

September 9, 2022

BOARD OF REGENTS MEETING NOTICE

September 15-16, 2022

The Washington State University Board of Regents will hold its next official meetings on Thursday and Friday, September 15-16, 2022, in the Lighty Student Services Building (LSS), Room 405 on the WSU Pullman Campus in Pullman, Washington, as outlined in the schedule below, except as otherwise noted.

Public listening of Committee meetings and Board meeting is available as follows:

Thursday, September 15, 2022 – Board of Regents Committee Meetings

Executive and Governance, Strategic and Operational Excellence Committees:

<https://youtu.be/iYOgpBK1Vak>

Telephone access: dial 1-253-215-8782, enter code 155546

Meeting ID: 971 4008 4243

Academic and Student Affairs Committee:

<https://youtu.be/px8q4yeTGAM>

Telephone access: dial 1-253-215-8782, enter code 155546

Meeting ID: 971 4008 4243

Finance and Administration Committee:

<https://youtu.be/JQBeWi8csHc>

Telephone access: dial 1-253-215-8782, enter code 155546

Meeting ID: 971 4008 4243

Friday, September 16, 2022 - Board of Regents Meeting

<https://youtu.be/m5Cqmo5HUHY>

Telephone access: dial 1-253-215-8782, enter code 155546

Meeting ID: 971 4008 4243

Committee meetings will run as outlined below throughout the day; starting times following the 9:00 am committee meeting 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.

Thursday, September 15, 2022		Location
7:30 am	Board of Regents Breakfast	Residence Inn, 1255 NE North Fairway Road, Pullman
9:00 am	Executive and Governance Committee	LSS 405
9:30 am	Strategic and Operational Excellence Committee	LSS 405
12:00 pm	Board of Regents Lunch	LSS 401
12:30 pm	Academic and Student Affairs	LSS 405

Regents will participate in a campus tour		
2:30 pm*	Finance and Administration Committee	LSS 405
4:30 pm*	Executive Session	LSS 405
5:30 pm*	Reception	Jordan Schnitzer Museum of Art, Pullman
6:30 pm	Board of Regents Dinner	755 NE Campus St., Pullman

Friday, September 16, 2022

		<u>Location</u>
7:45 am	Board of Regents Breakfast	President's Office (Downtown Pullman) 255 E. Main Street, Suite 102 Pullman, WA 99163
9:00 am	Board of Regents Meeting	LSS 405

In addition, on Wednesday, September 14 at approximately 6:00 pm Regents will meet socially for dinner at the Foundry Kitchen & Cocktails, 125 SE Spring St., Pullman, WA 99163.

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, September 15, 2022
9:00 am – 9:30 am

Location: WSU Pullman, Lighty Student Services Bldg., Room 405

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

Future Action Items

Section

- | | | |
|----|--|-----|
| 1. | 2024 Board of Regents Meeting Schedule (<i>Schulz</i>) | E-1 |
| 2. | Proposed Revisions to the Board of Regents Policy on Delegations of Authority (BOR #2) and Corresponding Delegations (Schulz/Hess) | E-2 |

FUTURE ACTION ITEM #1

2024 Board of Regents Meeting Schedule

(Kirk Schulz)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of the 2024 Board of Regents Meeting Schedule

SUBMITTED BY: Kirk H. Schulz, President

PROPOSED: That the Board of Regents approve the schedule for the 2024 Board of Regents Meetings; and delegate authority to the President of the University or his designee to select and designate appropriate meetings places, establish meeting times, establish the agenda and prepare agenda items, dispatch all official notices to meet the state Open Public Meetings Act or other notice requirements, publish minutes and maintain records of meetings, and take other necessary action as required for the orderly conduct of Board Meetings.

SUPPORTING
INFORMATION: Proposed meeting dates are as follows:

2024	
<u>Date</u>	<u>Location</u>
January 25-26, 2024	Electronic
March 7-8, 2024	Tri-Cities
May 2-3, 2024	Spokane
June 6-7, 2024 (Retreat)	TBD
September 19-20, 2024	Pullman
November 14-15, 2024	Vancouver

FUTURE ACTION ITEM #2

Proposed Revisions to the Board of Regents Policy on Delegations of Authority
(BOR #2) And Corresponding Delegations
(Kirk Schulz/Nathan Deen/Danielle Hess)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed Revisions to Board of Regents Policy on Delegations of Authority (BOR #2) and Corresponding Delegations

PROPOSED: That the Board of Regents approve revisions to the Board of Regents Policy on Delegations of Authority (BOR #2) and corresponding delegations.

SUBMITTED BY: Kirk Schulz, President
Nathan Deen, Division Chief, Attorney General's Office

SUPPORTING INFORMATION: At the June 2022 retreat, the Board of Regents discussed delegations of authority, including possible changes to increase meeting efficiency. Following that discussion, we reviewed the Board policy on delegations, along with the corresponding resolutions delegating authority, with the goal of improving efficiency while continuing to allow for appropriate Regents' oversight. The policy also was in need of updating.

Below is a summary of recommended policy and delegation revisions.

Proposed Policy Revisions

Substantive changes include the following:

1. Added a disclaimer in the introduction stating that the policy does not include every matter that must be brought to the Board of Regents and directing individuals to the Office of the President for assistance.
2. Under "University Personnel," added language stating that only the Regents have authority to declare a financial exigency, upon the recommendation of the President. This is consistent with the *Faculty Manual*.

3. Under "Tuition and Fees," updated the Regents reserved authority regarding parking rates and fines, consistent with resolution #220121-650 passed in January 2022 (which increased the delegated authority).
4. Under "Academics, Planning, and University Structure," added that the President has authority to approve centers, institutes, and laboratories, consistent with resolution #190503-604 passed in May 2019.
5. Under "Budget, Business, and Finance," updated capital, real estate, and general contractual authority consistent with resolution #190503-604 passed in March 2020, which increased delegated authority to \$5,000,000.

Recommended Delegation Revisions

In addition to the above, we are recommending the following adjustments to existing resolutions delegating authority:

1. Increase the President's legal settlement authority to \$5,000,000, which would be consistent with other contractual authority. Current settlement authority is \$2,500,000. This resolution (#170127-543) also has an unrelated time-sensitive contract provision that is outdated and needs to be removed.
2. Eliminate some required reporting. A number of resolutions require the President to report back to the Regents on items approved under delegated authority. This utilizes meeting time and is difficult to track. Therefore, we recommend that mandatory report-back provisions be removed from the following resolutions or allowed as written reports only as follows:
 - a. **Faculty Manual.** Resolution #170127-539 delegates authority to the President or designee to approve *Faculty Manual* revisions but requires a summary of revisions (other than editorial changes) to be presented to the Regents as an information item at the next meeting. We are recommending this be changed to a written report for substantive *Faculty Manual* changes.
 - b. **Rulemaking.** Resolution #170127-540 delegates authority to the President or designee to (1) adopt and repeal expedited and emergency Washington Administrative Code rules, and (2) adopt and repeal parking and traffic

rules. It requires the President or designee to present a summary of any actions taken to the Regents as an information item at the next meeting. We recommend eliminating this report back.

- c. **Degree Name Changes.** Resolution #170127-541 delegates authority to the President or designee to approve name changes to degree programs and to extend existing degree programs to other campuses. It requires the President or designee to present a summary of any action taken to the Regents as an information item at the next meeting. We recommend eliminating this report back.
- d. **Contracts.** Resolution #200313-624 delegates authority to the President or designee to approve general business contracts, real estate transactions, and capital projects less than \$5,000,000. It requires the President or designee to provide a written update to the Regents at the next meeting, describing all transactions between \$2,500,000 and \$5,000,000 (for general business) and between \$1,000,000 and \$5,000,000 (for real estate and capital projects). We recommend eliminating this report back.
- e. **Operating Agreements with Affiliated Entities.** Resolution #170127-544 delegates authority to the President or designee to approve operating agreements with WSU-affiliated entities such as the Alumni Association and Foundation. It requires the President or designee to present a summary of changes to a committee of the Board at the next meeting. We recommend eliminating this report back.

If the Regents agree with these changes, the revised policy and revised resolutions delegating authority will be presented for action at the November meeting.



Agenda
Strategic and Operational Excellence Committee
Thursday, September 15, 2022
9:30 a.m. – 12:00 p.m.

Location: WSU Pullman, Lighty Student Services Bldg., Room 405

Committee: John Schoettler (Chair), Marty Dickinson, Jenette Ramos

Focused Discussions

Section

1. Pullman Strategic Plan (*Chilton*)
2. System Strategic Plan Annual Report (*Hoyt*)

Action Items

- | | | |
|----|--|-----|
| 1. | 2022-2023 President's Goals and Objectives (<i>Schulz</i>) | S-1 |
| 2. | Facility Naming Approval - Schweitzer Engineering Hall (<i>Skinner/Yang</i>) | S-2 |

Information Item

- | | | |
|----|--|-----|
| 1. | WSU Foundation – Endowment Update (<i>Connell</i>) | S-3 |
|----|--|-----|

ACTION ITEM #1

President's 2022-2023 Goals and Objectives (Kirk Schulz)

September 16, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed 2022-2023 Goals and Objectives

PROPOSED: That the Board of Regents accept the President's 2022-2023 Goals and Objectives

SUBMITTED BY: Kirk H. Schulz, President

SUPPORTING
INFORMATION: Pursuant to the Board of Regents Policy on Presidential Performance Evaluation, attached please find my "2022-2023 Annual Goals and Objectives". The goals outlined and objectives in this document reflect issues of strategic importance for the WSU Pullman campus and the WSU System, including those related to the System Strategic Plan goals and related initiatives.

ATTACHMENT: 2022-2023 Annual Goals and Objectives document

PROPOSED 2022 – 2023 Goals and Objectives

Kirk Schulz
President
Washington State University

- Communicate our WSU success stories more effectively in the metro areas of Washington (Seattle, Spokane, Vancouver, Tri-Cities). We will highlight four to five major accomplishments across the academic year – similar to what was done for the Schweitzer Gift. Our progress will be measured by the following standards:
 - Use of **Engagement Rate for Social Media**: This metric divides the total number of engagements into the total impressions. It is expressed as a percentage that tells you for every 100 times a piece of content was served, it received n engagements.
 - We will aim to improve our engagement rate from the current average of 3.2% to 4%.
 - Use of **Media Quality Index (MQI) score**: The MQI score is calculated by looking at if the stories appear in top-tier publications, the total reach of those stories, if WSU appears in the headline and/or lead paragraph, the tonality of the coverage, and the resulting social echo.
 - We will aim to improve our media quality index score from the current average of 59.3 to 60.5.
- Campaign Year #2 –
 - Identify and publicize areas of fundraising focus for colleges/campuses.
 - Raise \$145M in new philanthropic funds.
- WSU Health –
 - Build out Residency Programs and formally launch WSU Health across the WSU system.
 - Officially launch our Pediatrics Residency in Spokane.
- Diversity, Equity, and Inclusive Excellence –
 - Implement the use of the Equity Impact Assessment Tool across the WSU system.
 - Continue with the highly successful cluster hiring program.
- Develop quarterly engagement plans with each campus chancellor surrounding the development of partnerships, philanthropy, and community engagement (Everett, Global, Pullman, Spokane, Tri-Cities, Vancouver).
- Implement a new budget model for the WSU system.

- Stabilize (and increase) enrollment across the WSU system at all campuses.
- Adopt a system-wide compensation philosophy for all employees.
- Explore the expansion of current efforts in the greater Nairobi, Kenya area into a campus consortium model similar to what was done for WSU Yakima.
- Using established goals identified in the WSU System Strategic Plan, we will hit the strategic targets outlined in the table below. A written, mid-year progress report will be provided to the Board of Regents.

Goal #	Focus Area	Metric	Proposed Target
1	Research, Innovation & Creativity	Total University R&D Expenditures	Increase by 5%
2	Student Experience	First-Year to Second-Year Retention Rate	Decrease gap by 1% between overall university retention and (a) pell-eligible students (b) first-generation students (c) students of color
3	Outreach, Extension, Service, and Engagement	Develop system-wide consensus on (a) shared definition of community engagement (b) selection of a systemwide tool for data collection and management	
4	Institutional Effectiveness and Infrastructure	Demographic data on faculty and staff diversity	Reduce reporting gaps (a) for faculty from 32.7% to 10% (b) for staff from 23.3% to 10%

ACTION ITEM #2

Facility Naming Approval – Schweitzer Engineering Hall (Olivia Yang/Matt Skinner)

September 16, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Facility Naming Approval for Schweitzer Engineering Hall

PROPOSED: That the Board of Regents approve the naming of Schweitzer Engineering Hall

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

SUPPORTING INFORMATION: In April 2022, the WSU Foundation received a transformational gift in the amount of ten million dollars (\$10,000,000) from Edmund and Beatriz Schweitzer and ten million dollars (\$10,000,000) from Schweitzer Engineering Laboratories, Inc. (SEL).

These transformational gifts will support the design and construction of the Voiland College's new student success building on the WSU Pullman campus. The facility will be a central hub for engineering and design students to innovate, collaborate, and to access advising, technology and other activities. In recognition of these gifts, the planned building name will be "Schweitzer Engineering Hall." A press release detailing the extraordinary accomplishments of Dr. Schweitzer, a recipient of the Regents' Distinguished Alumnus Award, as well as the longstanding collaboration between WSU, the Schweitzer's, and SEL, is available at this link: <https://news.wsu.edu/press-release/2022/04/18/wsua-announces-record-setting-gift-for-engineering/>

Under the gift use agreement and WSU policy, the naming of the building, which has been recommended by the Facilities Names Committee and approved by the President, is subject to Board of Regents approval. Details regarding the design and use of the building will be presented to the Board of Regents in connection with the upcoming request for approval of the design phase of the building.



Board Review

Washington State University Foundation
August 2022

Travis Pruitt, CFA
Partner, Portland

Tim Westrich, CFA
Principal, Saint Louis

Sue Liu
Principal, Los Angeles

Justin Oliver
Associate, St. Louis

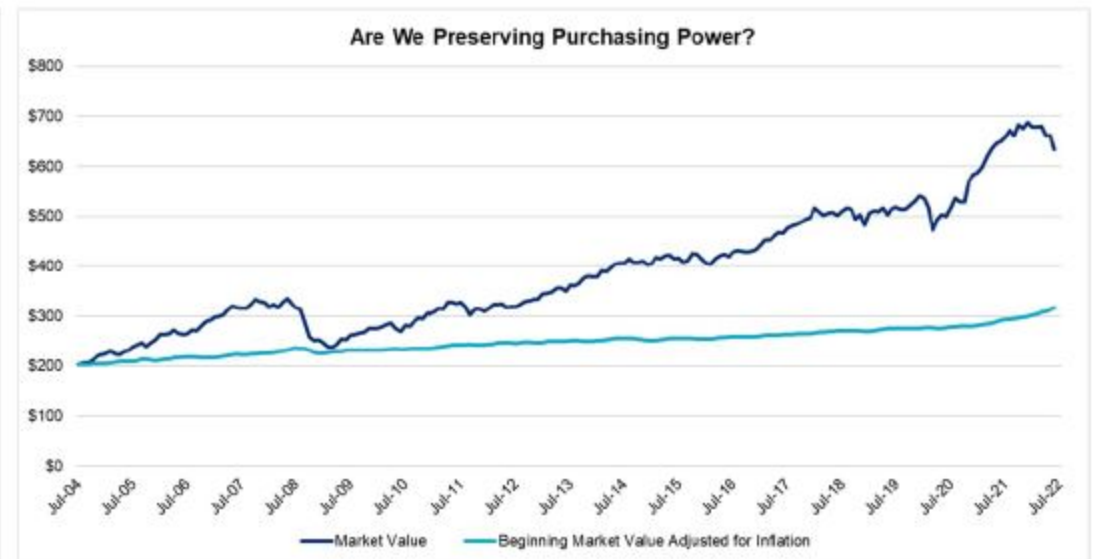
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Trailing One-Year Results



- The investment portfolio decreased by \$16.4 million over the trailing one-year period, with net cash outflows from the investment portfolio of \$10.2 million and \$6.2 million in investment losses.

Historical Market Values



- The long-term total rate of return should equal or exceed the endowment spending rate (5.5% as of the date of adoption of the investment policy) plus the increase in the Consumer Price Index.
- The WSUF spending policy is based on the average market value for the 36 months preceding and including the quarter ended prior to the distribution date, adjusted for new gifts on the first day of the distribution quarter.
- The WSUF investment portfolio has grown from approximately \$200 million in 2004 to more than \$634 million as of June 30, 2022. Almost the entirety of that growth has come from investment gains, as contributions into the investment portfolio and distributions to WSU have offset.

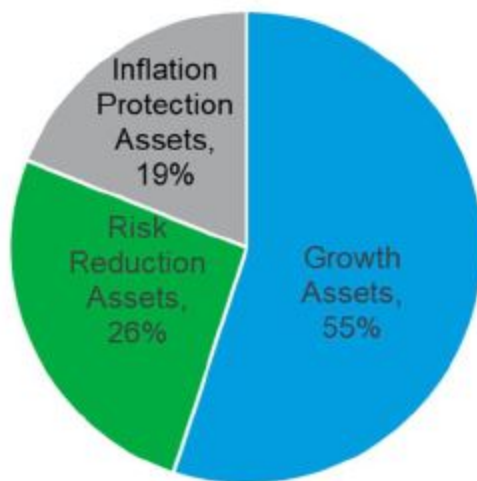
Endowment Performance

Name	Value \$(000)	% of Fund	Periods Ending 6/30/22							Since Inception	
			3 Mth	YTD	FYTD	1 Year	3 Year	5 Year	10 Year	Return	Date
Washington State University Foundation	634,048	100.0	(6.3)	(7.2)	(1.2)	(1.2)	8.1	7.3	7.5	5.7	Apr-00
Marketable Securities Composite	432,817	68.3	(9.6)	(12.5)	(10.0)	(10.0)	4.9	5.0	6.2	5.0	Sep-08
Marketable Securities Policy Index			(10.2)	(13.7)	(11.5)	(11.5)	4.0	4.8	5.8	4.5	
Over/Under			0.6	1.2	1.5	1.5	0.9	0.2	0.6	0.5	
Total Equity Composite	207,679	32.8	(14.5)	(19.0)	(15.8)	(15.8)	5.4	6.0	8.6	6.8	Jul-04
MSCI ACWI			(15.7)	(20.2)	(15.8)	(15.8)	6.2	7.0	8.8	6.9	
Over/Under			1.2	1.2	0.0	0.0	(0.8)	(1.0)	(0.2)	(0.1)	
US Equity Composite	107,985	17.0	(15.9)	(20.9)	(13.5)	(13.5)	8.4	9.5	11.5	6.6	Apr-00
Dow Jones US Total Stock Market			(16.8)	(21.3)	(14.2)	(14.2)	9.6	10.5	12.5	6.4	
Over/Under			0.9	0.4	0.7	0.7	(1.2)	(1.0)	(1.0)	0.2	
Global ex US Equity	99,695	15.7	(13.0)	(16.9)	(18.5)	(18.5)	2.1	2.4	5.9	3.8	Apr-00
MSCI ACWI ex US			(13.7)	(18.4)	(19.4)	(19.4)	1.4	2.5	4.8	3.3	
Over/Under			0.7	1.5	0.9	0.9	0.7	(0.1)	1.1	0.5	
Hedge Fund Composite	119,883	18.9	(2.0)	(3.8)	(2.5)	(2.5)	5.1	4.5	5.6	5.3	Jul-02
HFR Fund of Funds			(3.9)	(6.5)	(5.4)	(5.4)	4.0	3.6	3.8	3.5	
Over/Under			1.9	2.7	2.9	2.9	1.1	0.9	1.8	1.8	
Total Fixed Income Composite	53,783	8.5	(7.6)	(10.8)	(11.0)	(11.0)	0.1	1.3	1.7	4.7	Apr-00
Bloomberg Barclays US Aggregate			(4.7)	(10.3)	(10.3)	(10.3)	(0.9)	0.9	1.5	4.2	
Over/Under			(2.9)	(0.5)	(0.7)	(0.7)	1.0	0.4	0.2	0.5	
Cash Composite	19,188	3.0	(0.2)	(0.3)	0.5	0.5	0.1	0.4	0.1	0.9	Apr-05
90-Day Treasury Bill			0.1	0.1	0.2	0.2	0.6	1.1	0.6	1.2	
Over/Under			(0.3)	(0.4)	0.3	0.3	(0.5)	(0.7)	(0.5)	(0.3)	
Liquid Real Assets	32,283	5.1	(10.0)	(4.8)	1.0	1.0	6.6	5.4	3.0	2.7	Sep-05
Private Real Assets	63,030	9.9	6.7	13.1	28.7	28.7	7.1	5.7	7.0	1.9	Sep-05
Private Equity Composite	138,201	21.8	(0.4)	3.7	22.2	22.2	22.8	18.9	14.1	13.5	Jun-04
Burgiss Global Private Equity Index			5.5	11.8	39.4	39.4	29.7	24.0	18.1	15.6	
Over/Under			(5.9)	(8.1)	(17.2)	(17.2)	(6.9)	(5.1)	(4.0)	(2.1)	

- Some values for private equity and private real asset funds are not yet available for June 30, 2022
- The value for each private equity and private real asset fund is the most recent available value adjusted for actual cash flows.

Asset Allocation

WSUF Target Asset Allocation
Big Picture Objectives



Growth assets (shown in blue) are equities, invested both in the US and around the world in public stocks and private partnerships. Equities should be the long-term driver of portfolio returns.

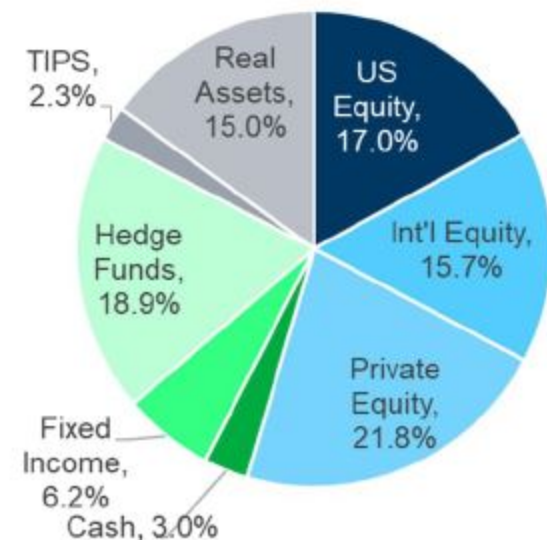


WSUF Target Asset Allocation
Asset Class Detail



Risk reduction assets (shown in green) are designed to protect the portfolio's market value and dampen volatility during difficult market conditions, while also earning a meaningful return.

WSUF Actual Asset Allocation
June 30, 2022



Note: Numbers may not add to 100% due to rounding.

Inflation Protection Assets (shown in grey) are expected to have a high correlation to unexpected inflation. These include real estate, natural resources, and Treasury Inflation Protected Securities (TIPS).

Important Notices

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Agenda
Academic and Student Affairs Committee
Thursday, September 15, 2022
12:30 p.m. – 2:00 p.m.

Location: WSU Pullman, Lighty Student Services Bldg. Room 405

Committee Members: Enrique Cerna (Chair), Lura Powell, Reanne Chilton

Future Action Items

Section

- | | | |
|---|---|-----|
| 1 | Proposed Changes to WAC 504-26 – Standards of Conduct for Students
(Chilton/Taylor) | A-1 |
| 2 | Proposed Changes to WAC 504-28 – Policies and Regulations Applying to All
Student Organizations (Chilton/Taylor) | A-2 |

Information Item

1. Fall Enrollment Update (Chilton/Oba)

FUTURE ACTION ITEM #1

Revisions to the Washington Administrative Code (WAC) Chapter 504-26

Standards of Conduct for Students

(Elizabeth S. Chilton/Ellen Taylor/Karen Metzner)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Revisions to WAC Chapter 504-26: Standards of Conduct for Students

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

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

SUPPORTING INFORMATION: WAC 504-26 encompasses the University's expectations for student behavior and outlines the procedure for responding to reported concerns. The Center for Community Standards in the Division of Student Affairs is proposing changes to WAC 504-26 as part of its required periodic review. The review committee focused on maintaining the spirit of the chapter and student rights while simplifying processes and consolidating definitions for clarity.

The Center for Community Standards (CCS) remains committed to supporting students and recognized/registered student organizations and upholding their rights, while also holding them accountable for behavior that does not meet community expectations. The proposed changes allow CCS to continue serving the WSU community systemwide to meet these goals.

Substantive proposed changes include:

Efficiencies and Items Removed

1. Moved the timing for the right to a jurisdictional challenge from early in the process to the appeals process
2. Changed mandatory training for conduct board members from annually to every other year
3. Reduced required training for presiding officers with judicial experience

4. Combined initial contact letter with notice of conduct officer hearing
5. Removed requirement to make a written determination regarding alternative dispute resolution
6. Reduced required notice to seven days from ten days
7. Removed deadline for requesting recusal of a conduct officer
8. Removed the formalized self-recusal review process for conduct officers and conduct board members

Additions and Updates

1. Moved primary responsibility for the administration of the standards of student conduct from Vice President of Student Affairs to Dean of Students
2. Added supportive measure examples for registered/ recognized student organizations
3. Updated prohibited conduct definitions
4. Expanded matters that qualify for removal of a disciplinary record
5. Updated sanctioning language for second academic integrity violations

Hearing Boards

1. Combined the volunteer pool of conduct board members and appeals board members to provide greater flexibility in scheduling
2. Defined quorum for the University Academic Integrity Hearing Board, who hears appeals of instructor decision's to find students responsible for violating academic integrity policies in the classroom

The proposed changes will be presented to the Board of Regents at the November meeting for final consideration and approval.

FUTURE ACTION ITEM #2

Revisions to the Washington Administrative Code (WAC) Chapter 504-28
Student Organizations
(Elizabeth S. Chilton/Ellen Taylor)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Revisions to WAC Chapter 504-28: Policies and regulations applying to all student organizations (student organizations)

PROPOSED: That the Board of Regents approve revisions to WAC 504-28: Policies and regulations applying to all student organizations (student organizations)

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

SUPPORTING INFORMATION: WAC 504-28 outlines roles, responsibilities, expectations, and processes for registered student organizations to operate on our WSU campuses. After review, which included consultation with student leaders and student organization advisers, some relatively minor changes are being recommended.

Proposed changes include:

1. Use of “recognized” or “registered” – improves consistency of terminology; more accurately references student organizations relative to their affiliation
2. Elected Officers eligibility – formalizes the need for elected student leaders of organizations to maintain good standing with the University both in and out of the classroom
3. Student Organization records – eliminates requirement for student organizations to complete regular reports. With newer technology, this information is tracked and retained in real time through systems in place to support our student organizations.

The proposed changes will be presented to the Board of Regents at the November meeting for final consideration and approval.



Agenda
Finance and Administration Committee
Thursday, September 15, 2022
2:30 p.m. – 4:30 p.m.

Location: WSU Pullman, Light Student Services Room 405

Committee: Lisa Schauer (Chair), Brett Blankenship, Heather Redman

<u>Future Action Items</u>	<u>Section</u>
1. WSU Pullman – Voiland College of Engineering & Architecture Schweitzer Engineering Hall Design Phase Approval (Yang/Skinner)	F-1
2. University Ethic Policy (<i>Kammerzell/Hess</i>)	F-2
3. Marketing Contract for Cosmic Crisp® (<i>Hulbert/Skinner</i>)	F-3
4. WSU Pullman - Taylor Sports Complex Design Phase Approval (<i>Chun/Skinner/Yang</i>)	F-4
<u>Information Items</u>	
1. Athletics Budget Review (<i>Chun/Skinner</i>)	F-5
2. WSU FY2021 Financial Statement Audit Results (<i>Skinner/Holt</i>)	F-6
3. Internal Audit Update (<i>Lopez</i>)	F-7
4. Chief Compliance Officer Update (<i>Kammerzell</i>)	
5. 2023-2025 Biennial Operating Budget Request Update (<i>Chilton/Skinner/Kerr</i>)	F-8
6. 2023-2025 Biennial Capital Budget Request Update (<i>Yang/Kerr</i>)	F-9
7. Items Approved Under Delegated Authority	F-10
a. Tuition Differential for the Masters of Health Administration and Leadership (<i>Skinner</i>)	
b. WSU Foundation Agreement (<i>Schulz</i>)	
c. WSU Alumni Center Agreement (<i>Schulz</i>)	

FUTURE ACTION ITEM #1 – Revised 9/12/22

WSU Pullman, Voiland College of Engineering & Architecture Schweitzer
Engineering Hall Design Phase Approval
(Matt Skinner/Olivia Yang)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Voiland College of Engineering & Architecture Schweitzer
Engineering Hall Design Phase Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman Schweitzer Engineering Hall Design Phase and authorize the project to proceed to design only using the Design-Build (DB) process pursuant to RCW 39.10, and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the design phase with a total cost not to exceed \$4.8M.

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

SUPPORTING INFORMATION: The Voiland College of Engineering and Architecture (VCEA) has prepared work-ready graduates in critical engineering fields for many years. Unfortunately, VCEA has also suffered from lack of capital investments in its facilities.

To address this critical need, VCEA has launched a multi-phase capital campaign to upgrade the aging engineering facilities at WSU Pullman to create facilities responsive to current pedagogy and to showcase the strength of VCEA programs.

The first building in the Engineering and Design Precinct is the proposed Schweitzer Engineering Hall to house new student success programs supporting an interdisciplinary community that drives student and faculty success. The Precinct will act as an innovation hub that reflects the vibrancy and importance of the College's impact on the world by:

- Attracting diverse and talented students to pursue their education at Washington State University;
- Drawing in industries that seek motivated, highly capable graduates to work in their emerging and high-demand career fields;
- Creating strong links between students, faculty, alumni, and industry;
- Positioning WSU as a premier destination for instructional and

- research faculty from around the world;
- Acting as a catalyst for innovative and collaborative research in emerging fields.

Design Phase Budget:

All design costs will be paid using donated funds, not to exceed the \$4.8M of cash collected to date.

Estimated Total Project Budget:

The project will be funded with a combination of state capital funds and private donations.

Budget	Amount
Construction (includes utilities)	67,239,400
Professional Services	4,464,000
Project Management	2,644,824
Moveable Equip/Furnishings	5,224,732
Other (includes Art)	427,044
Total Project Budget	\$80,000,000

Source of Funds	Amount
State (\$30M Building + \$10M utilities)	40,000,000
Donations	40,000,000
Total Funds	\$80,000,000

The request for \$40M in state capital allocation is a top priority in WSU's 2023-25 state capital budget request. The state capital allocation is forecast to be received by July 1, 2023. Receiving the state capital appropriation is the first critical financial milestone to allow continued progress on the intended timeline.

Pledges for \$35M have been secured with the first major group of matured pledges projected to materialize by August 2023. Active fundraising continues with the goal to increase overall pledge commitments. Of the pledges received, \$4.8M cash has been collected to date, while \$30.2M remains to be collected over the subsequent five-year horizon.

There are no plans to utilize debt financing for this project.

Project construction will be phased to align with receipt of donated funds, not to exceed total donated cash on hand plus state capital appropriations at any point in time.

Estimated Timeline:

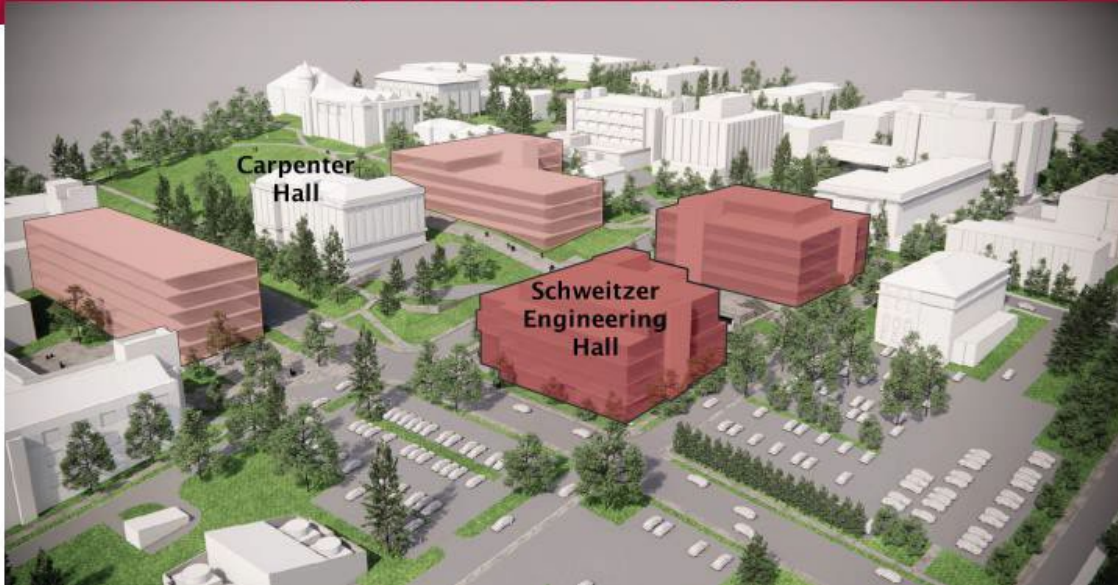
WSU will return to the Board in March 2024 to request approval to begin construction. WSU will not contract for an amount exceeding the state appropriation and the amount of actual cash on hand at the time of Board approval. The project will need to have at least \$40M worth of pledges in place to continue along the proposed timeline. While the University has pledge agreements in place specifying the timing of gifts, the timing of actual cash receipts may differ, and project timeline and/or scope will be adjusted accordingly.

WSU anticipates returning to the Board in the third or fourth quarter of FY2025 to approve a project budget increase to account for the balance of matured pledges. The proposed project budget increase would not exceed the amount of state appropriations and the amount of cash on hand at the date of the third or fourth quarter of FY2025 BOR discussion.

The Board of Regents will be asked to consider approval of the proposed action at the November 2022 Board meeting.

ATTACHMENTS: Attachment A– Site Map and 10 Year Project
Attachment B – Conceptual Renderings
Attachment C – Proposed Project Timeline and Milestones
Attachment D – Proposed Project and Cash Flow Timeline

Carpenter and Schweitzer Halls Become the Core of the Engineering & Design Precinct



A 10-year project

4-5 New
buildings built

4+ Old
buildings
demolished

Flexible,
engaging
classrooms

State-of-the-art
interdisciplinary
research
laboratories

Buildings built
with the
occupant in
mind



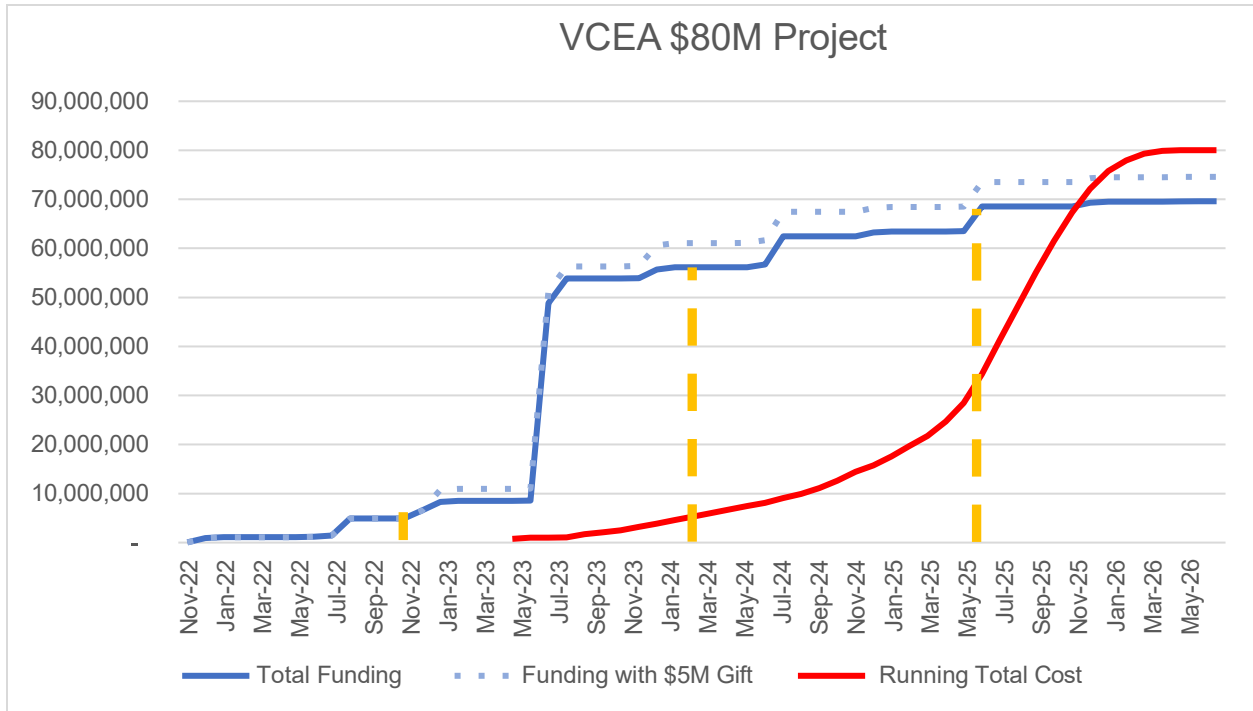
Attachment B – Conceptual Renderings



Attachment C – Proposed Project Timeline and Milestones

Date	Step	Financial Milestone
September 2022	BOR Future Action Item to approve design at \$4.5M	Approved with the current cash on hand of \$4.8M
November 2022	BOR Action Item to approve design	
April 2023	DB selected	
May 2023	Begin design	
July 2023	State Capital Budget approved	State funding must be secured to continue along project timeline as presented
January 2024	BOR Future Action Item to approve project budget	Project budget will not exceed state capital funding plus cash on hand at that date (Ex. of \$48.5M above)
March 2024	BOR Action Item to approve project budget; Construction Begins	At least \$40M in pledges in place. Confirm cash on hand to support project budget.
Q3 or Q4 of FY2025	BOR Action Item to increase project budget	Project budget to be increased based on state funding and cash as of that date

Attachment D – Proposed Project and Cash Flow Timeline



FUTURE ACTION ITEM #2

University Ethics Policy
(Sharyl Kammerzell/Danielle Hess)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: University Ethics Policy

PROPOSED: That the Board of Regents approve a new University Ethics Policy.

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

SUPPORTING
INFORMATION:

A central component to an effective compliance plan is an institutional ethics and conflict of interest policy. This policy addresses this need and implements legislative changes from last session.

The proposed University Ethics Policy does the following:

- It serves as an umbrella policy that consolidates and links to various laws and WSU policies related to ethics
- It creates and codifies a mandatory ethics training requirement for all employees
- Similar to the Board of Regents Conflict of Interest Policy (BOR 1), it prohibits conflicts of interest and creates a process for disclosure as well as conflict management when possible
- It prohibits conflicts of commitment and creates a process for disclosure as well as conflict management when possible

In addition, this policy implements amendments to the Washington State Ethics in Public Service Act (RCW 42.52.220, RCW 42.52.360), which went into effect on June 9, 2022. The amendments authorize universities to develop an administrative process that creates a safe harbor for faculty who are engaging in outside activities related to scholarship. By following the administrative process, faculty are deemed to be in compliance with certain provisions of

the state ethics law and are allowed to use certain University resources on a more than *de minimis* basis while engaging in these activities. The amendments reflect an understanding on the part of the legislature that universities expect faculty to engage in these activities, which do not always fall neatly within the restrictions of state ethics laws. Examples would include commissioned artwork by art faculty, or literature by creative writing faculty that is published commercially.

The new administrative process would be voluntary but would incorporate and add to current (mandatory) processes in the *Faculty Manual* for the disclosure, review, and approval of compensated outside scholarship activities. The new administrative process would be separate from existing University processes related to technology transfer and commercialization activities.

The statute requires the Board of Regents to approve the new administrative process prior to implementation and to provide a copy to the state Executive Ethics Board upon approval.

The proposed policy is currently undergoing internal vetting and approval. It will be presented to Faculty Senate as well as system leadership and others prior to being presented to the Regents for approval. It is anticipated that these processes will be completed prior to the November Regents meeting, and a draft will be presented to the Board for action at that time, along with a request that the Board delegate authority to the President or designee to approve any final revisions needed prior to publication.

FUTURE ACTION ITEM #3

Marketing Contract for Cosmic Crisp®

(Scot Hulbert/Matt Skinner)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Marketing Contract for Cosmic Crisp®

PROPOSED: That the Board of Regents authorize and delegate authority to the President or his designee to enter into a contract to support the marketing of the WSU Apple Cosmic Crisp®, with a three-year term and not to exceed cost of \$7,500,000.

SUBMITTED BY: Stacy Pearson, Vice President for Finance and Administration/CFO
Dr. Scot Hulbert, Associate Dean and Director, College of Agricultural, Human and Natural Resource Sciences (CAHNRS)

SUPPORTING INFORMATION: WSU owns intellectual property rights to the patented apple cultivar, WA 38, and the trademark rights to Cosmic Crisp®. WSU has licensed the intellectual property rights to bring the apple to the marketplace and receives a share of royalty payments from each tree sold and per box of Cosmic Crisp® apples sold.

The patented apple cultivar has been broadly adopted through close collaboration with Washington growers, who planted approximately 19.3 million trees in the last five years. As a result, projected yield data suggests that there will be a high supply of Cosmic Crisp® fruit in the marketplace for 2022 and beyond. In the 2020 growing season, 560,000 boxes were produced; the 2021 crop produced an estimated 1.5 M boxes; predicted harvests for the 2022 crop are 4.0 million boxes, with 5.0 million expected for 2023. The apples sold for an average of \$50/box in 2021, which, along with Honey Crisp, were the two highest priced apples. The estimated average box price for 2022 sales (2021 crop) is \$36/box. Washington growers and WSU are hopeful of maintaining a high price in the coming years.

With such a large supply of Cosmic Crisp® apples expected in the market, it is in the best interest of Washington growers and WSU to ensure an appropriate, corresponding level of customer demand. In addition, with 37 competing apple varieties in the current market, competition for shelf space and “share of consumer wallet” is fierce and underscores the need

to market the new variety. Cosmic Crisp brand recognition among premium apple buyers is much higher than other new apples (27% have heard of, 14% have purchased) but much lower than some of the older apple varieties like Honeycrisp. Continued consumer marketing is critical to generating brand awareness, enticing consumers to taste the apple, and moving the fruit off retail shelves. Consumer demand will make it easier for Washington growers to continue to place the new variety with large grocery stores and distribution chains. WSU will receive a fruit royalty if the apples sell for a price in excess of \$20.00 per 40-pound box wholesale (FOB) price, and as such, it is highly advantageous to the University to partner in increasing customer awareness and demand.

In January 2019, the Regents authorized, and WSU signed, a 4-year marketing campaign agreement with Proprietary Variety Management, LLC (PVM) for \$10.4 million. To date WSU has collected \$16.7 M in gross royalties. This agreement will expire at the end of 2022, and WSU proposes to enter into a new contract with PVM based on the success of the current contract.

The new contract is anticipated to be a 3-year contract, not to exceed \$7.5 million.

FUTURE ACTION ITEM #4

WSU Pullman, Taylor Sports Complex Design Phase Approval (Pat Chun/Matt Skinner/Olivia Yang)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Taylor Sports Complex, Design Phase Approval

PROPOSED: That the Board of Regents approve WSU Pullman, Taylor Sports Complex Design Phase Approval to authorize the project to proceed to the design phase using the Design-Build (DB) process pursuant to RCW 39.10, and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the design phase with a total cost not to exceed \$2.4M.

SUBMITTED BY: Stacy Pearson, Vice President for Finance and Administration/CFO
Matt Skinner, Deputy CFO and Senior Associate Vice President, Finance & Administration
Olivia Yang, Associate Vice President, Facilities Services

SUPPORTING INFORMATION: As part of the Athletic Department's long-range plan, WSU identified the renovation of the existing Indoor Practice Facility, which was built in 2002, as a priority. The Taylor Sports Complex would replace the existing air supported structure with a new facility. This improved facility will allow all WSU athletic programs an indoor practice location in inclement weather. This facility is considered critical to allow WSU to continue to compete at the highest level with peer programs. Over the last several years, WSU Athletics has successfully secured pledges and cash donations for this project. As of August of 2022, there are \$19.6M in gross cash contributions received, with an additional \$7.8M in gross pledges outstanding over the next 6 years (both shown before fees, expenses and allowances). To date, Athletics has received 71% of the total fundraising effort in cash. Gross cash contributions are projected to reach \$21.9M by June 2023, and \$23.9M by the end of June 2024. See attachment B.

Date	Step
September 2022	Regents Future Action for Design Phase
November 2022	Regents Approval of Design Phase

December 2022 – February 2023	Design Builder Procurement
Spring 2023	Design Begins
September 2023	Regents Future Action for Project Budget Approval

November 2023	Regents Action for Project Budget Approval
Winter 2024	Construction Begins

DESIGN PHASE BUDGET

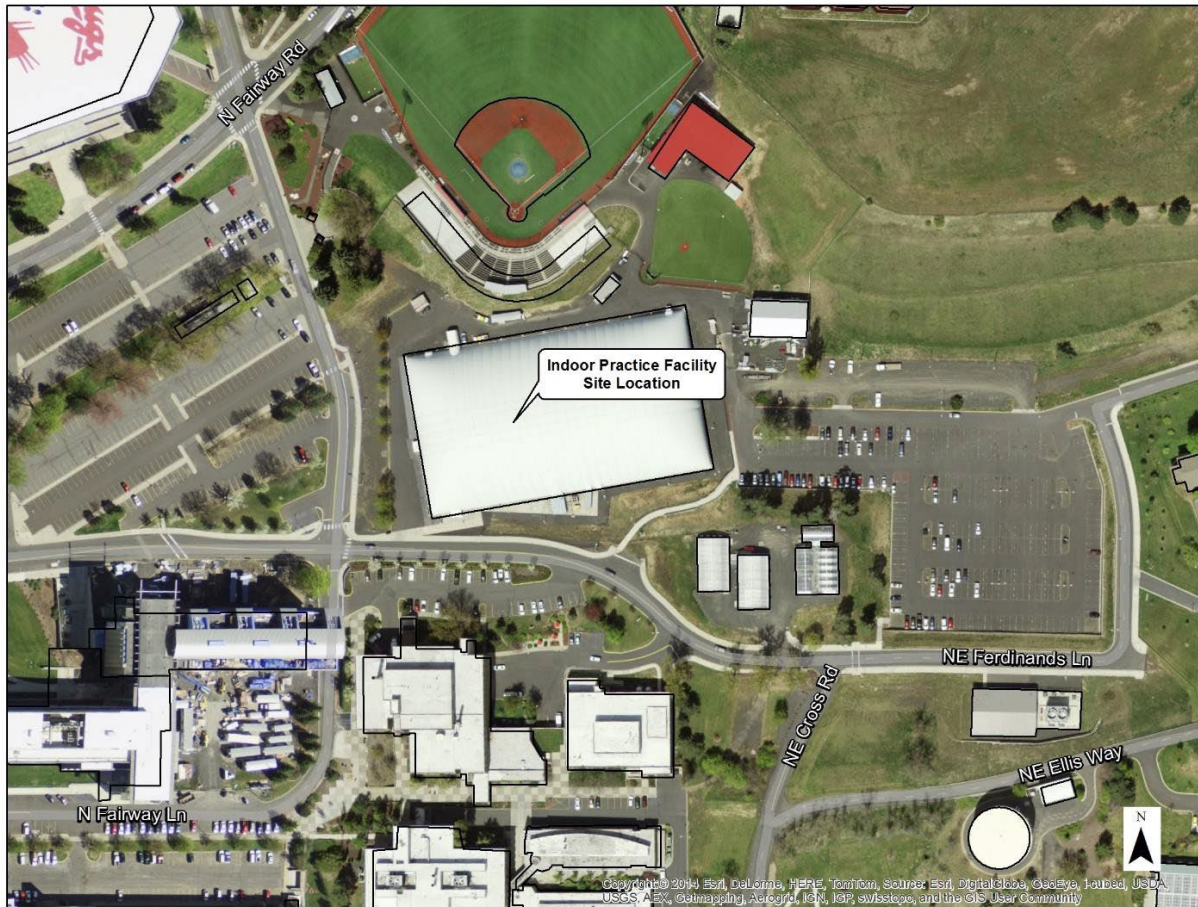
Design and Preconstruction Services	2,100,000
Project Administration	100,000
Other	100,000
Total Design Phase Budget	\$2,400,000

SOURCE OF FUNDS

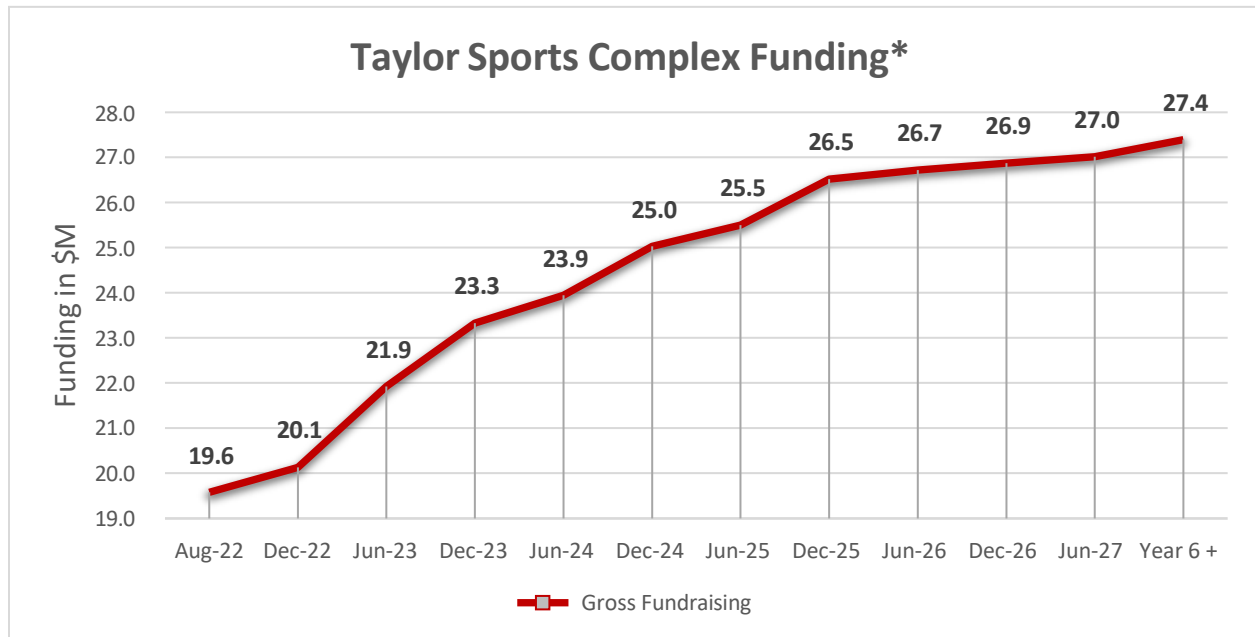
Donations	\$2,400,000
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ATTACHMENTS: Attachment A - Aerial Site
Attachment B - Taylor Sports Complex Pledge Schedule

Attachment A - Aerial Site



Attachment B – Taylor Sports Complex Pledge Schedule



* Gross cash contributions and pledges before expenses, fees, and allowances

INFORMATION ITEM #1

Athletics Budget Review
(Pat Chun/Matt Skinner)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Athletics Fiscal Review

SUBMITTED BY: Pat Chun, Director of Athletics/WSU Pullman Vice Chancellor Athletics

SUPPORTING
INFORMATION: **FY2023 Athletic Budget Update**

The Board of Regents approved the FY2023 Athletics budget in May of 2022. As of August of 2022, there are no substantial changes to FY2023 projections to report. Ticket revenue, donations, and conference distributions continue to be the largest revenue opportunity for FY2023. Athletics will continue to monitor football ticket sales and will have updated revenue projections for the November 2022 meeting. Athletics remains proactive in forecasting and anticipating potential impacts to current and future year budgets and will update the Board as new information is available. See Attachment A.

Champions Complex

WSU Athletics shared a capital project vision featuring the Champions Complex, a world-class educational facility catering to student-athlete wellbeing, in November of 2021. In the fall of 2021, Athletics announced they had surpassed their fundraising goal, confirming nearly \$12.7M (\$12.1M after 5% gift fee) in gross contributions over the next six years. As of August of 2022, Athletics has secured \$5.4M gross cash contributions, while \$7.3M in gross pledges remain outstanding that will mature over the next six years. Gross cash contributions are scheduled to reach \$7.5M by June of 2023 and \$9.1M by June of 2024. See Attachment B.

Athletics remains committed to maximizing the strategic use of donor contributions received to meet the needs and expectations of first-tier student-athletes, understanding the requirements and demands of student-athletes in the classroom, in training, and in life continue to reach new heights. Athletics and Finance and Administration will continue to

update the Board on the progress of matured pledges and return for future action approvals towards execution of this strategic capital investment.

ATTACHMENTS: Attachment A – FY23 Athletics Budget September 2022
Attachment B – Champions Complex Funding

Attachment A – FY23 Athletics Budget September 2022

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

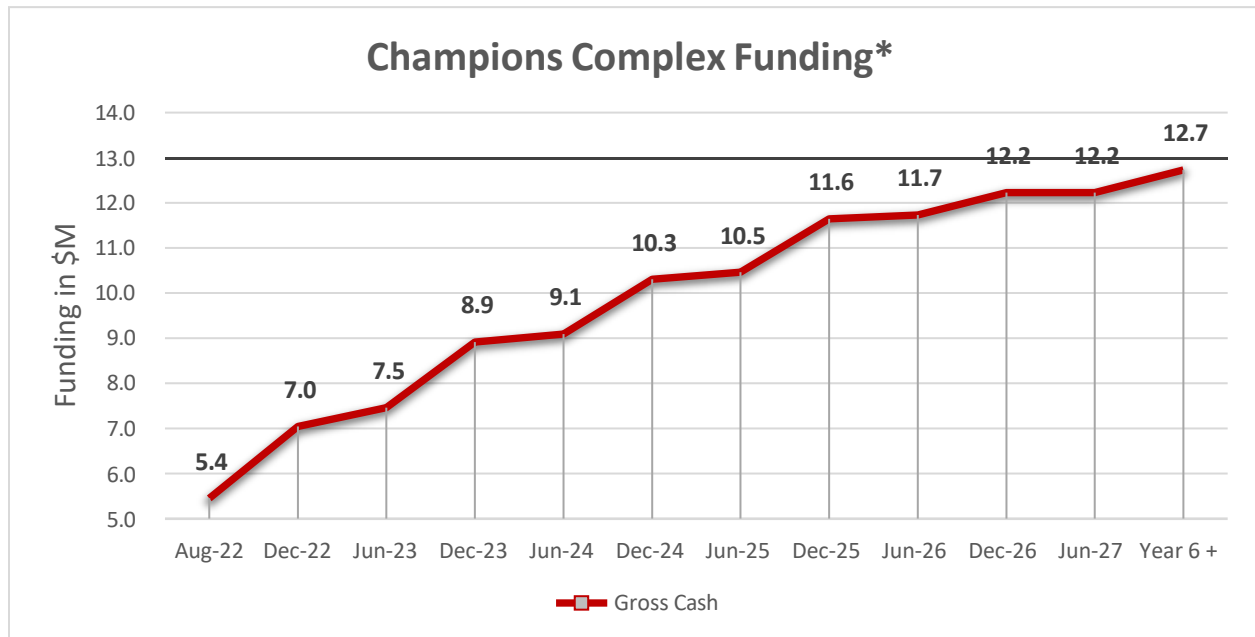
c. Compliance support, guarantees (Wisc), in-kind, concessions, camps, parking and events

d. Aid to be reduced as rosters revert back to pre-COVID numbers

e. Reduction of COVID related expenses

f. Severance removal, lower guarantees

Attachment B – Champions Complex Funding



* Gross cash contributions and pledges, before expenses, fees, and allowances

INFORMATION ITEM # 2
WSU FY2021 Financial Statement Audit Results
(Matt Skinner/Mollie Holt)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Results of the Fiscal Year 2021 Financial Statement Audit

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

**BACKGROUND
INFORMATION:**

Eide Bailly performed the independent financial statement audit for the year ended June 30, 2021. This is the first time the WSU university-wide financial statements have been audited by an accounting firm instead of the state auditor's office.

As expected, the change in auditors, coupled with the complexity of changing financial systems mid fiscal year, converting 40 years of balance sheet data, and the retirement of key staff, combined to make the financial statement preparation process challenging, complex, and time consuming.

We commend University Accounting staff, as well as their colleagues across Business and Financial Services, for their tireless and dedicated efforts to perform the fiscal year 2021 financial reporting cycle. They demonstrated outstanding teamwork, problem solving, and accounting acumen throughout the process.

WSU also appreciates the rigorous and detailed audit conducted by Eide Bailly. WSU values the independent audit and embraces the opportunity to improve by addressing any findings and issues raised through the audit. The result will be stronger financial management and processes in the future.

Results of Fiscal Year 2021 Financial Statement Audit:

For the year ended June 30, 2021, WSU received an unmodified (clean) audit opinion (see page 7 of the attached financial statement report). The original opinion was issued on June 9, 2022. Subsequently, WSU determined to use a portion of the institution's Higher Education Emergency Relief Funds (HEERF) for lost revenue in FY2021 to help offset the impact of the COVID pandemic. In accordance with Generally Accepted Accounting Principles (GAAP), WSU recognized the amount in FY2021 via an adjusting entry. Eide Bailly reviewed the entry and reissued their

opinion with a date of August 16, 2022. The audit opinion remains unmodified.

Audit Findings and Improvement Opportunities:

Over the course of the audit, Eide Bailly identified three deficiencies in internal controls considered to be material weaknesses. These findings and WSU's response are summarized below and disclosed in pages 74-77 of the financial statements. WSU appreciates these points for improvement and is taking action to address them.

Finding 1: Year-end procedures were not performed timely and there was not a sufficient level of review by an appropriate level of management over those year-end procedures.

Response: The Controller's Office staff will conduct additional procedures in closing fiscal year 2022 to include review and reconciliation of all balances, review for reasonableness and appropriate documentation to support current year activity.

Finding 2: Management was unable to reconcile the bank accounts after the implementation of Workday. As a result, there were a material amount of transactions that cleared the bank that could not be matched with the transactions in Workday, and a material amount of transactions in Workday that could not be matched with transactions clearing the bank.

Response: The inability to reconcile bank accounts resulted from the conversion to Workday, the transition to full accrual accounting, and the turnover of long serving key staff assigned bank reconciliation tasks.

To assist in complete and timely reconciliation of cash, WSU charged a cross functional team comprised of staff from the Controller's Office, Treasury Services, Modernization, and ITS to address cash and banking configuration, cash management, and supporting business processes. The team has gathered best practices for bank reconciliations from other public research universities, prioritized issues for immediate resolution, and identified those that will require external consultants to help design new banking and reconciliation processes.

Finding 3: The Students Book Corporation (SBC) was not accounted for properly in prior years. Because the University has financial accountability over SBC through its Board of Regents, it is considered a component unit and should be reported as part of the WSU entity.

Response: As part of the year-end review, members of the Controller's Office staff will evaluate relationships with other entities and note any changes in the nature and scope of these relationships and the impact to financial reporting.

Eide Baily will attend the meeting to provide an overview of the results of their audit.

The full Finance Report will be uploaded to the website following the formal presentation at the Board meeting.

ATTACHMENT: WSU 2021 Reissued FS Governance Letter Re issued_8.16.22



August 16, 2022

Board of Regents
Washington State University
Pullman, Washington

We have audited the financial statements of Washington State University (the University) as of and for the year ended June 30, 2021, and have issued our report thereon dated June 9, 2022. Professional standards require that we advise you of the following matters relating to our audit.

Our Responsibility in Relation to the Financial Statement Audit under Generally Accepted Auditing Standards and *Government Auditing Standards*

As communicated in our letter dated September 20, 2021, our responsibility, as described by professional standards, is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America. Our audit of the financial statements does not relieve you or management of its respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of the University solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

We have provided our findings regarding significant control deficiencies over financial reporting and material weaknesses, and other matters noted during our audit in a separate letter to you dated August 16, 2022.

Planned Scope and Timing of the Audit

We conducted our audit consistent with the planned scope and timing we previously communicated to you.

Compliance with All Ethics Requirements Regarding Independence

The engagement team, others in our firm, as appropriate, and our firm have complied with all relevant ethical requirements regarding independence.

Qualitative Aspects of the Entity's Significant Accounting Practices

Significant Accounting Policies

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by the University is included in Note 1 to the financial statements. As described in Notes 1, the University changed accounting policies related to the accounting for fiduciary activities to adopt the provisions of GASB Statement No. 84, *Fiduciary Activities*. Accordingly, the accounting change has been retrospectively applied to the financial statements beginning July 1, 2020. There have been no other initial selection of accounting policies and no changes in significant accounting policies or their application during 2021. No matters have come to our attention that would require us, under professional standards, to inform you about (1) the methods used to account for significant unusual transactions and (2) the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Significant Accounting Estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgments. Those judgments are normally based on knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments.

The most sensitive accounting estimates affecting the financial statements are:

- Management's estimate of the collectability of receivables and student accounts are based on history of the same type of receivables. We evaluated the key factors and assumptions used to develop the collectability of receivables and student accounts and determined that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of the State other post-employment benefit (OPEB) liability and the deferred inflows/outflows of resources related to the liability is based on actuarial estimates provided by the Washington State Office of the State Actuary and amounts provided by the Public Employees Benefits Board. We evaluated the key factors and assumptions used to develop the OPEB liability and determined that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of the net pension liability (asset) and the deferred inflows/outflows of resources related to the net pension liability (asset) is based on actuarial estimates provided by the Washington State Office of the State Actuary and amounts provided by the Washington State Department of Retirement Systems. This schedule was audited by independent auditors. We evaluated the key factors and assumptions used to develop the net pension liability (asset) and determined that it is reasonable in relation to the financial statements taken as a whole.

- Management's estimate of the net pension liability and the deferred inflows/outflows of resources related to the University's Supplemental Retirement Plan is based on actuarial estimates provided by the Washington State Office of the State Actuary and amounts provided by the Washington State Department of Retirement Systems. We evaluated the key factors and assumptions used to develop the net pension liability and determined that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of the asset retirement obligation is based on the expected actual costs to retire the asset at the time of determination, adjusted for inflation each year. We evaluated the key factors and assumptions used to develop the asset retirement obligation and determined that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of lost revenue for HEERF funding. The University computed lost revenue by taking the average revenue for fiscal years 2018-2020 and comparing this against the revenue generated for fiscal year 2021 to determine the amount of revenue lost as a result of COVID.

Financial Statement Disclosures

Certain financial statement disclosures involve significant judgment and are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the University's financial statements relate to:

- The disclosure of employer pension assumptions in Note 16 to the financial statements is sensitive as this note supports assumptions made and inputs used to determine the employer pension assumption.
- The disclosure of other post-employment benefits other than pensions in Notes 17 to the financial statements is sensitive as this note supports the assumptions made and inputs used to determine the other post-employment benefit liability.

Significant Difficulties Encountered during the Audit

During the course of the audit, we encountered significant difficulties in completing audit procedures and issuing the final audit report. These difficulties were primarily caused by the mid-year system conversion to Workday. As a result of the system conversion, management was unable to provide a final trial balance and prepare the financial statements in a timely manner. In addition, as a result of audit procedures, there were material adjustments to work through. This caused significant delays in the issuance of the audit.

Uncorrected and Corrected Misstatements

For purposes of this communication, professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management. Further, professional standards require us to also communicate the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole.

During our audit procedures, we identified multiple material audit adjustments. The adjustments were brought to the attention of, and corrected by, management.

The following summarizes uncorrected financial statement misstatements whose effects in the current and prior periods, as determined by management, are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

- An unidentified difference between beginning balance and the reversal of the accrual in accounts receivable resulting in an understatement of assets and revenue of \$1.5 million.
- Prior year restatement for capital appropriations that should have been recognized in 2020 for expenditures incurred in the prior period resulting in an overstatement of revenue and understatement of beginning net position of \$5.6 million.
- An adjustment to the sick leave accrual based on actual hours earned but unused by employees rather than an estimate allowed under the Method 2 OMF calculation resulting in an overstatement of accrued liabilities and related payroll expenses of \$2.3 million.
- Remaining unidentified differences on the reconciliation between the bank accounts and trial balance accounts resulting in the potential overstatement of cash and net income of \$2.1 million.
- An adjustment to correct recognition of state revenue that was overdrawn in the current year for student scholarships resulting in an overstatement of revenue and understatement of deferred revenue of \$3.4 million.
- Remaining unidentified balance in previously reported agency funds after current year postings made during the conversion to Workday and implementation of GASB 84, *Fiduciary Activities* resulting in an overstatement of accounts receivable and revenue of \$1.2 million.
- A reclassification of negative accounts receivable balances associated with unbilled receivables resulting in an understatement of unbilled receivables and current liabilities resulting in an overstatement of receivables of \$1.2 million and an understatement of accounts payable of \$1.2 million.
- A reclassification of the GEER money passed through the state of Washington from nonoperating state appropriations to nonoperating COVID relief grant funding of \$1.3 million.
- An adjustment to true up the payroll accrual as of year end. This resulted in an overstatement of the payroll accrual and associated expense of \$1.7 million.
- A reclassification of items included in restricted expendable net position that should be included in unrestricted. This resulted in restricted expendable net position to be overstated by \$5.9 million and unrestricted net position to be understated by \$5.9 million.
- An adjustment to correct the recognition of the HEERF Institutional funds that were recognized in 2020; however, the eligibility criteria to recognize the grant funds were not met until 2021. This resulted in beginning net position to be overstated and current year revenue to be understated by \$1,443,897.

The effect of these uncorrected misstatements, including the effect of the reversal of prior year uncorrected misstatements as of and for the year ended June 30, 2021, is an overstatement of net income of approximately \$5.3 million, an understatement of beginning net position of approximately \$4.2 million and an overstatement of ending net position of approximately \$1.1 million.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to the financial statements or the auditor's report. No such disagreements arose during the course of the audit.

Representations Requested from Management

We have requested certain written representations from management which are included in the management representation letter dated June 9, 2022.

Management's Consultations with Other Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

Other Significant Matters, Findings, or Issues

In the normal course of our professional association with the University, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, operating conditions affecting the University, and operating plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as the University's auditors.

Modifications of the Auditor's Report

Correction of an Error

As discussed in Note 1 to the financial statements, there were errors noted in prior year financial statements that required a restatement to beginning net position of the University as of June 30, 2020. Accordingly, the net position as of June 30, 2020 has been restated to reflect this correction. Our opinions are not modified with respect to this matter.

Change in Accounting Principle

As discussed in Note 1 to the financial statements, the University has adopted the provisions of GASB Statement No. 84, *Fiduciary Activities*, which resulted in a restatement of the net position as of July 1, 2020. Our opinions are not modified with respect to this matter.

Emphasis of Matter

As described in Note 1, the financial statements of the University, an agency of the state of Washington, are intended to present the financial position, changes in financial position, and cash flows attributable to the University. They do not purport to, and do not present fairly the financial position of the state of Washington as of June 30, 2021, and the changes in its financial position for the year then ended in conformity with accounting principles generally accepted in the United States of America. Our opinions are not modified with respect to this matter.

Restatement and Reissuance

As discussed in Note 22, subsequent to the issuance of the University's 2021 financial statements and our report thereon dated June 9, 2022, we became aware that those financial statements excluded the lost revenue taken against the Institution's Higher Education Emergency Relief Funds (HEERF) associated with fiscal year 2021. This resulted in the COVID relief grant funding revenue and associated accounts receivable to be understated. In our original report we expressed an unmodified opinion on the 2021 financial statements, and our opinion on the revised statements, as expressed herein, remains unmodified.

The financial statements include the financial statements of Washington State University Foundation (the Foundation), which we considered to be a discretely presented component unit of the University. The financial statements of the Foundation were audited by other auditors and we did not assume responsibility for the audit performed by the other auditors, rather have referred to their audit in our report. Our decision to refer to the report of the other auditor is based upon our evaluation of the materiality of the Foundation with respect to the financial statements as a whole and our consideration of the timing requirements of the engagement. Our audit procedures with respect to Foundation included required correspondence with the other auditor, obtaining and reading their auditor's report and the related financial statements, and other procedures as considered necessary. Our audit procedures with respect to the Foundation included obtaining an understanding of the Foundation and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements of the Foundation and completion of further audit procedures.

This report is intended solely for the information and use of the Board of Regents and management of the University and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

A handwritten signature in black ink that reads "Eide Sully LLP". The signature is written in a cursive, flowing style.

Boise, Idaho

Office of Internal Audit
Fiscal Year 2022 – Annual Report
July 1, 2021 through June 30, 2022

Internal Audit Services

- Planned audits to review the adequacy of internal controls in the areas of operations, financial, compliance and information technology
- Investigations of suspected employee misconduct in the areas of fraud, waste and abuse
- Advisory services including serving as liaison between management and external auditors and providing guidance to members of the University community with issues that impact operations and systems of internal control

Personnel

- The Internal Audit team includes the Chief Audit Executive and four auditors.
- One of the audit positions, Sr. IT Auditor, is currently vacant and has been posted. This impacted audit activity in the reporting period.

Engaged Activities/Projects/Effort Allocation

			Effort (hours)	Effort (%)
Audits	IT Governance	In Progress *	2239.5	44%
	Effort Certification	Suspended **		
	Housing and Dining Facilities Procurement	In Progress		
	Other Audits/Prior Year	2 Closed		
Projects	Updated Audit System (Version, Cloud-based) – in progress of migration and configuration at report date, Go Live December 5, 2022		2239.5	44%
	Enhanced Analytics Software (TeamMate) – in test, applied to data pulled through Data Query projects			
	Financial and Compliance Fraud Queries			
	Fraud Risk Assessment (second survey scheduled Fall 2022)			
Follow up	IT issues - distributed areas	In Progress	485.75	9%
	HIPAA compliance	In Progress		
	Salary Cap	Resolved		
Investigations	2 active, 9 closed in preliminary		177	3%
Advisory	153 advisories on ethics, control, policy – 10 open at year end		1230.75	24%
Liaison	Closed – FY 2021 State Auditor’s Office (SAO) Single Audit		1012	20%
	Closed – 2 SAO Whistleblower			
	Closed – 1 Executive Ethics Board (EEB) investigation			
	Closed – 4 federal grant audits			
	Active – FY 2022 State Auditor’s Office (SAO) Single Audit			
	Active – FY 2020-2021 SAO Accountability			
Total Actual Hours			5145	100%

*engagement impacted by vacancy, anticipate close Fall 2022

**engagement halted due to request from sponsor for third party audit, project to be contracted out



Office of the Washington State Auditor

Pat McCarthy

May 16, 2022

Washington State University Single Audit Exit Conference

The Office of the Washington State Auditor's vision is increased trust in government. Our mission is to provide citizens with independence and transparent examinations of how state and local governments use public funds, and develop strategies that make government more efficient and effective.

The purpose of this meeting is to share the results of your audit. We value and appreciate your participation.

Audit Scope

We performed federal grant compliance audit(s) for the Student Financial Assistance Cluster for state fiscal year 2021.

Federal grant audit work is performed on a statewide basis, in accordance with the revised Single Audit Act. We select federal programs for audit using risk-based criteria set forth in the *U.S. Office of Management and Budget Uniform Guidance*.

We evaluated internal controls and tested compliance with the following federal requirements for the Student Financial Assistance Cluster programs (Assistance Listings 84.007, 84.033, 84.038, 84.063, 84.268, 84.379, 93.264, 93.342, 93.364, 93.925):

- Activities Allowed or Unallowed
- Cash Management
- Eligibility
- Reporting
- Special Tests and Provisions:
 - Verification
 - Disbursements to or On Behalf of Students
 - Return of Title IV Funds
 - Enrollment Reporting (Pell and Direct Loan)
- Special Tests and Provisions (*continued*)
 - Student Loan Repayments (HPSL/PCL/LDS and NSL, and NFLP)
 - Perkins Loan Recordkeeping and Record Retention
 - Borrower Data Reconciliation (Direct Loan)
 - Institutional Eligibility
 - General Program Eligibility
 - Gramm-Leach-Bliley Act – Student Information Security

Audit Highlights

We appreciate the availability and flexibility of University staff in working remotely with our Office during the Coronavirus pandemic period to respond to our information requests and assist us in completing the audit in a timely manner. Additionally, we appreciate the University's participation throughout the weekly status update meetings which assisted us in making sure requests were addressed quickly.

Recommendations included in the Audit Reports

Findings formally address issues in an audit report. Findings report significant deficiencies and material weaknesses in internal controls; misappropriation; and material abuse or non-compliance with laws, regulations or policies. We issued two findings related to your program and they are included at the end of the exit document.

Status of Prior Findings

Brief Description	Resolved	Unresolved
2020-021 Washington State University did not establish adequate internal controls over and did not comply with federal requirements to conduct risk assessments of student information security for Student Financial Assistance programs.		X

Recommendations not included in the Audit Reports

Exit Items

We have provided exit recommendations for management's consideration. Exit items address control deficiencies or non-compliance with laws or regulations that have an insignificant or immaterial effect on the federal grant program. Exit items are not referenced in the audit report.

Finalizing Your Audit

Report Publication

OFM will publish the Statewide Single Audit online at <https://www.ofm.wa.gov/accounting/financial-audit-reports/single-audit-report> on or around the last day of July 2022. We will also provide a link to the report on our website <https://www.sao.wa.gov/>.

Audit Finding Resolution Requirements

Chapter 55.10 of the State Administrative Accounting Manual describes agency responsibilities for providing correction action plans for each audit finding contained in state audit reports. Specifically, agencies must submit a correction action plan to OFM within 30 days of reports with audit findings.

Corrective active plan templates can be found at www.ofm.wa.gov/policy/55.10.htm.

Upon completion of correction action related to audit findings, agency heads or their designees are required to certify in writing to OFM that the audit resolution process is complete.

Your Next Scheduled Audit

The single audit for the State of Washington is performed annually with planning beginning in April each year. You will be informed if any programs are selected at your agency once those selections have been made.

Working Together to Improve Government

Audit Survey

When your report is released you will receive an audit survey from us. We value your opinions on our audit services and hope you provide feedback.

Questions?

Please contact us with any questions about information in this document or related audit reports.

- Sadie Armijo, CFE, Director of State Audit and Special Investigations, (564) 999-0808, Sadie.Armijo@sao.wa.gov
- Jim Brownell, Assistant Director of State Audit and Special Investigations, (564) 999-0782, Jim.Brownell@sao.wa.gov
- Cavan Busch, Audit Manager, (564) 999-0786, Cavan.Busch@sao.wa.gov
- Andrew Schmitz, Auditor-in-Charge of the Statewide Single Audit, (564) 999-0790, Andrew.Schmitz@sao.wa.gov
- Matt Thompson, Audit Lead, (509) 918-9153, Thompsonm@sao.wa.gov

SCHEDULE OF FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

State of Washington
July 1, 2020 through June 30, 2021

WSU 2021-001 **Washington State University did not establish adequate internal controls over and did not comply with federal requirements to monitor its third-party servicer for compliance with Federal Perkins Loan Program recordkeeping and record retention requirements.**

CFDA Number and Title:	84.038 Federal Perkins Loan Program
Federal Grantor Name:	U.S. Department of Education
Federal Award/Contract Number:	Not applicable
Pass-through Entity Name:	None
Pass-through Award/Contract Number:	None
Applicable Compliance Component	Special Tests and Provisions: Perkins Loan Recordkeeping and Record Retention
Known Questioned Cost Amount:	None

Background

The Federal Perkins Loan Program and Perkins Loan Extension Act of 2015 awarded loans to undergraduate and graduate students until the program was suspended nationwide on September 30, 2017. Institutions are required to continue servicing their Perkins Loan portfolio (or continue contracting with a third-party servicer) and comply with various repayment, administrative and reporting requirements until they have completed their loan liquidation process and closed out their Perkins Loan program.

Institutions must retain original or true and exact copies of promissory and master promissory notes (MPN), repayment records, and cancellation and deferment requests for each Perkins Loan made. They also must retain disbursement records, electronic authentication records and signature authorizations for loans made with a MPN.

When an institution uses a third-party servicer for its Perkins Loan program, the institution must perform due diligence monitoring to ensure that its third-party servicer is complying with the requirements for the functions it is performing for the school. The U.S. Department of Education recommends that such monitoring could include obtaining and reviewing the third-party servicer's most recent Title IV compliance audit.

In fiscal year 2021, Washington State University (University) reported approximately \$12.7 million in its outstanding Perkins Loan portfolio.

Federal regulations require recipients to establish and follow internal controls to ensure compliance with program requirements. These controls include understanding grant requirements and monitoring the effectiveness of established controls.

Description of Condition

The University did not establish adequate internal controls over and did not comply with federal requirements to monitor its third-party servicer for compliance with Perkins Loan recordkeeping and record retention requirements.

The University entered into a contract with its third-party servicer in January 2011 to provide loan processing services and perform, in part, the following functions:

- Retain and maintain electronic records, such as loan profile and payment history, borrower information, and other pertinent loan records
- Perform all due diligence procedures, including timely mailing of grace notices, regular past-due bills, and final demand notices
- Maintain electronically signed MPNs
- Provide borrower outreach and education on repayment, delinquency and default, and required borrower disclosures

We found the University did not perform due diligence monitoring of its third-party servicer during the audit period to ensure it complied with Federal Perkins Loans Program requirements.

We consider this internal control deficiency to be a material weakness, which led to material noncompliance.

This issue was not reported as a finding in the prior audit.

Cause of Condition

Management was aware of the University's responsibility of monitoring its third-party servicer for the Perkins Loan program requirements. However, the University did not perform monitoring during the audit period because it experienced turnover in the position responsible for this process.

Additionally, management directed staff to assist with a University-wide software system conversion and did not ensure it performed a review of the third-party servicer's compliance with program requirements as required.

Effect of Condition

By not monitoring the third-party servicer, the University could not ensure the servicer complied with Title IV requirements to maintain appropriate Perkins Loans records as set forth in federal regulations.

Additionally, the University may be subject to sanctions from the federal grantor and be liable for repayment of any improperly spent program funds that the third-party servicer administered.

Recommendations

We recommend the University:

- Establish adequate internal controls to ensure it performs due diligence monitoring of the functions its third-party servicer performs for the Perkins Loan program in accordance with federal requirements
- Ensure staff have the necessary resources to perform due diligence monitoring of the third-party servicer for compliance, as federal regulations require

University's Response

The University agrees with the Condition and the State Auditor's Office recommendations. As noted, during the audit period, the University experienced turnover in key positions responsible for this oversight. At the same time, and with new employees in place, there was a significant effort to prepare for and implement transition to a new personnel/finance system and a new point of sale system.

While these extenuating circumstances impacted implementation of monitoring controls during the audit period, the University commits to ensuring that oversight is performed in the current period and going forward.

To this end, the University has established the following procedures for performing the required due diligence in

regards to monitoring ECSI, our third-party services provider:

- In August/September the University will request the compliance audit report (SOC) from ECSI for review of compliance with Perkins loan recordkeeping and record retention requirements.
- The University will review that ECSI is in compliance with regulatory requirements and sign and date said report on the date the review occurs.
- For 2021 the report has been requested and reviewed.
- This will be handled by the Bursars Collection manager on a go forward basis with back up to be done by the Bursar.

Auditor's Remarks

We thank the University for its cooperation and assistance throughout the audit. We will review the status of the University's corrective action during our next audit.

Applicable Laws and Regulations

Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) establishes the following applicable requirements:

Section 200.303 Internal controls, states in part:

The non-Federal entity must:

- (a) Establish and maintain effective internal control over the Federal award that provides reasonable assurance that the non-Federal entity is managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award. These internal controls should be in compliance with guidance in "Standards for Internal Control in the Federal Government" issued by the Comptroller General of the United States or the "Internal Control Integrated Framework", issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).
- (b) Comply with Federal statutes, regulations, and the terms and conditions of the Federal awards.
- (d) Take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings.

Section 200.516 Audit findings, states in part:

- (a) *Audit findings reported.* The auditor must report the following as audit findings in a schedule of findings and questioned costs:
 - (1) Significant deficiencies and material weaknesses in internal control over major programs and significant instances of abuse relating to major programs. The auditor's determination of whether a deficiency in internal control is a significant deficiency or material weakness for the purpose of reporting an audit finding is in relation to a type of compliance requirement for a major program identified in the Compliance Supplement.
 - (2) Material noncompliance with the provisions of Federal statutes, regulations, or the terms and conditions of Federal awards related to a major program. The auditor's determination of whether a noncompliance with the provisions of Federal statutes, regulations, or the terms and conditions of Federal awards is material for the purpose of reporting an audit finding is in relation to a type of compliance requirement for a major program identified in the compliance supplement.

The American Institute of Certified Public Accountants defines significant deficiencies and material weaknesses in its *Codification of Statements on Auditing Standards*, section 935, Compliance Audits, paragraph 11 as follows:

For purposes of adapting GAAS to a compliance audit, the following terms have the meanings attributed as follows:

Deficiency in internal control over compliance. A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing, or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed or the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Material weakness in internal control over compliance. A deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a compliance requirement will not be prevented, or detected and corrected, on a timely basis. In this section, a reasonable possibility exists when the likelihood of an event occurring is either reasonably possible or probable as defined as follows:

Reasonably possible. The chance of the future event or events occurring is more than remote but less than likely.

Probable. The future event or events are likely to occur.

Significant deficiency in internal control over compliance. A deficiency, or a combination of deficiencies, in internal control over compliance that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Material noncompliance. In the absence of a definition of material noncompliance in the governmental audit requirement, a failure to follow compliance requirements or a violation of prohibitions included in the applicable compliance requirements that results in noncompliance that is quantitatively or qualitatively material, either individually or when aggregated with other noncompliance, to the affected government program.

Title 34 *U.S. Code of Federal Regulations* (CFR) Part 674, *Fiscal procedures and records* establishes the following applicable requirements:

Section 674.19 Retention of Records, states in part:

(e) Retention of Records

(1) *Records.* An institution shall follow the record retention and examination provisions in this part and in 34 CFR 668.24.

(2) *Loan records.*

(i) An institution shall retain a record of disbursements for each loan made to a borrower on a Master Promissory Note (MPN). This record must show the date and amount of each disbursement.

(ii) For any loan signed electronically, an institution must maintain an affidavit or certification regarding the creation and maintenance of the institution's electronic MPN or promissory note, including the institution's authentication and signature process in accordance with the requirements of [§ 674.50\(c\)\(12\)](#).

(iii) An institution shall maintain a repayment history for each borrower. This repayment history must show the date and amount of each repayment over the life of the loan. It must also indicate the amount of each repayment credited to principal, interest, collection costs, and either penalty or late charges.

(3) *Period of retention of disbursement records, electronic authentication and signature records, and repayment records.*

(i) An institution shall retain disbursement and electronic authentication and signature records for each loan made using an MPN for at least three years from the date the loan

is canceled, repaid, or otherwise satisfied.

- (ii) An institution shall retain repayment records, including cancellation and deferment requests for at least three years from the date on which a loan is assigned to the Secretary, canceled or repaid.

(4) *Manner of retention of promissory notes and repayment schedules.* An institution shall keep the original promissory notes and repayment schedules until the loans are satisfied. If required to release original documents in order to enforce the loan, the institution must retain certified true copies of those documents.

- (i) An institution shall keep the original paper promissory note or original paper MPN and repayment schedules in a locked, fireproof container.
- (ii) If a promissory note was signed electronically, the institution must store it electronically and the promissory note must be retrievable in a coherent format. An original electronically signed MPN must be retained by the institution for 3 years after all the loans made on the MPN are satisfied.
- (iii) After the loan obligation is satisfied, the institution shall return the original or a true and exact copy of the note marked “paid in full” to the borrower, or otherwise notify the borrower in writing that the loan is paid in full, and retain a copy for the prescribed period.
- (iv) An institution shall maintain separately its records pertaining to cancellations of Defense, NDSL, and Federal Perkins Loans.
- (v) Only authorized personnel may have access to the loan documents.

WSU 2021-002 Washington State University did not establish adequate internal controls over and did not comply with federal requirements to conduct risk assessments of student information security for the Student Financial Assistance programs.

CFDA Number and Title:	84.007, Federal Supplemental Educational Opportunity Grant 84.033, Federal Work-Study Program 84.038, Federal Perkins Loan Program 84.063, Federal Pell Grant Program 84.268, Federal Direct Student Loans 84.379, Teacher Education Assistance for College and Higher Education Grants
Federal Grantor Name:	U.S. Department of Education
Federal Award/Contract Number:	Various
Pass-through Entity Name:	None
Pass-through Award/Contract Number:	None
Applicable Compliance Component:	Special Tests and Provisions: Gramm-Leach-Bliley Act – Student Information Security
Known Questioned Cost Amount:	None

Background

The Gramm-Leach-Bliley Act (Act) requires financial institutions to explain their information-sharing practices to their customers and to safeguard sensitive data. The Federal Trade Commission considers Title-IV eligible institutions that participate in the Title IV Educational Assistance Programs to be “financial institutions” and subject to the Act because of their participation in the wiring of federal aid funds to consumers.

Provisions of the Act include requirements for financial institutions to develop, implement and maintain an information security program over confidential and financial information. Under the Family Educational Rights and Privacy Act (FERPA), the U.S. Department of Education requires in its institutional Program Participation Agreement for institutions to adhere to the Act’s requirements and to protect student financial aid information from unauthorized disclosure, misuse, alteration, destruction or other compromising acts.

The U.S. Department of Education provides further guidance to participating institutions regarding methods for meeting cybersecurity requirements. Institutions of higher education are to designate individual(s) responsible for coordinating the institution’s information security program and conducting risk assessments to identify foreseeable internal and external risks to information security, confidentiality and data integrity, and to document and evaluate the safeguards in place to mitigate the effects of, or eliminate, any identified risks.

Each institution’s risk assessment must consider the following key elements:

- Employee training and management
- Information systems, including network and software design, as well as information processing, storage, transmission and disposal
- Detecting, preventing and responding to attacks, intrusions or other system failures

Federal regulations require recipients to establish and follow internal controls to ensure compliance with program requirements. These controls include understanding grant requirements and monitoring the effectiveness of established controls.

In the prior audit, we reported Washington State University (University) did not establish adequate internal controls over and did not comply with federal requirements to conduct risk assessments of student information security for the Student Financial Assistance programs. The prior finding number was 2020-021.

Description of Condition

The University did not establish adequate internal controls over and did not comply with federal requirements to conduct risk assessments of student information security for the Student Financial Assistance program.

The Chief Information Security Officer is responsible for coordinating the University's information security program. The University implemented written policies for conducting information security risk assessments and security assessment and authorization reviews during the audit period. The University also had documentation to show it implemented activities to monitor and assess threats to information security.

However, the University did not have adequate documentation to show that it performed a formal risk assessment specific to the requirements for information systems covered under the Act. Because of this, we also found the University did not have readily available documentation to support the specific safeguards implemented in response to the risks identified through the required risk assessment.

We consider this internal control deficiency to be a material weakness, which led to material noncompliance.

Cause of Condition

University management was aware of the information system security requirements under the Act and established policies and procedures for performing the required information security risk assessment specific to the Act. During the audit period, management redesigned the risk assessment to better address the requirements under the Act, but did not monitor staff assigned with completing the risk assessment to ensure it was performed and adequately documented.

Effect of Condition

By not ensuring staff completed and adequately documented risk assessments of information system security specific to the Act, the University could not easily identify which systems security safeguards were implemented in response to identified risks of unauthorized disclosure, including theft, manipulation, destruction, or misuse of student information.

Recommendations

We recommend the University:

- Improve its internal controls to ensure information system security risk assessments are performed in accordance with federal regulations, program requirements and University policy
- Monitor the results of risk assessments to ensure appropriate safeguards are documented and implemented in response to identified risks

University's Response

Washington State University takes very seriously its responsibilities related to information system security and the protection of customer information from unauthorized disclosure, theft, manipulation, destruction, or misuse.

As noted within the Background of this report, the issue within this report is repeated from the prior year, Fiscal Year 2020. The report was issued in May 2021. The current audit scope was to review for controls and implementation of corrective action through the end of the fiscal year, effectively, through June 30, 2021 (two months after report issuance date). The University had provided a corrective action plan for communicated issues and noted implementation would be affected by March 31, 2022. This deadline has been met.

As of the end of March 2022, Fiscal Year 2022, the University has revised and improved the tools and processes for conducting information security risk assessments. The University used the refined tools to perform comprehensive assessments of risks against the control environment and has documentation to support both the results of the assessment and activities implemented, as a result of the assessment, to monitor and assess threats to information security.

Washington State University continues to maintain its diligence in actively assessing and managing risks in information security and specific to the requirements for information systems covered under the Gramm-Leach-Bliley Act.

Auditor's Remarks

We thank the University for its cooperation and assistance throughout the audit. We will review the status of the University's corrective action during our next audit.

Applicable Laws and Regulations

Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) establishes the following applicable requirements:

Section 200.303 Internal controls, states in part:

The non-Federal entity must:

- (a) Establish and maintain effective internal control over the Federal award that provides reasonable assurance that the non-Federal entity is managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the Federal award. These internal controls should be in compliance with guidance in "Standards for Internal Control in the Federal Government" issued by the Comptroller General of the United States or the "Internal Control Integrated Framework", issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).
- (b) Comply with Federal statutes, regulations, and the terms and conditions of the Federal awards.
- (d) Take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings.

Section 200.516 Audit findings, states in part:

- (b) *Audit findings reported.* The auditor must report the following as audit findings in a schedule of findings and questioned costs:
 - (1) Significant deficiencies and material weaknesses in internal control over major programs and significant instances of abuse relating to major programs. The auditor's determination of whether a deficiency in internal control is a significant deficiency or material weakness for the purpose of reporting an audit finding is in relation to a type of compliance requirement for a major program identified in the Compliance Supplement.
 - (2) Material noncompliance with the provisions of Federal statutes, regulations, or the terms and conditions of Federal awards related to a major program. The auditor's determination of whether a noncompliance with the provisions of Federal statutes, regulations, or the terms and conditions of Federal awards is material for the purpose of reporting an audit finding is in relation to a type of compliance requirement for a major program identified in the compliance supplement.

The American Institute of Certified Public Accountants defines significant deficiencies and material weaknesses in its *Codification of Statements on Auditing Standards*, section 935, Compliance Audits, paragraph 11 as follows:

For purposes of adapting GAAS to a compliance audit, the following terms have the meanings

attributed as follows:

Deficiency in internal control over compliance. A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing, or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed or the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Material weakness in internal control over compliance. A deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a compliance requirement will not be prevented, or detected and corrected, on a timely basis. In this section, a reasonable possibility exists when the likelihood of an event occurring is either reasonably possible or probable as defined as follows:

Reasonably possible. The chance of the future event or events occurring is more than remote but less than likely.

Probable. The future event or events are likely to occur.

Significant deficiency in internal control over compliance. A deficiency, or a combination of deficiencies, in internal control over compliance that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Material noncompliance. In the absence of a definition of material noncompliance in the governmental audit requirement, a failure to follow compliance requirements or a violation of prohibitions included in the applicable compliance requirements that results in noncompliance that is quantitatively or qualitatively material, either individually or when aggregated with other noncompliance, to the affected government program.

Title 16 CFR Part 314, *Standards for Safeguarding Customer Information* establishes the following applicable requirements:

314.2 Definitions.

- (b) *Customer information* means any record containing nonpublic personal information as defined in 16 CFR 313.3(n), about a customer of a financial institution, whether in paper, electronic, or other form, that is handled or maintained by or on behalf of you or your affiliates.
- (c) *Information security program* means the administrative, technical, or physical safeguards you use to access, collect, distribute, process, protect, store, use, transmit, dispose of, or otherwise handle customer information.

314.3 Standards for safeguarding customer information.

- (a) Information security program. You shall develop, implement, and maintain a comprehensive information security program that is written in one or more readily accessible parts and contains administrative, technical, and physical safeguards that are appropriate to your size and complexity, the nature and scope of your activities, and the sensitivity of any customer information at issue. Such safeguards shall include the elements set forth in 314.4 and shall be reasonably designed to achieve the objectives of this part, as set forth in paragraph (b) of this section.
- (b) Objectives. The objectives of the Act, and of this part, are to:
 - (1) Insure the security and confidentiality of customer information;
 - (2) Protect against any anticipated threats or hazards to the security or integrity of such information; and

- (3) Protect against unauthorized access to or use of such information that could result in substantial harm or inconvenience to any customer.

314.4 Elements, states in part:

In order to develop, implement and maintain your information security program, you shall:

- (b) Identify reasonably foreseeable internal and external risks to the security, confidentiality, and integrity of customer information that could result in the unauthorized disclosure, misuse, alteration, destruction or other compromise of such information, and assess the sufficiency of any safeguards in place to control these risks. At a minimum, such a risk assessment should include consideration of risks in each relevant area of your operations, including:
 - (1) Employee training and management;
 - (2) Information systems, including network and software design, as well as information processing, storage, transmission and disposal; and
 - (3) Detecting, preventing and responding to attacks, intrusions, or other systems failures.
- (c) Design and implement information safeguards to control the risks you identify through risk assessment, and regularly test or otherwise monitor the effectiveness of the safeguards' key controls, systems and procedures.
- (d) Oversee service providers, by:
 - (1) Taking reasonable steps to select and retain service providers that are capable of maintaining appropriate safeguards for the customer information at issue; and
 - (2) Requiring your service providers by contract to implement and maintain such safeguards.
- (e) Evaluate and adjust your information security program in the light of the results of the testing and monitoring required by paragraph (c) of this section; any material changes to your operations or business arrangements; or any other circumstances that you know or have reason to know may have a material impact on your information security program.



Exit Items
Washington State University – Single Audit
Student Financial Assistance Cluster
Audit Period Ending: June 30, 2021

Return of Title IV Funds

The University is required to report, to the U.S. Department of Education, information specific to each student for whom it was not required to return Title IV funds due to withdrawal related to COVID-19 under the waiver exception authorized through Section 3508 of the CARES Act.

We reviewed 57 out of 821 student files and found that there was one student (1.8 percent) in which the Coronavirus Indicator checkbox in the Common Origination and Disbursement (COD) system was not checked.

We recommend the University ensure all students withdrawing from the University due to a valid COVID reason are properly reported in the Department of Education's COD system.

**Washington State University
Office of Internal Audit**

Fiscal Year 2023 Audit Plan

Heather R. Lopez, CIA, CFE
Chief Audit Executive
August 2022

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Introduction

The Office of Internal Audit assists the University and management in accomplishing its mission and strategic goals by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of its risk management, internal control and governance processes.

This year's Audit Plan achieves Internal Audit's goals by using a risk-based approach to provide audit and consulting coverage of several functions and processes with a system-wide focus. The plan considers constraints of available internal audit resources while striving to achieve an optimal balance of assurance and advisory activities that will offer the most value to management and the Board of Regents.

While Internal Audit's primary responsibility is the conduct of a schedule of audits of University operations, the Audit Plan also recognizes the importance of Internal Audit's role in the following areas:

- Serving in a consulting or advisory capacity by:
 - Educating and training of the workforce in concepts of fraud detection and awareness and internal control.
 - Assisting management in their efforts toward improvement of processes, procedures, and systems.
- Providing coordination and support to various external audit agencies including the State Auditor's Office's audits and investigations, and federal and state agencies.
- Conducting follow-up and investigation of financial or other irregularities.

The Audit Plan is developed based on risks faced by Washington State University. This includes risks that are known by this Office as well as those risks that are communicated by stakeholders during the audit plan development processes. Risks that are not able to be addressed due to audit resources must be communicated to senior management and the Board. Planned audits that are approved but not able to be conducted during the current year are communicated to senior management and the Board and reevaluated for consideration in the following year's audit plan. Because recent history has demonstrated how quickly the risk environment can change, we purposely allow for flexibility in our approach to planned audits and other audit services. The CAE is authorized to make changes to the Audit Plan, as deemed necessary, to address changes in identified risks. The President will be notified of any significant additions, deletions or other changes to the Audit Plan.

Audit Plan Development

Audits and projects in the FY 2023 Audit Plan were primarily identified through an assessment process that included a planning questionnaire sent by audit to different levels of management system-wide (this year's invitation for participation sent to 500 individuals), review of the results of both the Enterprise Risk Management and Office of the Controller Risk Evaluations, interviews with key management and leadership to understand their views of the risk environment, and, analysis of data across University accounts, areas and functions. We also considered other internal and external risk inputs including recent audit results and/or advisories, external examinations, industry risk areas and alerts from sponsoring agencies and stakeholders.

Audit resources limit the number of projects that may be engaged during the year so risks are initially ranked and then evaluated against resource availability. There are a few areas yielding high risk rating

that were not included in the audit plan due to resource limits, current or recent audit engagement (internal or external), or, management has recently engaged in mitigating activities, such as consulting engagements, to assess risk and develop strategies to address. We have clarified these exceptions in the section, 'FY 2023 Audit Plan'.

The specific scope and objective of each audit in the Audit Plan is determined once the audit team completes its planning process on each engagement. This planning process includes consideration of the risk management, control, and governance processes in place to meet the following:

- Accountability systems are in place to ensure organizational and program missions, goals, plans and objectives are achieved
- Risks are appropriately identified and managed
- Information is accurate, reliable and timely
- Employee actions are in compliance with policies, procedures and applicable laws and regulations
- Operations are effective and efficient
- Resources are acquired economically, used efficiently, and adequately protected

Overview of Audit Plan

The FY 2023 Audit Plan will be completed with the following resources: three auditors, an hourly IT auditor, two student interns and the Chief Audit Executive. This staffing complement, presenting 9,504 available hours, assumes the following considerations:

- Successful recruitment of an auditor position by December 2022 (position vacated July 2022).
- Successful recruitment or implementation of alternative solutions for IT auditor position.*
- In the past, Internal Audit has employed very talented and productive student interns to assist with the continuous audit program. We hope to continue that success with the recruitment of two interns in the spring semester.

*The full-time IT auditor position has been vacant since November 2021. Traditional efforts to recruit and fill position have been unsuccessful. Alternative solutions have been adopted and/or considered as follows:

- Retired IT auditor was hired on a project basis – will be able to achieve project activity equivalent to .50FTE (reflected in Audit Plan).
- Continued recruiting efforts with goal to fill position by December 2022 – recruitment extended to more professional organizations and peer institutions, and, with modification of duties.
- In addition, consideration will be given, if no fill by December, to coordinating with the President on potential outsource of audit projects in IT risk areas.

Planned use of available hours is as follows:

	Total Hours	% of Total
Direct Audit/Project Hours	6,512	69%
Leave Time and Holidays	1,608	17%
Administration, Development and Other	1,384	15%
	9,504	100%

Direct Audit/Project: includes planned audits, advisory projects, liaison efforts and contingency for investigations.

Leave Time and Holidays: represents 11 University holidays, five weeks of annual leave (16.67 hours per month accrual), 2.4 weeks of sick leave for full time auditors, and 22.5 hours sick leave for hourly employees. Actual usage may not be as much as accrued – during the pandemic most employees used all available hours.

Administration, Development and Other: includes departmental and supervisor staff meetings, and University required training. This also includes time planned to meet or exceed annual continuing professional education requirements of the various professional organizations which internal auditors are members and as required by the Institute of Internal Auditor (IIA).

For the 6,512 hours available for direct audit/projects, planned allocation is as follows:

- Planned Assurance Audits (71%):
 - o 3,138 (48%) – risk-based audits
 - o 1,282 (20%) – continuous audit program (test of controls/transactions – high risk)
 - o 210 (3%) – follow up of prior year recommendations
- Unplanned Audit Activities:
 - o 1,117 (17%) – investigation, advisory, liaison
- Support Services:
 - o 757 (12%) – education and training, quality improvement, committee participation

Our efforts are to ensure broad coverage of audit activity across the University system and include on-site audit engagement at all campuses, as much as possible. Although resources do not permit on-site review every year, the continuous audit program ensures continued test of decentralized transactions, and where feasible, the key controls, in functional areas engaged at all campuses and sites. Where possible, we also seek to leverage the work of external auditors or consultants.

Further, we try to ensure the planned audit coverage broadly covers several categories of risk. The risk categories applied by Internal Audit are a bit different than those adopted by the Enterprise Risk Management (ERM) model of assessing enterprise risks. Once the ERM process is more mature, because it heavily engages management and leadership assessment of risks, Internal Audit plans to place greater weight on the risks in the ERM risk register when performing overall assessment and with that, potentially modifying the risk categories used in informing the Internal Audit plan. For this year's audit planning, however, Internal Audit applied assessments to the risk categories it has used in the past: Governance, Financial, Research, Academic/Instruction, HRS, Student Support, IT/IS, Capital/Facilities, and Auxiliary.

FY 2023 Audit Plan

Planned Assurance Audits

Risk-Based Audits (Budgeted 3,138 hours):

- Procurement Card Administration
 - o A review of controls over method of purchase within new Workday environment.
- Cash Receipting Decentralized

- Focus on Extension sites that manage cash for both WSU and county programs.
- Clery Act
 - Completion of FY 2020 planned audit that was held in suspense during the pandemic – review for compliance with processes, reporting.
- Service and Activity Fees
 - Tuition and Fees ranked as high risk – S&A Fees last reviewed in 2006, this will be updated review of processes over fees charged to students, receipt, allocation and disbursement.
- Remote Work Activity (Employee Telework)
 - Evaluation of controls over IS/IT (data and assets) in hybrid work environment.
- Service Center: Billing (Uniform Guidance)
 - Ensure compliance with federal rules on service center billing – consistent application of rates.
- Visa Compliance: Workers
 - Review processes for review, approve, and monitor of visa status of workers to ensure visa regulations met.
- Screening Processes (Including employment, volunteers, vendors, health care vendor/provider)
 - Various rules on screening have similar objective: ensure vendor, provider, employee, volunteer are not on exclusion lists or suspended or debarred from participating in federal programs or funded activity.
- Energy Program Project Billing
 - Complex program mostly sustained by project billing – review of these processes within Workday environment.
- Vendor Management (Including Third Party IT Risk)
 - Institutions can outsource product and service, but not the responsibility and associated risk – audit to evaluate policies and procedures to provide assurance vendors are complying with terms of agreements and performing contracted services. Includes focus on vendor management in IT agreements.

Continuous Audit Program (Budgeted 1,282 hours):

- Continuous Audit Program High Risk Transactions
 - First of two stages of Fraud Risk Assessment performed in FY 2022 identified functions at higher risk of fraud. Internal Audit has had a continuous audit program since 2008 – adjustments made to the program in FY 2020-2021 to identify efforts to better utilize Workday and information and reports for continuous audit testing effort. Second stage of Fraud Risk Assessment, to be performed in FY 2023, will identify at least ten high risk transaction types for automated testing from the following areas: procurement card, payroll, cash receipts, general disbursements, contracted payments, and travel related expenses.
- Continuous Audit Program Cybersecurity Controls
 - Program to be developed in coordination with IT Security, with system capabilities for automated tests of controls in the IT security area. Program will include direction on use of existing systems to perform auto tests, processes for identifying changes in system or risk, and 6-8 non-IT auditor tested tests. To be performed by IT auditor on hourly project basis.
- It is anticipated for both of the Continuous Audit programs that tests will evolve over time as systems mature or change, but more tests will be evaluated for inclusion in the programs each successive year. It is also expected that both programs may be combined into one program at year end with ability for most of the developed tests to be performed by interns in future periods and on an ongoing basis.

Follow up (Budgeted 210 hours):

- Review of prior audit recommendations to determine if the formal responses from management were implemented as stated and if the corrective actions adequately address or mitigate the identified risks.
- Less time allocated in this area than in previous years. At start of audit period there remained only three recommendations to Central ITS, and two recommendations related to HIPAA compliance. There are additional recommendations related to IT cybersecurity but as communicated to distributed IT units. These are in progress of implementation and Central ITS is in the process of taking control of these issues for monitor and management purposes.
- Some recommendations to improve internal control are issued as a result of external audits and, in some instances, arise as a result of advisory activity. Internal Audit tracks these issues as well as part of its follow up activity and works with management to ensure corrective actions have taken desired effect.

Unplanned Audit Activities (Budgeted 1,117 hours)

- Investigation: Internal Audit investigates financial irregularities and compliance concerns in the areas of Fraud, Waste and Abuse. This is the most difficult category of service to predict effort as it varies from year to year, and engagement causes disruption to the schedule of Planned audits. Time allocated to this area is estimated based on historical experience and known open investigations at the start of plan year.
- External Audit Liaison: This area also is difficult to predict effort but estimates are based off known and expected, scheduled activity. In FY 2023 significant liaison efforts will be needed to coordinate with the State Auditor's Office during the FY 2020-2021 Accountability audit and the FY 2022 Statewide Single Audit. Internal Audit also coordinates and supports audit effort for most audits by federal agencies.
- Advisory Services: Internal audit staff provide consultative advice on financial, operational and compliance issues.
- Support Activities: This category includes a variety of services for which Internal Audit resources are allocated to fulfill our roles to provide value to University management, and, to support our own processes and initiatives to meet those broader efforts. These services include:
 - Outreach – Internal Audit develops regular announcements, articles and tips on internal control and fraud risk. Many times these communications are developed in coordination with functions holding responsibility over the subject matter (E.g. During FY 2022, a series of announcements on cybersecurity controls were developed in coordination with IT Security). The office also participates in trainings to personnel on same topics.
 - Committees – members of Internal Audit serve on several University committees, providing informal feedback on internal controls and risk. Participation also provides for greater visibility of Internal Audit as a resource and assists the function in being more timely alerted to nascent issues of concern.
 - Quality Assurance and Improvement Program – Regular efforts by the Internal Audit function to improve quality of audit services include retrospective evaluation of audit methodologies and processes, client surveys and enhancement of audit tools. In FY 2023, the audit management system used for all audit work and issue tracking is moving to cloud-hosted and being upgraded to a new version with enhanced functionality. In addition, a data analysis tool (TeamMate Analytics) has been deployed that will greatly enhance the tests performed in the Continuous Audit programs. During FY 2023, the rollout of these tools will be complete and as auditors use more they will gain confidence in expanding capabilities.

Internal audit activities are conducted in an independent and objective manner and in compliance with the Institute of Internal Auditors' (IIA) International Standards for the Professional Practices of Internal Auditing. Internal Audit achieves organizational independence through a dual reporting structure. The CAE reports functionally to the President and administratively to the Vice President for Finance and Administration. In accordance with the charter and the Board of Regents Bylaws, the CAE also provides semiannual updates to the committee of the Board of Regents charged with oversight for audits. Those updates include information regarding the audit plan and resource requirements, audit performance relative to the plan, and significant risk exposures and control issues, including fraud risks, governance issues and other matters of importance to senior management and the Board.

Topics Considered but Not Selected

The IIA requires that senior management and the governing board is informed of the risks/topics that were considered for the annual audit plan but not selected. The annual assessment effort performed by Internal Audit identifies many more risks than could be included in the Audit Plan due to resource constraints or, they are topics more suited for management engagement and strategic planning than audit.

The following significant risks/topics were identified but not included in the FY 2023 Audit Plan due to resource constraints or, process improvements or mitigation plans are in progress, deeming an assurance audit at this time would not add value to the topic:

- Budget Maintenance and Compliance: ongoing efforts by senior leadership, in conjunction with Workday deployment, to improve this process
- Account Monitoring and Reconciliation: active Internal Audit engagement by way of review of Systems Understanding (FY 2022 audit), and, efforts to improve on central bank reconciliation in progress by management as related to financial statement preparation and audit results
- Research Enterprise Requirements: Research Security Program, NIH Data Management Sharing Plans, NSPM Memo 33, Required Trainings - resources allocated to ensuring these requirements are met, ongoing monitor and address by ORSO
- Post-Award Management (effort certification, cost sharing, reporting): third-party audit of payroll distribution/effort to be engaged in the current year
- Post-Award Management Subrecipient Monitoring: active Internal Audit engagement in the form of advisory review of process
- Export Controls: Audit Plan includes evaluation of one component of this area – screening processes
- Employee Training and Development: new tools for training being deployed by HRS, in progress
- Tuition
- Facilities – Custodial, Maintenance and Improvements
- Parking and Transportation
- Capital Projects
- Policy and Procedure Implementation
- Athletics
- Contracts
- IT End User Support
- Student Academic Progress and Support

Authority and Criteria

Auditing Standard

The WSU Office of Internal Audit follows standards promulgated by the Institute of Internal Auditors (IIA). In accordance with Standard 1000, the purpose, authority, and responsibility of the internal audit activity is formally defined in the audit charter. The charter includes the mandatory elements of the International Professional Practices Framework (the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the *Standards*, and the Definition of Internal Auditing). The charter is periodically reviewed for revisions and any changes presented to the President for approval as required.

Standard 1300 requires the CAE to develop and maintain a quality assurance and improvement program (QAIP) that covers all aspects of the internal audit activity. The QAIP includes internal assessments such as regular supervisor monitoring of projects and activities and a newly implemented internal team member assessment of completed projects. External assessment includes a peer review to be conducted at least every five years.

WSU's Office of Internal Audit has not had a peer review. A peer review is critical to ensure the University's Internal Audit function continues to meet its charge for the University. The Fiscal Year 2020 Audit Plan had included planning, budget and time, for a peer review, with a plan for at least two reviewers from two different higher education institutions of similar size and form as WSU. Due to pandemic this did not occur. FY 2023 Audit Plan again includes an allocation of resources (time) to prepare for peer review though it is not anticipated it will occur until late calendar year 2023 due to efforts related to implementing the updated audit system and move to cloud-hosted server. In all other ways, the Internal Audit function strives for general conformance with IIA Standards.

Internal Control Framework

The University follows the COSO control framework and its guiding principles in the establishment of internal controls. The state of Washington has provided greater direction in the implementation of COSO for state agencies within the revised (effective July 1, 2017) Chapter 20 of the State Accounting and Administration Manual. Internal Audit strives to apply the COSO framework in tests of internal controls and provide appropriate direction and guidance to individuals.

INFORMATION ITEM # 5

2023-2025 Biennial Operating Budget Request (Elizabeth Chilton/ Matt Skinner/Colleen Kerr)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: 2023-2025 Biennial Operating Budget Request

SUBMITTED BY: Elizabeth Chilton, Provost and Executive Vice President
Stacy Pearson, Vice President for Finance and Administration/CFO
Colleen Kerr, Vice President External Affairs & Government Relations

BACKGROUND
INFORMATION:

At the May 2022 meeting, the Board of Regents approved the budget priorities for the 2023-25 Biennial Operating Budget Request and delegated authority to the President or designee to approve the final request 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.

The Executive and Governance Committee of the Board of Regents met on August 18th to discuss the proposed request and the following is a recap of the final request items submitted to OFM:

1. Compensation:
 - a. WSU will request at least a 3 percent compensation increase for both years of the biennium for faculty and staff commensurate with previous years' requests. The actual percentage will be determined just prior to the mid-September submission so that it reflects the most current information.
 - b. WSU is also requesting improvements to the state appropriation-plus-tuition funding formula to make compensation enhancements at any prescribed level achievable. This change would reduce prescribed reliance on tuition revenues unlikely to materialize over the next two years.

- c. WSU will also request an enhancement for civil service employees commensurate with what is awarded to such workers throughout state government.

Request amount: \$28.2 million to \$47.1 million biennially.

2. Nursing Accreditation:

Funding is needed to provide ongoing resources to support university-directed salary increases bringing College of Nursing salaries from 25th percentile to 50th percentile among nurses with similar credentials in support of the College of Nursing's reaccreditation campaign. About \$475,000 of this request will fund ongoing equipment enhancements.

Request amount: \$4.4 million biennially.

3. Social work:

Funding is requested to establish a new bachelor's degree and master's degree in social work at WSU Tri-Cities to meet escalating workforce needs for behavioral and mental health that have been identified through state assessments and WSU's ongoing engagement with community partners and stakeholders. Once established and accredited, this program is replicable at other campus locations in the system.

Request amount: \$1.6 million biennially.

4. Public Health:

The COVID-19 pandemic revealed a lack of trained individuals needed to protect public health and respond to emergent health crises, especially in rural, remote, and underserved counties. To address this skills gap, WSU is requesting support to establish a two-track Bachelor of Public Health degree that will be made unique in the state by the delivery of a major in Infectious Disease at the Pullman campus and a major in Behavioral Health delivered at the Spokane and Vancouver campuses. This program will provide special focus on meeting the needs of rural, remote, and underserved communities.

Request amount: \$2.5 million biennially.

5. Ruckelshaus Center:

Funding is requested to enhance core support and fiscal stability for the center, which operates almost entirely on variable contracts and donor funds.

Request amount: \$1.2 million biennially.

6. Collective Bargaining:

WSU will seek funding for economic impacts of collective bargaining agreements (contracts), ratified before the state deadline of October 1st, for classified staff represented by the following Unions:

International Union of Operating Engineers

Teamsters

Washington Federation of State Employees

WSU Police Guild

Bargaining is currently underway and Contracts are not yet final, so the costs cannot be estimated at this time.

7. Maintenance and Operations of New Buildings:

Funds are requested as is commonplace to provide support for the Life Sciences Building currently under construction at WSU Vancouver and a new water reservoir in Pullman.

Request amount: \$0.9 million biennially.

INFORMATION ITEM #6

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

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: 2023-2025 State Capital Budget Request

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

BACKGROUND INFORMATION:

At the May 2022 meeting, the Board of Regents approved the 2023-25 State Capital Budget Request and delegated authority to the President or designee to approve the final request 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.

The 2023-2025 State Capital Budget request was developed within the overall context of identifying and prioritizing projects that balance continued stewardship and renewal of existing facilities and infrastructure within a framework for responsible growth. The 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/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 Executive and Governance Committee of the Board of Regents met on August 18th to discuss the proposed request, and the following is a recap of the final request items submitted to OFM:

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

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
2023-25 State Capital Budget Request				\$ 155,000,000				
10 Yr Plan								
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
				\$ 155,000,000	\$ 155,000,000	\$ 155,000,000	\$ 155,000,000	\$ 155,000,000

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

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

INFORMATION ITEM #7

Items Approved Under Delegated Authority
(Kirk Schulz/Nathan Deen/Matt Skinner)

Tuition Differential for the Masters of Health Administration and Leadership

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

BACKGROUND
INFORMATION:

In June 2022, the Executive and Governance Committee of the Board of Regents, acting on behalf of the Board, approved an initial tuition rate of \$950 per credit for all students in this new program. The program was approved by the full Board of Regents at its May 2022 meeting and enrolled its first students this fall. This report is provided to the full Board of Regents for informational purposes only.

The complete action item presented to the Executive and Governance Committee, along with its attachments, is available at this link: <https://regents.wsu.edu/meeting-dates/June%2022%202022%20Special%20Meeting/Meeting%20Book.pdf?0.14278568982193085>

Washington State University Foundation Operating Agreement

SUBMITTED BY: Kirk Schulz, President
Nathan Deen, Division Chief, Attorney General's Office

BACKGROUND
INFORMATION:

Effective May 15, 2022, WSU and WSUF renewed their operating agreement for a three-year term.

The WSU/WSUF agreement was executed pursuant to a delegation of authority from the Board of Regents that authorizes the President or designee to approve operating agreements with WSU-affiliated entities. The delegation requires the President or designee to present a summary of changes to the Board at the next regular meeting.

Substantive changes include the following:

- Strengthened language in the preamble to better establish WSUF's status as a private nonprofit corporation, separate and independent from WSU
- In section I.A.20, updated language to reflect current WSUF standing committees and their functions
- In section I.A.21, modified requirements related to WSU's Policy Prohibiting Discrimination and Sexual Harassment (EP 15)
- In sections I.A.22 and 23, added language regarding maintaining separate financial accounts and prohibiting WSU resources and personnel from being used for lobbying
- In section I.A.24, added language describing WSUF subsidiary entities and related organizations
- In sections I.B.1 through 3, updated language regarding WSU systems, strengthened language regarding the need for WSUF personnel to ensure separation between WSU and WSUF
- In section III.B, added requirement for WSUF (1) to maintain general liability and directors' and officers' insurance of five million (\$5,000,000), (2) to comply with RCW 19.255 (Personal Information – Notice of Security Breaches), and (3) to maintain cyber liability insurance of five million dollars (\$5,000,000) and to require vendors to do the same
- In section III.C, added provision regarding ownership and use of data, specifying that certain donor information is the property of WSUF
- In section III.M, added provision requiring WSUF to submit all contracts that could obligate WSU to WSU's Office of Finance and Administration, and to submit all corporate sponsorship agreements that could impact WSU to WSU's Office of Corporate Engagement
- In section III.N, added section defining WSUF's donor list as a trade secret
- In section III.O, added detail regarding the dispute resolution process

ATTACHMENT: May 15, 2022 Agreement between WSU and WSUF

*****Signed copies of the Washington State University Foundation Operating Agreement available upon request.*****

Washington State University Alumni Association Operating Agreement

SUBMITTED BY: Kirk Schulz, President
Nathan Deen, Division Chief, Attorney General's Office

BACKGROUND
INFORMATION: Effective May 15, 2021, WSU and WSUAA renewed their operating agreement for a three-year term.

The WSU/WSUAA agreement was executed pursuant to a delegation of authority from the Board of Regents that authorizes the President or designee to approve operating agreements with WSU- affiliated entities. The delegation requires the President or designee to present a summary of changes to the Board at the next regular meeting. We recently became aware that this presentation of changes did not occur in September 2021.

Substantive changes to the agreement include the following:

- Added the WSU Foundation (WSUF) as a party to the agreement with specific obligations regarding fundraising and gifts
- In section II.A.8, added obligation for WSUAA to protect personal information and manage it in accordance with state and federal law in coordination with WSUF
- In section II.B.2, added language emphasizing the need to ensure WSUAA personnel maintain separation between WSU and WSUAA
- In section II.C, added WSUF obligations regarding gift and dues handling, assessment of a reasonable advancement charge, and reporting lines for the WSUAA Executive Director
- Removed paragraph regarding lobbying expenditures
- In section IV.B.8, added requirement for WSUAA (1) to comply with RCW 19.255 (Personal Information – Notice of Security Breaches), and (2) to maintain cyber liability insurance of five million dollars

(\$5,000,000) and to require vendors to do the same

- In section IV.B.12.b, added language requiring WSU to consult with WSUAA in filling the WSUAA Executive Director position
- In section IV.B.12.h, removed reference to lobbying activities
- In section V.D, added requirement that WSUAA comply with all data use policies as directed by the WSUF and all state and federal laws regarding data, including laws regarding data breach response
- In section IV, added detail regarding the dispute resolution process
- In section IX.F, added provision requiring WSUAA to submit all contracts that could obligate WSU to WSU's Office of Finance and Administration, and to submit all corporate sponsorship agreements that could impact WSU to WSU's Office of Corporate Engagement

ATTACHMENT: May 15, 2021 Agreement between WSU, WSUAA, and WSUF

******Signed copies of the Washington State University Alumni Association Operating Agreement available upon request.******



AGENDA

BOARD OF REGENTS MEETING
Washington State University Pullman
Lighty Student Services, Room 405
Pullman, Washington
Friday, September 16, 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 Pullman | |
| II. | CONSENT AGENDA | |
| A. | Approval of Minutes – May 6, 2022 Board of Regents Meeting | |
| B. | Approval of Minutes – June 7, 2022 Board of Regents Meeting | |
| C. | Approval of Minutes – June 22, 2022 Board of Regents Meeting | |
| D. | Approval of Minutes – July 26, 2022 Board of Regents Meeting | |
| E. | Approval of Minutes – August 18, 2022 Board of Regents Meeting | |
| III. | REPORTS FROM SHARED GOVERNANCE GROUPS | Reports |
| IV. | EXECUTIVE AND GOVERNANCE COMMITTEE REPORT | |
| V. | STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT | |
| A. | Action Items: | |
| 1. | 2022-2023 President's Goals and Objectives | S-1 |
| 2. | Facility Naming Approval – Schweitzer Engineering Hall | S-2 |
| VI. | ACADEMIC AND STUDENT AFFAIRS COMMITTEE REPORT | |
| VII. | FINANCE AND ADMINISTRATION COMMITTEE REPORT | |
| VIII. | OTHER BUSINESS | |
| IX. | PUBLIC COMMENT PERIOD | |
| X. | ADJOURN | |

MINUTES
Board of Regents
May 6, 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, May 6, 2022, at WSU Health Sciences Spokane, Spokane, Washington.

Present: Marty Dickinson, Chair; Regents Brett Blankenship, Enrique Cerna, Lura Powell, Jenette Ramos, Lisa Schauer, 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. She commented that it was great to be on the WSU Health Sciences Spokane campus and noted that the land the campus sits and occupies is the traditional home of the Spokane Tribe of Indians. Chair Dickinson thanked the original caretakers of the land.

Chair Dickinson recognized Regent Enrique Cerna. April 6, 2022, Regent Cerna was inducted into the WSU Murrow College Hall of Achievement. Chair Dickinson said that every year, the hall of Achievement at the Edward R. Murrow College of Communication honors and recognizes the outstanding achievements of select graduates. Regent Cerna, whose career spanned 47 years in the Seattle media, is a veteran journalist and ten-time Northwest regional Emmy winner.

Chair Dickinson reported that this is the last meeting of the academic year and one of the Regents' favorites as it is held in conjunction with Commencement. She said that after today's meetings, Regents would be participating in Commencement ceremonies at each campus around the state.

Chair Dickinson reminded the audience that members of the public are invited to view the Board of Regents meeting via YouTube live stream and that a link to the live stream was available on the Board of Regents 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:

- **College of Agricultural, Human, and Natural Resource Sciences** – Dr. Wendy Powers has been selected as the next dean of the College of Agricultural, Human, and Natural Resource Sciences. She is the 12 dean of the college and the first woman to serve in the role. Dr. Powers comes to WSU from the University of California Division of Agriculture and Natural Resources.

- **COVID Update** – In conjunction with Governor Jay Inslee’s announcement in February 2022, WSU suspended all COVID-19 public health protocols in March. The indoor mask mandate was suspended on March 12th.
- **2022 Showcase** – Showcase is a great opportunity to honor the achievements of WSU faculty and staff for their contributions to scholarship, instruction, and service across the WSU system. Among those honored:
 - John M. Roll, professor and Vice Dean for Research at the Elson S. Floyd College of Medicine – Recipient of the Sahlin Eminent Faculty Award for this outstanding work in scholarship and research in modifying behavior strategies to address substance use disorders.
 - Zoe Higheagle Strong, assistant professor, Executive Director of Tribal Relations, and Special Assistant to the Provost and Executive Vice President – was awarded the Faculty Diversity Award for her work in helping underrepresented students work through trauma and her efforts to close the achievement gap.
 - Hakan Gurock, professor in the School of Engineering and Computer Sciences and Director of Professional and Corporate Education at WSU Vancouver – recipient of the V. Lane Rawlins Distinguished Lifetime Service Award for his work in advancing university objectives and building WSU Vancouver’s engineering program into a vibrant school for undergraduate and graduate students.
- **Foley Institute Distinguished Lecture Series** – Former Secretary of Defense and four-star general, James Mattis came to WSU Pullman on March 24 as part of the Thomas S. Foley Institute for Public Policy and Public Service’s distinguished lecture series where he discussed the Russian invasion of Ukraine, domestic threats to democracy, and the importance of young people in securing the future of the United States.
- **46th Annual Murrow Symposium** – The 46th annual Murrow Symposium took place on April 5, with Ann Curry delivering the keynote address and receiving the Edward R. Murrow Lifetime Achievement Award. The seven Emmy award winner, four Golden Mike awards recipient, and three-time Gracie Allen awardee shared some of her extensive experience in the field of journalism. She discussed ethics in the communication industry and the importance of journalists bringing empathy and compassion to reporting.
- **CougFirst Show** – After a two-year hiatus, WSU was fortunate to have the first CougFirst event last week at the Spokane Convention Center. CougFirst is an excellent opportunity to get Cougs together, build relationships, and form associations with an extensive network of Coug-owned businesses.
- **State of the University** – The March 22 State of the University address from WSU Tri-Cities was live-streamed and made available across the WSU system. During the address, President Schulz announced the plan for the implementation of a new budget model, discussed the funding received for a mass salary increase, and highlighted the success WSU had in fundraising efforts. Last year, WSU raised approximately \$123 million, the highest level of philanthropic activity since fiscal year 2015. A large portion of that number can be attributed to the \$20 million gift announced a few weeks ago from Edmund and Beatriz Schweitzer and Schweitzer Engineering

Laboratories. Their combined investments will support the next generation of students in the Voiland College of Engineering and Architecture with the construction of the new student success building. This is the largest gift ever for the Voiland College and one of the largest gifts in the history of WSU.

- **WSU Basketball** – Women’s Basketball had the highest wins in a single season in the NCAA era of program history, winning 19 of 29 games. The team earned a No. 3 seed and first round bye in the Pac-12 tournament. It is the highest seed the Cougars have ever earned at the Pac-12 Women’s Basketball Tournament. Men’s Basketball also had a fantastic season, going to the National Invitation Tournament’s (NIT) semifinals for the second time in program history, and the first time since 2011.
- **Cougar Cage** – In a format mirroring that of the popular TV show “Shark Tank” presenters are given 10 minutes to showcase their work and its potential impact. If successful, requesters can walk away with \$20,000 to \$50,000 in support from the Palouse Club, a group of investors and philanthropists dedicated to supporting the success of the university. Last year, six projects received \$125,000 in funding. Projects included:
 - Creating alternatives to road salt
 - Developing bee-size robots to perform complex and dangerous tasks
 - Enhancing Genes to curb tumor growth

President Schulz said, as we head into the final round of this year’s Cougar Cage on May 10th, he is excited by the potential of the work seen so far. Innovation like this has the power to not only elevate WSU as a leader in research but transform whole communities and industries as well.

C. Report from the WSU Health Sciences Spokane Chancellor. Chancellor Daryll DeWald welcomed the Board of Regents to the WSU Health Sciences Spokane campus and opened his report with a “Land and Partnership Acknowledgement.” He acknowledged the land on which the WSU Spokane campus occupies was the traditional home of the Spokane Tribe of Indians. Chancellor DeWald thanked the original caretakers of the land. He said we are grateful for the growing collaborations and partnerships between numerous Tribal Nations and WSU.

Chancellor DeWald reminded the audience the College of Pharmacy was approved by the Regents in 1891 and is now more than 130 years old. The Nursing program is more than 50 years old and the College of Medicine is now 7 years old. He said what WSU Health Sciences Spokane does so well, is that it has community-based health sciences. It is in 39 counties and has thousands of connections across the state. WSU is at the forefront of meeting the State’s healthcare needs and is training doctors, nurses, and pharmacists statewide and has an array of additional health programs including speech and hearing sciences, nutrition and exercise physiology.

Chancellor DeWald introduced Vice Chancellor for Research and Associate Professor in the College of Nursing Celestina Barbosa-Leiker, and three students one each from the fields of Pharmacy, Nursing, and Medicine who gave brief presentations on their personal journeys at WSU.

D. Commendation for Shain Wright

Chair Dickinson read Board of Regents resolution #220506-655 commending Student Regent Shain Wright for their service to WSU.

It was moved and seconded that the Board of Regents adopt resolution #220506-655. Carried. *(A copy may be requested from the President's Office.)*

II. CONSENT AGENDA.

Chair Dickinson reported there were three items on the 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

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. EXECUTIVE AND GOVERNANCE COMMITTEE REPORT. Chair Dickinson reported that the Committee reviewed two Future Action Items; Proposed Amendments to Board of Regents Committee Charters Policy and Proposed Amendments to the Board of Regents Bylaws, presented by President Kirk Schulz and Senior Assistant Attorney General and Division Chief Danielle Hess. Chair Dickinson further reported the Committee reviewed one Action Item and submitted the following for the Board's consideration:

Board of Regents Election of Officers

It was moved and seconded 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 as proposed. Carried *(Exhibit B)*

V. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT. Regent Schoettler reported the Strategic and Operational Excellence Committee reviewed and discussed a presentation on

Enrollment and Retention provided by Executive Vice President and Provost and WSU Pullman Chancellor Elizabeth Chilton, Vice Provost for Enrollment Management Saichi Oba, Interim Vice Provost for Academic Engagement and Student Achievement William Davis and Interim Vice President for Student Affairs Ellen Taylor. Regent Schoettler further report the Committee reviewed and discussed a presentation on University Marketing and Communications provided by Vice President Phil Weiler.

VI. STUDENT AFFAIRS AND STUDENT LIFE COMMITTEE REPORT. Regent Cerna reported the Student Affairs and Student Life Committee reviewed two Information Items: Power of IX – 50th Anniversary of Title IX presented by Shelby McKay, and Community Building Through Affinity-Driven Spaces and Programs presented by System Vice Chancellors of Student Affairs.

VII. RESEARCH AND ACADEMIC AFFAIRS COMMITTEE REPORT. Regent Powell reported the Research and Academic Affairs Committee reviewed and discussed two Future Action Items: Establish the Master of Health Administration and Leadership, and Discontinue the Master of Education in Educational Psychology presented by Executive Vice President and Provost and WSU Pullman Chancellor Elizabeth Chilton. Regent Powell said after Committees review the Committee requested both items be added to the May 6 consent agenda and be considered for direct action by the Board. Regent Powell further reported the committee reviewed two Information Items: Items Approved Under Delegated Authority, and a Research Metrics Update presented by Executive Vice President and Provost and WSU Pullman Chancellor Elizabeth Chilton and Vice President for Research Chris Keane. Regent Powell said the Committee reviewed one Action Item and forwarded the following for the Board's consideration:

Establish the WSU Yakima Consortium

Regent Powell noted for the record that it was decided that this item will be presented as an Action Item rather than a Future Action Item, in accordance with Board of Regents Bylaw II.12.B.

It was moved and seconded that the Board of Regents establish the WSU Yakima Consortium Site as proposed. Carried (*Exhibit C*)

VII. INSTITUTIONAL INFRASTRUCTURE COMMITTEE REPORT. Regent Schauer reporting for Regent Redman reported the Institutional Infrastructure Committee reviewed a Facilities and Capital Planning Update presentation presented by Vice President for Finance and Administration and CFO Stacy Pearson and Associate Vice President for Facilities Olivia Yang.

VIII. FINANCE AND COMPLIANCE COMMITTEE REPORT. Regent Schauer reported the Finance and Compliance Committee reviewed and discussed three Information Items: Fiscal Year 2022 Athletics Budget Update presented by Vice President for Finance and Administration and CFO Stacy Pearson and Athletic Director Pat Chun, WSU Housing and Dining System Debt Covenants Report presented by Vice President Pearson, Interim Vice President for Student Affairs Ellen Taylor and Associate Vice President for Finance Matt Skinner, and WSU Fiscal Year 2021 Annual Financial Report, Trends and Debt Report presented by Vice President Pearson and Associate Vice President Skinner. Regent Schauer further reported the Committee reviewed and discussed eleven Action Items and submitted the following for the Board's consideration:

2023-2025 Operating Budget Request

Regent Schauer noted for the record that it was decided that this item will be presented as an Action Item rather than a Future Action Item, in accordance with Board of Regents Bylaw II.12.B.

It was moved and seconded 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 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 OFM be presented to the full Board of Regents as an information item at the September 2022 meeting. Carried (*Exhibit D*)

2023-2025 Capital Budget Request

Regent Schauer noted for the record that it was decided that this item will be presented as an Action Item rather than a Future Action Item, in accordance with Board of Regents Bylaw II.12.B.

It was moved and seconded that the Board of Regents approve the 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 will 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. Carried (*Exhibit E*)

Academic Year 2022-2023 Tuition Rates

It was moved and seconded that the Board of Regents set tuition rates for academic year 2022-2023 as proposed. Carried (*Exhibit F*)

Services and Activities Fee Rates for Academic Year 2022-2023

It was moved and seconded that the Board of Regents approve the academic year 2022-2023 Student and Activities fee rates as recommended by the student lead Services and Activities Fee Committees representing each of the WSU Campuses as proposed. Carried (*Exhibit G*)

Services and Activities Fee Committee Allocation for Summer 2022 and Academic Year 2022-2023

It was moved and seconded that the Board of Regents approve the allocation of Services and Activities Fees for summer 2022 and academic year 2022-2023, as recommended by the student-

led Services and Activities Fee Committees representing each of the WSU Campuses as proposed. Carried (*Exhibit H*)

Academic Year 2022-2023 Housing and Dining Rates

It was moved and seconded that the Board of Regents approve the academic year 2022 2023 Housing and Dining Rates as proposed. Carried (*Exhibit I*)

Student Recreation Center Mandatory Student Fee Rate Change

It was moved and seconded that the Board of Regents authorize the rate change for the Student Recreation Center Fee (SRC) at the Pullman campus effective fall semester 2022 as proposed. Carried (*Exhibit J*)

WSU Pullman, Undergraduate Technology Fee Committee Allocations for Academic Year 2022-2023

It was moved and seconded that the Board of Regents approve the academic year 2022-2023 allocations as recommended by the Pullman Undergraduate Student Technology Fee Committee as proposed. Carried (*Exhibit K*)

WSU Vancouver, Technology Fee Committee Allocations for Academic Year 2022-2023

It was moved and seconded that the Board of Regents approve the academic year 2022-2023 allocations as recommended by the Vancouver Student Technology Fee Committee as proposed. Carried (*Exhibit L*)

Athletic Budget Transfers for Fiscal Year 2022

Regent Schauer noted for the record that it was decided that this item will be presented as an Action Item rather than a Future Action Item, in accordance with Board of Regents Bylaw II.12.B.

It was moved and seconded that the Board of Regents approve temporary transfers from Housing and Dining, Parking, and other auxiliary accounts as needed to cover end of fiscal year deficit balances in Athletics, which will be immediately reversed at the beginning of the next fiscal year as proposed. Carried (*Exhibit M*)

Athletics Budget Approval Fiscal Year 2023

Regent Schauer noted for the record that it was decided that this item will be presented as an Action Item rather than a Future Action Item, in accordance with Board of Regents Bylaw II.12.B.

It was moved and seconded that the Board of Regents approve the fiscal year 2023 Athletics budget as proposed. Carried (*Exhibit N*)

IX. OTHER BUSINESS. Chair Dickinson reported the Regents met in Executive Session on Thursday, May 5, 2022 with legal counsel to discuss pending litigation involving the university. As a result of those discussions, Chair Dickinson reported the Board had an Action Item and moved that the Board of Regents adopt Resolution No. 220506-656 approving the tentative settlement of all claims related to Yakima County Superior Court Case No. 17-2-03310-39 and delegate authority to the President or designee to sign and take any other steps needed to finalize the agreement. Carried.

X. PUBLIC COMMENT PERIOD. Student Ryan Culp commented to the Board requesting WSU divest from fossil fuels. WSU Faculty Susan McFadden addressed the Board on increased financial support needed for the College of Nursing.

XI. ADJOURNMENT. The meeting adjourned at 11:52 a.m.

Approved by the Board of Regents at its meeting held on September 16, 2022.

Chair, Board of Regents

Secretary, Board of Regents



WASHINGTON STATE UNIVERSITY
FOUNDATION

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

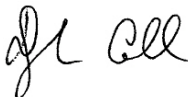
SUBJECT: WSU Foundation Regents Report

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 6th 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 11th), Faculty Senate has met twice. On March 24th, 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 7th, 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 22nd.
4. Provost Chilton and Vice President for Finance and Administration, Stacy Pearson, presented the proposed RCM system budget model to senators on April 14th.
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 7th, the Faculty Senate approved a memo of support for changing the designation of the Yakima Instructional Site to the Yakima Consortium.
7. On April 7th, 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 11th. The Faculty Regent won't be appointed until October 1st 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 7th, 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. 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 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 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 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 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 th to learn more about this issue. A senate blog with more information was posted on April 6 th . 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 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 th and during the Faculty Senate presentation on April 7 th . The proposed rollout for this program will be fall semester, 2022. Additional details will follow.
Posted 5 April 22 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 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 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

	on March 29 th 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 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 th . 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 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 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 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 https://wsu.co1.qualtrics.com/jfe/form/SV_9moMTLMIqoxhwvs) 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 Addressing land grant revenue expenditures	Exec raised this issue with the president and provost. Please see the Feb 15 th 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.
	https://news.wsu.edu/news/2022/03/10/wsu-leadership-provides-more-information-on-march-12-masking-changes/?utm_source=WSUNews-enewsletter&utm_campaign=wsunewsnewsletter&utm_medium=email
Items presumptively concluded	

Posted 15 Feb 22 COACHE – closes April 12 th	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 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 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 th (https://wsu.zoom.us/j/92932336833?from=addon). This meeting occurs after senate recess but attending senators will be given priority for questions. We will record the meeting.
Posted 30 Mar 22 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. https://facsen.wsu.edu/2022/03/30/parking-changes-on-pullman-campus/
Posted 22 Feb 22; 4 April 22 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 th 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 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 th . This moves to the Board of Regents for further consideration.
Posted 22 Feb 22; 1 Mar 22; 8 Mar 22 Lifting of mask mandates	From WSU March 1 st 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

	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>
Posted 15 Feb 22; 1 Mar 22 Continuing concerns about COVID-19 transmission on campus and COVID-19 communications	Please see Feb. 4 th FS blog for more information about the potential for in-class transmission. Please see https://wsu.edu/covid-19/covid-cases/ for updated information about contact tracing (21 Feb 22). WSU COVID-19 information: https://wsu.edu/covid-19/ .
Posted 15 Feb 22; 1 Mar 22 Growing enrollment challenges precipitated by the COVID-19 pandemic	Saichi Oba (VP for enrollment management) presented a summary of enrollment and retention efforts at the March 3 rd 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 th to continue discussions. If senators have specific questions, please reach out to Saichi, Andrew or Call.
Posted 15 Feb 22; 1 Mar 22 Academic and Faculty Affairs Working Group has launched	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.
Posted 15 Feb 22; 1 Mar 22 Staff recruitment and retention	Please see Faculty Senate blog from 1 Mar 2022
Posted 15 Feb 22; 22 Feb 22 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 15 Feb 22 Activity Insight	If you have not already engaged with the annual review exercise and Activity Insight, please see the FS blog from Feb 4 th
Posted 15 Feb 22; 22 Feb 22 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; 22 Feb 22 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: https://research.wsu.edu/office-research/report/fa-report/ . 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.

Reasonable accommodations	Faculty have raised concerns about the potential for repercussions when staff or faculty request reasonable accommodations. Please see the FS Feb 11 th 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 th 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 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.

*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

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

- AP Contribution Awards
 - Award Ceremony held April 14th.
 - 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 18th
 - 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

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
Grand Total	2123.67	2127.37

WSU Spokane Enrollment and Demographics by Location (unique headcount)

	WSU Health Sci	Yakima	Spokane
Total Enrollment	1727	235	1492
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)

A group of healthcare students in maroon scrubs are practicing a procedure on a mannequin in a clinical setting. One student is wearing a stethoscope and a name tag that says "Nursing". Another student is wearing blue gloves. The background is a blurred clinical environment.

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





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.

Chair, Board of Regents

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

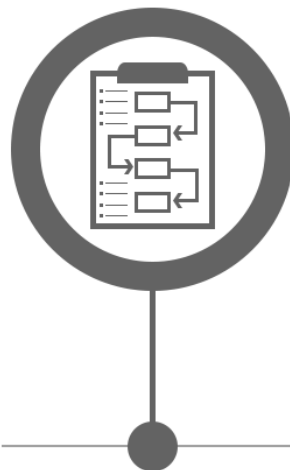


JANUARY

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

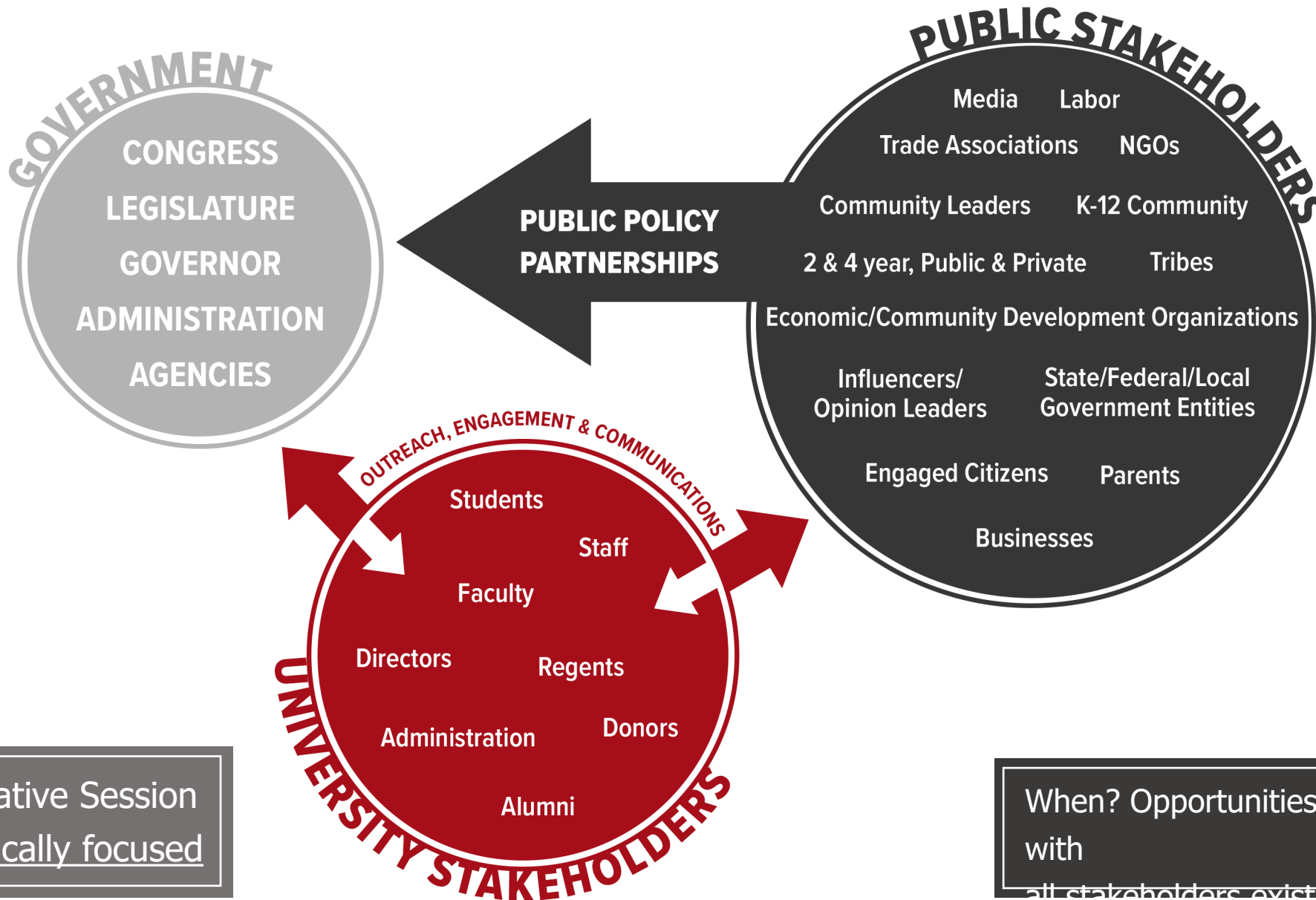
GOVERNOR'S BUDGET

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-round

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.

Chair, Board of Regents

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	Voiland 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
2023-25 State Capital Budget Request				\$ 155,000,000				
10 Yr Plan								
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	Voiland 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
				\$ 155,000,000	\$ 155,000,000	\$ 155,000,000	\$ 155,000,000	\$ 155,000,000

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 Voiland 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

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.

Tuition Rates	Current	Proposed	Change	%Change
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.

Tuition Rates	Current	Proposed	Change	%Change
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.

Engineering and Technology Management (Attachment F)				
Tuition Rates	Current	Proposed	Change	%Change
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%
MBA (Attachment G)				
Tuition Rates	Current	Proposed	Change	%Change
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) \$11,699 (online)
Proposed Rate (Annual)	\$10,718 (on campus & online)	\$26,417 (on campus) \$11,991 (online)
\$ Increase	\$261	\$644 (on campus) \$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) \$12,076 (online)
Proposed Rate (Annual)	\$12,378	\$27,189 (on campus) \$12,378 (online)
\$ Increase	\$302	\$663 (on campus) \$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

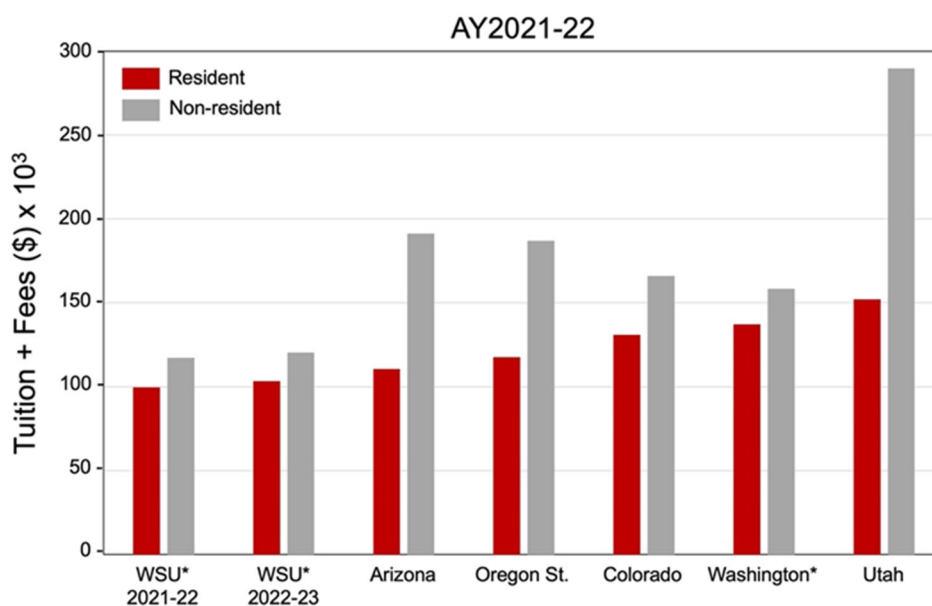
impact by helping to defray the cost of tuition. The students are never excited about tuition increases but they understand that small increases are expected and justifiable, simply to keep pace with inflation. In general, students understand the unique opportunities that we are providing them, the importance 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
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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 (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.

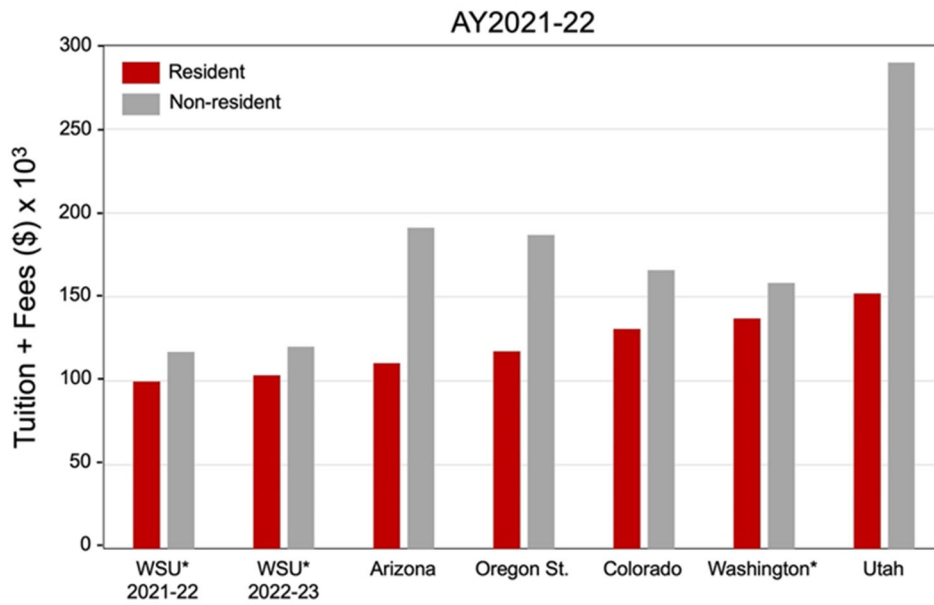
Like the Office of Student Services, the situation in Experiential Services is not sustainable and needs fixing to ensure your rotation experiences are of high quality and run smoothly for on-time graduation. I believe hiring an additional staff member, a program specialist, in Experiential Services 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.



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*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.

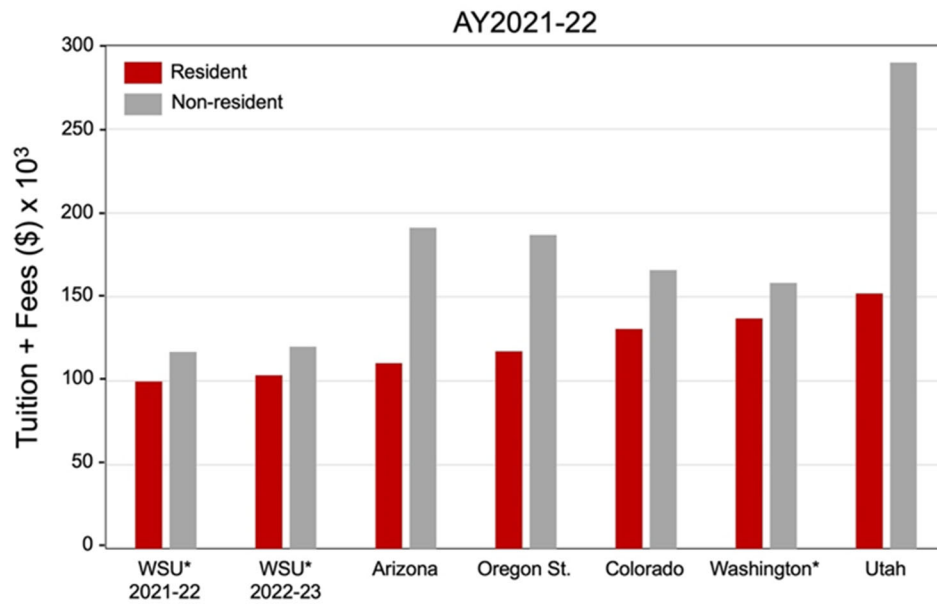
Finally, we are struggling to meet the IPPE and APPE needs of our students in acute-care settings because many sites are no longer taking students due to the COVID pandemic and downstream consequences of it. Acute-care rotations are required by our accrediting body, ACPE, and we simply must provide these 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
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*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.

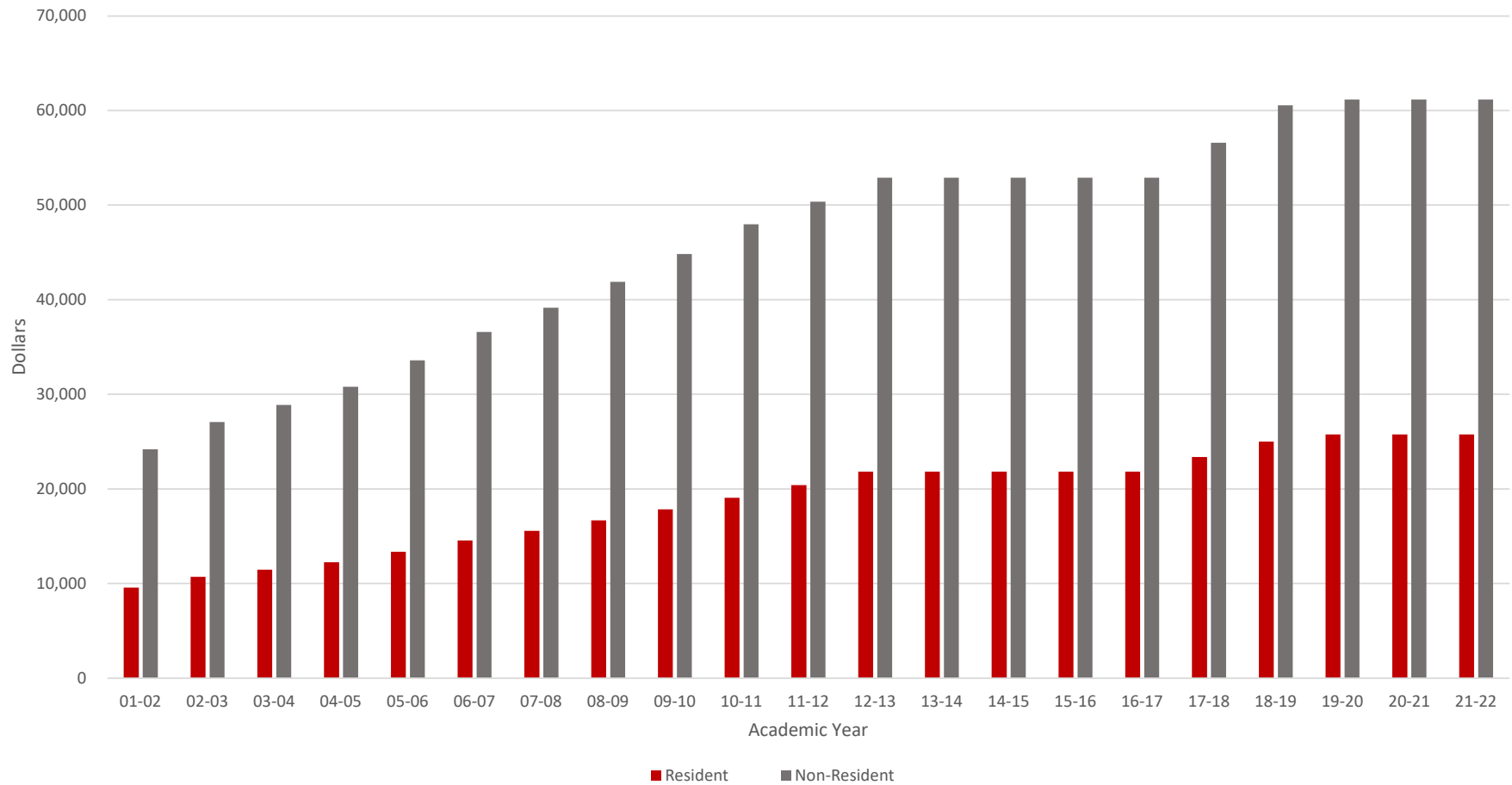
Appendix B shows that our total resident DVM tuition is 7th lowest out of our 30 US peers, and below the national average. If no other institutions increase their tuition (unlikely), the proposed increase will put us at 11th out of our 30 US peers. Note that because Washington state allows true (i.e., 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. 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 of Graduate	Number of Indebted	MEDIAN Educational Debt of Indebted	MEAN Educational Debt of Indebted 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	WSU	127	99	\$120,179	\$115,619	\$9,420	\$210,710
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
	US Avg	110	86	\$142,018	\$134,023	\$15,012	\$256,854
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
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. Military: \$825/cr. WA Gov't Employee: \$825/cr. Student & Affiliate: \$825/cr.	Standard: \$1375/cr. Military: \$825/cr. WA Gov't Employee: \$825/cr. Student & Affiliate: \$825/cr.
Proposed Rate (Annual)	Standard: \$1237/cr. Military: \$866/cr. WA Gov't Employee: \$866/cr. Student & Affiliate: \$866/cr.	Standard: \$1237/cr. Military: \$866/cr. WA Gov't Employee: \$866/cr. Student & Affiliate: \$866/cr.
\$ Increase	Standard: -\$138/cr. Military: \$41/cr. WA Gov't Employee: \$41/cr. Student & Affiliate: \$41/cr.	Standard: -\$138/cr. Military: \$41/cr. WA Gov't Employee: \$41/cr. Student & Affiliate: \$41/cr.
% Increase	Standard: -10% Military: 5% WA Gov't Employee: 5% Student & Affiliate: 5%	Standard: -10% Military: 5% WA Gov't Employee: 5% 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).
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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
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	Resident	Non-Resident
Current Rate (Annual)	OMBA: \$855 /credit OMBA Military: \$750/credit EMBA: \$1296 /credit EMBA Military: N/A See attached supporting doc with comprehensive table	N/A
Proposed Rate (Annual)	OMBA: \$876/credit OMBA Military: \$769/credit EMBA: \$1328/credit EMBA Military: \$1169/credit	N/A
\$ Increase	OMBA: \$21 OMBA Military: \$19 EMBA: \$32 EMBA Military: (New rate see narrative)	N/A
% Increase	OMBA: 2.5% OMBA Military: 2.5% EMBA: 2.5% 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) 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:

- 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

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

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

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

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.

Table 1

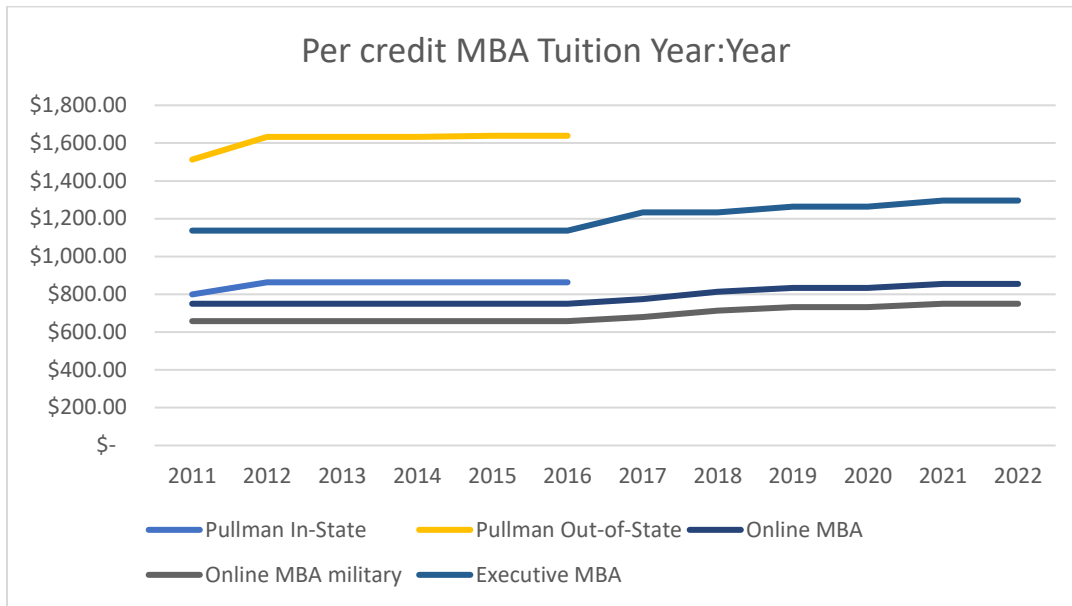
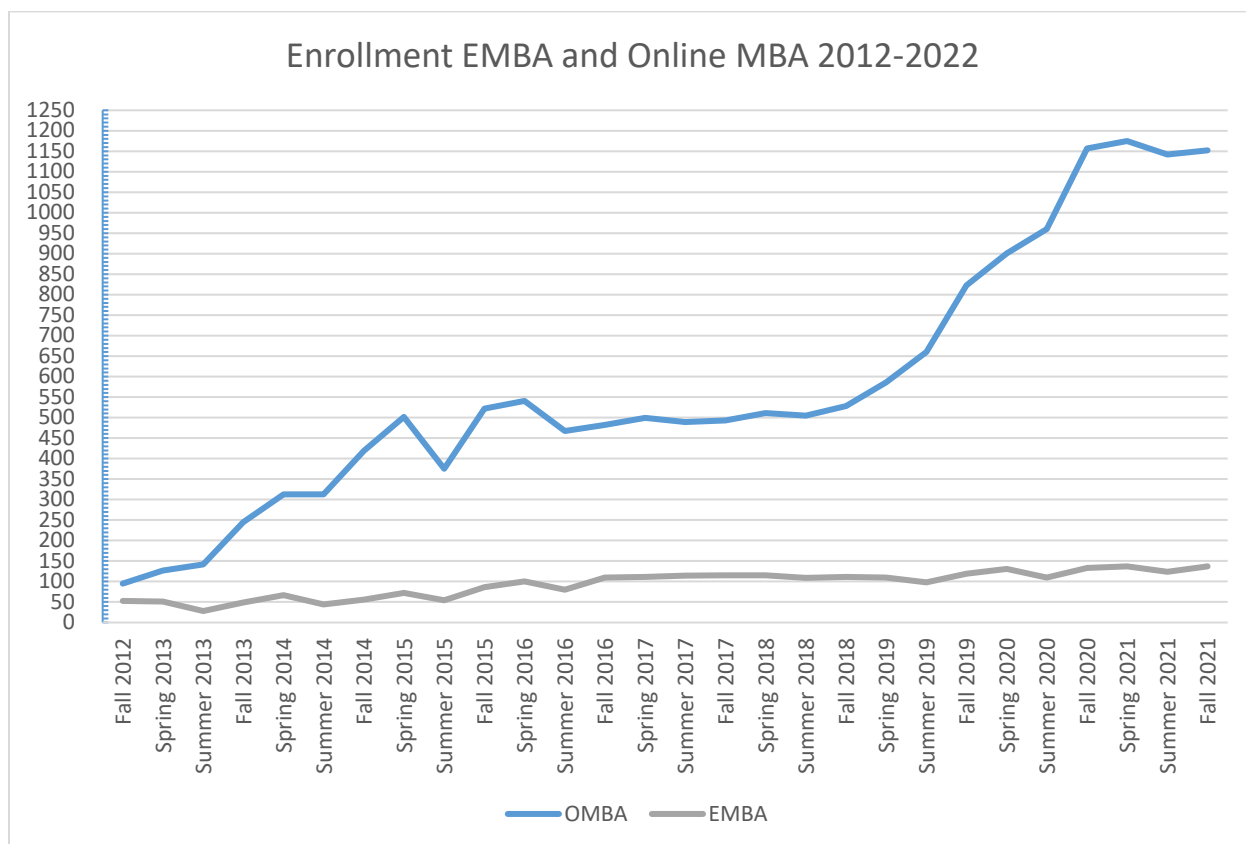


Table 2

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

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 Allocation Recommendation	% of Allocation (based on the 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%
Total Allocation	\$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

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 Allocation Recommendation	% of Allocation (based on 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%
Total Allocation	\$174,610.71	.815960775%

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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
Total FY 2023 Allocations	\$1,648,940

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
Total FY 2023 Allocations	\$1,648,940


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


S&A Groups Requesting Funding	Base Allocation (Academic & Summer)	Carry Forward Request	One-Time Request	Recommended Allocation
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
TOTAL GROUP ALLOCATION	8,047,195	21,674	781,500	8,850,369
Long-Term Debt Payments	1,016,300	-	-	1,016,300
PULLMAN GRAND TOTAL	\$ 9,063,495	\$ 21,674	\$ 781,500	\$ 9,866,669

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

S&A Groups Requesting Funding	Base Allocation (Academic & Summer)	Carry Forward Request	One-Time Request	Recommended Allocation
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
TOTAL GROUP ALLOCATION	8,047,195	21,674	781,500	8,850,369
Long-Term Debt Payments	1,016,300	-	-	1,016,300
PULLMAN GRAND TOTAL	\$ 9,063,495	\$ 21,674	\$ 781,500	\$ 9,866,669

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 Allocation Recommendation	% of Allocation (based on the 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%
Total Allocation	\$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 Allocation Recommendation	% of Allocation (based on 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%
Total Allocation	\$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: *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
Total FY 2023 Allocations	\$1,648,940

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
Total FY 2023 Allocations	\$1,648,940


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


S&A Groups Requesting Funding	Base Allocation (Academic & Summer)	Carry Forward Request	One-Time Request	Recommended Allocation
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
TOTAL GROUP ALLOCATION	8,047,195	21,674	781,500	8,850,369
Long-Term Debt Payments	1,016,300	-	-	1,016,300
PULLMAN GRAND TOTAL	\$ 9,063,495	\$ 21,674	\$ 781,500	\$ 9,866,669

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

S&A Groups Requesting Funding	Base Allocation (Academic & Summer)	Carry Forward Request	One-Time Request	Recommended Allocation
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
TOTAL GROUP ALLOCATION	8,047,195	21,674	781,500	8,850,369
Long-Term Debt Payments	1,016,300	-	-	1,016,300
PULLMAN GRAND TOTAL	\$ 9,063,495	\$ 21,674	\$ 781,500	\$ 9,866,669

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 #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%
Dining Plans				
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
	TOTAL		\$657,696

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:

REQUEST TITLE	APPROVED AMT
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
Total	\$122,037

ATTACHMENT: Attachment A – Vancouver Student Technology Fee Allocation
Support Documents



WASHINGTON STATE
UNIVERSITY

Office of the President

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

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 24th, 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-Revised 5/5/2022
Athletics Budget Temporary Transfers for Fiscal Year 2022
(Stacy Pearson/Pat Chun)

May 6, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Fiscal Year 2022 Temporary Transfers to Cover Cumulative Athletic Department Deficit

PROPOSED: That the Washington State University Board of Regents approve temporary 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 “transfers” must be approved even though they are temporary, for bookkeeping purposes only, and will be reversed immediately at the beginning at the next fiscal year.

The following schedule outlines the expected transfers that will be made to cover the deficit (based on fund balances as of April 2022).

Washington State University
Estimated Athletics Transfers at FY2022 Year End
Projected as of 4/14/2022

Projected Cumulative Athletics Deficit ⁽¹⁾	(75.0)
Estimated Transfers to Offset Deficit	
Housing, Dining and Other Self Sustaining Auxiliaries	(70.0)
Parking and Transportation	(5.0)
Total	(75.0)
<i>(1) Before offset from athletic capital contribution fund balances</i>	

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

MINUTES
Board of Regents
June 7, 2022

The Board of Regents of Washington State University (WSU) met pursuant to call in Open Meeting at 7:30 a.m., Tuesday, June 7, 2022, at the Davenport Grand Hotel, Spokane, Washington.

Present: Regent Marty Dickinson, Chair; Regents, Brett Blankenship, Enrique Cerna, Lura Powell, Jenette Ramos, Heather Redman, Lisa Schauer, John Schoettler, and Shain Wright. Also present was WSU Faculty Representative to the Board Dave Turnbull and WSU staff members President Kirk Schulz, Provost and Pullman Chancellor Elizabeth Chilton, WSU Everett Chancellor Paul Pitre, WSU Tri-Cities Chancellor Sandra Haynes, WSU Vancouver Chancellor Mel Netzhammer, Vice President and WSU Health Sciences Spokane Chancellor Daryll DeWald, WSU Global Campus Chancellor Dave Cillay, Vice President for Finance and Administration and CFO Stacy Pearson, Interim Vice President for Student Affairs Ellen Taylor, Vice President for Research Chris Keane, Vice President for Marketing and Communications Phil Weiler, Vice President for Information Technology Services and CIO Sasi Pillay, Vice President for External Affairs and Government Relations & Chief Legislative Officer Colleen Kerr, Associate Vice President and Chief Human Resource Officer Theresa Elliot-Cheslek, Vice President for International Programs Asif Chaudhry, Senior Assistant Attorney General Nathan Deen, Executive Director for Policy and Governance Danielle Hess, Communications Coordinator Kylie Condosta, and Executive Assistant to the Board of Regents Desiree Jacobsen.

Chair Dickinson opened the meeting and announced that the Regents would convene in executive session with the University's legal counsel to review the performance of a public employee. She further instructed the session would be closed and said it would conclude at 8:00 a.m. unless it was extended by further announcement. Chair Dickinson stated that if any action were to be taken due to these discussions, it would be taken during open session later in the day. Chair Dickinson asked that everyone but legal counsel leave the room.

At the conclusion of the executive session, the Regents reconvened in open session.

The following presentations and focused discussions were reviewed:

- OneWSU – System Update provided by President Schulz and Provost and Pullman Chancellor Chilton
- President Schulz – 2022-2023 Goals and Objectives provided by President Schulz
- Roles and Responsibilities of the Board – Powers Which Have Not Been Delegated and Require Regent's Actions provided by Senior Assistant Attorney General Nathan Deen
- 2022 Board of Regents Self-Assessment provided by Chair Dickinson

Additionally, Regents participated in a WSU Spokane Campus Tour.

Following the presentations, President Schulz and Executive Director for Policy and Governance Danielle Hess presented the following Action Items for Regents consideration:

Action Item 1: Proposed Amendments to the Board of Regents Committee Charters Policy. Following Board discussion, it was moved and seconded that the Board of Regents adopt amendments to the Committee Charters Policy as proposed. Carried. (*Exhibit A*)

Action Item 2: Proposed Amendments to the Board of Regents Bylaws. Following Board discussion, it was moved and seconded that the Board of Regents adopt amendments to the Bylaws proposed. Carried. (*Exhibit B*)

Other Business: Chair Dickinson announced that the Regents met in Executive Session that morning to discuss the performance of a public employee. During that Executive Session, the Regents discussed and provided the President's annual review. She further said, after discussing the President's performance and accomplishments, in accordance with Section VII of President Schulz's employment contract, the Regents also discussed President Schulz's compensation package. Based on those discussions and President Schulz's exemplary service to the University, Chair Dickinson moved that the Regents amend President Schulz's contract as follows:

- Add an additional retention incentive payment of \$75,000.00, provided the President remains employed on July 31, 2022, and he otherwise meets the current vesting requirements for the retention incentive;
- Increase the President's future retention incentive payment to \$200,000.00 starting with the period of August 1, 2022, to June 30, 2023, and annually thereafter, provided he meets the current vesting requirements for the retention incentive;
- Increase the President's base salary to \$750,000.00 annually beginning July 1, 2022;
- Provide a monthly housing stipend of \$2,500.00, effective in July of this year, provided that President Schulz is employed as president on the final day of each month; and
- Clarify that if the President returns to the faculty following his appointment as president, such appointment will be a nine-month appointment.

The motion was seconded by Regent Heather Redman. *Carried.*

Public Comment: No public comments were made.

The meeting adjourned at 3:20 p.m.

Approved by the Board of Regents at its meeting held September 16, 2022, at Pullman, Washington.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #1

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

June 7, 2022

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

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

ACTION ITEM #2

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

June 7, 2022

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~~ (11) 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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~~p~~Planning, ~~g~~Government ~~a~~Affairs, ~~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
committeemembers 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 officialss, 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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MINUTES
Board of Regents – Executive and Governance Committee
June 22, 2022

The Board of Regents Executive and Governance Committee of Washington State University (WSU or University) met pursuant to call in Open Meeting at 10:00 a.m. on Wednesday, June 22, 2022, at WSU Pullman, Pullman, Washington.

Participating electronically: Marty Dickinson, Chair, Regents Brett Blankenship, and Lisa Schauer. Also participating electronically, Vice President for Finance and Administration and CFO Stacy Pearson, Vice President and WSU Health Sciences Spokane Chancellor Daryll DeWald, Interim Dean of the Elson S. Floyd College of Medicine Dr. James Record, Senior Assistant Attorney General and Division Chief Nathan Deen, and Executive Assistant to the Board of Regents Desiree Jacobsen

I. OPENING

A. Report from the Chair of the Board of Regents. Chair Dickinson called the Special Meeting of the Board of Regents Executive and Governance Committee to order. Chair Dickinson announced the Regents were participating in the meeting by phone and over Zoom. She further announced the purpose of the meeting was for Regents to consider proposed tuition rates for the newly established Masters of Health Administration and Leadership academic program.

Chair Dickinson reminded the audience there would be a public comment period during the meeting. She said the public comment period would be after the agenda item and would be for up to ten minutes and instructed anyone attending wishing to make public comment to sign up with the Board's Executive Assistant Desiree Jacobsen.

Chair Dickinson asked the Board's Executive Assistant Desiree Jacobsen to take a roll call of the Executive and Governance Committee members. All members were present.

II. ACTION ITEM: Masters of Health Administration and Leadership 2022-2023 Tuition Rates.

Vice President for Business and Administration and CFO Stacy Pearson and Interim Dean of the Elson S. Floyd College of Medicine Dr. James Record reviewed the agenda Item with the Committee. After Committee discussion, it was moved and seconded that the Board of Regents Executive and Governance Committee approve the Masters of Health Administration and Leadership 2022-2023 tuition rates as proposed. *Carried. (Exhibit A)*

III. PUBLIC COMMENT PERIOD. No public comment.

IV. ADJOURNMENT. The meeting adjourned at 10:11 a.m.

Approved by the Board of Regents at its meeting held September 16, 2022, in Pullman, Washington.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #1

Masters of Health Administration and Leadership 2022-2023 Tuition Rates (Daryll DeWald/Stacy Pearson)

June 22, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed tuition rate for the Masters of Health Administration and Leadership (MHAL), a new academic program for Academic Year 2022-2023 offered through the Elson S. Floyd College of Medicine.

PROPOSED: That the Washington State University Board of Regents approve the initial tuition rate of \$950 per credit for the Masters of Health Administration and Leadership program.

SUBMITTED BY: Daryll DeWald, Vice President for Spokane Health Sciences Campus
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. The WSU Board of Regents has the authority to set all non-resident undergraduate, resident and non-resident graduate, and resident and non-resident professional tuition rates.

The new Masters of Health Administration and Leadership (MHAL) program is a self-sustaining program that charges a per credit hour tuition rate sufficient to support the costs of the program. WSUS is proposing a tuition rate of \$950 per credit for the 2022-2023 academic year for all students enrolled in MHAL courses. The rate is for all students including resident, non-resident, undergraduate and graduate students and Global Campus.

The Regents approved this new self-sustaining Masters of Health Administration and Leadership program at the May 2022 Board of Regents meeting. The program will enroll its first students in Fall of 2022.

ATTACHMENTS: Tuition and Fee Rate Increase Form (Attachment I)
MHAL Board of Regents Agenda Item to Support Program Approval
(Attachment II)
Confirmation of Board of Regents Program Approval (Attachment III)

Tuition and Fee Rate Increase Request

Fee name:	Masters of Health Administration and Leadership Tuition (MHAL)
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	Resident	Non-Resident
Current Rate (Annual)	N/A	N/A
Proposed Rate (Annual)	\$950 per credit	\$950 per credit
\$ 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?):*

All students enrolled in the MHAL courses, whether for certificates or full degree, including Global Campus.

Justification for the increase / consequence for not increasing :

Please note that this is the initial tuition to be charged for a new program that was previously approved. To be in line with current online degree trends, enable the recruitment and retention of world-class professional instructors and faculty, ensure adequate student support, and facilitate marketing and recruitment of qualified students. This differential 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.

The program is specifically created for currently practicing healthcare providers who need to better understand how to move from being a great practitioner to a successful leader. It was purposefully created as a part of the medical school, which is value added to the practioner-leaders who will become our students. We have created this leadership program from within the medical school as a vanguard that redefines the current industry standard. The differential tuition identifies this program as unique, valuable, and rigorous.

We are poised to be one of the first medical schools in the nation to create an administrative and leadership masters in collaboration with a college of business and are confident in our ability to provide a robust and relevant educational experience to the potential students, and this tuition rate is critical to that success.

Tuition and Fee Rate Increase Request

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

MHA programs range in cost from \$415 per credit to over \$1200 per credit. Many of the popular online programs are between \$550 and \$700 per credit. However, those programs are not offered through a medical school. Hanover Research listed Business and Healthcare as the two top areas for investment in stackable credentials, and shows the average tuition for such programs as \$783 per credit. Arizona State University (max) tuition rate per credit is \$1,099 (Oct 2021). Therefore, for the reasons stated in the above section, we believe a per-credit tuition rate of \$950 is warranted.

This does not represent an increase in tuition as the program is entirely new to the WSU System.

Alternatives Considered:

This program is required to be self-sustaining. A thorough analysis of the budgetary requirements, student projections, staff and faculty investments necessary and market assessment lead the college to request this tuition rate as the rate at which the program will be sustainable and ultimately profitable.

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

N/A. This is the first year of the program.

Please Attach Any Supporting Documents

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

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
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Everett Chancellor:		Date:	
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Spokane Chancellor	Daryll DeWald (by email confirmation to Kelly Newell)	Date:	Approved 9-29-21
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Tri-Cities VCAA	Kathleen McAteer (by email confirmation to Anna Schilter)	Date:	Approved 02.01.22
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Vancouver VCAA		Date:	2/1/2022
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Dean Signature:	Chip Hunter (by email confirmation to Kelly Newell)	Date:	Approved 9-29-21
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Dean Signature:	John Tomkowiak (by email confirmation to Kelly Newell)	Date:	Approved 9-30-21
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VP Global Campus:	David Cillay (by email confirmation to Kelly Newell)	Date	Approved 9-24-21
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Provost Office:		Date:	
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Comments:	
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Attached: Projected Student Numbers
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

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).

This degree will be delivered online, asynchronously via the Global Campus LMS infrastructure.

Students will access all courses via online delivery, and will utilize 7 week courses rather than 16 week semester-based courses.

Additionally, CCOB courses in the Managing the Business of Healthcare certificate will run on the Carson College 7-week calendar.

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.

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.

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.

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) Begin offering the online major in Fall 2022 Marketing/recruitment
2021-2022	Contract with faculty as demand for courses exceeds the teaching load of current temporary and Continue marketing/recruitment Course update according to schedule
2022-2023	Monitor enrollment in individual courses; revise frequency of offerings as indicated Begin assessment Continue marketing 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. Under-performing 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 sunsetting (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.

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

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**

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
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Exhibit B**Course Development Plan**

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

Exhibit C

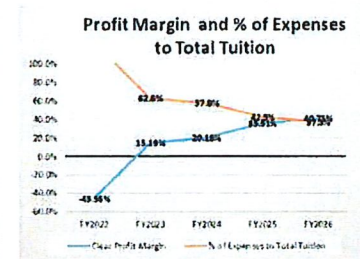
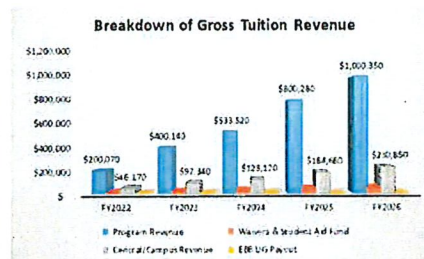
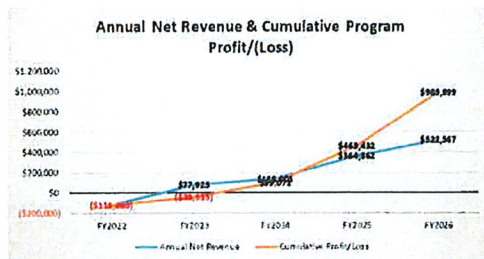
Budget Projection (Proposed with Differential Tuition, Self-Sustaining)

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%
Net 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%

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%
Total - Gross Tuition	\$ 256,500	100.0%	\$ 513,000	100.0%	\$ 684,000	100.0%	\$ 1,026,000	100.0%	\$ 1,282,500	100.0%	\$ 3,762,000	100.0%

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%
Total	\$ 316,930	158.4%	\$ 322,215	80.5%	\$ 395,515	74.1%	\$ 435,918	54.5%	\$ 477,783	47.8%	\$ 1,948,361	100.0%

	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

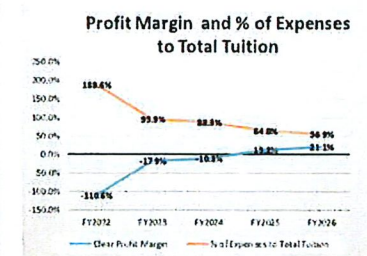
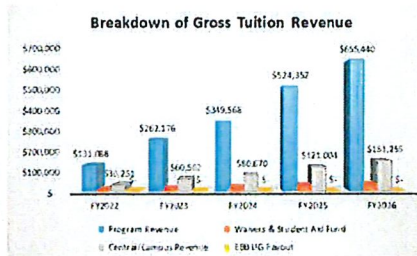
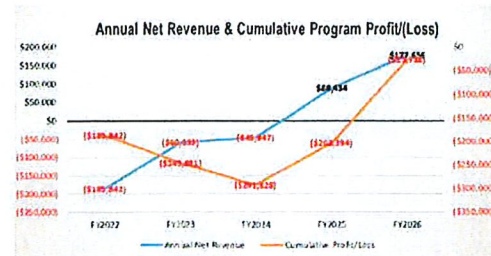
Budget Projections (State Funded)

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%
Net 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%

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%	\$ 27,408	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%
Total - Gross Tuition	\$ 168,062	100.0%	\$ 336,123	100.0%	\$ 448,164	100.0%	\$ 672,246	100.0%	\$ 840,308	100.0%	\$ 2,464,902	100.0%

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%	\$ 2,000	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%
Total	\$ 316,930	241.8%	\$ 322,215	122.9%	\$ 395,515	113.1%	\$ 435,918	83.1%	\$ 477,783	72.9%	\$ 1,948,361	100.0%

	FY2022	%	FY2023	%	FY2024	%	FY2025	%	FY2026	%	Cumulative	Cumulative %
Profit or (Loss) & % of Profit to Program after all expenses are covered	(\$185,842)	-110.6%	(\$40,039)	-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)	(\$40,039)	(\$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	\$ 8,403	\$ 16,806	\$ 27,408	\$ 33,612	\$ 42,015
Central/Campus Revenue	\$ 21,848	\$ 43,696	\$ 58,261	\$ 87,392	\$ 109,240
EBB UG Payout	\$ 6,722	\$ 13,445	\$ 17,927	\$ 26,890	\$ 33,612
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 Outlook¹:

- 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 Management²
- 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

¹ Bls.gov website and Emsi Analyst

² 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

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 direct delivery of UG courses (Self Sust)
EBB tuition earned for others, due to delivery outside of program (\$133.33)

270	540	720	1,080	1,350
270	540	720	1,080	1,350
\$168,062	\$336,123	\$448,164	\$572,246	\$840,308
\$256,500	\$513,000	\$684,000	\$912,000	\$1,216,000
\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0

Academic Program Direct & Indirect Costs

Faculty Instruction Costs

Faculty 1 Name (Lukita 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

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

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

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

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

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

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

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 (e.g. \$7,500)

Marketing

Direct Course Costs (Detail)

Goods and services - photocopies / supplies

Other (Detail)

Computers, Printers, Software

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

\$ 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

\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
100%	100%	100%	100%	100%
11%	11%	11%	11%	11%
\$ 22,200	\$ 22,200	\$ 22,200	\$ 22,200	\$ 22,200

\$	\$	\$	\$	\$
\$	\$	\$	\$	\$

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	\$ 37,828	\$ 39,285	\$ 40,970

\$ 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

\$ 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

\$	\$	\$	\$	\$
\$	\$	\$	\$	\$

\$	\$	\$	\$	\$
\$	\$	\$	\$	\$

2,000	2,200	2,400	2,600	2,800

3,000	3,000	3,000	3,000	3,000

\$ 3,762,000

\$ 559,434

\$ 372,089

2 courses @ 10K

\$ 111,000

\$ 297,397

\$ 293,583

\$ 104,679

\$ 104,679

\$ -

\$ -

\$ 15,000

\$ 60,000

\$ 18,500

\$ 12,000

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

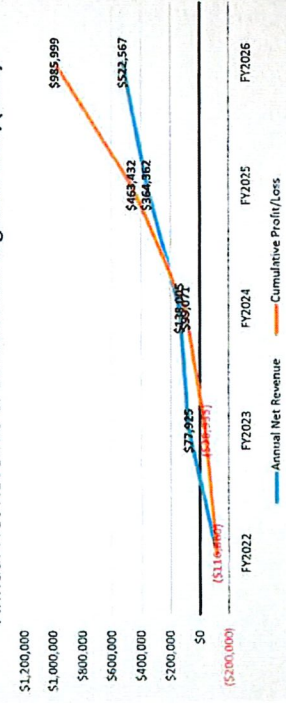
Tuition Earned	FY2022	% of Total Tuition	FY2023	% of Total Tuition	FY2024	% of Total Tuition	FY2025	% of Total Tuition	FY2026	% of Total Tuition	Cumulative	Cumulative %
Gross Operating Tuition - Masters Program (Excludes UG Tuition)	\$ 256,500	100.00%	\$ 513,000	100.00%	\$ 684,000	100.00%	\$ 1,026,000	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%
Net 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%

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 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%
Total - Gross Tuition	\$ 256,500	100.0%	\$ 513,000	100.0%	\$ 684,000	100.0%	\$ 1,026,000	100.0%	\$ 1,282,500	100.0%	\$ 3,762,000	100.0%

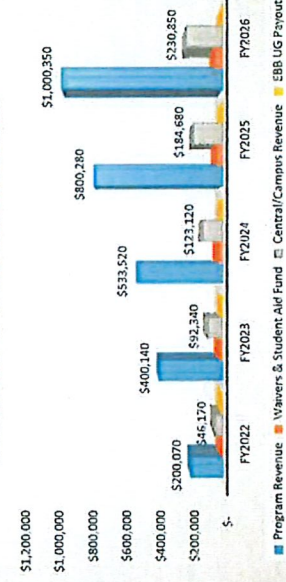
Direct & Indirect Costs for Academic Program	FY2022	% of Program Revenue	FY2023	% of Program Revenue	FY2024	% of Program Revenue	FY2025	% of Program Revenue	FY2026	% of Program Revenue	Cumulative Program Costs	Cumulative %
Direct Instructional Salaries & Benefits	\$ 201,200	100.6%	\$ 204,780	51.2%	\$ 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%
Total	\$ 316,930	158.4%	\$ 322,215	80.5%	\$ 395,515	74.1%	\$ 435,918	54.5%	\$ 477,783	47.8%	\$ 1,948,361	100.0%

	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	(\$432,811)		\$144,31		\$191,67		\$337,37		\$387,09			
Clear Profit/(Loss) to Program per AAFTE	(\$3,895,331)		\$1,298,76		\$1,725,06		\$3,036,35		\$3,483,78			

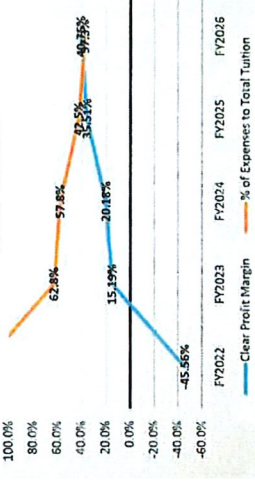
Annual Net Revenue & Cumulative Program Profit/(Loss)



Breakdown of Gross Tuition Revenue



Profit Margin and % of Expenses to Total Tuition





Board of Regents

May 9, 2022

MEMORANDUM

TO: Elizabeth Chilton, Provost and Pullman Chancellor

FROM: Desiree Jacobsen, Executive Assistant to the Board of Regents

SUBJECT: Establish the Master of Healthcare Administration and Leadership

This memo is to confirm that at the May 6, 2022 Board of Regents meeting, the Regents approved establishing the Master of Healthcare Administration and Leadership as proposed.

Please do not hesitate to contact me if you have any questions.

Attachment

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

MINUTES
Board of Regents
July 27, 2022

The Board of Regents of Washington State University (WSU or University) met pursuant to call in Open Meeting at 3:00 p.m. on Tuesday, July 27, 2022, at WSU Pullman, Pullman, Washington.

Participating electronically: Marty Dickinson, Chair, Regents Brett Blankenship, Enrique Cerna, Reanne Chilton, Lura Powell, Jenette Ramos, Lisa Schauer, and John Schoettler. Also participating electronically, Vice President for Finance and Administration and CFO Stacy Pearson, Associate Vice President, Chief Compliance and Risk Officer Sharyll Kamerzell, Provost and Executive Vice President and Pullman Chancellor Elizabeth Chilton, Attorney Jeff Hanson, Senior Assistant Attorney General and Division Chief Nathan Deen, and Executive Assistant to the Board of Regents Desiree Jacobsen

I. OPENING

A. Report from the Chair of the Board of Regents. Chair Dickinson called the Special Meeting of the Board of Regents to order. Chair Dickinson announced the Regents were participating in the meeting by phone and over Zoom.

Chair Dickinson reminded the audience there would be a public comment period during the meeting. She said the public comment period would be after the agenda item and would be for up to ten minutes and instructed anyone attending wishing to make public comment to sign up with the Board's Executive Assistant Desiree Jacobsen.

Chair Dickinson asked the Board's Executive Assistant Desiree Jacobsen to take a roll call.

II. EXECUTIVE SESSION. Chair Dickinson announced that the Regents would hold an executive session to discuss with legal counsel litigation or potential litigation in which the university is or could be a party. She said the executive session would conclude by 3:45 p.m. She further said if any action would be taken as a result of the discussion, it would be taken in open session following the executive session.

III. REPORT OF THE CHAIR OF THE BOARD OF REGENTS. Chair Dickinson reconvened the meeting in open session. She reported that after discussion with legal counsel, the Board had the following Action Item to consider and moved that the Board of Regents adopt resolution 220726-657 and approve the tentative settlement agreement related to the International Student Center Services Agreement and delegate authority to the President or designee to finalize and execute the settlement agreement and the new direct entry agreement, and take any other steps needed to resolve the matter. Carried.

IV. PUBLIC COMMENT PERIOD. No public comment.

V. ADJOURNMENT. The meeting adjourned at 3:40 p.m.

Approved by the Board of Regents at its meeting held September 16, 2022, in Pullman, Washington.

Chair, Board of Regents

Secretary, Board of Regents

MINUTES
Board of Regents – Executive and Governance Committee
August 18, 2022

The Board of Regents Executive and Governance Committee of Washington State University (WSU or University) met pursuant to call in Open Meeting at 2:00 p.m. on Thursday, August 18, 2022, at WSU Pullman, Pullman, Washington.

Participating from Pullman: Marty Dickinson, Chair, and Regent Brett Blankenship. Participating electronically, Regent Lisa Schauer. Present in Pullman, Vice President for Finance and Administration and CFO Stacy Pearson, Associate Vice President for Facilities Olivia Yang, Associate Vice President for Finance Matt Skinner, President Kirk Schulz, Senior Assistant Attorney General and Division Chief Nathan Deen, and Executive Assistant to the Board of Regents Desiree Jacobsen. Presenting electronically Provost and Executive Vice President and Pullman Chancellor Elizabeth Chilton, Vice President for External Affairs and Government Relations and Chief Legislative Officer Colleen Kerr, and Interim Vice Provost for Academic Engagement and Student Achievement.

I. OPENING

A. Report from the Chair of the Board of Regents. Chair Dickinson called the Special Meeting of the Board of Regents Executive and Governance Committee to order. Chair Dickinson announced the purpose of the meeting was for Regents to review the 2023-2025 State Operating and Capital Budget request submissions.

Chair Dickinson reminded the audience there would be a public comment period during the meeting. She said the public comment period would be after the agenda item and would be for up to ten minutes and instructed anyone attending wishing to make public comment to sign up with the Board's Executive Assistant Desiree Jacobsen.

II. INFORMATION ITEM 1: 2023-2025 State Operating Budget Request

III. INFORMATION ITEM 2: 2023-2025 State Capital Budget Request

IV. PUBLIC COMMENT PERIOD. No public comment.

V. ADJOURNMENT. The meeting adjourned at 3:00 p.m.

Approved by the Board of Regents at its meeting held September 16, 2022, in Pullman, Washington.

Chair, Board of Regents

Secretary, Board of Regents

September 16, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Foundation Board of Regents Report

SUBMITTED BY: Mike Connell, Vice President of Advancement & CEO, WSU Foundation

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

- More than 41,400 donors contributed \$154,324,420 in total philanthropic activity to benefit Washington State University faculty, students, research, and outreach system-wide during Fiscal Year 2022 (which ended June 30). This marked the strongest single year of fundraising activity in WSU's 132-year history.
- The WSU Foundation's endowment market value was \$634,048,409 as of June 30, 2022, representing a 12-month return of -1.20%. The WSU Foundation also distributed a record \$22,965,931 from the endowment to support student scholarships, faculty positions, research, and outreach programs system-wide.
- The WSU Foundation will host *Cougs Together: Annual Fall Meeting and Volunteer Awards Celebration* on the WSU Pullman Campus, September 28-30. The schedule will include the meeting of the WSU Foundation Advocates and Advocates Emeriti on September 29, and the meeting of the WSU Foundation Board of Directors on September 30.
- The WSU Foundation will formally recognize eleven individuals for exceptional service to advance the culture of philanthropy for the WSU Foundation and Washington State University during the Volunteer Awards Celebration on Thursday, September 29, at the WSU Pullman campus. Recipients of these prestigious awards are as follows:
 - Weldon B. "Hoot" Gibson Distinguished Volunteer Award:
 - Dan Harmon '80
 - William F. "Biff" Brotherton Cougar Spirit Award:
 - Nancy Harnasch '71
 - Outstanding Service Award:
 - Mike Blankenship '13
 - Mike and Debra Leslie '75
 - Tony and Emily Poston '08
 - Rebecca Zanatta '97
 - Faculty/Staff Outstanding Service Awards:
 - Byron Marlowe, Don Smith Distinguished Professor and Director, WSU Wine & Beverage Business Management Program, WSU Tri-Cities (Posthumously)
 - Mel Netzhhammer, Chancellor, WSU Vancouver
 - Nancy Swanger, Founding Director, Granger Cobb Institute for Senior Living and Association Professor, Hospitality Business Management, WSU Carson College of Business, WSU Pullman

September 16, 2022

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Alumni Association Report

SUBMITTED BY: Mark Schuster, WSUAA President 2022-2023

Leading the Way

On September 1, Mariah Maki became the Associate Vice President for Advancement and Executive Director of the WSU Alumni Association. Just the sixth WSUAA Executive Director since the position was created in 1934 and the first woman to assume the role. Maki will lead strategies and collaborations with WSUAA staff, volunteers, Advancement colleagues, university leadership, and alumni to enhance alumni engagement, heighten the visibility of the WSUAA, and galvanize WSU's brand and reputation around the world.

Engaging Cougs on Every Campus

Mariah began building strategic relationships from the first day on the job. She will join Vice President of Advancement Mike Connell and chancellors from each WSU campus at meet and greet receptions, including a Global online event, to connect with Cougs across the WSU system. Mariah will also spend time this fall with our deans and development colleagues to discuss future opportunities.

The Best Away Game Experience

Join hundreds of Cougs and kick off your away game experience at The PreGame, WSU's official tailgate at away games. Enjoy food and drinks, Cougar gear from The Bookie (at select PreGames), a selfie with Butch, and lively music. WSUAA members always receive a discounted price when registering for the event. This year's events include:

September 10, 2022 - University of Wisconsin – Madison

November 5, 2022 - Stanford University

November 19, 2022 - University of Arizona

September 16, 2022

TO: All members of the Board of Regents
SUBJECT: Faculty Senate Report
SUBMITTED BY: Christine Horne, Chair
PRESENTED BY: Christine Horne, Chair



The 2022-2023 Faculty Senate is pleased to report the following:

As of August 16, Faculty Senate leadership has changed with Christine Horne moving from Chair Elect to Chair, Doug Call moving from Chair to Past Chair, and Eric Shelden beginning as Chair Elect. Matt Hudelson is beginning his third year as the Executive Secretary and Anna Schilter is serving as our Faculty Senate Principal Assistant.

We are very grateful for Doug Call's contributions as chair, and for Dave Turnbull's contributions during his three years of service. Dave Turnbull will continue to serve as the faculty representative for Board of Regent's meetings until the Faculty Regent has been appointed.

Over the summer, Faculty Senate provided input to the Office of the Provost on academic policy changes and salary equity.

The first Faculty Senate meeting for the 2022-2023 academic year will be held on September 22, 2022. President Schulz and Provost Chilton will address the senate and present in anticipation of the new academic year. Faculty Senate leadership will continue to meet regularly with President Schulz, Provost Chilton, and Provost office leadership.

September 16th, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: ASWSU Report

SUBMITTED BY: Jacob Martinez

Good morning distinguished members of the Board of Regents! I am excited to share the plans that ASWSU have for this upcoming year. The Associated Students of Washington State University have been working diligently towards supporting students and providing an exciting upcoming year. Our executive board and senate have been working closely with each other to ensure effective communication. To start off, some of the topics and issues that we have been working on include:

COMPENSTATION FOR UNDOCUMENTED STUDENTS: When running for the position, one of the main issues that I noticed and what the community brought forward was payment for undocumented students. Our legislative affairs team have been working closely with the Washington Student Association (WSA) to find new ways of compensating our hard working undocumented students. We have been trying to address this issue for the past couple of years at Washington State University, but there has never been a plan. This year, we hope that we can get our undocumented students paid through scholarships or by lobbying at Cougar Day at the Capitol. We will be focusing on this issue for this upcoming year and hope that we can solve this.

EMERGENCY CONTRACEPTIVE VENDING MACHINE: Our Director of University Affairs has been working with Cougar Health Services and the Women*s Club to implement and emergency contraceptive vending machine. As of now, I am glad to say that progress has been made! We have the funds for this, and all that is left is to find a vending machine that can disperse these contraceptives. We are planning on placing the vending machine on the lower ground level that is discreet, but still accessible to all students.

PSYCHOLOGIST COUNSELORS: Myself and Kiana, the Vice President, have been working and communicating with Ellen Taylor about hiring more psychologists. Students have come forward and voiced their opinion that there has been a long wait list to seek 1 on 1 help. For example, one student came forward to me and explained how they were on the waitlist for 3 months and decided to leave because of how long the waitlist was taking. Our team came up with a temporary idea, which was to use an online platform where students can get the 1 on 1 help they are looking for. This was a major issue for all students and we are hope that we can get this resolved as fast as we can!

STUDENT HEALTH: As the school year started, we heard about a ton of students getting COVID-19. We have been telling students to stay safe and take whatever actions necessary to stay healthy. Luckily, some of our professors and advisors let students know that if they are sick, they should stay home to reduce the amount of COVID cases, and any other illness that

students are facing. They have been helpful and provide students with resources that will keep them safe.

Overall, we have started off this school year successfully so far and we will continue to work with other student organizations to hear any issues they are facing, so that we can advocate for students. I am excited to see what the future has to hold for all WSU students, and we cannot wait to better the campus as a whole! Thank you and Go Cougs!

September 16, 2022

TO: ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Washington State University Graduate and Professional Student
Association Report

SUBMITTED BY: Samantha Jaurequi Edgerton, President and Executive Board Chair

The Washington State University Graduate and Professional Student Association (GPSA) is pleased to report the following:

- GPSA began the academic year with a fully staffed Executive Board. The following individuals comprise the Executive Board:
 - Samantha Jaurequi Edgerton, GPSA President and Executive Board Chair
 - Marwa Aly, Executive Vice President and Budget Chair
 - Ajay Barman, Vice President of Legislative Affairs and Chair of Legislative Affairs
 - Tathagata Pal, Chair of Awards & Scholarships; College Representative CAS
 - Arpita Sinha, Chair of Communications; College Representative Vet Med
 - Samodya Jayasinghe, Chair of Grants; College Representative CAHNREXT
 - Geoffrey Thatcher, Chair of Community Affairs; College Representative, College of Communication
 - Magdana Kondaridze, Chair of Programming; College Representative, College of Business
 - Rabayet Sadnan, Chair of Internal Affairs; College Representative, VCEA
 - Abodh Poudyal, Chair of Professional Development Initiative; College Representative, Graduate School
 - Golrokh Maleki, Chair of University Affairs; College Representative, Education
- GPSA welcomed 40 new Senators to New Senator Orientation on August 22, 2022, and completed our first Senate meeting on August 29, 2022. We currently have 20 vacancies to fill. As part of our recruitment drive, we are participating in more in-person events such as the Get Involved Fair on the Pullman campus on September 7, 2022. More than 15 people signed up, expressing an interest in being a part of GPSA. We will begin opening up applications again on Monday, September 12.
- GPSA partnered with the YMCA of the Palouse to sponsor childcare at the YMCA Day Camp over the summer. This partnership benefitted over 20 graduate student families. Due to the success of this program, GPSA created a partnership with the YMCA of the Palouse for the school year, granting a special rate of 50% off registration fees and graduate student families. All spaces were filled within three hours of the email announcement.
- The GPSA Senate will review and vote on the 2022-2023 GPSA budget at the next Senate meeting on September 12, 2022. The budget includes funding for the Professional Development Fund, Programming for graduate and professional students, and travel grants as many of our constituents return to in-person conferences and research trips. The total approved budget from the S & A Committee is \$526.55.00 for the academic year.
- The Legislative Agenda for GPSA this year will focus on four areas: Community; University; State; and Federal. Within the Community area, affordable housing, accessible healthcare, and food insecurity top our list of graduate student concerns. Within the university, concerns center on student mental health and resources; access to research materials; WSU GA stipends; healthcare and insurance; and discrimination. For the state level, we will focus on financial aid; childcare; affordable student health; and a basic needs survey. Finally, for the federal agenda, GPSA is focused on graduate student legislation; fixed interest rate; increased federal funding for research; opposing taxation on tuition; visas for international students; and accountability for mentors.



September 16, 2022

To: All members of the Board of Regents
Subject: Administrative Professional Advisory Council Report
Submitted by: Angie Senter, APAC Chair
Presented by: Angie Senter, APAC Chair



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

1. Newly Elected Executive Members
 - a. Angie Senter (Pullman), Chair
 - b. Brandon Fris (Pullman), Vice Chair
 - c. Karla Ealy-Marroquin (Spokane), Treasurer
2. APAC will implement the 3-year strategic plan:
 - a. Purpose:
 - i. Improve APAC's **system** to increase AP participation and capacity
 - ii. Increase APAC's **impact, support and value** with AP constituents and throughout the whole WSU System
 - iii. Embrace a commitment to **diversity, equity and inclusion**
 - iv. Improve **communication** between APAC and AP constituents and the whole WSU system
 - v. Explore ways to increase APAC's influence outside the WSU system
3. Professional Development
 - a. Percipio Presentation partnership with HRS
4. Initiatives
 - a. AP Survey-release results and strategic plan
 - b. Increased communication and visibility across all locations
 - c. Diversity, Equity, and Inclusion
 - d. Employee Scholarship/Access to Global Campus

ACTION ITEM #1

President's 2022-2023 Goals and Objectives (Kirk Schulz)

September 16, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed 2022-2023 Goals and Objectives

PROPOSED: That the Board of Regents accept the President's 2022-2023 Goals and Objectives

SUBMITTED BY: Kirk H. Schulz, President

SUPPORTING
INFORMATION: Pursuant to the Board of Regents Policy on Presidential Performance Evaluation, attached please find my "2022-2023 Annual Goals and Objectives". The goals outlined and objectives in this document reflect issues of strategic importance for the WSU Pullman campus and the WSU System, including those related to the System Strategic Plan goals and related initiatives.

ATTACHMENT: 2022-2023 Annual Goals and Objectives document

PROPOSED 2022 – 2023 Goals and Objectives

Kirk Schulz
President
Washington State University

- Communicate our WSU success stories more effectively in the metro areas of Washington (Seattle, Spokane, Vancouver, Tri-Cities). We will highlight four to five major accomplishments across the academic year – similar to what was done for the Schweitzer Gift. Our progress will be measured by the following standards:
 - Use of **Engagement Rate for Social Media**: This metric divides the total number of engagements into the total impressions. It is expressed as a percentage that tells you for every 100 times a piece of content was served, it received n engagements.
 - We will aim to improve our engagement rate from the current average of 3.2% to 4%.
 - Use of **Media Quality Index (MQI) score**: The MQI score is calculated by looking at if the stories appear in top-tier publications, the total reach of those stories, if WSU appears in the headline and/or lead paragraph, the tonality of the coverage, and the resulting social echo.
 - We will aim to improve our media quality index score from the current average of 59.3 to 60.5.
- Campaign Year #2 –
 - Identify and publicize areas of fundraising focus for colleges/campuses.
 - Raise \$145M in new philanthropic funds.
- WSU Health –
 - Build out Residency Programs and formally launch WSU Health across the WSU system.
 - Officially launch our Pediatrics Residency in Spokane.
- Diversity, Equity, and Inclusive Excellence –
 - Implement the use of the Equity Impact Assessment Tool across the WSU system.
 - Continue with the highly successful cluster hiring program.
- Develop quarterly engagement plans with each campus chancellor surrounding the development of partnerships, philanthropy, and community engagement (Everett, Global, Pullman, Spokane, Tri-Cities, Vancouver).
- Implement a new budget model for the WSU system.

- Stabilize (and increase) enrollment across the WSU system at all campuses.
- Adopt a system-wide compensation philosophy for all employees.
- Explore the expansion of current efforts in the greater Nairobi, Kenya area into a campus consortium model similar to what was done for WSU Yakima.
- Using established goals identified in the WSU System Strategic Plan, we will hit the strategic targets outlined in the table below. A written, mid-year progress report will be provided to the Board of Regents.

Goal #	Focus Area	Metric	Proposed Target
1	Research, Innovation & Creativity	Total University R&D Expenditures	Increase by 5%
2	Student Experience	First-Year to Second-Year Retention Rate	Decrease gap by 1% between overall university retention and (a) pell-eligible students (b) first-generation students (c) students of color
3	Outreach, Extension, Service, and Engagement	Develop system-wide consensus on (a) shared definition of community engagement (b) selection of a systemwide tool for data collection and management	
4	Institutional Effectiveness and Infrastructure	Demographic data on faculty and staff diversity	Reduce reporting gaps (a) for faculty from 32.7% to 10% (b) for staff from 23.3% to 10%

ACTION ITEM #2

Facility Naming Approval – Schweitzer Engineering Hall (Olivia Yang/Matt Skinner)

September 16, 2022

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Facility Naming Approval for Schweitzer Engineering Hall

PROPOSED: That the Board of Regents approve the naming of Schweitzer Engineering Hall

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

SUPPORTING INFORMATION: In April 2022, the WSU Foundation received a transformational gift in the amount of ten million dollars (\$10,000,000) from Edmund and Beatriz Schweitzer and ten million dollars (\$10,000,000) from Schweitzer Engineering Laboratories, Inc. (SEL).

These transformational gifts will support the design and construction of the Voiland College's new student success building on the WSU Pullman campus. The facility will be a central hub for engineering and design students to innovate, collaborate, and to access advising, technology and other activities. In recognition of these gifts, the planned building name will be "Schweitzer Engineering Hall." A press release detailing the extraordinary accomplishments of Dr. Schweitzer, a recipient of the Regents' Distinguished Alumnus Award, as well as the longstanding collaboration between WSU, the Schweitzer's, and SEL, is available at this link: <https://news.wsu.edu/press-release/2022/04/18/wsu-announces-record-setting-gift-for-engineering/>

Under the gift use agreement and WSU policy, the naming of the building, which has been recommended by the Facilities Names Committee and approved by the President, is subject to Board of Regents approval. Details regarding the design and use of the building will be presented to the Board of Regents in connection with the upcoming request for approval of the design phase of the building.