         | <b>-</b>                    | <b>1,016,300</b>                  |
| <b>PULLMAN GRAND TOTAL</b>                       | <b>\$ 9,063,495</b>                                    | <b>\$ 21,674</b>                 | <b>\$ 781,500</b>           | <b>\$ 9,866,669</b>               |


Approved By:   
 Alexander Pan, S&A Chair

Date: April 6, 2022



MEMORANDUM

TO: Daryll DeWald  
Chancellor, WSU Spokane

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Spokane S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Spokane S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Spokane S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office



## MEMORANDUM

**TO:** Kirk Schulz, President

**FROM:** Daryll B. DeWald  
Vice President, Health Sciences  
And Chancellor, WSU Spokane *Daryll B. DeWald*

**DATE:** April 8, 2022

**SUBJECT:** WSU Health Sciences Spokane Student Fee Committee-Modified Academic Year Recommendations

---

I have reviewed the WSU Spokane Student Fee Committee recommendations for academic year 2022-2023 and support the committee's recommendations as follows:

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

| Group                                    | Allocation   |
|--|--------------|
| ASWSUS                                   | \$234,002.00 |
| Athletics                                | \$5,000.00   |
| Student Entertainment Board              | \$53,143.00  |
| AINS Yakima                              | \$16,700.00  |
| Student Success Center                   | \$180,381.00 |
| Yakima Student Affairs                   | \$46,656.00  |
| Diversity Center                         | \$115,100.00 |
| Yakima Student Pharmacy Assoc            | \$17,450.00  |
| Student Involvement                      | \$57,670.00  |
| Fitness Center                           | \$42,200.00  |
| Campus Pantry                            | \$44,355.00  |
| Community Engagement                     | \$84,531.00  |
| Student Equity, Leadership and Community | \$159,570.00 |
| Facilities Reserve                       | \$51,780.00  |

If you approve, please process by forwarding your support to the Board of Regents for approval at the May 2022 meeting.

Thank you for your consideration of this request.

Encl: WSU Spokane fee committee recommendations.



**MEMORANDUM**

TO: Daryll DeWald  
Vice President WSU Health Sciences & Chancellor Washington State University Spokane

*Daryll DeWald*  
4/4/22

FROM: Tyler Schmidt  
Chair, Student Fees Committee

*Tyler Schmidt*  
4/6/22

DATE: April 4, 2022

RE: Spokane Campus S&A Fees Recommendations

The Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Summer 2022 and Academic Year 2022-2023, 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 2022 meeting. The S&A Fees Committee recommends no increase to the S&A Fee for the 2022-2023 academic year.

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

| Group                                    | Allocation   |
|--|--------------|
| ASWSUS                                   | \$234,002.00 |
| Athletics                                | \$5,000.00   |
| Student Entertainment Board              | \$53,143.00  |
| AINS Yakima                              | \$16,700.00  |
| Student Success Center                   | \$180,381.00 |
| Yakima Student Affairs                   | \$46,656.00  |
| Diversity Center                         | \$115,100.00 |
| Yakima Student Pharmacy Assoc            | \$17,450.00  |
| Student Involvement                      | \$57,670.00  |
| Fitness Center                           | \$42,200.00  |
| Campus Pantry                            | \$44,355.00  |
| Community Engagement                     | \$84,531.00  |
| Student Equity, Leadership and Community | \$159,570.00 |
| Facilities Reserve                       | \$51,780.00  |

**TOTAL**

Cc: Damianne Brand, Gretchen Eaker, Jim Mohr



MEMORANDUM

TO: Sandra Haynes  
Chancellor, WSU Tri-Cities

FROM: Kirk H. Schulz  
President

Date: April 5, 2022

Subject: WSU Tri-Cities S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Tri-Cities S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation of a 2.7% rate increase to the WSU Tri-Cities S&A rate; the rate will change from \$512 to \$526 for Academic Year 2022-2023.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office



WASHINGTON STATE UNIVERSITY  
**TRI-CITIES**

Memorandum

Date: April 1, 2021  
To: Kirk Schulz, President  
From: Sandra Haynes, Chancellor *Sandra Haynes*  
Cc: Nathaly Mendoza, Services and Activities Fee Committee Chair  
Subject: WSU Tri-Cities Services and Activities Fees Recommendations – 2022-2023

---

I have reviewed the Washington State University Tri-Cities Services & Activities Fee recommendations for the 2022-2023 academic year.

I support the students' recommendations to increase the Services and Activities Fee by \$14 per year for the 2022-2023 academic year.

If you also approve, please proceed by forwarding your support to the Board of Regents for approval at the May 5, 2022, meeting.

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

Encl: Services and Activities Committee Fee Recommendation for academic year 2022-2023



**DATE:** March 25, 2022

**TO:** Sandra Haynes, Ph.D., Chancellor

**FROM:** Nathaly Mendoza, Services and Activities Fee Committee Chair

**RE:** Services and Activities Committee Fee Recommendation: 2022-2023

The Services and Activities (S&A) Fee Committee was asked to make a recommendation regarding allocations for academic year 2022-2023.

After a month-long submission window, requestor presentations, and a detailed assessment of the budget, the S&A Committee held 5 hours of deliberations to fully discuss impacts, and the committee voted to submit the following recommendation to your attention:

**The Services and Activities Fee Committee recommends an S&A Fee increase of \$14 per year for the 2022-2023 academic year.**

| <u>Group</u>                          | <u>Total Requested</u> | <u>Allocated From Budget</u> | <u>Allocated from Reserves</u> | <u>Total Allocation</u> |
|---------------------------------------|------------------------|------------------------------|--------------------------------|-------------------------|
| Academic and Student Affairs Salaries | \$317,996.26           | \$228,813.9                  | \$25,000.00                    | \$253,813.9             |
| OSEL                                  | \$60,132.34            | \$41,119.11                  | \$13,000.00                    | \$54,119.11             |
| SEB                                   | \$103,281.98           | \$72,953.78                  | \$20,000.00                    | \$92,953.78             |
| IT Support                            | \$34,957.44            | \$15,768.83                  | \$5,000.00                     | \$20,768.83             |
| ASWSUTC                               | \$166,769.00           | \$125,092.1                  | \$25,000.00                    | \$150,092.1             |
| Club Funding                          | \$35,000.00            | \$30,000.00                  | \$5,000.00                     | \$35,000.00             |
| MOSAIC Center                         | \$29,784.56            | \$18,827.65                  | \$5,000.00                     | \$23,827.65             |
| Counseling Service                    | \$51,786.29            | \$31,839.72                  | \$7,000.00                     | \$38,839.72             |
| Career Services                       | \$42,736.73            | \$19,736.73                  | \$5,000.00                     | \$24,736.73             |
| Student Printing                      | \$15,580.00            | \$8,681.71                   | \$3,003.29                     | \$11,685.00             |
| Campus Recreation                     | \$47,303.70            | \$23,747.41                  | \$7,000.00                     | \$30,747.41             |
|                                       |                        |                              |                                |                         |
| Totals                                | \$905,328.30           | \$616,581.0                  | \$120,003.2                    | \$736,584.2             |

The S&A committee decided to initially cut a 25% from departments and then adjust if we believed the cut was too big and could potentially cripple the department or if there was an opportunity for further cuts. The committee has decided to only fund half of the salary of Career Services because the members believe these should be considered inherent functions of the university. **With that, we believe that S&A and Tri-Cities administration should begin to explore the possibilities of funding these services outside of the S&A**



**process.** The committee was faced with a difficult financial reality, and because of declining revenue and increased demand, the committee decided to increase the Services and Activities fee by \$14. Part of that decision was also because we funded student printing which would be about \$7.50 per student for 150 pages a semester. All reserve allocations were made to ensure we did not allocate over budget.


Thank you,

Nathaly Mendoza  
S&A Committee Chair



MEMORANDUM

TO: Mel Netzhammer  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Vancouver S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Vancouver S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Vancouver S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.


Thank you for your service and leadership on this committee.

cc: Budget Office



MEMORANDUM

TO: Kirk Schulz  
President, Washington State University

FROM: Emile C. Netzhammer, Chancellor 

DATE: March 30, 2022

SUBJECT: Vancouver Services and Activities Fee Committee Recommendation

---

I have reviewed and support the Vancouver Services and Activities Fee Committee FY2023 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 2022 meeting.

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

Enc: Budget Allocation Recommendations



**MEMORANDUM**

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

**FROM:** **ADA** Armando Antonino  
Chair, Services and Activities Fees Committee

**DATE:** March 16, 2022

**RE:** Services and Activities Fees Allocation

---

The Services and Activities Fees Committee met in March 2022 to discuss and recommend budget allocations for the Academic Year 2022-2023, 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 2022 meeting.

Based on the number of requests submitted and historical statistics, the S&A Fee Committee does not recommend an increase to the S&A Fees.

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

| Group                                     | Allocation   |
|---|--------------|
| American Democracy Project                | \$3,900.00   |
| ASWSUV                                    | \$254,006.00 |
| Career Action Center                      | \$83,500.00  |
| Childcare Subsidy Program                 | \$8,000.00   |
| CILA                                      | \$207,945.00 |
| Club Operating Budget                     | \$70,000.00  |
| Club Space                                | \$13,000     |
| Cougar Food Pantry                        | \$56,823.00  |
| Coug Presence                             | \$6,100.00   |
| Counseling Services                       | \$223,755.00 |
| CPR/First Aid                             | \$3,500.00   |
| Engaged Learning and Career Action Center | \$10,000.00  |
| Graduate Travel Grant Program             | \$40,000.00  |
| Health Services                           | \$148,482.00 |
| KOUG Radio                                | \$15,000.00  |
| OSI Operating Budget                      | \$492,333.00 |
| OSI Contingency                           | \$22,520.00  |
| Public Safety                             | \$500.00     |
| Salmon Creek Journal                      | \$45,833.00  |
| Student Activities Board                  | \$111,051.00 |



WASHINGTON STATE UNIVERSITY  
**VANCOUVER**

|                            |              |
|----------------------------|--------------|
| Student Life Building      | \$120,000.00 |
| Student Media              | \$19,304.00  |
| Students Helping Students  | \$27,700.00  |
| Undergraduate Travel Grant | \$15,000.00  |
| VanCougar Newsmagazine     | \$93,448.00  |
| Veterans Services          | \$8,300.00   |

cc: Domanic Thomas, Marisa Smith, Armando Antonino, Chandra Runnels,  
Nathaniel Mountain, Carol Fisher, Sara Rauch

## **ACTION ITEM #5**

### **Services and Activities Fee Committee Allocations for Summer 2022 and Academic Year 2022-2023 (Stacy Pearson/Ellen Taylor)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Services and Activities (S&A) Fee Committee Allocations for Summer 2022 and Academic Year 2022-2023

**PROPOSED:** That the Board of Regents approve the allocation of Services & Activities Fees for summer 2022 and academic year 2022-2023, as recommended by the student led S&A Fee Committees representing each of the WSU campuses.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Ellen Taylor, Interim Vice President/Vice Chancellor for Student Affairs

**SUPPORTING INFORMATION:** Services & Activities Fees are used to fund student activities, programs and student facilities.

S & A fees are charged to all students registering at any WSU campus. The S&A fee committee on each campus is student led, with a majority of votes assigned to students from that campus. Each campus retains 100% of its own S&A fees and determines the allocation of those fees following the guidelines governing the establishment and funding of student programs set forth in RCW 28B.15.045.

The following allocations as recommended by each campus committee have been reviewed by President Schulz and are forwarded for approval by the Board of Regents.

**ATTACHMENT:** Attachment A: Services and Activities Fee Allocation Support Documents

# Attachment A - S&A Allocation Support Documents




**WASHINGTON STATE**  
UNIVERSITY

Office of the President

## MEMORANDUM

TO: Paul Pitre  
Chancellor, WSU Everett

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Everett S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Everett S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Everett S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you 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 4, 2022

RE: WSU Everett Services and Activities Fees Recommendation

---

I have reviewed the WSU Everett Services and Activities Fees Committee FY22-23 budget allocation recommendations, and I support what has been proposed. This memo requests your support for the committee's recommendations and submittal to the Board of Regents for approval at the May 2022 meeting.

I have also received and supported the recommendation made by the WSU Everett S&A Fees Committee, by majority vote, not to implement an S&A Fee increase for fall 2022.

|  | Committee<br>Allocation<br>Recommendation | % of Allocation<br>(based on the<br>estimated budget) |
|--|---|---|
| <i>ASWSUE</i>  | \$101,060                                 | .472256231%   |
| <i>WSU Engineering Club</i>                                    | \$48,550.71                               | .226878838 %  |
| <i>Society of Women Engineers (SWE)</i>                        | \$15,000                                  | .070095423%   |
| <i>Institute of Electrical and Electronic Engineers (IEEE)</i> | \$10,000                                  | .046730282157%  |
|  |   |   |
| <b>Total Allocation</b>  | \$174,610.71                              | .815960775%   |

Estimated Reserve (cumulative unallocated revenue) \$39,383.29

Estimated allocation FY23: \$129,432



Estimated allocation FY23 (including FY22 reserve): \$213,994

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

Cc: Committee Chair

**MEMORANDUM**

**TO:** Paul Pitre  
Chancellor, WSU Everett

**FROM:** Sarah Van Eyk   
Chair, WSU Everett Services and Activities Fees Committee

**DATE:** April 4, 2022

**RE:** WSU Everett Services and Activities Fees Recommendations

---

The Services and Activities Fees Committee met on April 1, 2022 to discuss and recommend budget allocations for academic year 2022-2023, following the established guidelines.

Groups that have an estimated 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. The approval letters to requesting groups include specific amounts for the academic year and any carry forward balances. Approval of the carry forward balances has been noted as necessary by Internal Audit.

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 2022 meeting.

The S&A Fees Committee, by unanimous vote, recommends an S&A Fee increase of (0%) effective fall 2023.

**The WSU Everett S&A Fees Committee unanimously recommends the following budget allocations:**

|   | Committee<br>Allocation<br>Recommendation | % of Allocation<br>(based on<br>estimated budget) |
|---|---|---|
| ASWSUE  | \$101,060                                 | .472256231%                                       |
| WSU Engineering Club                                    | \$48,550.71                               | .226878838%                                       |
| Society of Women Engineers (SWE)                        | \$15,000                                  | .070095423%                                       |
| Institute of Electrical and Electronic Engineers (IEEE) | \$10,000                                  | .046730282157%                                    |
|   |   |   |
| <b>Total Allocation</b>                                 | <b>\$174,610.71</b>                       | <b>.815960775%</b>                                |

Estimated Reserve (cumulative unallocated revenue) \$39,383.29

Estimated allocation FY23: \$129,432

Estimated allocation FY23 (including FY22 reserve): \$213,994


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

cc: *Soobin Seo, Erin Armstrong, Cierra Wright, Sarah Van Eyk, Tamara Roberson, Patrick Freilinger, Jessica Kupcake*



MEMORANDUM

TO: David Cillay  
Vice President for Academic Outreach and Innovation

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Global Campus S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Global Campus S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Global Campus S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office

**MEMORANDUM**

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

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

**Date:** March 29, 2022

**RE:** WSU Global Services and Activities Fee Recommendations for FY 2023

The WSU Global Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Fiscal Year 2023 following the established guidelines. I have reviewed and support the committee's recommendations, which are outlined below. I request your support and submittal of the budget requests to the Board of Regents for approval at the May 2022 meeting.

The committee voted to keep the Global Campus S&A Fee rate at \$18.65 per credit with no changes in FY 2023. The rate was decreased by 10% in FY 2022 and it was decided that any further adjustments at this time would be unwise.

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

|   |                    |
|---|--------------------|
| ASWSU Global Campus                         | \$416,026          |
| Global Campus Student Involvement & Support | \$912,061          |
| Center for Civic Engagement                 | \$136,533          |
| Wellbeing Online                            | \$184,320          |
| <b>Total FY 2023 Allocations</b>            | <b>\$1,648,940</b> |

Thank you for your consideration.

cc: Kirsten Frichette, Bethany Hackbarth, Rhonda Hancock, Mattie Jollie, Aly Kincaid, Heather McKnight, Becky Manues, Gianna Mertz, Erica Sponberg, Raisa Torres

**MEMORANDUM**

**TO:** Dave Cillay  
Chancellor, WSU Global Campus  
Vice President, Academic Outreach & Innovation

**From:** Mattie Jollie *Madison L. Jollie*  
Chair, WSU Global Services & Activities Fees Committee

**Date:** March 25, 2022

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

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The WSU Global Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Fiscal Year 2023 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 2022 meeting.

The committee voted to keep the Global Campus S&A Fee rate at \$18.65 per credit with no changes in FY 2023. The rate was decreased by 10% in FY 2022 and it was decided that any further adjustments at this time would be unwise.

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

|   |                    |
|---|--------------------|
| ASWSU Global Campus                         | \$416,026          |
| Global Campus Student Involvement & Support | \$912,061          |
| Center for Civic Engagement                 | \$136,533          |
| Wellbeing Online                            | \$184,320          |
| <b>Total FY 2023 Allocations</b>            | <b>\$1,648,940</b> |

Thank you for your consideration of our request.

cc: Kirsten Fricchette, Bethany Hackbarth, Rhonda Hancock, Mattie Jollie, Aly Kincaid, Heather McKnight, Becky Manues, Gianna Mertz, Erica Sponberg, Raisa Torres



**MEMORANDUM**

TO: Elizabeth Chilton  
Chancellor, WSU Pullman

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Pullman S&A Fees Recommendations for summer 2022 and AY 2022-2023

I have reviewed and support the WSU Pullman S&A Committee's summer 2022 and AY 2022-2023 budget allocation recommendations. I also support the recommendation of a 3.5% rate increase to the WSU Pullman S&A rate; the rate will change from \$540 to \$559 for Academic Year 2022-2023.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.


Thank you for your service and leadership on this committee.

cc: Budget Office



**MEMORANDUM**

TO: Kirk Schulz  
President, Washington State University

FROM: Elizabeth Chilton, Chancellor, WSU Pullman and  
Provost and Executive Vice President 

DATE: April 13, 2022

SUBJECT: WSU Pullman Services and Activities Fees Recommendations  
Fiscal Year 2022 – 2023

---

I have reviewed and support the WSU Pullman Services and Activities Fees Committee recommendations to increase the Services and Activities Fee (S&A) rate and the budget allocations for fiscal year 2022 – 2023. The recommended budget allocations are supported by estimated annual S&A fees revenue of \$9,063,495 and \$781,500 from available S&A fund reserves. As noted below, the recommendations were approved by majority vote of the committee.

The following recommendations were approved by majority vote of the WSU Pullman S&A Fees Committee:

- Increase the current S&A Fee rate by 3.5%. This reflects an annual increase of \$19.00 dollars and establishes the new rate to be collected in FY 2022-23 of \$559 per year, per full-time student.
- Approval of the base (academic year and summer), carryforward, and one-time budget allocations for fiscal year 2022 – 2023. The detailed budget allocations are provided below.

I request your support of the enclosed recommendations and your submittal of these recommendations to the Board of Regents for approval at the May 2022 meeting.



**Pullman S&A Fees Committee Recommended Allocations**


| <b>S&amp;A Groups Requesting Funding</b>         | <b>Base Allocation<br/>(Academic &amp;<br/>Summer)</b> | <b>Carry Forward<br/>Request</b> | <b>One-Time<br/>Request</b> | <b>Recommended<br/>Allocation</b> |
|--|--|----------------------------------|-----------------------------|-----------------------------------|
| ASWSU - Administration/Executives                | \$ 258,063   | \$ -                             | \$ 25,000                   | \$ 283,063                        |
| ASWSU - Senate                                   | 120,500  | -                                | -                           | 120,500                           |
| ASWSU - Senate Programming                       | 368,088  | -                                | -                           | 368,088                           |
| Athletics  | -  | -                                | 200,000                     | 200,000                           |
| Center for Civic Engagement                      | 301,916  | -                                | -                           | 301,916                           |
| Children's Center                                | 404,516  | -                                | -                           | 404,516                           |
| Coalition of Women Students                      | 177,956  | -                                | -                           | 177,956                           |
| Compton Union Building (CUB)                     | 1,614,056  | -                                | 210,000                     | 1,824,056                         |
| Health Promotion                                 | 271,929  | -                                | -                           | 271,929                           |
| Cougar Marching Band                             | 214,522  | 20,270                           | -                           | 234,792                           |
| Disability Awareness (Access Center)             | 33,500   | -                                | -                           | 33,500                            |
| GPSA   | 526,555  | -                                | -                           | 526,555                           |
| Cougar Accessible Transportation Services (CATS) | 75,000   | 1,404                            | -                           | 76,404                            |
| Student Entertainment Board (SEB)                | 432,675  | -                                | -                           | 432,675                           |
| Student Involvement                              | 934,514  | -                                | -                           | 934,514                           |
| Student Media                                    | 230,216  | -                                | -                           | 230,216                           |
| Transit  | 538,650  | -                                | -                           | 538,650                           |
| UREC   | 1,530,739  | -                                | 246,500                     | 1,777,239                         |
| Veterans Affairs                                 | 13,800   | -                                | 100,000                     | 113,800                           |
| <b>TOTAL GROUP ALLOCATION</b>                    | <b>8,047,195</b>                                       | <b>21,674</b>                    | <b>781,500</b>              | <b>8,850,369</b>                  |
| Long-Term Debt Payments                          | 1,016,300  | -                                | -                           | 1,016,300                         |
| <b>PULLMAN GRAND TOTAL</b>                       | <b>\$ 9,063,495</b>                                    | <b>\$ 21,674</b>                 | <b>\$ 781,500</b>           | <b>\$ 9,866,669</b>               |

Approved By:   
 Alexander Pan, S&A Chair

Date: April 6, 2022

## MEMORANDUM

TO: Elizabeth Chilton, Ph.D.  
Chancellor, WSU Pullman

FROM: Alexander Pan   
Chair, Services and Activities Fees Committee, WSU Pullman

DATE: April 6, 2022

SUBJECT: Services and Activities Fees – Fiscal Year 2022 – 2023 Recommendations

The WSU Pullman Services and Activities (S&A) Fees Committee met March 29-30, 2022, to discuss and recommend summer and academic year 2022-2023 budget allocations in accordance with state and university guidelines. During deliberations, the committee evaluated budget proposals from campus organizations who rely on S&A fees to deliver non-academic programs, services, and activities to WSU Pullman undergraduate and graduate students.

The committee considered all available resources needed to fund the base allocations (academic year and summer), one-time and capital improvement requests. The final recommendations include a rate increase, and the use of S&A fee reserves for the one-time and capital improvement requests. Additionally, S&A Requests from two groups to use unspent prior year carryforward are included in the committee recommendations.

The capital improvement recommendations include project approval for turf replacements and upgrades at the Valley Road and Grimes playfields. A University interfund loan agreement currently exists for the payment of playfield improvements that were made in 2011. To fund the new project, and to continue the commitment from S&A fees for the long-term protection of these student recreational facilities, the committee requests engagement with University Finance and Administration to revise and extend the original interfund loan agreements, for up to ten additional years. Total S&A fees committed for the project are \$3,382,105.

In summary, the following recommendations were approved by majority vote of the WSU Pullman S&A Fees Committee:

- Increase the current S&A Fee rate by 3.5%. This reflects an annual increase of \$19.00 dollars and establishes the new rate to be collected in FY 2022-23 of \$559 per year, per full-time student.
- Approval of the base (academic year and summer), carryforward, and one-time budget allocations for fiscal year 2022 – 2023. The detailed budget allocations are provided below.

As the WSU Pullman S&A Fees Committee Chair, I request your support of the Committee recommendations and respectfully request your submittal of the rate increase and budget allocations to the Board of Regents for approval at their May 2022 meeting.

**Pullman S&A Fees Committee Recommended Allocations**

| <b>S&amp;A Groups Requesting Funding</b>         | <b>Base Allocation<br/>(Academic &amp;<br/>Summer)</b> | <b>Carry Forward<br/>Request</b> | <b>One-Time<br/>Request</b> | <b>Recommended<br/>Allocation</b> |
|--|--|----------------------------------|-----------------------------|-----------------------------------|
| ASWSU - Administration/Executives                | \$ 258,063   | \$ -                             | \$ 25,000                   | \$ 283,063                        |
| ASWSU - Senate                                   | 120,500  | -                                | -                           | 120,500                           |
| ASWSU - Senate Programming                       | 368,088  | -                                | -                           | 368,088                           |
| Athletics  | -  | -                                | 200,000                     | 200,000                           |
| Center for Civic Engagement                      | 301,916  | -                                | -                           | 301,916                           |
| Children's Center                                | 404,516  | -                                | -                           | 404,516                           |
| Coalition of Women Students                      | 177,956  | -                                | -                           | 177,956                           |
| Compton Union Building (CUB)                     | 1,614,056  | -                                | 210,000                     | 1,824,056                         |
| Health Promotion                                 | 271,929  | -                                | -                           | 271,929                           |
| Cougar Marching Band                             | 214,522  | 20,270                           | -                           | 234,792                           |
| Disability Awareness (Access Center)             | 33,500   | -                                | -                           | 33,500                            |
| GPSA   | 526,555  | -                                | -                           | 526,555                           |
| Cougar Accessible Transportation Services (CATS) | 75,000   | 1,404                            | -                           | 76,404                            |
| Student Entertainment Board (SEB)                | 432,675  | -                                | -                           | 432,675                           |
| Student Involvement                              | 934,514  | -                                | -                           | 934,514                           |
| Student Media                                    | 230,216  | -                                | -                           | 230,216                           |
| Transit  | 538,650  | -                                | -                           | 538,650                           |
| UREC   | 1,530,739  | -                                | 246,500                     | 1,777,239                         |
| Veterans Affairs                                 | 13,800   | -                                | 100,000                     | 113,800                           |
| <b>TOTAL GROUP ALLOCATION</b>                    | <b>8,047,195</b>                                       | <b>21,674</b>                    | <b>781,500</b>              | <b>8,850,369</b>                  |
| <b>Long-Term Debt Payments</b>                   | <b>1,016,300</b>                                       | <b>-</b>                         | <b>-</b>                    | <b>1,016,300</b>                  |
| <b>PULLMAN GRAND TOTAL</b>                       | <b>\$ 9,063,495</b>                                    | <b>\$ 21,674</b>                 | <b>\$ 781,500</b>           | <b>\$ 9,866,669</b>               |


Approved By:   
 Alexander Pan, S&A Chair

Date: April 6, 2022



MEMORANDUM

TO: Daryll DeWald  
Chancellor, WSU Spokane

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Spokane S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Spokane S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Spokane S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office



## MEMORANDUM

**TO:** Kirk Schulz, President

**FROM:** Daryll B. DeWald  
Vice President, Health Sciences  
And Chancellor, WSU Spokane *Daryll B. DeWald*

**DATE:** April 8, 2022

**SUBJECT:** WSU Health Sciences Spokane Student Fee Committee-Modified Academic Year Recommendations

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I have reviewed the WSU Spokane Student Fee Committee recommendations for academic year 2022-2023 and support the committee's recommendations as follows:

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

| Group                                    | Allocation   |
|--|--------------|
| ASWSUS                                   | \$234,002.00 |
| Athletics                                | \$5,000.00   |
| Student Entertainment Board              | \$53,143.00  |
| AINS Yakima                              | \$16,700.00  |
| Student Success Center                   | \$180,381.00 |
| Yakima Student Affairs                   | \$46,656.00  |
| Diversity Center                         | \$115,100.00 |
| Yakima Student Pharmacy Assoc            | \$17,450.00  |
| Student Involvement                      | \$57,670.00  |
| Fitness Center                           | \$42,200.00  |
| Campus Pantry                            | \$44,355.00  |
| Community Engagement                     | \$84,531.00  |
| Student Equity, Leadership and Community | \$159,570.00 |
| Facilities Reserve                       | \$51,780.00  |

If you approve, please process by forwarding your support to the Board of Regents for approval at the May 2022 meeting.

Thank you for your consideration of this request.

Encl: WSU Spokane fee committee recommendations.



**MEMORANDUM**

TO: Daryll DeWald  
Vice President WSU Health Sciences & Chancellor Washington State University Spokane

*Daryll DeWald*  
4/4/22

FROM: Tyler Schmidt  
Chair, Student Fees Committee

*Tyler Schmidt*  
4/6/22

DATE: April 4, 2022

RE: Spokane Campus S&A Fees Recommendations

The Services and Activities Fees Committee met on March 25, 2022 to discuss and recommend budget allocations for Summer 2022 and Academic Year 2022-2023, 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 2022 meeting. The S&A Fees Committee recommends no increase to the S&A Fee for the 2022-2023 academic year.

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

| Group                                    | Allocation   |
|--|--------------|
| ASWSUS                                   | \$234,002.00 |
| Athletics                                | \$5,000.00   |
| Student Entertainment Board              | \$53,143.00  |
| AINS Yakima                              | \$16,700.00  |
| Student Success Center                   | \$180,381.00 |
| Yakima Student Affairs                   | \$46,656.00  |
| Diversity Center                         | \$115,100.00 |
| Yakima Student Pharmacy Assoc            | \$17,450.00  |
| Student Involvement                      | \$57,670.00  |
| Fitness Center                           | \$42,200.00  |
| Campus Pantry                            | \$44,355.00  |
| Community Engagement                     | \$84,531.00  |
| Student Equity, Leadership and Community | \$159,570.00 |
| Facilities Reserve                       | \$51,780.00  |

**TOTAL**

Cc: Damianne Brand, Gretchen Eaker, Jim Mohr



MEMORANDUM

TO: Sandra Haynes  
Chancellor, WSU Tri-Cities

FROM: Kirk H. Schulz  
President

Date: April 5, 2022

Subject: WSU Tri-Cities S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Tri-Cities S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation of a 2.7% rate increase to the WSU Tri-Cities S&A rate; the rate will change from \$512 to \$526 for Academic Year 2022-2023.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.

Thank you for your service and leadership on this committee.

cc: Budget Office



WASHINGTON STATE UNIVERSITY  
**TRI-CITIES**

Memorandum

Date: April 1, 2021  
To: Kirk Schulz, President  
From: Sandra Haynes, Chancellor *Sandra Haynes*  
Cc: Nathaly Mendoza, Services and Activities Fee Committee Chair  
Subject: WSU Tri-Cities Services and Activities Fees Recommendations – 2022-2023

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I have reviewed the Washington State University Tri-Cities Services & Activities Fee recommendations for the 2022-2023 academic year.

I support the students' recommendations to increase the Services and Activities Fee by \$14 per year for the 2022-2023 academic year.

If you also approve, please proceed by forwarding your support to the Board of Regents for approval at the May 5, 2022, meeting.

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

Encl: Services and Activities Committee Fee Recommendation for academic year 2022-2023





**DATE:** March 25, 2022

**TO:** Sandra Haynes, Ph.D., Chancellor

**FROM:** Nathaly Mendoza, Services and Activities Fee Committee Chair

**RE:** Services and Activities Committee Fee Recommendation: 2022-2023

The Services and Activities (S&A) Fee Committee was asked to make a recommendation regarding allocations for academic year 2022-2023.

After a month-long submission window, requestor presentations, and a detailed assessment of the budget, the S&A Committee held 5 hours of deliberations to fully discuss impacts, and the committee voted to submit the following recommendation to your attention:

**The Services and Activities Fee Committee recommends an S&A Fee increase of \$14 per year for the 2022-2023 academic year.**

| <u>Group</u>                          | <u>Total Requested</u> | <u>Allocated From Budget</u> | <u>Allocated from Reserves</u> | <u>Total Allocation</u> |
|---------------------------------------|------------------------|------------------------------|--------------------------------|-------------------------|
| Academic and Student Affairs Salaries | \$317,996.26           | \$228,813.9                  | \$25,000.00                    | \$253,813.9             |
| OSEL                                  | \$60,132.34            | \$41,119.11                  | \$13,000.00                    | \$54,119.11             |
| SEB                                   | \$103,281.98           | \$72,953.78                  | \$20,000.00                    | \$92,953.78             |
| IT Support                            | \$34,957.44            | \$15,768.83                  | \$5,000.00                     | \$20,768.83             |
| ASWSUTC                               | \$166,769.00           | \$125,092.1                  | \$25,000.00                    | \$150,092.1             |
| Club Funding                          | \$35,000.00            | \$30,000.00                  | \$5,000.00                     | \$35,000.00             |
| MOSAIC Center                         | \$29,784.56            | \$18,827.65                  | \$5,000.00                     | \$23,827.65             |
| Counseling Service                    | \$51,786.29            | \$31,839.72                  | \$7,000.00                     | \$38,839.72             |
| Career Services                       | \$42,736.73            | \$19,736.73                  | \$5,000.00                     | \$24,736.73             |
| Student Printing                      | \$15,580.00            | \$8,681.71                   | \$3,003.29                     | \$11,685.00             |
| Campus Recreation                     | \$47,303.70            | \$23,747.41                  | \$7,000.00                     | \$30,747.41             |
|                                       |                        |                              |                                |                         |
| Totals                                | \$905,328.30           | \$616,581.0                  | \$120,003.2                    | \$736,584.2             |

The S&A committee decided to initially cut a 25% from departments and then adjust if we believed the cut was too big and could potentially cripple the department or if there was an opportunity for further cuts. The committee has decided to only fund half of the salary of Career Services because the members believe these should be considered inherent functions of the university. **With that, we believe that S&A and Tri-Cities administration should begin to explore the possibilities of funding these services outside of the S&A**

**process.** The committee was faced with a difficult financial reality, and because of declining revenue and increased demand, the committee decided to increase the Services and Activities fee by \$14. Part of that decision was also because we funded student printing which would be about \$7.50 per student for 150 pages a semester. All reserve allocations were made to ensure we did not allocate over budget.


Thank you,

Nathaly Mendoza  
S&A Committee Chair



MEMORANDUM

TO: Mel Netzhammer  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz   
President

Date: April 5, 2022

Subject: WSU Vancouver S&A Fees Recommendations for AY 2022-2023

I have reviewed and support the WSU Vancouver S&A Committee's AY 2022-2023 budget allocation recommendations. I also support the recommendation to not implement a rate change to the WSU Vancouver S&A Fee rate.

I will submit the Committee's recommendations to the Board of Regents for approval at the Board's May 2022 meeting.


Thank you for your service and leadership on this committee.

cc: Budget Office



MEMORANDUM

TO: Kirk Schulz  
President, Washington State University

FROM: Emile C. Netzhammer, Chancellor 

DATE: March 30, 2022

SUBJECT: Vancouver Services and Activities Fee Committee Recommendation

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I have reviewed and support the Vancouver Services and Activities Fee Committee FY2023 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 2022 meeting.

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

Enc: Budget Allocation Recommendations



**MEMORANDUM**

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

**FROM:** **ADA** Armando Antonino  
Chair, Services and Activities Fees Committee

**DATE:** March 16, 2022

**RE:** Services and Activities Fees Allocation

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The Services and Activities Fees Committee met in March 2022 to discuss and recommend budget allocations for the Academic Year 2022-2023, 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 2022 meeting.

Based on the number of requests submitted and historical statistics, the S&A Fee Committee does not recommend an increase to the S&A Fees.

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

| Group                                     | Allocation   |
|---|--------------|
| American Democracy Project                | \$3,900.00   |
| ASWSUV                                    | \$254,006.00 |
| Career Action Center                      | \$83,500.00  |
| Childcare Subsidy Program                 | \$8,000.00   |
| CILA                                      | \$207,945.00 |
| Club Operating Budget                     | \$70,000.00  |
| Club Space                                | \$13,000     |
| Cougar Food Pantry                        | \$56,823.00  |
| Coug Presence                             | \$6,100.00   |
| Counseling Services                       | \$223,755.00 |
| CPR/First Aid                             | \$3,500.00   |
| Engaged Learning and Career Action Center | \$10,000.00  |
| Graduate Travel Grant Program             | \$40,000.00  |
| Health Services                           | \$148,482.00 |
| KOUG Radio                                | \$15,000.00  |
| OSI Operating Budget                      | \$492,333.00 |
| OSI Contingency                           | \$22,520.00  |
| Public Safety                             | \$500.00     |
| Salmon Creek Journal                      | \$45,833.00  |
| Student Activities Board                  | \$111,051.00 |



WASHINGTON STATE UNIVERSITY  
**VANCOUVER**

|                            |              |
|----------------------------|--------------|
| Student Life Building      | \$120,000.00 |
| Student Media              | \$19,304.00  |
| Students Helping Students  | \$27,700.00  |
| Undergraduate Travel Grant | \$15,000.00  |
| VanCougar Newsmagazine     | \$93,448.00  |
| Veterans Services          | \$8,300.00   |

cc: Domanic Thomas, Marisa Smith, Armando Antonino, Chandra Runnels,  
Nathaniel Mountain, Carol Fisher, Sara Rauch

## **ACTION ITEM #6**

### **Academic Year 2022-2023 Housing and Dining Rates (Stacy Pearson/Ellen Taylor)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Academic Year 2022-2023 Housing and Dining Rates

**PROPOSED:** That the Board of Regents approve the proposed Housing and Dining Rates for academic year 2022-2023.

Residence Halls:

- 4.0% increase in Residence Hall Rate
- \$20 per semester increase in dining base cost (\$875 to \$895) plus 2.1 – 2.5% increase in dining account dollars, depending on Dining Plan Level

Apartments:

Single student, family, and graduate student apartments

- 5.0% increase in monthly rates for all apartment units

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Ellen Taylor, Interim Vice President/Vice Chancellor for Student Affairs

**SUPPORTING INFORMATION:** The Housing and Dining System is a self-sustaining auxiliary unit that requires establishing room and board rates that are sufficient to cover all operational costs, bond covenants, and to support university strategic goals and objectives.

The Housing and Dining Advisory Board, comprised of student representatives from the Resident Hall Association (RHA), Associated Students of Washington State University (ASWSU), Graduate and Professional Students Association (GPSA), at large students, and Student Affairs staff representatives, began meeting in the fall of 2021 to review current operations and to discuss operational changes anticipated for the ensuing year.

The Housing and Dining system is housing approximately 4,600 students in the Residence Halls this year, with another 2,000 students in WSU-owned apartments. This year, programs and operations

returned to more pre-pandemic conditions and were modified as needed throughout the year for public health and safety. Adjustments to housing and dining rates are proposed to address estimated increases in operational costs (e.g., personnel, food, utilities, and general inflation).

The student representatives unanimously approved the recommended rate increases on the Housing and Dining Advisory Board in their meeting on February 1, 2022. The proposed rate increases will be implemented for academic year 2022-2023 Housing and Dining System contracts, to include residence halls, dining plans and apartments.



**WSU Housing and Dining System**  
Resident Hall, Dining and Apartment Rate Proposal  
Academic Year 2022-2023

**RECOMMENDATION**

Residence Halls Room & Board – Annual Rates

| Residence Hall Name   | 2021-2022 | 2022 -2023 | Dollar Increase | Percent Increase |
|---|-----------|------------|-----------------|------------------|
| Waller (1)  | \$ 6,646  | \$ 6,912   | \$ 266          | 4.0%             |
| Gannon, Goldsworthy   | 6,646     | 6,912      | 266             | 4.0%             |
| Streit, Perham  | 6,646     | 6,912      | 266             | 4.0%             |
| Stephenson  | 6,646     | 6,912      | 266             | 4.0%             |
| Stimson   | 6,646     | 6,912      | 266             | 4.0%             |
| Rogers  | 6,646     | 6,912      | 266             | 4.0%             |
| Wilmer-Davis (2)  | 7,300     | 7,592      | 292             | 4.0%             |
| Stevens   | 7,300     | 7,592      | 292             | 4.0%             |
| Regents, Scott, Coman   | 7,300     | 7,592      | 292             | 4.0%             |
| McEachern   | 7,986     | 8,306      | 320             | 4.0%             |
| Orton (Single/double)   | 7,646     | 7,952      | 306             | 4.0%             |
| Honors, McCroskey Plan (double)                               | 8,184     | 8,512      | 328             | 4.0%             |
| Olympia Ave, Comm/DD, Northside, Global Scholars (double) (3) | 9,402     | 9,778      | 376             | 4.0%             |
| <b>Dining Plans</b>   |           |            |                 |                  |
| Dining Charge & Dining dollars, Level 1                       | \$ 3,780  | \$ 3,860   | \$ 80           | 2.1%             |
| Dining Charge & Dining dollars, Level 2                       | 4,350     | 4,450      | 100             | 2.3%             |
| Dining Charge & Dining dollars, Level 3                       | 4,820     | 4,940      | 120             | 2.5%             |

| Sample Room & Board Rates         | 2021-2022 | 2022 -2023 | Dollar Increase | Percent Increase |
|-----------------------------------|-----------|------------|-----------------|------------------|
| Group 1 Room, Level 2 Dining Plan | \$ 10,996 | \$ 11,362  | \$ 366          | 3.3%             |
| Group 2 Room, Level 2 Dining Plan | 11,650    | 12,042     | 392             | 3.4%             |
| Group 3 Room, Level 2 Dining Plan | 13,752    | 14,228     | 476             | 3.5%             |

**Apartments**

|                                 |                            |
|---------------------------------|----------------------------|
| Single Student Apartments (SSA) | 5.0% monthly rate increase |
| Family Apartments               | 5.0% monthly rate increase |

## **ACTION ITEM #7**

### **Student Recreation Center Mandatory Student Fee Rate Change (Stacy Pearson/Ellen Taylor)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Student Recreation Center Mandatory Student Fee Rate Change, effective fall semester 2022

**PROPOSED:** That the Board of Regents authorize the rate change for the Student Recreation Center Fee (SRC) at the Pullman campus effective fall semester 2022.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Ellen B. Taylor, Interim Vice President/Vice Chancellor, Student Affairs

**SUPPORTING INFORMATION:** A student referendum was passed in 1997 by students to create a mandatory student fee to fund the construction and operation of a recreation center on the Pullman campus. The mandatory fee is dedicated exclusively to the operation and maintenance of the recreation center.

The Student Recreation Center (SRC) is a hub of student activity. Annually, over 550,000 students and other patrons access the facility. The center recently celebrated the milestone of over 13 million total visits since its opening in 2001. The facility serves as an important asset to foster active-healthy lifestyles and promotion of personal growth and development. The SRC aims to remain an inspiring, inviting, and well-maintained facility. Despite annual increases in operational expenses, there has been no increase to the SRC fee for five years.

The University Recreation Advisory Board oversees operational decisions including budgets, programming priorities and master planning for both the SRC and the Chinook Student Center. The current board is comprised of twelve members, including nine students. The board recently completed deliberations regarding the dedicated SRC student fee. Based on their review of operations, including minimum wage increases, rising utility costs,

maintenance, and inflation, the board unanimously approved a 4.27% increase in the mandatory fee effective fall semester 2022. The unanimous approval of this increase is an indication of strong support from WSU Pullman students to sustain the quality operations of the SRC.

The SRC mandatory student fee recommendations effective fall semester 2022 is listed below.

| Term   | Current   | Proposed  | \$ Change | % Change |
|--|-----------|-----------|-----------|----------|
| Fall & Spring  | \$ 157.00 | \$ 164.00 | \$ 7.00   | 4.46%    |
| Summer –   |           |           |           |          |
| 1 credit   | \$ 31.00  | \$ 32.00  | \$ 1.00   | 3.23%    |
| 2 credits  | \$ 62.00  | \$ 64.00  | \$ 2.00   | 3.23%    |
| 3 or more credits  | \$ 93.00  | \$ 96.00  | \$ 3.00   | 3.23%    |
| The fee is assessed on undergraduate and graduate students at the Pullman campus who are enrolled in seven (7) or more credits during fall and spring semesters. The summer fee is prorated for students taking less than 3 credits. |           |           |           |          |

## **ACTION ITEM #8**

### **WSU Pullman, Undergraduate Technology Fee Committee Allocations for Academic Year 2022-2023 (Stacy Pearson)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Pullman Undergraduate Student Technology Fee Committee Allocations for Academic Year 2022-2023

**PROPOSED:** That the WSU Board of Regents approve the academic year 2022-2023 allocations as recommended by the Pullman Undergraduate Student Technology Fee Committee.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO

**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 Undergraduate Student Technology Fee Committee recommends the following allocations for academic year 2022-2023:

| PROJECT SPONSOR                    | REQUEST TITLE   | REQUESTED | APPROVED AMT |
|------------------------------------|---|-----------|--------------|
| Academic Outreach and Innovation   | Creative Corridor                                     | \$66,801  | \$60,801     |
| CAHNRS - School of the Environment | WSU Virtual Ecology Technical Tools FY23              | \$51,245  | \$21,324     |
| College of Arts and Sciences       | AML Computer Replacement                              | \$42,547  | \$39,442     |
| College of Arts and Sciences       | Mobile Media Production Lab                           | \$103,453 | \$80,274     |
| Center for Civic Engagement        | Community Engagement Software                         | \$8,000   | \$8,000      |
| College of Education               | Smith Gym Security Cameras                            | \$62,000  | \$0          |
| CougPrints                         | Student Printing Plan                                 | \$180,055 | \$128,000    |
| Compton Union Building             | CUB Meeting Room Technology Improvements              | \$34,459  | \$34,459     |
| Information Technology             | Mobile Hotspots for Students                          | \$112,935 | \$56,468     |
| VCEA                               | Aerospace Club  | \$5,512   | \$5,000      |
| VCEA                               | Crimson Robotics                                      | \$35,949  | \$12,130     |
| VCEA                               | Cybersecurity Group Educational Equipment             | \$5,670   | \$7,920      |
| VCEA                               | FabLabs@WSU   | \$48,186  | \$48,186     |
| VCEA                               | The Fiz - Expanding Technology                        | \$31,700  | \$45,100     |
| VCEA                               | Interview and Collaboration Room                      | \$9,621   | \$9,621      |
| VCEA                               | Replacement Hardware for VCEA Digital Display Screens | \$12,400  | \$0          |
| VCEA                               | VCEA Club Facilities                                  | \$21,000  | \$21,000     |
| WSU Libraries                      | Two Zoom Rooms & New Dimensions Lab Computers         | \$79,971  | \$79,971     |
| Student Affairs                    | CougarCard Mobile in Your Phone                       | \$5,100   | \$0          |
| TOTAL                              |   |           | \$657,696    |

ATTACHMENT: Attachment A - WSU Pullman Undergraduate Student Technology Fee Allocation Support Documents




**WASHINGTON STATE**  
UNIVERSITY

Office of the President

**MEMORANDUM**

TO: Kathryn Carstens  
Chair, WSU Pullman Technology Fee Committee

FROM: Kirk Schulz   
President, Washington State University

Date: March 24, 2022

Subject: WSU Pullman Undergraduate Student Technology Fee – AY 2022-2023  
Recommendations

I have reviewed and support the WSU Pullman Undergraduate Student Technology Fee Committee AY 2022-2023 budget allocation recommendations, as approved by the ASWSU-Pullman Senate on March 23, 2022.

I will submit the Committee's recommendation to the Board of Regents for approval at their May 2022 meeting.

Thank you for your leadership on this committee.

Cc: Budget Office



**MEMORANDUM**

TO: Kirk Schulz  
President, Washington State University

FROM: Kathryn Carstens *Katie Carstens*  
Chair, WSU Pullman Technology Fee Committee

Date: March 15, 2022

Subject: WSU Pullman Undergraduate Student Technology Fee – AY 2022-2023  
Recommendations

The ASWSU-Pullman Senate met on March 23, 2022 to review the allocation recommendations for academic year 2022-2023 from the WSU Pullman Undergraduate 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 their May 2022 meeting.

| PROJECT SPONSOR                    | REQUEST TITLE   | REQUESTED | APPROVED AMT     |
|------------------------------------|---|-----------|------------------|
| Academic Outreach and Innovation   | Creative Corridor                                     | \$66,801  | \$60,801         |
| CAHNRS - School of the Environment | WSU Virtual Ecology Technical Tools FY23              | \$51,245  | \$21,324         |
| College of Arts and Sciences       | AML Computer Replacement                              | \$42,547  | \$39,442         |
| College of Arts and Sciences       | Mobile Media Production Lab                           | \$103,453 | \$80,274         |
| Center for Civic Engagement        | Community Engagement Software                         | \$8,000   | \$8,000          |
| College of Education               | Smith Gym Security Cameras                            | \$62,000  | \$0              |
| CougPrints                         | Student Printing Plan                                 | \$180,055 | \$128,000        |
| Compton Union Building             | CUB Meeting Room Technology Improvements              | \$34,459  | \$34,459         |
| Information Technology             | Mobile Hotspots for Students                          | \$112,935 | \$56,468         |
| VCEA                               | Aerospace Club  | \$5,512   | \$5,000          |
| VCEA                               | Crimson Robotics                                      | \$35,949  | \$12,130         |
| VCEA                               | Cybersecurity Group Educational Equipment             | \$5,670   | \$7,920          |
| VCEA                               | FabLabs@WSU   | \$48,186  | \$48,186         |
| VCEA                               | The Fiz - Expanding Technology                        | \$31,700  | \$45,100         |
| VCEA                               | Interview and Collaboration Room                      | \$9,621   | \$9,621          |
| VCEA                               | Replacement Hardware for VCEA Digital Display Screens | \$12,400  | \$0              |
| VCEA                               | VCEA Club Facilities                                  | \$21,000  | \$21,000         |
| WSU Libraries                      | Two Zoom Rooms & New Dimensions Lab Computers         | \$79,971  | \$79,971         |
| Student Affairs                    | CougarCard Mobile in Your Phone                       | \$5,100   | \$0              |
|                                    | <b>TOTAL</b>  |           | <b>\$657,696</b> |



## **ACTION ITEM #9**

### **WSU Vancouver, Technology Fee Committee Allocations for Academic Year 2022-2023 (Stacy Pearson)**

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** WSU Vancouver Student Technology Fee Committee Allocations for Academic Year 2022-2023

**PROPOSED:** That the WSU Board of Regents approve the academic year 2022-2023 allocations as recommended by the Vancouver Student Technology Fee Committee.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO

**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 recommends the following allocations for academic year 2022-2023:

| <b>REQUEST TITLE</b>           | <b>APPROVED AMT</b> |
|--------------------------------|---------------------|
| WiFi Improvements              | \$8,000             |
| Student Loaner Laptops         | \$11,982            |
| Virtual Student Computer (AWS) | \$22,260            |
| Printing Credit                | \$6,000             |
| Access Center Checkout Laptops | \$11,301            |
| Cellular Booster               | \$30,968            |
| Electronic Reader Board        | \$31,226            |
| Processing Fees                | \$300               |
| <b>Total</b>                   | <b>\$122,037</b>    |

ATTACHMENT: Attachment A – Vancouver Student Technology Fee Allocation  
Support Documents



**MEMORANDUM**

TO: Mel Netzhammer  
Chancellor, WSU Vancouver

FROM: Kirk H. Schulz  
President

Date: April 5, 2022

Subject: WSU Vancouver Student Technology Fee Recommendations for AY 2022-2023

I have reviewed and support the WSU Vancouver Student Technology Fee AY 2022-2023 budget allocation recommendations, as approved by the ASWSU-Vancouver Senate March 24, 2022.

I will submit the Committee's recommendations to the Board of Regents for approval at their May 2022 meeting.

Thank for your service and leadership on this committee.

cc: Budget Office



MEMORANDUM

TO: Kirk Schulz  
President, Washington State University

FROM: Emile C. Netzhammer, Chancellor *Emile C. Netzhammer*

DATE: March 30, 2022

SUBJECT: Vancouver Student Technology Fee Committee Recommendation

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I have reviewed and support the Vancouver Student Technology Fee Committee FY2023 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 2022 meeting.

The Vancouver Student Technology Fee Committee has recommended to allocate \$122,037 including:

- \$8,000 to improve the student WiFi experience.
- \$11,982 to support and expand the Student Loaner Laptop program.
- \$22,260 to allow students access to software and applications 24/7, from anywhere with a device with internet access.
- \$6,000 to provide students a \$2 printing credit (prorated for part-time) each semester.
- \$11,301 to provide the Access Center with 7 laptops to directly loan out to students registered with the Access Center and would support the Access Center in providing student accommodations.
- \$30,968 to install up to 6 cellular signal amplifiers on campus to boost the signals of carriers who do not currently have towers on campus.
- \$31,226 to support the replacement of the electronic reader board outside the Multimedia Classroom Building.
- \$300.00 for processing fees.

Enc: Budget Allocation Recommendations

TO: Mel Netzhammer, WSU Vancouver Chancellor

FROM: Armando D. Antonino, ASWSUV President & Student Tech Fee Chair

DATE: March 29, 2022

SUBJECT: Student Technology Fee Allocations –FY23

The ASWSUV Senate met on March 24<sup>th</sup>, 2022, to review the allocation recommendations for FY23 from the Student Technology Fee Committee. The recommendations were approved by a vote of 8-1 and 2 absentee.

Per the discussion of the Technology Fee Committee, the Senate has approved the recommendations to allocate \$122,037 from the Student Technology funds, including:

- **WIFI Improvements, \$8,000**
  - This will provide funds for the maintenance and licensing of WIFI controllers. Funds would extend support and licensing in addition to providing security patches and updates
- **Student Loaner Laptops, \$11,982**
  - Funds would support the replacement of one laptop due to damage and acquisition of six additional laptops to meet needs of the student laptop checkout program. As of Spring 2022, the WSUV library currently circulates 47 laptop kits funded by Student Technology Fee.
- **Virtual Student Computing (AWS), \$22,260**
  - This online, browser-based software supplements the on-campus open computer labs to allow WSU Vancouver students access to software and applications 24/7, from anywhere with a device with internet access.
- **Printing Credit, \$6,000**
  - This would provide up to \$2.00 of free printing for enrolled full-time WSU Vancouver students each semester and is prorated for part-time students. While an estimated 3,000 students will have access to the printing credit in 2022/2023, not all 3,000 students will use printing services based on historical statistics, leading to the lower funding request.
- **Access Center Checkout Laptops \$11,301**
  - This request would provide the WSU Vancouver Access Center with 7 laptops to directly loan out to students registered with the Access Center. This request would support the Access Center in providing student accommodations.
- **Cellular Boosting \$30,968**
  - This request is to strategically install up to 6 cellular signal amplifiers on campus to boost the signals of carriers who do not currently have towers on campus. Current efforts of the campus are underway which could see WSU Vancouver experience cellular improvements that may mean these boosters may not be

needed. The project will include monitoring and determining specifically the best places for installation, models, carrier signals to boost.

- **Electronic Reader Board \$31,226**
  - Funds would support the replacement of 1 ERB located outside the VMMC building that serves the busy center-campus fountain area.
- **Processing Fees, \$300.00**

As we continue to discover how Important technology is through the Student Tech Fee, we are in a position at WSU Vancouver, to support students in their technological needs. It is for this reason we request your support of the allocation recommendations and submittal to the President of WSU and the Board of Regents for approval. No conversations were held around changing the rate of the fee.

I am happy to answer and questions or concerns regarding the recommended amounts.

Armando Antonino  
Student Technology Fee Committee Chair  
ASWSUV President  
WSU Vancouver

# ACTION ITEM #10

## Athletics Budget Transfers for Fiscal Year 2022 (Stacy Pearson/Pat Chun)

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Fiscal Year 2022 Transfers to Cover Cumulative Athletic Department Deficit

**PROPOSED:** That the Washington State University Board of Regents approve transfers necessary at Fiscal Year 2022 year-end to cover the deficit balance.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Pat Chun, Athletics Director

**SUPPORTING INFORMATION:** Revised Code of Washington 28B.15.120 requires certain actions of state college and university boards related to the budgets of intercollegiate athletics programs. The statute provides that any transfers necessary at Fiscal Year 2022 year-end to cover the deficit balance be approved by the Board.

The following schedule outlines the expected transfers that will be made to cover the deficit (based on fund balances as of April 2022).

| <b>Washington State University</b>  |               |
|---|---------------|
| <b>Estimated Athletics Transfers at FY2022 Year End</b>                   |               |
| Projected as of 4/14/2022   |               |
|   |               |
|   |               |
| <b>Projected Cumulative Athletics Deficit<sup>(1)</sup></b>               | <b>(75.0)</b> |
|   |               |
| Estimated Transfers to Offset Deficit                                     |               |
|   |               |
| Housing, Dining and Other Self Sustaining Auxiliaries                     | (70.0)        |
| Parking and Transportation  | (5.0)         |
| <b>Total</b>  | <b>(75.0)</b> |
|   |               |
| <i>(1) Before offset from athletic capital contribution fund balances</i> |               |

The transfers are booked at year end to close the fund balance in

athletics to zero and recorded as a due to the university obligation. At the start of the fiscal year, the transfers are reversed, so the cumulative deficit is properly and accounted from year to year.



## **ACTION ITEM #11**

### **Athletics Budget Approval Fiscal Year 2023 (Stacy Pearson/Pat Chun)**

May 5, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

**SUBJECT:** Athletics Budget Approval Fiscal Year 2023

**PROPOSED:** That the Board of Regents approve the fiscal year 2023 Athletics budget.

**SUBMITTED BY:** Stacy Pearson, Vice President for Finance & Administration/CFO  
Pat Chun, Athletics Director

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

Athletics has prepared an updated financial plan for fiscal year 2023-fiscal year 2027 that includes a plan for a balanced budget in Fiscal Year 2023 after savings from debt refinancing. Athletics continues to gather key financial information about fiscal year 2023 and presents this budget for approval based upon the latest available information.

Revenues for fiscal year 2023 are based on marquee home football matchups performing at similar historical levels, donor activity continuing to progress, and contractual increases for sponsorship and Pac-12 media rights.

Expenses are projected based on current and historical analysis, taking into consideration schedule variations, market shifts, and changes to the college athletics landscape.

Athletics remains proactive in forecasting and anticipating potential impacts to current and future year budgets and will update the Board of Regents as new information is available.

**ATTACHMENT:** Attachment A: Fiscal Year 2023-Fiscal Year 2027 Financial Plan

# Attachment A: Fiscal Year 2023 – Fiscal Year 2027 Athletics Pro Forma

| Washington State University                                    |        |        |        |        |        |    |        |        |        |        |
|--|--------|--------|--------|--------|--------|----|--------|--------|--------|--------|
|  | FY19   | FY20   | FY21   | FY22   | FY23   |    | FY24   | FY25   | FY26   | FY27   |
| REVENUES:  |        |        |        |        |        |    |        |        |        |        |
| Ticket Sales   | 9.5    | 8.6    | 0.0    | 7.5    | 10.0   | a. | 10.0   | 10.3   | 10.3   | 10.3   |
| Contributions/Endowments                                       | 12.4   | 10.7   | 8.5    | 9.6    | 10.8   |    | 11.6   | 12.0   | 12.0   | 11.8   |
| NCAA/Pac-12  | 34.2   | 34.7   | 22.5   | 38.0   | 40.7   |    | 42.4   | 45.9   | 47.7   | 49.0   |
| Royalties/Advert/Sponsor                                       | 4.6    | 4.3    | 3.4    | 3.7    | 4.1    | b. | 4.3    | 4.4    | 4.6    | 4.7    |
| Institutional Support  | 0.0    | 0.0    | 0.0    | 0.0    | 1.4    |    | 2.5    | 2.5    | 2.6    | 2.6    |
| Waivers/Student Fees   | 5.2    | 5.2    | 4.8    | 4.6    | 5.1    |    | 5.1    | 5.1    | 5.1    | 5.2    |
| Other Revenue  | 5.8    | 6.6    | 0.8    | 7.2    | 8.4    | c. | 8.4    | 8.3    | 8.3    | 8.7    |
| Total Revenue  | 71.7   | 70.2   | 40.1   | 70.7   | 80.7   |    | 84.4   | 88.5   | 90.6   | 92.3   |
| EXPENSES:  |        |        |        |        |        |    |        |        |        |        |
| Compensation   | 27.7   | 28.5   | 25.6   | 29.2   | 29.4   |    | 30.0   | 31.1   | 32.2   | 32.2   |
| Scholarships   | 11.0   | 10.5   | 11.4   | 12.4   | 12.1   | d. | 12.4   | 12.7   | 13.1   | 13.5   |
| Sport Programs   | 11.4   | 10.7   | 7.4    | 14.2   | 13.5   | e. | 13.6   | 14.1   | 14.7   | 15.2   |
| Marketing/Fund Raising   | 1.8    | 1.3    | 1.2    | 2.1    | 1.9    |    | 1.9    | 2.0    | 2.1    | 2.1    |
| Debt Payments  | 9.2    | 9.2    | 10.0   | 10.0   | 10.0   |    | 11.5   | 11.5   | 10.8   | 10.8   |
| Direct Admin/Dues  | 4.7    | 4.6    | 4.6    | 4.2    | 4.5    |    | 4.6    | 4.7    | 4.8    | 5.1    |
| Other Expense  | 10.3   | 12.5   | 4.8    | 12.4   | 10.3   | f. | 10.4   | 11.2   | 11.2   | 11.7   |
| Total Expenses   | 76.3   | 77.3   | 65.0   | 84.5   | 81.7   |    | 84.4   | 87.4   | 88.8   | 90.6   |
| Net Income from Operations                                     | (4.6)  | (7.1)  | (24.9) | (13.8) | (1.0)  |    | 0.0    | 1.1    | 1.8    | 1.7    |
| Proceeds from External Financing/Savings from Debt Refinancing |        |        | 35.6   | 10.0   | 1.0    |    | 0.0    | 0.0    | 0.0    | 0.0    |
| Net Income After Financing                                     | (4.6)  | (7.1)  | 10.7   | (3.8)  | 0.0    |    | 0.0    | 1.1    | 1.8    | 1.7    |
| less Capital Projects  | 0.0    | (6.7)  | (0.6)  | (0.8)  | (0.6)  |    | (0.5)  | (25.0) | (0.5)  | (0.5)  |
| Plus Excess Cont. Above Cap. Expenses                          | 0.0    | 4.6    | 4.7    | 8.8    | 5.5    |    | 4.1    | 3.3    | 2.3    | 2.1    |
| Net Income after Capital Projects                              | (4.6)  | (9.2)  | 14.8   | 4.2    | 4.9    |    | 3.6    | (20.6) | 3.6    | 3.3    |
|  |        |        |        |        |        |    |        |        |        |        |
| Accumulated Deficit with Capital Contributions                 | (74.8) | (84.0) | (69.0) | (64.8) | (59.9) |    | (56.3) | (76.9) | (73.3) | (70.0) |
| Accumulated Deficit without Capital                            | (74.8) | (81.9) | (71.2) | (75.0) | (75.0) |    | (75.0) | (73.9) | (72.0) | (70.3) |

a. 7 home games including UW and Oregon

b. Contractual increase for IMG

c. Compliance support, guarantees (Wisc), in-kind, concessions, camps, parking and events

d. Aid to be reduced as rosters revert back to pre-COVID numbers

e. Reduction of COVID related expenses

f. Severance removal, lower guarantees