



November 9, 2023

**WASHINGTON STATE UNIVERSITY BOARD OF REGENTS
MEETING NOTICE**

November 16-17, 2023

The Washington State University Board of Regents will hold its next regular meetings on Thursday and Friday, November 16-17, 2023, on the WSU Vancouver Campus in Vancouver, Washington, pursuant to the schedule below.

Public listening of committee and Board meetings is available as follows:

Thursday, November 16, 2023 – Board of Regents Committee Meetings

Executive and Governance Committees and Academic and Student Affairs Committees:

<https://youtube.com/live/tSXOe03ln4w>

Strategic and Operational Excellence and Finance and Administration Committees:

<https://youtube.com/live/ZZGiqzOCY3c>

Friday, November 17, 2023 – Board of Regents Meeting

<https://youtube.com/live/83oM-78t7O8>

Telephone access for all meetings: 1-253-215-8782, code 972364, meeting ID: 983 4259 6156

Committee meetings are scheduled as outlined below; starting times following the 8:00 a.m. executive session are estimates only. If a meeting ends earlier than expected, the next scheduled meeting may convene immediately. Committee meetings may be attended by all members of the Board of Regents, and all members may participate.

Thursday, November 16, 2023

7:30 am	Board of Regents breakfast
8:00 am	Executive Session
10:00 am*	Executive and Governance Committee
11:00 am*	Academic and Student Affairs Committee
11:30 am*	Board of Regents lunch
12:15 pm*	Tour of Life Sciences Building
1:00 pm*	Strategic and Operational Excellence Committee
3:00 pm*	Finance and Administration Committee
5:15 pm*	Reception
6:30 pm	Board of Regents dinner

Location

Firstenburg Student Commons, Rm 105
Firstenburg Student Commons, Rm 103
Firstenburg Student Commons, Rm 103
Firstenburg Student Commons, Rm 103
Firstenburg Student Commons, Rm 105
Life Sciences Building
Firstenburg Student Commons, Rm 103
Firstenburg Student Commons, Rm 103
Firstenburg Student Commons
511 W Columbia Way, Vancouver, WA

Friday, November 17, 2023

7:15 am Board of Regents breakfast
8:00 am Board of Regents meeting

Location

Firstenburg Student Commons, Rm 105
Firstenburg Student Commons, Rm 103

In addition, the Regents will meet socially for dinner at 510 Waterfront Way, Vancouver, WA, on Wednesday, November 15, at approximately 7:00 p.m.

Questions about the Board of Regents meeting and schedule may be directed to Tracy Jordahl, Executive Assistant to the Board of Regents, 509-335-4200.

**or upon conclusion of the previous session*

AGENDA

Washington State University Board of Regents
Executive and Governance Committee

Washington State University Vancouver
Firstenburg Student Commons, Room 103
Vancouver, Washington

November 16, 2023
10:00 a.m.

Committee Members: Lisa Keohokalole Schauer (Chair), Jenette Ramos, Marty Dickinson

Future Action Items

- | | <u>Section</u> |
|--|-----------------------|
| 1. Conflict of Interest Policy Updates (BOR 1) (Schulz/Hess) | E-1 |
| 2. Committee Charters Policy Updates (BOR 3) (Schulz/Hess) | E-2 |
| 3. 2025 Board of Regents meeting Schedule (Schauer) | E-3 |

Action Item

- | | |
|---|-----|
| 1. 2024 Board of Regents Meeting Schedule (Schauer) | E-4 |
|---|-----|

Discussion Item

- | |
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| 1. AGB Principles of Trusteeship Follow-Up Discussion (Schauer/Reilly) |
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FUTURE ACTION ITEM #1

Proposed Revisions to Board of Regents Conflict of Interest Policy (BOR1) (Kirk Schulz /Danielle Hess)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed Revisions to the Board of Regents Conflict of Interest Policy (BOR1)

PROPOSED: That the Board of Regents approve proposed revisions to the Board of Regents Conflict of Interest Policy (BOR1)

SUBMITTED BY: Leslie Brunelli, Executive Vice President for Finance and Administration/CFO

SUPPORTING INFORMATION: In 2016, the Board approved the Board of Regents Conflict of Interest Policy (BOR1). The policy requires Board members to (1) annually certify that they filed a financial disclosure form with the Public Disclosure Commission and that they will comply with the Conflict of Interest Policy, and (2) disclose potential conflicts and recuse themselves from participation in matters that involve a conflict of interest. The policy cites the Washington State Ethics in Public Service Act, RCW 42.52, and sets forth several specific prohibitions and conflict of interest procedures required by statute.

The policy states that it is not a conflict of interest for the student regent to participate in or vote on matters of general interest to WSU students. With the addition of a faculty regent in 2022, we propose adding similar language stating it is not a conflict of interest for the faculty regent to participate in or vote on matters of general interest to WSU faculty. Also, student and faculty regents are prohibited by statute from participating in or voting on matters related to the hiring, discipline, or tenure of specific faculty members (and other personnel, for the student regent). Because this statutory language relates to conflict of interest, we propose adding it to the policy.

Other updates include adding references to the new University Ethics Policy (EP45), adding language mirroring the University Ethics Policy in places, and including WSU's Ethics Compliance Advisor as a resource.

ATTACHMENT: A redline version of the policy with the proposed changes is attached.

Board of Regents Policy Manual

BOR 01: Conflict of Interest Policy

Approved by the Board of Regents, [\[date\]](#)

CONTENTS

1.0 Policy and Purpose

2.0 Definition of Conflict of Interest

3.0 Requirements and Procedures

4.0 Resources and Related Policies

1.0 Policy and Purpose

The members of the Board of Regents, as well as all Washington State University faculty and staff, hold positions of public trust and should adhere to the highest ethical standards in carrying out their duties to the University. These standards include maintaining objectivity and independent judgment to ensure all actions are taken in the best interests of the University, and avoiding activities that could impair the public's trust in the institution.

Purpose

This policy protects the interests of the University by providing guidance to the Regents in recognizing and handling conflicts of interest and meeting their obligations under the Washington State Ethics in Public Service Act (Ethics Act). The Ethics Act prohibits state officers and employees from having an interest, financial or otherwise, direct or indirect, or engaging in a business or transaction or professional activity, or incurring an obligation of any nature, that is in conflict with the state officer's or employee's duties. ([RCW 42.52.020](#); [University Ethics Policy \(EP45\)](#)) In addition to these statutory obligations, members of the Board of Regents have fiduciary responsibilities to the University, which require them to avoid [actual, potential, or apparent](#) conflicts of interest and exercise their authority solely on the basis of promoting the best interests of the institution and the public good.

2.0 Definition of Conflict of Interest

A conflict of interest is a personal interest, financial, familial, professional, or otherwise, that might impair or reasonably appear to an objective, outside

observer to impair a Regent's independent, unbiased judgment in the discharge of ~~their~~ ~~his or her~~ responsibilities to the University.

For purposes of this policy, the Student Regent ~~is shall~~ not ~~be~~ deemed to have a conflict of interest for purposes of participation in or voting on matters of general interest to Washington State University students. Likewise, the Faculty Regent is not deemed to have a conflict of interest for purposes of participation in or voting on matters of general interest to Washington State University faculty.

3.0 Procedure Requirements and Procedures

The following procedures apply:

- Each Regent ~~will file~~ annually files a personal financial affairs disclosure, as required by the Washington Public Disclosure Act, RCW Chapter 42.17A.700.
- Within thirty days of appointment to the Board of Regents, and each year annually, each Regent ~~will sign~~ s a statement certifying they have read, understand, and will comply with this Conflict of Interest Policy and that they have filed the required annual personal financial affairs disclosure with the Public Disclosure Commission. The completed statements are retained in the Office of the President for the applicable retention period.
- **For financial transactions involving the University:** If the Board of Regents is called upon to consider a transaction in which a Regent owns a beneficial interest, as defined in RCW 42.52.010, the Regent ~~shall~~ discloses the precise nature of his or her interest to the Chair of the Board of Regents and ~~shall~~ refrains from participating in the Board's consideration of the transaction. (RCW 42.52.030)
- **For building contracts, improvements, or building supplies:** No Regent shall have a financial interest, either directly or indirectly, in any contract for any building or improvement at the University, or for furnishing supplies for any building or improvement. (RCW 28B.30.140)
- **For certain personnel matters:** The Student Regent is prohibited from participating in or voting on matters related to the hiring, discipline, or tenure of faculty members and personnel. The Faculty Regent is prohibited from participating in or voting on matters related to the hiring, discipline, or tenure of specific faculty members. (RCW 28B.30.100(5))

- **For other matters:** All Regents ~~should are to~~ be sensitive to matters that could involve an actual, apparent, or potential conflict of interest. If a Regent becomes aware of any personal, financial, familial, or professional relationship that could give rise to a conflict of interest with respect to a particular matter, the Regent ~~is to shall~~ promptly disclose the relationship to the Chair of the Board of Regents (or Vice Chair, if the Chair is unavailable or is the Regent with the possible conflict). In turn, legal counsel may be consulted. The Chair (or Vice Chair, if applicable) makes the final decision regarding whether a conflict of interest exists. A recess may be taken if needed to address an issue arising during a Regents meeting.
- **Recusal:** Regents should err on the side of caution and ~~shall~~ recuse themselves from participating in, influencing, or voting on matters when a conflict of interest exists. The Regent's recusal (or the decision not to recuse and the basis for that decision) ~~shall is be~~ noted on the record. In the event of recusal, the Regent's presence ~~is will not be~~ counted when determining whether there is a quorum for action on that matter.
- **Exception:** Except when prohibited by law, in the event that a conflict of interest arises but recusal would, in the judgment of the Chair (or Vice Chair, if applicable) cause significant harm to the institution, the Chair (or Vice Chair, if applicable), after consultation with legal counsel, may authorize limited participation under carefully defined conditions. An explanation of the conflict, the justification for allowing participation, and the conditions of participation ~~are shall be~~ noted on the record.

4.0 Resources and Related Policies~~Assistance~~

Questions ~~or complaints~~ regarding this policy, ~~or concerns about possible conflicts of interest,~~ should be directed to the Chair of the Board of Regents, the University's Ethics Compliance Advisor, ~~Chief Audit Executive,~~ or the Senior Assistant Attorney General's Office.

University Ethics Policy (EP45)

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FUTURE ACTION ITEM #2

Proposed Revisions to Board of Regents Policy on Committee Charters (BOR₃) (Kirk Schulz /Danielle Hess)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed Revisions to the Board of Regents Policy on Committee Charters (BOR₃)

PROPOSED: That the Board of Regents approve proposed revisions to the Board of Regents Policy on Committee Charters (BOR₃)

SUBMITTED BY: Leslie Brunelli, Executive Vice President for Finance and Administration/CFO

SUPPORTING INFORMATION: The BOR Policy on Committee Charters was last updated in June 2022, when the Regents consolidated six committees into four. With the exception of the Executive and Governance Committee, all Regents now are members of all committees. The current committees are:

- Executive and Governance Committee
- Academic and Student Affairs Committee
- Finance and Administration Committee
- Strategic and Operational Excellence Committee

As part of a periodic review of the current policy, the following revisions are recommended:

- For the Executive and Governance Committee, adding responsibilities for (1) regularly reviewing and updating BOR policies and bylaws, and (2) encouraging the timely completion of mandatory training for all BOR members.
- For the Strategic and Operational Excellence Committee, clarifying responsibility for both system and campus strategic planning.

Additional minor changes in wording and organization are also proposed.

ATTACHMENT: A redline version of the policy with the proposed changes is attached.

Board of Regents Policy Manual

BOR 03: Policy on Committee Charters

Revision Approved by the Board of Regents, ~~[date]~~ June 6, 2022

CONTENTS

1.0 Policy and Purpose

2.0 BOR Standing Committee Charters

2.1 Executive and Governance Committee

2.1.1 Purpose and Authority

2.1.2 Composition

2.1.3 Responsibilities

2.2 Academic and Student Affairs Committee

2.2.1 Purpose and Authority

2.2.2 Composition

2.2.3 Responsibilities

2.3 Finance and Administration Committee

2.3.1 Purpose and Authority

2.3.2 Composition

2.3.3 Responsibilities

2.4 Strategic and Operational Excellence Committee

2.4.1 Purpose and Authority

2.4.2 Composition

2.4.3 Responsibilities

1.0 Policy and Purpose

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:

- The Academic and Student Affairs Committee; ~~which encompasses Academic Affairs, Research, and Student Life;~~
- The Finance and Administration Committee; ~~and, which encompasses Finance, Compliance, Audit, Infrastructure, and Athletics;~~

- The Strategic and Operational Excellence Committee, ~~which encompasses Inclusion, Diversity, Equity, and Access, Planning, Governmental Affairs, Advancement, Corporate Engagement, and WSU Extension.~~

2.0 BOR Standing Committee Charters

2.1 Executive and Governance Committee

2.1.1 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.

2.1.2 Composition

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

2.1.3 Responsibilities

The 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;
- Regularly reviewing and updating BOR policies and bylaws;
- Encouraging ~~that~~ all BOR members to continue to learn about the institution and their responsibilities, including timely completion of any mandatory training and 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;
- Acting on behalf of the BOR in emergency matters.

2.2 Academic and Student Affairs Committee (~~Academic Affairs, Research, and Student Life~~)

2.2.1 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.

2.2.2 Composition

This is a committee of the whole. The BOR chair ~~shall~~s appoints a chairperson, as provided in the Board of Regents Bylaws. Additionally, the WSU president ~~shall~~s appoints 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 is be~~s responsible for development of the committee agenda.

2.2.3 Responsibilities

This committee ~~shall~~s considers matters, makess recommendations, and providess 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, faculty affairs, and student life;
- Faculty affairs, including matters relating to recruitment, retention, promotion, composition of the faculty, and other policies and matters that impact faculty;
- 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.

2.3 Finance and Administration Committee ~~(Finance, Compliance, Audit, Infrastructure, and Athletics)~~

2.3.1 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.

2.3.2 Composition

This is a committee of the whole. The BOR chair ~~shall~~s appoints a chairperson, as provided in the Board of Regents Bylaws. Additionally, the WSU president ~~shall~~s appoints one ex officio primary liaison from among the officers of the 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 is be~~ responsible for development of the committee agenda.

2.3.3 Responsibilities

This committee ~~shall~~ considers matters, makes recommendations, and provides 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)~~;
 - Annually reviewing the operational performance of the Fund and the actions of the WSU Foundation, its Governors, and the WSU Foundation Investment 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 times per year with WSU's chief audit executive to discuss the effectiveness of 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~~ meets 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 at least annually is to~~shall~~ be provided;
- Compliance, including meeting a minimum of two 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 noncompliance issues; in addition, the committee will review the compliance charter as needed; sufficient opportunity for the chief compliance officer to meet with the committee ~~is to shall~~ be provided; this committee or the committee chairperson ~~shall meets~~ 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;
- Facilities-related policies and procedures (e.g., bidding processes, safety, sustainability, and ADA compliance);
- Information technology, including the needs of, and coordination among, the various campuses in information technology areas, research computing, telephone services, and other technologies;
- Athletics, including budget, policies, compliance, Pac-12 and NCAA, and matters pertaining to student athletes.

2.4 Strategic and Operational Excellence Committee ~~(Inclusion, Diversity, Equity, and Access, Planning, Governmental Affairs, Advancement, Corporate Engagement, and Extension)~~

2.4.1 Purpose

This committee facilitates the BOR's engagement in strategic planning and analysis, institutional advancement, development, marketing and communications, alumni relations, 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.

2.4.2 Composition

This is a committee of the whole. The BOR chair ~~shall~~s appoints a chairperson, as provided in the Board of Regents Bylaws. Additionally, the WSU President ~~shall~~s appoints 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, ~~is shall be~~ responsible for development of the committee agenda.

2.4.3 Responsibilities

This committee ~~shall~~s considers matters, makess recommendations, and providess 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 and analysis, including development and approval of the strategic plan for each campus and the WSU system'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~~ 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.

FUTURE ACTION ITEM #3

2025 Board of Regents Meeting Schedule

(Lisa Keohokalole Schauer)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of the 2025 Board of Regents Meeting Schedule

SUBMITTED BY: Lisa Keohokalole Schauer, Chair Board of Regents

PROPOSED: That the Board of Regents approve the schedule for the 2025 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:

<u>2025 Dates</u>	<u>Location</u>	<u>Campus Focus</u>
January 23-24, 2025	Seattle	Global
March 6-7, 2025	Tri-Cities	Tri-Cities
April 17-18, 2025	Spokane	Spokane
June 5-6, 2025 (Retreat)	Everett	Everett
September 18-19, 2025	Pullman	Pullman
November 13-14, 2025	Seattle	Vancouver

ACTION ITEM #1

2024 Board of Regents Revised Meeting Schedule (Lisa Keohokalole Schauer)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Establishment of the 2024 Board of Regents Revised Meeting Schedule

SUBMITTED BY: Lisa Keohokalole Schauer, Chair Board of Regents

PROPOSED: That the Board of Regents approve the revised 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: At the September 14-15, 2023, meetings, the Board of Regents discussed and approved a revised 2024 meeting schedule to include meeting locations in Seattle, WA twice a year. It is now proposed to move the May 2-3, 2024, meetings to two weeks prior to commencement weekend, meeting instead on April 18-19, 2024. This change would allow Regents to participate in commencement ceremonies more readily across the WSU system.

The revised proposed meeting dates are as follows:

<u>2024 Dates</u>	<u>Location</u>	<u>Campus Focus</u>
January 25-26, 2024	Seattle	Global
March 7-8, 2024	Tri-Cities	Tri-Cities
April 18-19, 2024	Spokane	Spokane
June 6-7, 2024 (Retreat)	Vancouver	Vancouver
September 19-20, 2024	Pullman	Pullman
November 14-15, 2024	Seattle	Everett

ATTACHMENT: Resolution

BOARD OF REGENTS

2024 Revised Board of Regents Meeting Schedule

Resolution #231117-694

BE IT RESOLVED that the Board of Regents of Washington State University hereby adopts the following schedule of meeting dates for 2024:

<u>Date</u>	<u>Location</u>
January 25-26, 2024	Seattle
March 7-8, 2024	Tri-Cities
April 18-19, 2024	Spokane
June 6-7, 2024 (Retreat)	Vancouver
September 19-20, 2024	Pullman
November 14-15, 2024	Seattle

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

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

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

DATED this 17th day of November 2023.

Chair of the Board of Regents

Secretary of the Board of Regents

AGENDA

Washington State University Board of Regents
Academic and Student Affairs Committee

Washington State University Vancouver
Firstenburg Student Commons, Room 103
Vancouver, Washington

November 16, 2023
11:00 a.m.

Committee Members: Doug Picha (chair), Brett Blankenship, Lura Powell, Judi McDonald, Isaac Marroquin

Action Item

1. NWCCU Year Six Accreditation Report (Chilton/Parks)

Section

A-1

ACTION ITEM #1

Review the Year Six Accreditation Report for NWCCU (Elizabeth S. Chilton)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Review the Year Six Accreditation Report for the Northwest Commission on Colleges and Universities (NWCCU)

PROPOSED: That the Board of Regents review and approve the Year Six Accreditation Report for NWCCU

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

SUPPORTING INFORMATION: In Spring of 2024, WSU will submit its Year Six Report to the Northwest Commission on Colleges and Universities (NWCCU) to support continuing accreditation of the institution. This report is the first step in the federal institutional review process and will be followed by the submission of a Mission Fulfillment Report and a subsequent site visit in Spring 2025.

A complete draft of the Year Six Report focused on Standard 2 (Governance, Resources, and Capacity) is attached. The report articulates WSU's commitment to a structure of governance that is inclusive in its planning and decision-making. Through our planning, operational activities, and allocation of resources, WSU demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.

2023-2024 Timeline for Accreditation Report and Site Visit

- September-November: Regents review the draft report, provide feedback, and approve
- December: Final changes made
- March: Report submitted to NWCCU
- June: WSU's accreditation liaison officer will attend the NWCCU Board of Commissioners meeting for review of the report

Future Board of Regents Participation

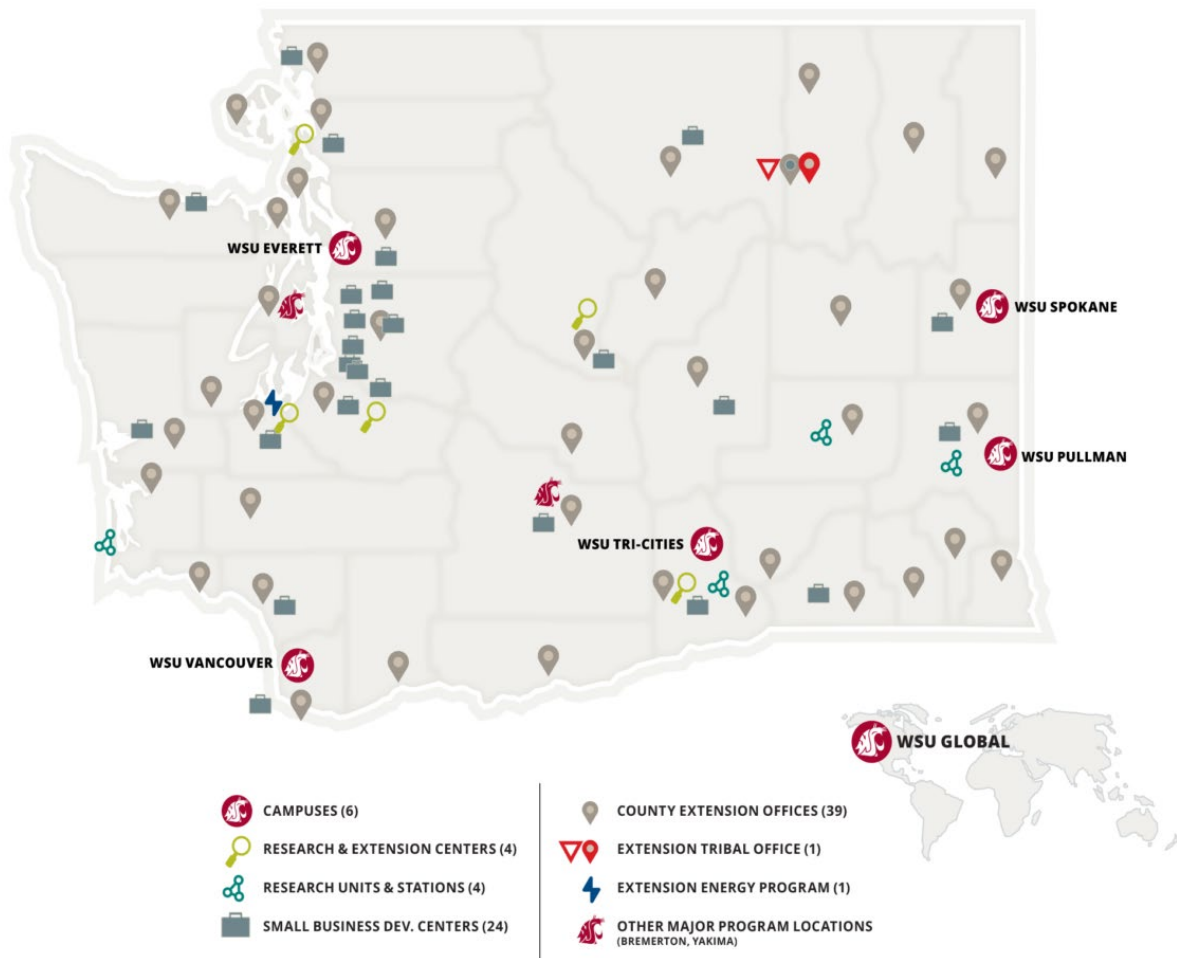
- Approve the report at the November 2023 meeting
- Receive Mission Fulfillment Report in August 2024
- Approve Mission Fulfillment Report in November 2024
- Identify members of the Board to participate in the April 2025 site visit



WASHINGTON STATE UNIVERSITY
Office of the Provost

Washington State University
Year Six Report

To be Submitted to the Northwest Commission on Colleges and Universities



As approved by the Board of Regents on November X, 2023

Acknowledgment of America's First Peoples

Washington State University acknowledges that its locations statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. Currently, there are 42 tribes, 35 of which are federally recognized that share traditional homelands and waterways in what is now Washington State. Some of these are nations and confederacies that represents multiple tribes and bands. The University expresses its deepest respect for and gratitude towards these original and current caretakers of the region. As an academic community, we acknowledge our responsibility to establish and maintain relationships with these tribes and Native peoples, in support of tribal sovereignty and the inclusion of their voices in teaching, research and programming. Washington State University established the [Office of Tribal Relations](#) and [Native American Programs](#) to guide us in our relationship with tribes and service to Native American students and communities. We also pledge that these relationships will consist of mutual trust, respect, and reciprocity.

As a land grant institution, we also recognize that the Morrill Act of 1862 established land-grant institutions by providing each state with “public” and federal lands, which are traced back to the disposition of Indigenous lands. In 1890, Washington State received 90,081 acres of Indigenous Lands designated to establish Washington State University ([see data](#)). Washington State University retains the majority of these lands to this day. We acknowledge that the disposition of Indigenous lands was often taken by coercive and violent acts, and the disregard of treaties. For that, we extend our deepest apologies. We owe our deepest gratitude to the Native peoples of this region and maintain our commitment towards reconciliation.

Contents

Mission Fulfillment.....	4
Eligibility Requirements.....	5
Standard 2: Governance, Resources, and Capacity	9
Standard 2.A.1 (Board of Regents).....	9
Standard 2.A.2 (Leadership)	10
Standard 2.A.3 (President).....	11
Standard 2.A.4 (Institutional Decision-Making)	12
Standard 2.B.1 (Academic Freedom and External Pressure)	15
Standard 2.B.2 (Intellectual Freedom and Internal Pressure)	16
Standard 2.C.1 (Transfer of Credit)	17
Standard 2.C.2 (Students Rights and Responsibilities).....	18
Standard 2.C.3 (Admissions, Continuation, and Termination).....	21
Standard 2.C.4 (Student Record Retention).....	23
Standard 2.D.1 (Publications)	25
Standard 2.D.2 (Handling of Complaints and Grievances).....	26
Standard 2.D.3 (Conflict of Interest)	29
Standard 2.E.1 (Financial Stability)	31
Standard 2.E.2 (Financial Planning)	36
Standard 2.E.3 (Financial Management)	40
Standard 2.F.1 (Conditions of Employment)	41
Standard 2.F.2 (Professional Development)	42
Standard 2.F.3 (Staffing).....	43
Standard 2.F.4 (Evaluation)	44
Standard 2.G.1 (Student Learning Success)	44
Standard 2.G.2 (Catalog Content).....	56
Standard 2.G.3 (Professional Licensure Requirements)	57
Standard 2.G.4 (Financial Aid)	57
Standard 2.G.5 (Repayment Obligations)	58
Standard 2.G.6 (Academic Advising)	59
Standard 2.G.7 (Identifying Verification in Distance Learning).....	62
Standard 2.H.1 (Libraries)	62
Standard 2.I.1 (Infrastructure).....	64
Moving Forward.....	70

Mission Fulfillment

The institution provides a one-page executive summary, which describes the institution's framework for its ongoing accreditation efforts. This might include evidence of institutional effectiveness, Core Themes, or other appropriate mechanisms for measuring fulfillment of its mission.

Washington State University monitors and addresses mission fulfillment through a coordinated system of internal and external assessment, evaluation, decision making, and planning.

Assessment

Internal assessment of undergraduate student learning outcomes is managed by the Office of Assessment for Curricular Effectiveness (ACE). ACE annually collects and analyzes data on student learning in undergraduate degree programs and WSU's general education curriculum, and reports on the analyses to central leadership and academic deans. Assessment in graduate programs is coordinated by the vice provost for graduate and professional education. Feedback is at the level of the academic unit, with elevation by the academic deans and central leadership as necessary. Professional degree programs manage their own assessment in accordance with professional accreditation requirements. External assessment of emerging educational needs is managed by the Office of Strategy, Planning, and Analysis (OSPA) in collaboration with the Provost's Office and the ALO.

Evaluation

Real-time evaluation of the institution's progress toward academic goals is led by OSPA. Objectives for each of the goal areas in the institutional strategic plan are presented and described in an online strategic plan dashboard that is publicly accessible. Each objective is monitored, its on-track status is indicated, and its current status is explained. Status is continuously updated as strategies are completed, revised, postponed, or discarded.

Decision Making

The current status of an objective forms the basis for institutional conversations about future steps. Each objective has a designated lead who fosters analysis of progress and evaluation of current strategy. Leads maintain some form of an internal planning group that, in collaboration with OSPA, contributes to the evaluation and subsequently helps identify the best course of action. Units and groups that are directly impacted by an objective are represented on the planning group. For academic objectives, this means that colleges, faculty, and students have representatives who assist with the process.

Planning

Long-term planning is managed by OSPA. The institution maintains a hierarchical planning structure whereby the system strategic plan articulates broad goals and objectives; campus and college strategic plans align to system goals and describe the plan to contribute and measure respective progress; and academic unit strategic plans detail how they will contribute to college and campus objectives. (Nonacademic units also develop strategic plans, under a structure that parallels the one described here.) At each level, plans are generated collectively with involvement of potentially every associate of the level's unit. Contribution occurs through various means but it is expected that at all levels there will be opportunities for open discussion. Goals are expected to be informed by both the internal and external assessments generated under the expiring plan, with internal assessments guiding refinement of ongoing initiatives, and external assessment helping to identify new initiatives to undertake.

Eligibility Requirements

The institution provides an attestation that it remains compliant with NWCCU's Eligibility Requirements. Citations and reports in support of specific Eligibility Requirements may be included in the Year Six and Year Seven reports as appropriate.

Washington State University is fully compliant with all of the 2020 Eligibility Requirements.

1. Operational Status. Washington State University has operated continuously since 1893.
2. Operational Focus and Independence. WSU is a public, non-profit, state-funded institution of higher education. It is governed by a board of regents. The regents independently appoint a president and delegate all other hiring decisions to that person. The board is responsible for setting institutional policy and ensuring adherence to accreditation standards.
3. Authority. Title 288 of the Revised Code of Washington designates Washington State University as a "state university" in Pullman, Washington, "to provide education in such fields as may be established therein from time to time by the board of regents or law, including instruction in agriculture or other industrial pursuits, mechanical arts, and the natural sciences" (288.30.015) and authorizes operation of its campuses (288.45).
4. Institutional Effectiveness. WSU publishes institutional dashboards that collectively document progress toward mission fulfillment. These dashboards are publicly accessible and updated either continuously or per academic period. The institution also maintains a program of regular external assessment to identify emerging academic needs, citizen needs, and best practices.
5. Student Learning. WSU publishes its institutional student learning outcomes on its website, and requires instructors to indicate in course syllabi the outcomes to which their course contributes. All undergraduates are required to complete a general education (UCORE) curriculum that is oriented around the institutional learning outcomes. The institution has an Office of Assessment for Curricular Effectiveness that assesses all undergraduate courses and degree programs and works with degree-granting units to improve their educational delivery.
6. Student Achievement. Through its office of Institutional Research, WSU collects and publishes disaggregated data on student admissions, enrollment, retention, graduation, degrees conferred, Pell grants received, federal loans received, and net cost. The data include comparisons with peer institutions. These data are publicly available through a dashboard. The dashboard also provides links to numerous national student achievement data sets (e.g., NSSE, IPEDS). The institution conducts regular surveys of alumni accomplishment, and results of these surveys are also accessible through the dashboard.
7. Non-discrimination. WSU maintains an institutional policy (Executive Policy 15) that prohibits discrimination and harassment and delineates the formal complaint process. The institution has a standing presidential Title IX Committee that advises him on non-discrimination matters and is chaired by the institution's lead Title IX Coordinator. All personnel are required to undergo annual training on discrimination and harassment, and individuals who are charged with making personnel-related decisions are required to undergo focused training on Title IX regulations.
8. Institutional Integrity. WSU maintains an institutional policy (Executive Policy 45) on ethical conduct. Faculty are subject to additional ethical standards as detailed in the Code of Professional Ethics specified in the *Faculty Manual*. All personnel are required to complete ethics training. In 2022 the institution established an Ethics Compliance Advisor position to assist personnel with interpretation of ethics requirements.

9. **Governing Board.** A 11-member board of regents, including a student regent and a faculty regent, has overall authority for governance of the University, with broad responsibilities for the University's financial and physical operations, academic programs, student affairs, and human resources. The board receives its authority from Chapter 28B.30 of the Revised Code of Washington, and is subject to the general laws governing state agencies. Regents are appointed by the governor with the consent of the Washington State Senate. Only the faculty regent may have a contractual or employment relationship with WSU; no regent may have a personal financial interest with WSU.
10. **Chief Executive Officer.** The University president is WSU's chief executive officer. The president derives authority from the board of regents and the state of Washington and has a full-time responsibility to WSU. The president is designated by law as Secretary Ex Officio of the board of regents and is the chief executive officer of WSU by delegation of authority from the regents. The president administers policies approved by the board of regents and serves as the advisor to the board on policies and operations.
11. **Administration.** The president sets the general direction of WSU's state-wide system and appoints the provost and senior leadership as necessary to carry out presidential responsibilities. The president works with and through the vice presidents and executive vice presidents, the campus chancellors, the director of intercollegiate athletics, the director of internal audit, the accreditation liaison officer, and the senior assistant attorney general.
12. **Faculty.** WSU employs appropriately qualified faculty members sufficient in number to achieve its educational objectives, establish and oversee academic policies, and assure the integrity and continuity of its academic programs, wherever offered and however delivered. WSU has more than 1,500 faculty, in both full-time and part-time capacities, with a student to faculty ratio of approximately 15 to 1. The University has more than 900 tenured or tenure-track faculty. A national or international search is required for the hiring of a tenure-track faculty member, and a terminal degree is usually required. All faculty members are evaluated annually on their performance during the previous calendar year. Annual reviews are intended to be developmental as well as evaluative and to provide information about areas in which performance needs improvement.
13. **Educational Programs.** WSU offers 107 academic majors for undergraduates in 70 fields of study, along with 56 minor-only programs and 36 certificate programs. Graduate students can choose from among 61 doctoral degree programs and 90 master's degree programs, as well as 30 graduate certificates. Professional students can pursue the DVM, PharmD, MD, or DNP, along with 8 professional certificates. Mission-appropriate content and rigor is assured by curricular review processes, with additional oversight provided by the Faculty Senate's program approval process and, for graduate degrees, the Graduate School. WSU offers only recognized fields of study and uses standard degree designators and CIP codes.

14. Library and Information Resources. The WSU Libraries collection is comprised of 2.6 million bound and electronic titles. Libraries is a member of the Orbis-Cascade consortium, which provides patrons with access to another 30 million titles available for loan from other consortium institutions. Collection levels support the needs of disciplines based on the level of degree offered by WSU. Campus-specific libraries maintain core collections to support the academic programs at those campuses. In Pullman, Holland/Terrell Library is open until 11:45pm Sunday – Thursday and until 7:45pm Friday and Saturday, and Owen Science and Engineering Library is open until 10:45pm Sunday – Thursday and until 5:45pm Friday and Saturday. Campus libraries at Spokane, Tri-Cities, and Vancouver are open during normal business hours, though students at the Spokane campus have 24/7 access to the library with their ID card. Reference services support the research and information needs of constituents, available on all campuses via email, telephone, and in person.
15. Physical and Technology Infrastructure. The physical facilities at all WSU campuses are accessible, safe, secure, and support the University's mission and goals. Since our last comprehensive review in 2018, WSU has opened or is building five (5) new facilities that primarily service our educational mission, completed major renovation of a sixth, and secured funding to build a seventh. Also, we have developed and codified a plan for emergency continuation of operations in response to a catastrophe that necessitates extended closure of a campus. WSU Information Technology Services (ITS) provides the university community with comprehensive, reliable, and secure technology systems to meet the expectations and needs of faculty, staff, and students across all campuses. Since our last comprehensive review our student information system and personnel management system have undergone significant upgrades.
16. Academic Freedom. WSU publishes and adheres to policies, approved by its governing board, regarding academic freedom and responsibilities that protect its constituencies from inappropriate internal and external influences, pressures, and harassment. Students' rights to free speech and assembly, and the responsibilities that those rights entail, are specifically described in the Student Handbook for Community Standards. For faculty, the *Faculty Manual*, maintained by the Faculty Senate and approved by the board of regents, clearly affirms academic freedom and also protects the rights of staff and administrators.
17. Admissions. Admission requirements are described in the WSU Catalog and on the university website. Admissions requirements are consistent across all publication forms (catalog, web, admissions materials). Admission policies and procedures are uniform for all students. The process is governed by institutional policies that apply to all students. The Office of Admissions is responsible for the evaluation of academic credentials in the admission process and for notifying applicants of their admission status.
18. Public Information. Through its website, WSU makes publicly available information on its mission; admission requirements and procedures; grading policy; information on academic programs and courses; names, titles, and academic credentials of administrators and faculty; rules and regulations for student conduct; rights and responsibilities of students; tuition, fees, and other program costs; refund policies and procedures; opportunities and requirements for financial aid; and the academic calendar.

19. Financial Resources and Planning. Through active, strategic management, WSU has demonstrated accountability, sustainability, and resilience in budget management. The university has continued to improve efficiencies and reduce costs while also providing more access to Washington students and increasing the number of students enrolled, as well as increasing its grant and contract funding. These actions have resulted in increased assets, increased capital and net assets, and increased operating revenues. The university is required to annually document its fiscal position, including reserves, risks, debt obligations, and funding breadth, through independently audited financial statements.
20. Financial Accountability. The Washington State Auditor's Office annually performs an accountability audit of WSU. The audit evaluates internal controls and determines whether or not the university has complied with state laws and regulations as well as its own internal policies and procedures. The Auditor's Office also audits the university's financial statements. The most recent audit concluded the financial statements present fairly, in all material respects, the respective financial position of the university.
21. Disclosure. WSU discloses to the Commission all required information. The director of institutional accreditation is the university's Accreditation Liaison Officer (ALO) and is responsible for communicating all required information to the Commission.
22. Relationship with NWCCU. WSU fully accepts the NWCCU standards for accreditation and policies of the commission and agrees to comply with these standards and policies. WSU agrees that the commission may, at its discretion, make known the nature of any action, positive or negative, regarding the institution's status with the commission to any agency or members of the public requesting such information.
23. Institutional Capacity. WSU is a moderately sized, research intensive, land grant university and operates accordingly. Its enrollment, resources, and infrastructure all compare favorably to other land grant institutions of similar size. Enrollment planning is driven by current classroom and faculty capacities and a mandate to maintain acceptable student/faculty ratios and avoid evening and weekend class scheduling.

Standard 2: Governance, Resources, and Capacity

Standard 2.A.1 (Board of Regents)

The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

The WSU System has an effective governance structure, with a single governing board. The board consists of 11 members, who are appointed by the governor of the state of Washington and confirmed by the state senate. The board is composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution; however, by statute, the board includes a full-time or emeritus faculty member (new in 2022) and a full-time student member. Members of the board are subject to the university's ethics policy, the board's conflict of interest policy, and several related statutory provisions, all of which strictly limit contracts and financial interests with the institution.

The board has clearly defined authority for the governance of WSU. By law, the board is vested with full authority to govern, operate, and manage the assets and affairs of WSU. The board appoints the president of the university to serve as the secretary of the board and the executive vice president for finance and administration, or another individual at the board's discretion, to serve as the treasurer. In turn, the president has designated appropriate university employees with specified contract authority or appointing authority.

The roles and responsibilities of WSU's board members and officers are clearly defined by statute and by the board's bylaws. By law, the board must annually elect a president (board chair), who serves as chief executive officer of the board. The board also must appoint a secretary, who is the president of the institution, and a treasurer. The board's bylaws establish a vice chair position and provide detail regarding roles and responsibilities of board members, officers, as well as university administrators and constituent representatives appearing before the board. The bylaws also establish standing committees, which consist of, and are chaired by, board members and are staffed by university administrators. Board policy sets forth detailed committee charters explaining the role of each committee. Board bylaws and policies are reviewed and updated regularly as part of the board's executive and governance committee agenda.

The current (2023-2024) members of the board of regents include:

Regent	City	Appointment Term
Brett Blankenship	Washtucna	2016-2027
Enrique Cerna	Seattle	2020-2025
Marty Dickinson	Spokane	2018-2023
Isaac Marroquin (student)	Pasco	2023-2024
Judith McDonald (faculty)	Pullman	2022-2025
Lura Powell	Richland	2014-2025
Douglas Picha	Bainbridge Island	2022-2029
Jenette Ramos	Seattle	2021-2026
Heather Redman	Seattle	2017-2027
Lisa Schauer (Chair)	Vancouver	2018-2026
John Schoettler	Lakewood	2021-2024

Standard 2.A.2 (Leadership)

The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

Since WSU's last Year Seven report in 2018, the University has undergone significant change in organizational structure. The most significant has involved the role of the president. Historically WSU's president has managed operations at the Pullman campus in addition to their system-level duties. In 2022 a Pullman chancellor position was established, with this person taking over campus management from the president. The Pullman chancellor also assumed the reporting lines for International Programs and the Division of Student Affairs, and shares supervision of the Office of Research with the president. To emphasize that the president is now independent of a specific campus, the president's staff moved off campus to offices in downtown Pullman, and the president rotates among all campuses. The inaugural Pullman chancellor is Elizabeth Chilton, who also serves as WSU's provost and executive vice president.

The University has created an executive vice president for health sciences position. This person is based at the Spokane campus which houses our three human health colleges: Medicine, Nursing, and Pharmacy and Pharmaceutical Sciences. The executive vice president for health sciences assumed the reporting lines for the deans of these three colleges, who previously reported to the provost. Despite this change in reporting, these deans remain fully participative in all institutional activities involving deans. The inaugural executive vice president for health sciences is Daryll DeWald, who also serves as chancellor of the Spokane campus.

Since 2018 there has been a notable amount of turnover in the Provost's Office. Provost Daniel Bernardo returned to faculty in August 2019 and was succeeded by Mitzi Montoya, formerly dean of the College of Business at Oregon State University. In October 2019 Montoya stepped down as provost and was replaced on an interim basis by Bryan Slinker, dean of WSU's College of Veterinary Medicine. Slinker retired from the University in July 2020 and was succeeded as provost by Elizabeth Chilton,

formerly dean of the Harpur College of Arts and Sciences at Binghamton University, State University of New York.

WSU has also seated some new vice presidents since the 2018 report and transitioned the vice-president of finance and administration into an executive vice president position. Specifically, the vice presidents of student affairs; information technology; and university advancement were all hired in 2020 or later. The current vice president for government relations is interim. The vice presidents for student affairs, information technology, and university advancement were internal hires, and the executive vice president for finance and administration, hired in 2023, was selected from a national search. The University also created a new position, the vice president of strategy, planning, and analysis to lead our strategic planning and implementation as a system.

Since the 2018 report the University has hired new deans in Pharmacy and Pharmaceutical Sciences; Agricultural, Human, and Natural Resource Sciences; Arts and Sciences; Veterinary Medicine; Nursing; Engineering and Architecture; Communication; and Medicine. The Graduate School, which was led by a dean, has been converted to the Office of Graduate and Professional Education, and is now led by a vice provost.

Exhibit 2.A.2 contains the University's current organizational chart, a listing of executive leaders, and a listing of deans.

Standard 2.A.3 (President)

The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.

Dr. Kirk H. Schulz has served as Washington State University's 11th president since 2016. Prior to joining WSU, he served as president of Kansas State University for seven years. Dr. Schulz also held administrative positions at Mississippi State University and Michigan Technological University.

The president is WSU's chief executive officer. The president derives authority from the board of regents and the state of Washington and has a full-time responsibility to WSU. The president is designated by law as Secretary *Ex Officio* of the board of regents and is the chief executive officer of WSU by delegation of authority from the regents. The president administers policies approved by the board of regents and serves as the advisor to the board on policies and operations. The president of WSU, together with the provost, vice presidents, and chancellors, administers the University according to its missions and plans for its future. Other functions of the chief executive officer include:

- Leadership in developing policies and organization for teaching, research, and outreach programs.
- Public representation of the University, including representation before the legislature and other state agencies.
- Responsibility for the general welfare of students; the development, operation, and maintenance of buildings, lands, and equipment; financial matters pertaining to development, operation, and maintenance of the University; and the administration of regulations adopted by the board of regents.

- Responsibility delegated by the board of regents for all appointments, promotions, salaries, leaves, resignations, and dismissals.
- Presiding at meetings of the general faculty.

In addition to the vice presidents and chancellors, the chief budget officer, the director of intercollegiate athletics, the director of internal audit, and the director of legal affairs and special counsel also report to the president.

Standard 2.A.4 (Institutional Decision-Making)

The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.

WSU's decision-making structures and processes are well documented, publicly available, and include provisions for the consideration of the views of faculty, staff, administrators, and students as part of institutional decision-making. Primary structures and processes include:

WSU Board of Regents

The WSU board of regents has clearly defined authority for the governance of WSU. Its structure and processes are available to the public through published state statutes and the board website, which contains information about current board members, bylaws, meeting dates and agendas, and committees.¹ Board policies also are published on the university's website.²

Faculty and student participation in board decisions is ensured through the student regent and the faculty regent, who are both full participating and voting members of the Board, except for faculty personnel matters (and other personnel, for the student regent).³ Faculty, students, staff, and alumni also have the opportunity to voice their views at each board meeting through presentations to the board from the Faculty Senate, the Associated Students of WSU (which rotates by campus depending on which campus the particular meeting is being held), Graduate and Professional Student Association, the Administrative Professional Advisory Council, and the Alumni Association Board. By law, all board meetings are open to the public, and the board has a public comment period at every meeting.⁴ Meetings are also live streamed to ensure broad accessibility.

WSU President

The Board appoints the president to serve as the chief executive officer of WSU, with broad authority to manage and conduct the affairs of the university.⁵ The president sets the general direction of WSU's statewide system and appoints the provost, the six campus chancellors, and other executive leadership necessary to help carry out presidential responsibilities.⁵ The president has designated members of the leadership team and others with specified contract, appointing, and other authority—full details are publicly available.⁶ The president's office website also provides public information regarding the duties and responsibilities of the president, as well as profiles of the president's leadership team.⁷

¹ [RCW 28B.30.095 \(Management\)](#); [RCW 28B.30.150 \(Regents – General powers and duties\)](#)

² <https://policies.wsu.edu/prf/index/manuals/board-of-regents-policy-manual/>

³ [RCW 28B.30.100\(5\)](#)

⁴ [RCW 28B.30.120](#)

⁵ In 2022, the president appointed the inaugural chancellor of the Pullman campus. <https://wsu.edu/pullman-chancellor>. Previously, the university president served as both the WSU system head and the Pullman campus head.

⁶ [Delegation of Contractual Authority \(BPPM 10.10\)](#); [Delegation of Appointing Authority \(BPPM 60.10\)](#)

⁷ <https://president.wsu.edu/responsibilities/>; <https://wsu.edu/about/leadership/>

Presidential Advisors

The six campus chancellors comprise the Chancellor's Council and serve as the president's primary advisory body. They advise the president on strategic issues and concerns for the WSU system. The provost and the executive vice president for finance and administration also meet with the president to advise on system-level budgetary decisions.

Presidential Committees

There are 23 presidential committees appointed by the president to provide advice and recommendations and to serve administrative functions in specifically defined areas, many of which are critical to university operations. Members of the committees are appointed by the president, with faculty and student members recommended by the Faculty Senate, the Graduate and Professional Student Association, and the Associated Students of WSU. The committees, their functions, and their membership are publicly posted on the president's office website.⁸

System Leadership Collaborative

This group includes the president, chancellors, vice presidents, and other leaders with system responsibilities. It meets monthly to discuss and exchange critical information that impacts the entire WSU system.

Presidential Communications

The president's office regularly sends communications to the WSU community on current topics.⁹ The president and senior leadership also conduct a series of town halls each year, which cover topics such as budget, enrollment, fundraising, and legislative priorities. Members of the WSU community are encouraged to submit questions in advance, using a form on the town hall website.¹⁰ The president also holds an annual "state of the university" address.¹¹

WSU Provost and Executive Vice President

The provost is the chief academic officer for the WSU system and is responsible for the oversight and direction of WSU's academic enterprise. With the exception of health sciences deans, who report to the executive vice president for health sciences, all WSU college deans report to the provost. Information regarding the provost's leadership team, deans, and reporting units is publicly available on the provost's office website.¹²

Provost-Led Committees

The provost periodically oversees ad hoc committees created to address issues of systemwide importance. For example, the Executive Budget Council, which included faculty, staff, and student membership, developed and recommended a new budget model for the WSU system.¹³ The Budget Planning Advisory Committee is tasked with refining and implementing the new budget model.¹⁴

⁸ <https://president.wsu.edu/committees/>

⁹ <https://president.wsu.edu/presidents-message-archive/>

¹⁰ <https://president.wsu.edu/town-halls/>

¹¹ <https://president.wsu.edu/state-of-the-university/>

¹² <https://provost.wsu.edu/about/>

¹³ <https://provost.wsu.edu/ebc/>

¹⁴ <https://provost.wsu.edu/bpac/>

Chairs and Directors' Forums

These are semi-annual meetings with chairs and directors systemwide to provide them with training and an opportunity to provide feedback directly to the provost (or in some cases the senior vice provost) on issues pertaining to academic affairs, including but not limited to budgeting, enrollment, academic innovation, assessment, student success, and faculty affairs.

Deans' Council

WSU system college deans meet bi-weekly to share and discuss updates, ideas, and concerns. Important issues are shared with the provost.

Provost Communications

The provost regularly communicates with the WSU community via announcements and articles in the *WSU Insider* and maintains a website that highlights significant events and activities related to academic and faculty affairs.¹⁵

Faculty Senate

The faculty senate serves as the legislative body of the faculty. It considers and make recommendations on educational, research, service, and other academic and faculty matters to the president and other administrative officials, and through the president to the board of regents. The faculty senate oversees numerous standing committees and subcommittees, many of which include student members, addressing issues such as academic affairs, admissions and enrollment, budget, graduate studies, faculty affairs, libraries, and other areas. The faculty senate also has authority to revise the *Faculty Manual* (subject to approval by the president). The faculty senate's meetings are open to the public, conducted via videoconference technology to ensure active participation from across the WSU system, and its agendas and minutes are posted online. Meetings are also live-streamed to ensure broad accessibility. Information about the faculty senate, its structure, leadership, meetings, responsibilities, and committees, is publicly available on the faculty senate website.¹⁶

Campus Chancellors

Each WSU campus has a chancellor with their own leadership team and administration. Information about the chancellors, their leadership teams, and their councils/cabinets, is publicly available on the website for that particular campus.¹⁷ The chancellor of the WSU Spokane campus is also the executive vice president for health sciences, and the deans of nursing, pharmacy, and medicine report directly to that position.¹⁸

Equity, Diversity, and Inclusion (EDI)

WSU's efforts in EDI are led by the campus EDI officers group, which includes representation from each campus's chief EDI officer as well as WSU's tribal liaison to the president. The group is represented on the System Leadership Collaborative and is charged with guiding systemwide diversity initiatives, informing systemwide strategic planning, and implementing the approved equity impact assessment (equity lens) tool.¹⁹

¹⁵ <https://provost.wsu.edu>

¹⁶ <https://facsen.wsu.edu>

¹⁷ <https://wsu.edu/pullman-chancellor/about-chancellor-chilton/>; <https://www.vancouver.wsu.edu/chancellor/>; <https://tricitie.wsu.edu/chancellor/>; <https://everett.wsu.edu/the-chancellors-suite/>

¹⁸ <https://spokane.wsu.edu/about/administration/>

¹⁹ <https://news.wsu.edu/news/2022/11/01/system-representatives-appointed-to-equity-diversity-and-inclusion-officers-group/>

Systemwide Policy-Making Processes

In addition to system leadership, WSU has policy-making structures that are well documented, publicly available, and include provisions for input by faculty, staff, students, and others. Systemwide administrative policies and procedures are subject to WSU's Policy on Policies, which is featured on the policy development website and sets forth a step-by-step policy review and approval process, including steps for equity lens review and ensuring that all impacted groups and offices have input.²⁰ WSU's policy development website also consolidates and includes links to new policies and policies under review so that all members of the WSU community have an opportunity to provide input.²¹ New policies and policies under development are also featured in the *WSU Insider*. Academic policies are within the purview of the faculty senate and provost, in particular the academic affairs committee, which includes representation by students, faculty, and administrators.²² The University also has regulations that are codified in the Washington Administrative Code. The process for enactment of these regulations includes a public hearing and public comment period.

Standard 2.B.1 (Academic Freedom and External Pressure)

Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

WSU publishes and adheres to policies regarding academic freedom that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

Faculty

The *Faculty Manual*, maintained by the Faculty Senate and approved by the board of regents, clearly affirms academic freedom in teaching and scholarship. WSU policy aligns with the American Association of University Professors Statement of Principles on Academic Freedom and Tenure.

Section II.A of the *WSU Faculty Manual* states, "Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties." Further, teachers "are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject."

Section II.B states, "It is the policy of Washington State University to support and promote the rights of all individuals to express their view and opinions for or against actions or ideas in which they have an interest, to associate freely with others, and to assemble peacefully." This section also applies to administrators and staff.

Students

Student rights to free speech and assembly, and the responsibilities that those rights entail, are specifically described in the Standards of Behavior maintained by the Center for Community Standards. Students are encouraged to practice balancing vigorous debate, civility, and exploration of new ideas in and out of the classroom. WSU students participated in the 2021 WA for Civility project, with active support from university administration. Student organizations are approved on an all-comers basis, so

²⁰ <https://policies.wsu.edu/prf/index/manuals/executive-policy-manual/epos/>

²¹ <https://policies.wsu.edu/prf/index/policy-development-review/>

²² <https://facsen.wsu.edu/academic-affairs-committee/>

long as basic operational requirements described in the Resident Student Organization Manual are met. Student media, including the Daily Evergreen student newspaper, Chinook yearbook, and online media, are protected from censorship or institutional pressure through the Student Media Board, which is composed of students, faculty, staff, alumni, and community representatives.

Graduate Students

The Office of Graduate and Professional Education promotes academic freedom and independence for graduate students through its Policies and Procedures Manual. Section 1.D.4 states that advisors and mentors are to encourage and promote independent thought, support independent development, and interact with students in a professional and civil manner. In Section 1.A.2.c the Office identifies itself as an advocate for graduate students through its pursuit of fair and responsible treatment of students, including in matters of student professional development. Chapter 8 requires a doctoral program to emphasize freedom of inquiry and expression and development of the student's ability to contribute to the knowledge base in their area of interest.

Standard 2.B.2 (Intellectual Freedom and Internal Pressure)

Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

Intellectual freedom is a core value for WSU. Section II.B of the WSU *Faculty Manual* states plainly that all individuals have a right to express their views and opinions, to associate freely with whomever they choose, to assemble peacefully, and to express dissent and protest. These rights apply regardless of the degree of acceptability of the ideas expressed. However, expression of one's views must be done without violation of the rights of others. As such, any act of expression that would disrupt normal University educational processes or ceremonies is prohibited. The University is also required by state law (WAC 504-33) to consider potential safety issues when renting campus facilities for presentations of controversial topics.

Section II.C of the *Faculty Manual* assigns faculty the educational responsibilities of protecting student academic freedom, encouraging free inquiry, and representing the University in a reasoned and rational manner. They are expected to help the public understand the importance of academic freedom.

Section II.A of the *Faculty Manual* affords faculty broad latitude to present controversial material, and more generally to decide what to present, in the classroom, provided the material is relevant to the course focus. Faculty are discouraged from presenting material that is unrelated or irrelevant to the course. Faculty are protected from institutional censorship when they speak as citizens, though they are cautioned to remember that the public may perceive them to be representing an official University position, regardless of any statements to the contrary.

Section 60.90 of the WSU Business Policies and Procedures Manual (BPPM) allows all University personnel to participate freely in political activity provided those activities do not interfere with their University duties. They may respond to political inquiries as a university employee if the request is merely for factual or expert information.

Standard 2.C.1 (Transfer of Credit)

The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.

Undergraduate Degrees

Washington State University provides transfer credit for college-level academic work completed at institutions that are accredited by a federally recognized accrediting agency and provides pathways for evaluation of work completed at institutions of higher education that do not hold accreditation in the United States. Students may receive transfer credit for a course that was repeated at their previous institution. Credit is given for college preparatory exams and the conversion tables are available to all prospective students. Credit for military educational experiences is awarded based on recommendations from the American Council of Education. WSU gives credit for prior learning through academic department challenge exams and/or placement exams, CLEP exams, DANTES, and Defense Language Proficiency. WSU awards university credit for high school or vocational college work through college preparatory exams, participation in Running Start or College in the High School, and similar programs that generate an official college transcript.

WSU has made some revisions to its transfer policies since its last Year Seven report in 2018. The threshold for executing a reverse transfer to a community or technical college has been reduced from 40 to 20 semester credits. The policy on application of credits from Associate of Science degrees to general education requirements has been clarified. The policy on credits earned through International Baccalaureate and Cambridge International programs has been broadened, as has the policy on credit for prior learning.

Many sources of support are available to a transferring student prior to admission, during admission, and after matriculation. The WSU Transfer Center is a one-stop resource for transferring students where they can easily find answers to questions about the transfer process. The Transfer Course Search Tool is updated regularly with course and credit equivalencies approved by WSU academic departments, the Office of Admissions, and the University Requirements Petition Committee. Members of the Transfer Center and Admissions meet regularly with advisors at state community and technical colleges to ensure that these tools are widely publicized and distributed to prospective students. WSU admissions counselors, academic advisors, and admissions officers manage inquiries from prospective and current transferring students and use multiple modes of communication to assist students.

WSU is actively engaged at the state level in the development and review of transfer credit policies across all in-state institutions of higher education, primarily through participation on the state Intercollege Relations Commission and the Joint Transfer Council.

Graduate Degrees

Transfer credit policies for graduate students are established by the WSU Graduate School. Credit earned toward a master's degree at an accredited institution may be applied toward a doctoral degree at WSU, provided the student earned a grade of at least "B" in each class and contingent on review by the student's advisory committee and program director. Master's degree credits may not be applied toward another master's degree at WSU. Non-degree graduate credits earned at another institution may be applied toward either a master's or doctoral degree at WSU. Regardless of the nature of the

credits, the student may satisfy no more than half of WSU graduate degree requirements through transfer.

Professional Degrees

WSU's professional degree programs maintain their own transfer policies.

The DVM program accepts transfer students only under extraordinary circumstances and after all admission invitations to direct applicants have been settled. Students who are legal residents of the northwestern United States are prioritized. Transfer applicants must have completed at least one year of veterinary education at a professionally accredited college and must provide a letter explaining the desire to transfer, a letter of support from the associate dean of students in the applicant's current program, and three letters of reference from faculty in the current program.

The DNP program follows Graduate School policies and procedures though requires provision of the syllabus for each requested transfer course and limits the number of credits that can be transferred from online degree programs.

The PharmD program only accepts transfer students who are in good academic standing in their current program. Transfer applicants must provide a letter explaining the desire to transfer, a letter of support from the associate dean of students in the applicant's current program, at least one letter of reference from a faculty member in the current program, complete listings of the student's academic and non-academic clinical pharmacy experiences to date, information on the status of the student's intern license, information on the student's involvement with student pharmacy organizations, and the syllabi from all PharmD courses taken to date. Transfer applicants are informed that admission may be conditional on their repeating a curriculum year at WSU, if it is determined that their current curriculum is less rigorous than the WSU curriculum.

The MD program does not accept transfer students.

Standard 2.C.2 (Students Rights and Responsibilities)

The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.

Academic Honesty and Conduct

Standards of student conduct, and required procedures for addressing alleged violations, are codified by the state legislature in Washington Administrative Code Chapter 504-26. These standards of conduct apply from the time of application for admission through the actual conferral of degree and they cover all conduct that occurs on university premises or in connection with university sponsored activities, including transit to or from the activity. The WSU Center for Community Standards (CCS) is the unit primarily responsible for implementing the standards of conduct, on all campuses. In certain situations, the standards of conduct may extend to off-campus behavior.

Academic integrity encompasses plagiarism, fabrication of information, giving or accepting unauthorized assistance with quizzes, tests, and examinations, and intentional damaging of others' academic work. Instructors are required to notify CCS when the instructor believes that an academic integrity violation has occurred. If the student agrees, CCS initiates a sanctioning process that can result in a variety of outcomes for the student, depending upon the magnitude of the violation and whether

the student has previous academic integrity violations on record. First-time violators typically receive a formal warning and assignment to an educational session about academic integrity, though other sanctions are possible. If the student disagrees with the allegation, they may appeal to an Academic Integrity Hearing Board that is comprised of instructional faculty, students, and staff, for an independent review.

Washington state code identifies a wide range of student behavioral conduct areas. Substance misuse, sexual misconduct, harm or threat of harm, computer abuses, possession of dangerous weapons on campus, disruption of normal university operations, theft and vandalism, unauthorized access of university premises, unauthorized recording, and failure to comply are the categories of misconduct that are called out in the code. The review process is identical to that described for academic integrity except that anyone may report a suspected conduct violation to CCS, CCS must notify the student when a report is received, and appeals are heard by the university Conduct Board.

To aid students in understanding the university expectations and the process for addressing concerns, CCS maintains a handbook that outlines the process in terms that are designed to be easy for students to understand and access.

Appeals and Grievances

Rights and responsibilities of students, faculty, and staff related to non-discrimination laws are clearly stated in the WSU Policy Prohibiting Discrimination and Harassment (Executive Policy 15, or EP15). All WSU associates are responsible for complying with this policy. The policy allows individuals to file a report for the purposes of seeking resources, supportive measures, or information on how to initiate a formal complaint process. Individuals may also file a report for formal investigation or resolution processes for conduct such as discrimination, discriminatory harassment, sexual misconduct, dating violence, domestic violence, stalking, retaliation, interference, or violation of discrimination law. Reports are handled by WSU's Office of Compliance and Civil Rights (CCR).

EP15 includes a section on participant rights and responsibilities during an investigative process. Participants are afforded the right to: (1) individualized and appropriate supportive measures, (2) confidential and nonconfidential resources, (3) neutral investigative processes, (4) receive information about university policies and procedures, including information that retaliation is prohibited for all investigation participants, (5) be notified of allegations, (6) respond to allegations and/or witness statements, (7) present evidence, (8) provide relevant witnesses, (9) present and have considered their preferred resolution path, (10) have a support person or advisor, which may be an attorney, (11) review evidence and provide an additional written statement to be considered prior to publication of an investigation report, (12) be informed of the status and the outcome of an investigation, and (13) review investigative findings and conclusions in writing, which may be redacted as necessary to protect privacy.

The grievance process for complaints under EP 15 is described in both EP 15 and the CCR Procedural Guidelines. Following a formal complaint, students may participate in a facilitated informal resolution process to resolve issues or a formal investigation, which may lead to discipline and sanctioning. The formal investigation is conducted neutrally and results in a report of recommended findings or findings, which is provided to a sanctioning authority for review and consideration under other university policies (Standards of Conduct for Students or relevant employee manual). Appeals rights are afforded in all such complaints.

Disability Accommodations

Students with disabilities and chronic medical conditions work with their campuses' respective disability services center staff. The Pullman campus center also serves students enrolled through the Global and Everett campuses. The Spokane, Tri-Cities, and Vancouver campuses each have their own teams. There is also a systemwide team that works to ensure consistency in processes and services across campuses.

Academic Accommodations

A student who wishes to receive academic accommodations must submit a formal application that includes documentation of a disability or chronic medical condition that affects the student's ability to access university services. The student then completes an intake appointment (in person or remotely) with an Access Advisor. During the intake appointment, the student and the Access Advisor discuss the student's barriers to access, how they affect the student in the educational and campus environment, their previous use of accommodations (if any), and the student's current needs as they relate to equal access. The student and Access Advisor work together to determine the accommodations that are reasonable and appropriate for the current semester. The Access Advisor then approves the accommodation plan. The plan applies to just that semester, and students are required to re-request accommodations in each succeeding semester. New students are encouraged to apply for services early, as accommodations cannot be put in place retroactively.

Once the accommodation plan is approved, the student requests specific accommodations for each of their courses. Each instructor is sent a letter notifying them of the student's accommodation needs. Instructors are expected to implement the requested accommodations or notify the Access Advisor of any questions or concerns. If a student has requested flexible attendance or assignment deadline accommodations, the student and the instructor must meet during the instructor's office hours to determine how these accommodations will operate in the course and formalize their agreement in writing. If issues arise, students inform their Access Advisor. If faculty have concerns about fundamental alterations, they can discuss them with the Access Advisor and review all options for that student and course.

Some students have disabilities or chronic medical conditions of an episodic nature that may require flexibility regarding class attendance. WSU recognizes that in some cases, allowing absences beyond a typical rate is a reasonable accommodation. However, there are courses in which a specified standard of attendance may be an essential part of the course. When a service center determines that flexible attendance may be a reasonable accommodation, instructors are contacted and the impact of frequent absences on the chances for student success in that course are discussed. The service center makes a final determination on flexible attendance for the requesting student on a course-by-course basis and only after interaction with each instructor. The service center does not work with students who experience extended absence due to acute illness (e.g., mono, strep throat, conjunctivitis).

The nature of certain disabilities may necessitate accommodation in the administration of exams. Each campus maintains a proctored testing area for students who require exam accommodations.

Housing Accommodations

Pullman is the only residential campus in the WSU system. Freshmen are required to live on campus, and housing is also available for a small number of advanced students. Pullman students who need or wish to live on campus may request a housing accommodation, including waiver of the freshman requirement, through the Pullman service center in collaboration with the campus Office of Housing

and Residence Life. A request requires documentation of the student's disability or health condition as it relates to living in a residence hall. Examples of housing accommodations include, but are not limited to, ADA-compliant rooms, single-occupancy rooms, shared/private baths, room modifications, and low-allergen environments. Housing accommodations must be reasonable and relate to the students' disability and address their functional limitations.

Grievances

Students registered with a disability services center who believe they have been negatively impacted by staff, policies, or procedures, or who believe that an assigned accommodation is not being appropriately provided, work first with their Access Advisor, or the director of the center if their complaint regards their advisor. If the complaint cannot be resolved at this level, the student has a right to file a formal grievance. Three disability center staff members from across the WSU system review the grievance and devise an appropriate resolution. If the student is not satisfied with the resolution, they are directed to the Washington State Human Rights Commission and the US Department of Education's regional (Seattle) Office of Civil Rights for next steps.

If the student believes they are being subjected to discrimination and discriminatory harassment because of their disability status, the advisor or director refers them to Compliance and Civil Rights (CCR). CCR works with the student on how to file a request for investigation and the subsequent review process.

Faculty members may raise questions and concerns about disability services and accommodations, especially when they believe a requested accommodation may be a fundamental alteration to their course. If a faculty member reasonably believes an accommodation constitutes a fundamental alteration of their academic requirements or program, they discuss their concerns with the student's Access Advisor. If this does not resolve the concern, an ad hoc committee is formed to review the situation and decide whether the requested accommodation constitutes a fundamental alteration of the academic requirements or program. The faculty member is obligated to provide all uncontested accommodations until resolution is reached. If the committee decides an accommodation is not a fundamental alteration, the accommodation is then provided retroactively to the date of the faculty notification.

Standard 2.C.3 (Admissions, Continuation, and Termination)

The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.

Undergraduate Admissions

Admission to Washington State University (WSU) is governed by state minimum standards developed jointly with the Washington Student Achievement Council (WSAC). These minimum standards are publicly available as the Admissions Policy for public universities and encompass core course requirements, college academic distributions requirements (CADRs), minimum high school GPAs, and submission of standardized test scores (SAT or ACT) or test alternatives. However, as of March 2021, WSU no longer considers standardized test scores for admissibility. WSU accepts both direct applications and applications submitted through Common App.

Undergraduate admissions requirements and policies are identified in the Admissions section of the University Catalog and in Academic Regulations 1 and 2. Clear guidance is provided concerning the admission of various student types and academic backgrounds, including first-year students, transfer students, returning students, and homeschooled students. The process for reapplying to WSU is clearly articulated, as well as the process for appealing an admission decision. To ensure adequate preparation of our incoming students, WSU employs holistic measures in its evaluation of undergraduate applicants, and it is the practice of WSU to admit all applicants if the total evidence indicates a reasonable probability of success.

WSU participates in the state Washington Guaranteed Admissions Program (WAGAP). This program connects state institutions with qualified high school juniors and seniors to help the students develop a college-going mindset and understand the college admissions process. By working with an institution, the student learns how to assemble an application packet that meets that institution's standards for admission, thus guaranteeing them an offer from that school. As of AY22-23 65 state school districts are involved in the program.

WSU provides information about continuation in, and termination from its educational programs in Academic Regulations 35, 38, and 39. For students wishing to return to WSU after an academic dismissal, reinstatement information is available in Academic Regulations 40 and 41. Formerly dismissed students who appeal for reinstatement after an absence of at least four years can request all previous work be disregarded, which is articulated in Academic Regulation 43.

International applicants must additionally submit evidence of English language proficiency unless they are a citizen of a country in which English is an official language, have attended a school at which instruction was delivered in English, or agree to enroll in one of WSU's English-language programs. A copy of their passport and certification that they have sufficient finances to cover at least one year of tuition and expenses are also required. International applicants may apply through Cialfo as well as directly to WSU.

Graduate Admissions

Admission for graduate study at WSU is a joint decision between the Office of Graduate and Professional Education and the academic unit within which the applicant wishes to study. Domestic applicants must submit a WSU application form, an official copy of the transcript from their undergraduate institution, at least three letters of recommendation, and any other information required by the academic unit. International applicants must also submit evidence of English language proficiency unless they meet one of the exceptions described in the previous section, a copy of their passport, certification that they have sufficient finances to cover at least one year of tuition and expenses, and evidence of application for an F-1 or J-1 visa. The international applicant's official transcript must be in English. For students who need translation, WSU provides access to the SpanTran online translation service.

Professional Admissions

Each professional degree program at WSU maintains its own admission standards and review process.

The DVM program receives applications through the Veterinary Medical College Application Service (VMCAS). Applicants from all states are considered, but priority is given to residents of Washington, Idaho, Montana, and Utah. The program requires an official copy of the transcript from the applicant's undergraduate institution, a personal statement, 3 – 6 letters of recommendation, complete lists of

experiences working with animals and general community service engagement, and responses to standardized essay prompts. From these, a subset of applicants is identified to participate in interviews with the program Admissions Committee. Admission offers are then made to a subset of interviewees.

The PharmD program receives applications through the Pharmacy College Application Service (PharmCAS). The program requires an official copy of the transcript from the applicant's undergraduate institution, a statement of professional goals, and 2 – 4 letters of recommendation. From these, a subset of applicants is identified to participate in interviews with the program Admissions Committee. Admission offers are then made to a subset of interviewees. Admitted students are required by the state licensure board to undergo a criminal background check. Results of the background check do not impact the offer of admission, but applicants are told that a criminal history may cause the state to refuse them a license to practice.

The DNP program receives applications through the Nursing College Application Service (NursingCAS). The program requires an official copy of the transcript from the applicant's undergraduate institution, a copy of the student's current RN license, a resumé that includes evidence of at least one year of full-time nursing practice, a 500-word statement of purpose, and the contact information for three references. Applicants who were previously enrolled in a health professional degree program must also provide a letter from that program certifying that the applicant was in good academic standing when they left the program. From these, a subset of applicants is identified, and letters of recommendation are solicited from their references. The letters are used to select a smaller subset to participate in interviews with the program Admissions Committee. Admission offers are then made to a subset of interviewees.

The MD program receives applications through the American Medical College Application Service (AMCAS). Only applicants who are Washington residents or have historical ties to Washington are considered. Initial application requires an official copy of the transcript from the applicant's undergraduate institution with grades of "C" or better in a specified set of prerequisite courses, MCAT scores, three letters of recommendation, and evidence of Washington residency or ties. Applicants who meet criterion on each of these dimensions are invited to submit a secondary application within which the applicant submits essays that discuss their life experiences and a variety of personal attributes. From this group, a subset is selected to participate in a series of brief interviews during which the applicant responds to a set of standardized healthcare scenarios. Admission offers are made to a subset of interviewees.

Standard 2.C.4 (Student Record Retention)

The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.

The Washington State University registrar is the designated manager of student records. As a state institution, WSU's rules for retention and disposition of student records are dictated by state code and specified in the Washington State University Records Retention Schedule, Version 1.7, Section WSU 12, revision issued October 2022. The Schedule identifies 44 different types of student records that must be maintained for a period of time. Of these, 16 must have a secondary copy archived in a separate location. The current schedule is included as an exhibit. State law also specifies how the records are to be stored, accessed, and released.

Storage

Electronic student records must be maintained in a usable, searchable, and retrievable format for the duration of retention. A hard copy of a record that was originally in electronic format may not be stored in lieu of the electronic version. The office that stores the electronic record is responsible for guaranteeing its safety and confidentiality, and for regularly examining its formatting and updating if necessary. Electronic records must be regularly backed up to a separate location. The backup may be in a different format from the original, but it must be a format that is compatible with the University's operating system. Destruction of the electronic record requires at minimum movement of the file to a trash folder and then emptying of the trash folder. Records that must be made undiscoverable by forensic investigation are to be transferred to Information Technology Services for complete destruction.

Paper records may be scanned and electronically stored if the imaging system produces images that meet state quality standards for density and compression and saves in TIF format. Depending upon its specified disposition, the paper record may then be destroyed or immediately sent to the Archives. The office that stores the imaged record is responsible for regular backup that is readily accessible should the original become inaccessible. If the paper record is retained, the office that stores it is responsible for its confidentiality and protection against damage. The University provides secure storage for offices that have insufficient physical space to retain paper records. Destruction of the paper record is done by shredding. The responsible office may do the shredding or may arrange for either WSU Facilities Services or a private company to do the work. Paper records that are not confidential may be recycled. Records stored on electronic media are subject to these same requirements.

Release

Educational records must be released to the public upon request by a member of the public. Academic performance assessments (e.g., grades), student medical records, student employment records, and student interactions with law enforcement are exempted from public release. State law does not require the requester to identify themselves or indicate what will be done with the records. Released information must be de-identified unless the student has given written permission to release identified information under specific conditions. Student permission is not required if identifiable information is requested by a prospective employer, emergency response personnel, a school to which the student is transferring, WSU personnel who have a legitimate need to review student records in the course of their work, NWCCU personnel, and any person designated in a court order or subpoena to receive the record. Select identifiable information can be released without permission to financial aid providers and federal or state auditors. Parents and legal guardians may access educational and financial status information about a student if the student is on file with the Internal Revenue Service as their dependent.

The student is allowed to view all their educational records upon request, including confidential recommendations, evaluations, and comments, unless they waive their right to do so. As per FERPA, students may opt out of inclusion in University public notices, including press releases, honor roll listings, and the University directory.

Standard 2.D.1 (Publications)

The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.

Washington State University places a high priority on open dialogue and regular communication with faculty, staff, and students, both at the system level and at each of its campuses. These communications align to the priorities that embody the foundational values of institutional integrity and accountability as expressed in WSU's system-wide and campus-specific strategic plans.

The university uses many communication methods—including websites, email, social media, an online news publication, print communications, and in-person and online meetings—to ensure internal audiences stay informed about critical issues, become informed about administrative and policy changes, and can provide feedback as part of our shared system of governance. These internal communications tools are employed both at the system and campus level and communications are coordinated to ensure accuracy, clarity, and consistency of messages. Among the specific communication tools: Regular meetings of the president and chancellors of each campus with various faculty, staff, and student groups; an annual State of the University address by the system president and selected chancellors or faculty members; and regular email or website communications from the system president, campus chancellors, and campus leadership that update faculty, staff, and students about high-priority issues.

University Marketing and Communications operates as the university's central communications and marketing office. The office's responsibility includes ensuring messaging of WSU system-wide is in accordance with its mission, programs, and services by representing the university clearly, accurately, and consistently.

WSU leverages many communication vehicles to share information and market to the WSU community as well as to external audiences and prospective students which tell the WSU story and showcase its brand. WSU is in the process of developing system-wide executive policies, as well as complementary business processes and procedures, that will provide a more codified approach to application of its brand and the communication vehicles used for brand storytelling.

A sample of some of those communications vehicles used internally and externally at a system level are managed by the central university marketing and communications team. These are used to inform our university community and external stakeholders about issues with direct impact, including leadership responses or interpretation when appropriate.

For all system-wide communications targeted to prospective, accepted, and enrolled students, the central marketing team works with designated area academic representatives on an annual basis to assure the materials' accuracy and integrity. In addition, the central marketing team works directly with all the campuses and many individual departments to maintain the accuracy and integrity of messaging directed to students and the public. A similar process takes place at each campus, where the campus marketing and communications staff works closely with its local academic representatives to ensure clear and accurate communications.

The central news and media relations unit coordinates system-wide external and internal communication to the public and the campus community through news releases and the publication of WSU Insider, a daily online news publication containing the latest information from across the university system. Central news staff also work closely with communication directors at WSU campuses, colleges, and other offices to maintain the accuracy and integrity of information disseminated to students, faculty, staff, and the greater public.

In addition, the central Marketing and Communications team publishes print and online versions of Washington State Magazine, a quarterly publication designed to inform the institution's stakeholders about the contributions the university makes to communities regionally, nationally, and globally.

WSU's central marketing and communications team also manages and maintains www.wsu.edu, a system-wide homepage, as well as system social media channels on all relevant platforms. Further, the WSU brand guidelines are set by and maintained by the central marketing and communications team.

The Registrar's Office on the Pullman campus oversees the publication of the WSU General Catalog, which includes the most recent changes to system-wide courses and requirements that have been approved by the Faculty Senate, including changes not yet effective. The catalog is available in both online and printed forms.

Similar catalogs are published specific to the Pullman, Spokane, Tri-Cities, and Vancouver campuses. The catalog is reviewed at least once a year to ensure its integrity in all representations of the university's mission, programs, and services.

The central Registrar's Office also publishes a Schedule of Classes which lists the courses offered on each semester on all the campuses. The schedule demonstrates that the academic programs can be completed in a timely manner.

Standard 2.D.2 (Handling of Complaints and Grievances)

The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

Workplace Complaints

Compliance and Civil Rights Issues

WSU's core values include equity, diversity, inclusion, and belonging, specifically promotion of an ethical and socially just society through an intentional commitment to equity, diversity, and inclusion. WSU furthers this commitment through policies, including fair personnel processes outlined in the Business Policies and Procedures Manual (BPPM), the *Faculty Manual*, the Equal Employment Opportunity and Affirmative Action Policy, Executive Policy 12 (EP 12), and fair processes to respond to student behavior in the Standards of Conduct for Students (WAC 504-26). Further, WSU prohibits discrimination, discriminatory harassment, sexual harassment, dating violence, domestic violence, stalking, and sexual misconduct, as described in the WSU Policy Prohibiting Discrimination and Harassment, Executive Policy 15 (EP 15). EP 15 applies to all students, faculty, staff, and others having an association with the University and includes provisions for conduct occurring on and off campus.

Concerns of discrimination and harassment under EP 15 can be reported to WSU's Compliance and Civil Rights (CCR).

CCR supports WSU's strategic goals and values through thoughtful, equitable, and ethical compliance assessment, technical guidance, and fair and neutral investigation. CCR promotes a culture of knowledge and compliance with regulatory and legal requirements and provides technical guidance and training, including an annual required employee training on Discrimination, Sexual Harassment, Sexual Misconduct Prevention. CCR also assesses and develops WSU's affirmative action plan in compliance with state and federal regulations. Finally, CCR reviews and investigates complaints under EP 15, facilitates supportive measures for participants, and advises faculty, staff, and students on appropriate management of such issues. The grievance process for complaints under EP 15 is described in both EP 15 and the CCR Procedural Guidelines. Upon a formal complaint, individuals may participate in a facilitated informal resolution process or a formal investigation, which may lead to discipline and sanctioning. The formal investigation is conducted neutrally and results in a report of recommended findings or findings, which is provided to a sanctioning authority for review and consideration under other university policies (Standards of Conduct for Students or relevant employee manual). Appeals rights are afforded in all such complaints. WSU has appointed a Title IX Coordinator and ADA Coordinator to provide guidance and assessment of university programs, as well as Deputy Title IX Coordinators across the system to better support student needs at system locations.

WSU employees hold positions of public trust. Accordingly, WSU requires employees to abide by high ethical standards, as outlined in the University Ethics Policy, which requires employees to adhere to the highest standards of ethical and professional conduct, act honestly and with integrity in fulfilling their responsibilities, and ensure they do not use their university position for personal gain or private advantage. WSU faculty have additional ethical responsibilities as set forth in the *Faculty Manual*. WSU employees are required to take an annual Ethics in Public Service training. Employees also have access to a university Ethics Advisor for questions or concerns.

Academic Complaints

Undergraduate Student Academic Issues

Student complaints about instruction or grading are handled following a process described in Academic Regulation 104. The student first talks with the instructor about their concerns. If the issue is not resolved, the student then sends an email to the instructor, with copy to the department chair. If the complaint is not resolved within 20 business days, the student can appeal directly to the department chair, who has 20 business days to render a decision. If the student is dissatisfied with the chair's actions, they can appeal to the dean of the college in which the department is housed. The dean has 20 business days to render a decision, which is final.

In matters of grading, if the chair or dean feels that an error in grade assignment has been made, they may not change the grade. Instead, they must refer the case to the university's Grade Appeals Board for review. The Board reaches an independent decision which may or may not concur with the dean's analysis. If the Board agrees that a grade change is warranted, it directs the registrar to make the change. The Board's decision is final and not subject to appeal. Students may not appeal directly to the Board.

Professional Student Academic Issues

Colleges that offer professional degrees are required to have a formal grievance procedure for professional students who have complaints about academic issues. If after the process is complete a student feels that procedural mistakes were made, they may make a formal written appeal to the vice provost for graduate and professional education to review the process. If the vice provost concludes that mistakes were made, the case is sent back to the college for further work. The vice provost's decision is final and not open for further appeal. The vice provost is not allowed to evaluate the decision itself.

Graduate Student Academic Issues

Graduate students who have a complaint about some aspect of their training are expected to first talk with their faculty advisor. If the advisor cannot resolve the problem, the student is expected to next talk to the department chair or program director. If the student is dissatisfied with the unit's response, they may ask the Graduate School for help, up to and including a formal appeal for review and action. Such appeals may be handled by a member of the Graduate School leadership team or referred to the Committee on Graduate Student Rights and Responsibilities. A recommendation is made to the vice provost for graduate and professional education, who takes final action. If after the Graduate School review process is complete a student feels that procedural mistakes were made, they may make a formal written appeal within 15 calendar days to the provost, with copy to the vice provost for graduate and professional education. If the provost concludes that mistakes were made, the case is sent back to the Graduate School for further work. The provost's decision is final and not open for further appeal. The provost is not allowed to evaluate the decision itself.

Accommodation Issues

Faculty members who feel that a student's disability accommodations constitute a fundamental alteration of the academic requirements or program may express their concerns to the university Access Center. If the Access Center is unable to resolve the issue, an ad hoc committee is assembled to investigate the matter. The committee typically includes the faculty member. The committee's decision is final and not subject to appeal.

Integrity Concerns

Any student who feels WSU is not adhering to the federal Program Integrity Rule can submit a formal complaint to the state Washington Student Achievement Council. The Council has the authority to investigate student complaints alleging university violation of state law or published policy. WSU provides this information on the provost's Policies and Procedures/Student Grievances web page, including a link to the Council's complaint process website.

Faculty Disputes

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

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

If the provost determines that the charges, if proven, state grounds for disciplinary action, they shall promptly initiate an investigation or rely on a previously conducted investigation in accordance with Section II.F.6 and notify the accused faculty member of next steps.

Faculty disputes with other faculty or with administrators can be submitted to the Faculty Status Committee. The Committee is a faculty-led and -managed body that is empowered to investigate faculty complaints about tenure and promotion evaluation processes, performance review processes, and other matters that are not compliance or civil rights issues. The Committee is empowered to collect information as it sees fit, up to and including interview with the university president. The Committee makes a recommendation to the president for resolution of the dispute, though the president is not required to accept the recommendation.

Whistleblower Process

The state of Washington has a Whistleblower Act that covers state employees who discover alleged misconduct by state agencies and wish to report it. As a state institution WSU employees are covered by this act. They can submit complaints either directly to the state auditor's office, or through the university Office of Internal Audit, located on the Pullman campus.

University Ombuds

The university maintains an ombuds office that is open to all WSU associates. The office serves as a confidential, impartial, and unbiased source of counsel, advice, and assistance for complaints that are university-related and not adjudicative (e.g., civil rights issues, OSHA issues). The office can conduct informal investigations and mediation, though it does not have decision-making authority. WSU policy requires two faculty ombuds and one staff ombuds, all of whom have undergone formal training by the International Ombuds Association. Formal training in mediation is optional; currently, two ombuds have completed such training.

Standard 2.D.3 (Conflict of Interest)

The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.

WSU adheres to clearly defined policies prohibiting conflicts of interest on the part of its governing board, administration, faculty, and staff. These policies are detailed below.

Board of Regents Conflict of Interest Policy

WSU's board of regents has a dedicated conflict of interest policy.²³ The policy defines what constitutes a conflict of interest and requires board members to recuse themselves from participating in, influencing, or voting on matters when a conflict of interest exists. The policy also articulates a process for handling potential conflicts of interest. It requires prompt disclosure to, and consultation with, the board chair (or vice chair if the chair is unavailable or is the regent with the conflict). The chair, after

²³ [Board of Regents Conflict of Interest Policy](#) (BOR1)

consultation with legal counsel if needed, makes the final decision regarding whether a conflict of interest exists, and recusal is required. The policy states that board members are encouraged to err on the side of caution and recuse themselves from participating in, influencing, or voting on matters if a potential conflict arises.

The board's conflict of interest policy requires board members to annually certify that they filed a personal financial affairs disclosure form with the Washington State Public Disclosure Commission and that they have read, understand, and will comply with the board's conflict of interest policy. These annual certifications are maintained by WSU's Office of the President.

The policy also sets forth several statutory prohibitions and specific procedures required by statute, such as the prohibition of state officers from having interests in, or engaging in activities that conflict with the discharge of their official duties; prohibition of regents from having any financial interest in contracts for university buildings or improvements; and state ethics laws prohibiting state officials and employees from participation in financial transactions in which they have a beneficial interest.²⁴

University Ethics Policy and Related Policies

WSU has a broad university ethics policy that sets forth requirements for ethical conduct, consolidates and links to various ethics-related requirements, and establishes mandatory ethics training for all university personnel on an annual basis.²⁵ The policy applies to all university personnel, including faculty, administrators, and all classifications of staff.

The university ethics policy has a dedicated section on conflict of interest (4.0) and a section on conflict of commitment (5.0). Section 4.0 applies when a more specific conflict of interest policy does not cover the situation (for example, regents conflict of interest policy, nepotism policy, policy on faculty-student and supervisor-supervisee relationships, policy on conflicts of interest for research personnel).²⁶ Similar to the board conflict of interest policy, section 4.0 defines conflict of interest and requires employees to ensure they are taking appropriate steps to address any potential conflict, including disclosure to their supervisor, other affected units, and human resources, creation of and adherence to a conflict management plan, and refraining from participating in the activity if the conflict cannot be managed and/or eliminated.

The conflict of commitment section (5.0) prohibits employees from engaging in activities that interfere with their primary obligation and commitment to the university. It requires disclosure of potential conflicts of commitment and preapproval from the employee's supervisor followed by a written conflict management plan. If the conflict cannot be managed within state law and university policy, the employee must refrain from the activity.

The policy provides information on how to report suspected ethics violations, as well as resources for employees such as contact information for the university's ethics compliance advisor and the Washington State Executive Ethics Board. It also states that violations may result in disciplinary action, up to and including termination, as well as monetary penalties and personal liability.

²⁴ [RCW 42.52.020](#) (Activities incompatible with public duties); [RCW 28B.30.140](#) (Regents—Employees, board member to have no interest in contracts); [RCW 42.52.030](#) (Financial interests in transactions).

²⁵ [University Ethics Policy](#) (EP45). This policy was approved December 14, 2022.

²⁶ [Nepotism](#) (BPPM 60.14); [Faculty-Student and Supervisor-Subordinate Relationships](#) (EP28); [University Research Personnel Conflict of Interest, Technology Transfer, and State Ethics Requirements](#) (EP27).

Conflict of Interest Provisions Specific to Faculty

WSU's *Faculty Manual* includes guidance and requirements for faculty engaging in outside activities, including consulting and other compensated activities. The *Faculty Manual* also addresses extended professional activities and sets forth a disclosure and approval process that must be followed. In addition, the *Faculty Manual* has a section regarding textbook royalties that prohibits faculty from requiring students to purchase published material from which the faculty member may profit.²⁷

University Research Personnel Conflict of Interest Policy

To promote integrity and objectivity in university research, personnel engaging in research are subject to specific requirements regarding conflict of interest.²⁸ The university research personnel conflict of interest policy establishes a university conflict of interest review committee appointed by the president. It also sets forth conflict of interest standards and processes for research personnel, including standards and processes specific to federally funded (Public Health Service) research, and standards and processes under the Washington State Ethics in Public Service Act, RCW 42.5.52.

Researchers are required to disclose significant financial interests related to their university duties to the university's conflict of interest review committee, which has authority to (1) assess whether a conflict exists, (2) assess the extent of the conflict, and (3) manage, reduce, or eliminate the conflict before approving the research. The policy also sets forth types of conflicts that cannot be managed, the recommended contents of a conflict management plan, and consequences for non-compliance. Investigators are required to complete training regarding the policy before participating in federally funded (Public Health Service) research and at least every four years, or more frequently in some circumstances.

Lastly, the policy sets forth requirements for managing conflicts of interest within the context of technology transfer in accordance with state law. Research employees are required to disclose potential conflicts and significant financial interests to their supervisor and others working on the research project and to cooperate with the conflict of interest review committee and the Office of Research Assurances in reducing, eliminating, or managing the conflict. Research employees and all faculty members are also required to disclose all compensated outside service and extended professional activities.²⁹

Standard 2.E.1 (Financial Stability)

The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.

The University utilizes multiple important audit processes, reports, and supporting policies to ensure financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.

The University undergoes an annual, university-wide financial audit, which encompasses all WSU campuses, locations, and component units. Historically, WSU's financial statement audit was performed by the Washington State Auditor's Office. Starting in FY2021, WSU contracted with an independent accounting firm to conduct the annual financial audit. WSU embraced the auditor change in the same year that the University replaced its legacy mainframe system, and implemented Workday

²⁷ [WSU Faculty Manual](#)

²⁸ [University Research Personnel Conflict of Interest, Technology Transfer, and State Ethics Requirements](#) (EP27)

²⁹ [Faculty Compensation Outside Assigned Duties](#) (BPPM 60.44); [Faculty Manual](#) Policy on Outside Service by Faculty Members (Section IV.E.) and Policy on Extended Professional Activities (Section IV.E.).

for accounting, finance, payroll, and human resource management functions. An expected outcome was to gain a holistic and thorough assessment of WSU's financial controls and processes, while providing a modern, efficient, and effective tool for processing financial transactions. With two fiscal years complete WSU finds the independent audit to be rigorous and detailed, and it helped identify opportunities for improvement. The university-wide audit for FY2022 was issued with an unmodified opinion, concluding that the financial statements present fairly, in all material respects, the respective financial position of the University. Management is proactively addressing two findings reported through the audit to university leadership and the board of regents.

WSU fully embraces transparent audit processes to strengthen the University's financial management and processes. The results of the annual audit, along with financial trends, ratio analysis, and benchmarking are presented to the board of regents each year. The annual reporting includes specific focus on monitoring and managing cash flows and reserves. WSU also reports on debt activity on an annual basis in accordance with board of regents policy #5.

In addition to the university-wide financial audit, WSU engages independent financial statements audits for the largest auxiliaries, including WSU Athletics, WSU Students Book Corporation, Alumni Association, Northwest Public Radio, and WSU Housing and Dining. An independent accounting firm also performs the required NCAA agreed-upon procedures report.

The University's financial activity as recorded and reported, including the spend on federal awards, is also included in the state of Washington Annual Comprehensive Financial Report (ACFR) and Schedule of Expenditure of Federal Awards (and related Single Audit Report), all of which are prepared by the Washington Office of Financial Management and audited by the Washington State Auditor's Office (SAO). The SAO audits balances material to the ACFR-the University typically has 3 to 5 financial balances deemed material to the state's ACFR, thus audited by SAO each year. Further, at least every other year the SAO includes WSU in the test of controls and compliance for significant federal awards as reported in the State of Washington Single Audit Report. The SAO audit scope periodically includes programs within the Research and Development cluster and always includes tests of controls and compliance over the University's largest area of federal expenditures: the Student Financial Aid cluster of programs. The FY 21 audit of federal expenditures resulted in two findings, both in the area of special tests and provisions: Gramm-Leach Bliley Act (GLBA) IT Risk Assessment and Perkins Loans record retention. The SAO also performs Accountability audits every other year at WSU. These audits have a two-year scope and cover test of controls and transactions in multiple areas including grants, revenue and expense, procurement, payroll, and state compliance areas. The FY 20-21 Accountability audit yielded no findings.

In addition to external audits, WSU has an internal audit function that performs operations, financial, information technology, and compliance audits across the system. The WSU Chief Audit Executive develops an annual audit plan that is informed by multiple risk assessments including the annual survey of risk areas facilitated by Internal Audit, an Internal Controls Assessment (additional detail provided below) facilitated by the Controller's Office, and the Enterprise Risk Assessment facilitated by the Office of Risk Management. The results of external audits are leveraged when considering projects to include in the internal audit plan, resulting in broader coverage of risk areas across the WSU system. The audit plan and status reports are approved by the president and shared with the board of regents Finance and Compliance Committee two times per year.

The communication and consideration of fiscal internal controls is an ongoing and routine activity at WSU. Each year WSU conducts an Internal Controls Assessment. In accordance with the State Administrative and Accounting Manual (SAAM), WSU Finance and Administration reports on the internal control environment to the President in writing. The report is prepared based on the risk assessment and associated internal control monitoring plan that is designed to provide management with reasonable assurance that controls are operating as expected. The plan consists of an annual financial risk and internal control assessment performed by areas across the WSU system, and other related information such as, and not limited to: results of the most recent independent financial statement audits; results of internal audits reported to Finance and Administration by the WSU Office of Internal Audit; results of other applicable internal or external reviews or inquiries; external environment threats; other areas of concern noted in the normal course of system level business operations and customary reviews (if applicable). This assessment and monitoring process does not include detailed testing of specific activities. The goal of the annual assessment and monitoring plan is to assess whether known internal controls are adequate to reduce financial risk and to determine if modifications are needed by considering events that have occurred, processes or procedures that have changed, and other changes within the University that may have additional risks (SAAM 20.15.30.b). If the assessment uncovers internal control weaknesses or if prior weaknesses still exist, they are documented and addressed in a timely manner. This report is shared with WSU Internal Audit for their use in creating the annual audit plan and with the WSU Office for Compliance for the overall enterprise risk assessment process.

Tuition and Fees

As a material source of operating funds, tuition and fees are regularly forecasted and monitored for variances. Tuition forecasting incorporates estimates of enrollment (full-time, part-time), student type (undergraduate, graduate, professional), estimated waivers, and state mandated financial aid fund contributions to predict a *net operating tuition* amount that comprises about half of the University core operating funds. An initial model is developed before each fiscal year begins based on the Board of Regent's approved tuition rate increases and enrollment projections provided by the offices of Enrollment Management and Institutional Research. The initial projection provides a basis for development of the next fiscal year's operating budget. At each census day (fall / spring) the model is updated to reflect actual census-day enrollment and actual waivers granted. Variances are monitored by the Budget Office and the Executive Vice President for Finance and Administration is briefed each semester after the model is updated. At year-end the model forecasted revenues are reconciled to the applicable accounting ledgers to calibrate the model annually for timing differences between census day snapshots and actual end of term revenue collections.

Auxiliary Revenues

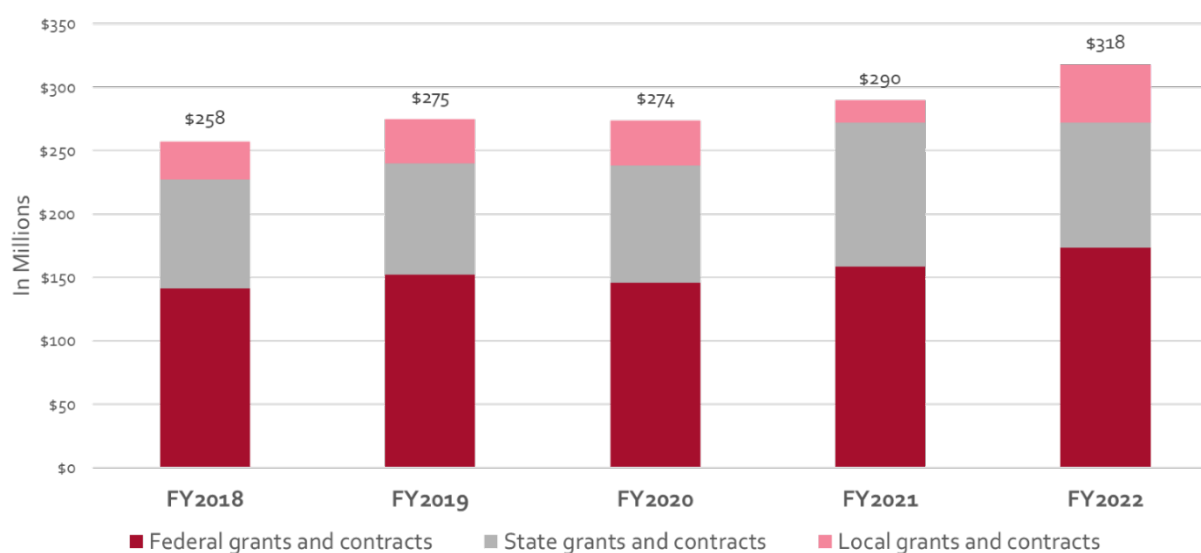
Housing and Dining is a significant auxiliary within the WSU system, operating at the Pullman campus. Finance and Administration meets with Housing and Dining leadership throughout the year to monitor performance. The Housing and Dining system's financial statements are audited by an independent accounting firm annually.

The Students Book Corporation (SBC) is a legally separate entity, owned by the students of Washington State University which operates bookstores on each of the WSU campuses. WSU presents SBC's financial condition and activities as a blended component unit in the University's financial statements. The Students Book Corporation issues separate financial statements which are audited by an independent accounting firm annually.

WSU Athletics is an auxiliary within the WSU system, operating at the Pullman campus. The Athletics financial statements are audited each year. The NCAA agreed upon procedures report, after review by an independent accounting firm, is reviewed by the President and Athletics Director and University CFO prior to submission to the NCAA. In 2020, the University committed to a plan of fiscal recovery for Athletics that would address the fiscal impacts of the pandemic, establish a long-term strategy to end deficit spending, and eliminate an accumulated deficit that was being offset by reserve funds from other auxiliaries and self-support operations. The plan addresses the pandemic-related net revenue loss by issuing general university bonds to be repaid with media and bowl revenue; balances the annual athletics budget by making permanent expenditure adjustments and designating media revenue to cover debt service; commits central administration rather than Athletics to paying the annual Pac-12 affiliation fee; revises the Athletics budget model into a sustainable funding model; requires continued assessment of debt refunding and restructuring options; formalizes a plan to repay the cumulative deficit beginning in FY2023; and requires Athletics to build a reserve to deal with unexpected budget variances.

Significant contracts/grants

Over the last 5 years, WSU has experienced consistent growth in awards of grant and contracts, despite the global pandemic, and an increasingly competitive award environment.



Source: University Financial Statements

The Office of Research and Sponsored Programs Services work together to provide relevant tools, processes, policies, training, and reporting in support of federal, state, and local grant and contract activity. The Office of Research plays a central role in coordinating research activities across the institution, with a mission to foster and facilitate research, scholarship, and creative activities. This involves providing a range of services and resources to faculty, staff, and students, including support for grant proposal and budget development that is compliant with all relevant policies and laws including those associated with intellectual property, technology transfer, and research development. The Office of Research also offers a suite of tools, processes, and resources that are available from the beginning of the proposal submission process, to ensure sound support for research activities.

Sponsored Program Services is responsible for accounting for sponsored activity at WSU, including administering the financial reporting, billing, and cash collections for sponsored projects. Sponsored Program Services safeguards project funds, maximizes the University's cash flow position, and maintains good relations with sponsoring agencies and University personnel. In October 2022, Sponsored Program Services undertook an external review of process, structure, and staffing, resulting in a roadmap to improved post award grant administration support. As a result of this effort, a backlog of new grant awards awaiting an "expense account" or system-designated award dropped from approximately 800 to 100, with a decrease in the average wait time for account set up from 65 to 10 business days. As part of the improvement effort, Sponsored Program Services teams are being realigned to support four key focus areas:

- Awards Set Up Team: Manages award set ups, tasks, modifications, and inbox management. Consistently works with other offices to improve processes for better customer service.
- Finance Team: Invoicing, letter of credit (LOC), cash management, accounts receivable management.
- Compliance Team: Effort certification, subrecipient monitoring, compliance monitoring, audit assistance, institutional reporting, and training. This team focuses on education and compliance; focusing on updating BPPMs related to sponsored agreements, updating subrecipient risk analysis, working with departments on compliance rates in effort reporting.
- Awards Management Team: Creates portfolios and teams aligned to colleges and campuses to increase collaboration and working relationships across the system. Focus areas include expenditure management/review, financial reconciliation, sponsor financial reporting, award closeout, customer support.

Endowment, Philanthropy, and Giving

Washington State University is contracted with the Washington State University Foundation to engage in all aspects of seeking private support of the mission and initiatives of the University. The WSU Foundation was established in the state of Washington as a Washington nonprofit corporation in 1979 for the sole and exclusive benefit of WSU. The relationship between the University and the WSU Foundation is clearly defined in a written agreement.

The business affairs and property of WSUF are managed by, and all corporate powers of WSU Foundation are vested in, its governing Board of Directors. The Directors have adopted a Code of Ethics for members of the Board of Directors, for staff, and for others who serve on standing committees of WSU Foundation. This Code of Ethics is consistent with standards adopted by the Council for the Advancement and Support of Education (CASE).

The WSU Foundation is responsible for the investment management of all private gifts that have been specified by the donors as endowment funds. The WSU Foundation's Investment Committee has a written investment policy statement, established in collaboration with its retained investment consultant, which incorporates the provisions of RCW 24.55 (Uniform Prudent Management of Institutional Funds Act). Two voting members of the seven-member WSU Foundation's Investment Committee are WSU Regents (or Regent appointees). The WSU Foundation provides an investment report to the board of regents at each regularly scheduled board of regents meeting. A representative from WSU Finance and Administration attends the Investment Committee in an ex-officio role.

The WSU Foundation financial statements are audited by an independent accounting firm each year. KPMG is the independent auditor for the WSU Foundation financial report. Due to its significance, this report presents the Foundation's financial condition and activities as a discretely presented separate component unit in the University's financial statements. A representative of WSU Finance and Administration attends the WSU Foundation Audit Committee in an ex-officio role. The WSU Foundation CEO reports on fundraising activities at each board of regents meeting.

Standard 2.E.2 (Financial Planning)

Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

Shared Governance and Stakeholder Participation

The University uses both top-down and bottom-up information loops to assure that various constituencies are aware of and able to participate in planning and budget actions. Through its shared governance processes, the Faculty Senate Executive Committee meets regularly with the President, Provost, and Executive Vice President for Finance and Administration to discuss a wide variety of topics, including the university budget, operations, and constituent inquiries received by the Executive Committee. The President often invites other university leaders to join the meeting with the Executive Committee. In addition, the President, Provost, and Executive Vice President for Finance and Administration, and other leaders periodically attend the Faculty Senate meetings to provide information and seek feedback the university budget, major university initiatives, as well as topics of interest identified by the Faculty Senate Executive Committee.

The President, Provost, Chancellors, and Executive Vice President for Finance and Administration also meet with the Associated Students of Washington State University (ASWSU) and the Graduate and Professional Students Association (GPSA) on a regular basis, to discuss topics of interest to the students. These meetings often include budget updates, information regarding tuition and fees, and other topics as chosen by the students.

The President, Provost, and Executive Vice President for Finance and Administration meet with the Administrative Professional Advisory Council (APAC) chair and the full council on a regular basis. Topics of discussion often include professional staff needs, initiatives, as well as other general updates on budget, legislative, policy changes, etc. The President and Chancellors conduct annual town hall meetings on each campus that also provide opportunities for information sharing and feedback.

The Deputy Chief Financial Officer convenes Area Finance Officers representing each campus, college, and administrative area monthly to provide updates, seek feedback, and provide training on policy, process, budget, tuition, legislative changes, financial, human resource and other policies, and other topics of interest.

University Operating Budget

Budget development activities occur year-round encompassing both the state budget cycle and internal operating budget development. The Offices of the Provost, Finance and Administration, and External Affairs and Government Relations lead the process that identifies WSU's legislative priorities as well as the criteria and timeline for proposals to be submitted for consideration for inclusion in WSU's state operating budget request. Proposals are reviewed by a committee consisting of representatives of the Office of the Provost, External Affairs and Government Relations, and Finance

and Administration and recommendations are forwarded to the President for advancement to the board of regents for approval in the spring.

The Budget Office prepares and submits the annual operating budget request to the state each fall. The Governor issues the budget in December prior to the start of legislative session. All state budget versions (governor, senate, house, compromise) are closely monitored by the offices of External Affairs and Government Relations and Budget Office to both track the status of funding of requested items and consider potential outcomes of other state budgetary decisions on internal planning. Throughout the process legislative session leadership and other constituencies are routinely briefed about WSU's state budget status.

Internal to the University, system-wide core fund budget development activities traditionally begin in the early spring as key budget inputs are known. Key inputs include state appropriations available for key initiatives or salary enhancements, tuition rates (including notification from the state office of financial management of the cap for resident undergraduate tuition rate increases), and enrollment projections, etc. With these variables finalized, the Budget Office finalizes projections of core fund resources available for the next year, and after briefing the Executive Vice President for Finance and Administration, announcements are made by the Executive Vice President for Finance and Administration about budget development for the next cycle.

Core funds include state appropriations, tuition, F&A recoveries, and other local fund sources that comprise the major discretionary operating funds of the University. WSU has experienced a series of across-the-board budget core fund reductions since the COVID-19 pandemic. Budget hearings were held in FY21 and FY22 where each unit (campus, college, VP administrative unit) leader presented to peers the impacts of the reductions. At the conclusion of the hearings an executive committee considered the information presented and made decisions about target relief and other concessions, such as use of reserves, to mitigate impacts of the reductions. Hearings were not held in FY23 because the reduction targets were set as low as possible leaving little ability to make any adjustments as in previous years; however, areas were allowed to utilize reserve balances to partially offset impacts of the reduction. Budget developments are routinely communicated to the campus community.

WSU has implemented Workday's Adaptive Planning module for the FY-2024 budget cycle. This tool will automate budget development and seamlessly integrate with Workday, adding efficiency to the FY-2024 planning process through the elimination of spreadsheets and manual processes that were necessary in the past.

Capital Budgeting

The University follows an open and timely capital planning process to ensure that institutional capital plans link with the strategic direction of the University and the state and address deferred maintenance. This process involves the President, Vice Presidents, Provost, Chancellors, Deans, and other senior staff, as well as the Regents. In 2015, the University revamped its process for developing the biennial capital budget request with more lead time and to integrate the needs more effectively from each requesting unit into a consolidated list. The process was refined in 2021 and in 2023 to tie our capital requests to strategic priorities and provide greater transparency and flexibility to leverage emergent funding opportunities, address university growth, improve space optimization, and reduce deferred maintenance. The capital planning process includes capital requests using all funding sources (state allocations, bonds, philanthropy, and combinations of these). Using this planning process, when

the highest priority capital projects have been identified, the institution submits its near-term proposals and 10-year plans to the state.

State Capital Budget

The state of Washington maintains a capital budget separate from the operating budget. The state of Washington requires comprehensive review documents for each capital budget proposal. One required component of the proposals is an explanation of the project's relative importance and tie to both the institution's strategic plan and the institution's physical master plan. Proposals must also describe how integral the project is to achieve statewide policy goals. The capital proposals include estimates of the costs of designing and constructing the building. When a capital project is nearing the construction stage, the University then requests funding for ongoing maintenance and operations costs of the new building.

Reserve Planning and Management

The Budget Office projects, tracks and plans system level reserves. In addition, the Budget Office periodically projects ending reserve balances at campuses, colleges, and areas in core operating funds (primarily tuition and state appropriation) and monitors actual balances annually. These balances are considered in the planning cycle and budget development activities. In recent years, areas with surplus balances have been allowed to utilize a portion of those balances on a one-time basis to offset annual operating budget reductions. This tool has provided some relief from consecutive annual budget reductions, while allowing the University to maintain adequate reserves at the institutional level.

University Cash Management and Investments

The Office of Finance and Administration is responsible for maintaining adequate cash balances in WSU's main bank accounts. Treasury Services uses daily cash forecasting to ensure adequate liquidity for daily operations, capital projects, and strategic University needs. Cash balances over projected immediate needs are pooled and invested in Treasury securities, the Washington State Local Government Investment Pool, federal agency bills and notes, or high-quality short-term corporate notes. Eligible investments are only those securities and deposits authorized for public funds in the State of Washington as described in the Revised Code of Washington. A complete list of eligible investment types can be found in the WSU Investment Policy.

WSU retains external investment managers to provide day-to-day portfolio management of public funds. Treasury staff coordinate additions to and withdrawals from investment portfolios with the external investment managers and the asset custodian. The overall objectives of the investment portfolios are preserving the safety of the principal, maintaining sufficient liquidity to meet anticipated cash needs, and attaining a market rate of return through budgetary and economic cycles. The external managers have full discretionary authority regarding the assets assigned to them, subject to the guidelines and standards specified in the WSU investment policy. Additionally, WSU participates in the Office of State Treasurer's Statewide Custody program for safekeeping of investments to protect against the loss of public funds arising from negligence, theft, or misuse.

As of June 30, 2022, the University had the following investments, maturities, credit ratings and effective durations:

	2022							
University investments	Fair value	Less than 1 year	1-5 years	6-10 years	More than 10 years	Effective duration	Credit rating	
Cash equivalents								
Commercial paper	\$ 28,937,950	\$28,937,950				0.12	A1/P1	
U.S. Treasury	34,230,309	34,230,309				0.30	AAA	
Other- bank short-term investment funds*	136,857	136,857				0.01	NR	
Local Government Investment Pool*	24,509,137	24,509,137				0.04	NR	
Total cash equivalents	87,814,253							
Current investments								
U.S. Treasury	81,692,632	81,692,632				0.50	AAA	
Agency bonds	24,405,750	24,405,750				0.90	AAA	
Mortgage-backed securities	490,180	490,180				0.32	AAA	
Total current investments	106,588,562							
Non-Current, long-term investments								
U.S. Treasury	14,035,103		\$ 14,035,103			1.20	AAA	
Agency bonds	26,065,640		26,065,640			1.28	AAA	
Mortgage-backed securities	87,205,163		9,402,890	\$21,385,619	\$56,416,654	1.73	AAA	
Fixed income mutual fund	9,448,883		9,448,883			1.20	na	
Subtotal non-current operating funds investments	136,754,789							
Non-marketable equity/patronage	346,190							
Total non-current, long-term investments	137,100,979							
Total University investments	\$ 331,503,794							

Debt Management

In accordance with the provisions of the Revised Code of Washington, the board of regents has the power and authority to enter into financing contracts secured by the revenues it controls, and not subject to state appropriation, or to borrow money to acquire, construct, and/or equip dormitories, hospitals, clinics, dining halls, facilities for student activities, facilities housing services for students, parking facilities, research facilities, and any buildings or facilities authorized by the legislature. Board of Regents Policy #5 governs the use of debt instruments to finance University capital and infrastructure projects and assigns responsibilities for the implementation and management of the University's debt. No new debt is issued without prior approval of the Regents. Refinancing and refunding opportunities are pursued to achieve net present value savings exceeding defined thresholds. Finally, at least annually a debt activity and status report is presented to the board of regents.

WSU utilizes both Moody's Investors Service and S&P Global for bond rating services. In August 2023, Moody's reaffirmed the rating of Aa3 (stable) and S&P Global reaffirmed the rating of A+ (stable) for WSU General Revenue Bonds. The University continues to plan and manage its finances to achieve its strategic mission, not necessarily to obtain a specific credit rating. That said, the rating serves as a useful assessment tool that provides an independent, outside assessment of the University's financial and operational strengths and weaknesses, benchmarks WSU versus similar and aspirational universities, highlighting areas for improvement, drives the future cost of financing activities, and serves as a signal of the "company we keep" in terms of reputation and market position.

Risk Management Program

The University's Risk Management Program is a critical part of WSU planning process. It identifies, assesses, and addresses risks that could cause injury or property damage, or that could interfere with the University's ability to fulfill or achieve its goals. All University employees and students must strive to reduce the risk of injury and accidental loss to the greatest extent possible, consistent with carrying out

the University's mission and goals. The WSU Risk and Compliance Officer reports to the board of regents on the insights gained through the risk management program.

Standard 2.E.3 (Financial Management)

Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.

In addition to planning and allocating financial resources through a transparent process that engages WSU shared governance structure as described in 2.E.2, the University manages financial resources transparently in accordance with policies, governance structures, and applicable state and federal laws.

Executive Policy #1 provides that budgets are allocated throughout the University to be managed by the unit administrators. Chancellors, Vice Presidents, Deans, Directors, Principal Investigators, and other administrators have both the authority and the responsibility to manage the budgets of the units they administer. Decisions to commit funds for personnel, equipment, laboratory and office supplies, telephone rental, or other resources are largely determined by the unit administrators.

University management establishes and maintains an adequate system of internal control to provide reasonable assurance that University assets are not exposed to misappropriation or unauthorized access and use. WSU's internal control includes plans, methods, and procedures adopted by the University to safeguard University assets, check the accuracy and reliability of the accounting data, promote operational efficiency, and encourage adherence to applicable policies.

WSU's internal control structure includes both internal accounting controls and administrative controls. Internal accounting controls are designed to ensure obligations and costs comply with applicable laws, regulations, and policies; funds, property, and other assets are safeguarded against waste, loss, liability, unauthorized use, or misappropriation; and assets, liabilities, equities, revenues, expenses, and budgetary transactions are properly authorized and recorded in order to prepare accurate accounts, reliable financial and statistical reports, and to maintain accountability over assets.

Administrative controls include all operational controls within the University. Their purpose is to ensure economical, efficient, and effective compliance with University objectives; adherence to applicable laws, regulations, and policies; and maintenance of reliable information for evaluating managerial and organizational performance.

The University's Business Policies and Procedures Manual (BPPM) guides university employees and administrators in the conduct of day-to-day administrative functions in accordance with the internal and administrative control environment. Major focus areas of the BPPM include organization, property, finance, intellectual property, sponsored agreements, research, payroll, personnel, purchasing, services, and travel.

WSU recently made a strategic investment in new systems to improve compliance and seek efficiencies. In January 2021, following several years of collaborative work with university administrators and employees, WSU launched Workday as their new Finance, Human Resources, and Payroll system. Workday meets WSU's critical needs and provides strategic advantages as the University's academic and interdisciplinary research enterprise continues to grow. This modern system allows for business compliance and continuity, efficient and standardized processes based on industry

best practices, and a growing library of real time analytics that support daily operations of the University at all levels. Workday also helped reduce the compliance risk and failure associated with WSU's legacy system, which originally developed in the early 1980s. The move from the legacy system and paper-based processes has been rewarding and challenging for the University community and change support, training and system optimization continue. WSU's Workday implementation and ongoing shared governance and community support are considered industry leading. As a result, WSU is often asked by other institutions for their advice and experience regarding system modernization.

University campuses and areas (Vice Presidents, Chancellors, and Deans) have at least one Area Finance Officer. Area Finance Officers and department fiscal personnel have access to the accounts for their college or departmental budgets. They review the status of accounts via Workday, as described in BPPM 30.07. University area and departmental personnel are responsible for closely monitoring departmental accounts to ensure that Departmental expenditures stay within budgeted allocations and that each departmental expenditure is properly authorized, accounted for, and recorded.

Standard 2.F.1 (Conditions of Employment)

Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.

Staff

WSU staff receive a copy of their position description outlining the duties of the position as well as performance expectations. Staff are notified of the policies and procedures during new employee orientation and have access to the HRS website and WSU policies/procedures. Staff members are reviewed on an annual basis unless their collective bargaining agreement precludes evaluations.

Additional information regarding conditions of employment is provided to faculty and administrative professional personnel via their offer letters, in the *Faculty Manual*, and in the Administrative Professional Handbook. Staff from Human Resource Services provide training to managers and supervisors related to performance appraisals.

Training for managers and supervisors is provided by HRS service teams, who offer their expertise in all areas of employment and human resource topics, including organizational effectiveness, employee relations, performance appraisal, classification/compensation and recruitment, leave processes, and training and development.

Faculty

Faculty are informed of criteria and procedures for retention, promotion, and termination in written policies in the *Faculty Manual* and Provost's Guidelines, which are provided to each faculty member upon employment at WSU, reviewed as part of new faculty orientation by the Senior Vice Provost, referred to during annual reviews and promotion and tenure processes, and maintained in current and accessible form on the Provost Office's webpages. A summary of these procedures and links are provided in the exhibits.

Standard 2.F.2 (Professional Development)

The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.

WSU provides a range of opportunities and support for the professional development of faculty, staff, administrators, and other employees to enhance their effectiveness.

Staff, Administrators, and Other Employees

HRS provides an employee training and development program that includes online training, instructor-led training, video-conferenced training and on demand opportunities throughout the academic year. Topics include discrimination and sexual harassment prevention, new employee orientation, supervisor training, and other work-related training for faculty, staff, and administrators. HRS's training plan is periodically reviewed and updated.

Permanent staff are eligible to apply for paid professional leave after five years of active service to the University since their last leave. Requests are competitively ranked and must be advantageous to the University in terms of improved instruction, research, or public service; not all requests are funded. All professional leave requests must be accompanied by an effort to secure external funding, per updated professional leave and retraining guidelines circulated by the Provost's Office.

The Washington Administrative Code 357-34 establishes rules related to staff training and development. In accordance with these rules, staff are allowed up to 96 hours of release time for professional growth and development. In addition to traditional instructor-led classroom training, HRS provides an online training resource which includes training materials and books as well as supervisory training in accordance with state statute. Training surveys are automatically sent after completion of online training courses and HRS sends surveys to participants of instructor-led training. Survey results are used to improve course offerings.

Annually, the Graduate School sponsors a one-day graduate student teaching workshop presented by the WSU Teaching Academy. The workshop is designed to offer graduate students more personalized contact and individual consultations with expert faculty about best teaching strategies for the college classroom.

Faculty Leadership

WSU encourages all faculty members to have a mentor or mentoring committees (at the discretion of the unit) to help them with their professional development. WSU also has a relatively generous professional and retraining leave policy (sabbatical) to assist with the professional growth and renewal of the faculty.

As with permanent staff, permanent faculty are eligible to apply for a paid professional leave after five years of active service to the University since their last leave. Requests are competitively ranked and must be advantageous to the University in terms of improved instruction, research, or public service; not all requests are funded. All professional leave requests must be accompanied by an effort to secure external funding, per updated professional leave and retraining guidelines circulated by the Provost's Office.

WSU has a wide range of opportunities for professional development, including:

- Provost's Leadership Academy. This academy is for faculty nominated by their department heads and deans as having leadership potential. The academy assists early- and mid-career faculty to develop the skills, knowledge, and aptitudes essential to assist them in future University and academic leadership roles. Training is offered in conflict negotiation, negotiation skills, implicit bias, human resources, University finances, and legal affairs, among other topics.
- New Department Chairs Workshop. This workshop series is offered by the senior vice provost and HRS every fall to help new department chairs develop professionally to fulfill their new responsibilities.
- ADVANCE. The federally funded ADVANCE program supports women in STEM, the social sciences, and the agricultural sciences. To promote career-long excellence and address work/life transition points, WSU ADVANCE provides grants and external mentor programs within four major initiatives: Work/Life Support; Preparing and Recruiting a Diverse Faculty; Leadership Training; and Institutionalizing Transformation.
- Faculty Associations. WSU leadership encourages active associations that support faculty along their career paths. The University offers numerous such groups, including those organized around race and ethnicity, type of scholarly expertise, promotion of the development of female employees, sexual identity, and retirement status. University leaders meet regularly with these groups.
- College Support. Colleges support faculty development in diverse ways, through mechanisms such as college teaching academies, grants for instructional innovation, travel funds to attend professional development workshops, on-campus professional education experiences, and research seed grants. Many colleges offer mentoring programs for mid-career faculty to help them build a portfolio that will earn promotion to Professor. Some colleges provide recognition advisory committees that connect with junior faculty who hold promise to compete for professional awards.

Standard 2.F.3 (Staffing)

Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.

WSU offers a quality work and learning environment, employing nearly 4,300 well-qualified administrative/professional, classified, and civil service staff system wide. WSU offers clear criteria and qualifications for applicants through the use of benchmarking, classification standards, and position descriptions. Selection processes for personnel are clearly stated on the public facing recruitment website. Each job requisition clearly states the duties of the position, location, salary range and other pertinent information for candidates to consider.

Job Descriptions

Position vacancy announcements include the required qualifications and are posted on the WSU online recruitment website and are accessible to anyone at any time. Notifications are also published in relevant journals, newspapers, publications, social media and websites. Vacancy notices clearly state job criteria and instructions for applying for the position.

Procedures for recruitment and selection of personnel are outlined on the HRS website and in the Business Policies and Procedures Manual (BPPM 60.11, 60.17-18). Staff position descriptions are

developed by the employing department and are reviewed by HRS prior to recruitment to ensure that they accurately reflect the duties, responsibilities, and authority of the position. Recognizing that job duties may change over time, our policies include provisions for review to ensure that positions are appropriately classified.

HRS oversees staff recruitment processes and, after a search is closed, provides the hiring department with data to assess recruitment and outreach. Compliance and Civil Rights (CCR) monitors recruitments for fair and equitable treatment of prospective employees.

Standard 2.F.4 (Evaluation)

Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

The Provost's Office provides an annual notification to the University community stating the importance of the annual review process. Staff members are reviewed on an annual basis. HRS provides training on conducting performance reviews and writing accurate position descriptions. Policy and procedural guidelines are included in WSU's Business Policies and Procedures Manual. Some administrative professional staff use Activity Insights/Faculty Success, the online review and query system, for the annual review process.

The University recognizes the right of employees to negotiate collective bargaining agreements. A collective bargaining agreement precludes evaluations for a limited number of WSU employees (248 employees under Washington Federation of State Employees in 2019). Not having a formal performance appraisal does not limit the employees or supervisor's ability to address concerns, training, performance standards, and expectations or behavioral issues.

Standard 2.G.1 (Student Learning Success)

Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

Student success is impacted by experiences in the classroom and out.

A central element of our work is fostering cultural celebration and connection for our historically marginalized students. Our cultural centers, DEIJ programming, mentoring, advising, and tutoring are explicitly developed for underserved and underrepresented students. These help us address the equity achievement gap and help all students feel at home at WSU.

We address fundamental needs for food, emergency assistance, connection, and mental health services. We offer civic engagement through community service-learning projects and advise hundreds of student organizations across our campuses that help students develop leadership skills and build a community around new ideas and interests.

Across each of our campuses, Student Affairs offers student care and well-being resources and creates spaces for learning, self-exploration, and growth. We do recognize and acknowledge that provision of healthcare services varies noticeably across our campuses. We are actively engaged in analyzing options for improving access systemwide. In AY23-24 we will convene a committee to review and identify solutions. The committee will contain representatives of each physical campus and will be tasked with producing a set of recommendations by the end of FY24. The committee will place priority on student needs and preferences, including those whose studies occasionally take them to non-campus locations (e.g., our Research and Extension Centers). They will develop solutions that are realistic and doable within a specified set of financial constraints, and also describe additional services that could be made available with new investments.

With widely varying student communities and needs, programs meet those students where they are, adapting and yet remain centered on student success in all forms. The enrollment table below for the Fall 2022 semester provides some demonstration of the breadth of our student populations across campuses.

Campus	Total Enrollment	% WA Resident	% First Gen	% Female	% Minority	Average Age
Pullman	17,287	77.7	33.8	49.8	29.1	21.9
Tri-Cities	1,430	95.7	42.8	58.7	38.9	25.3
Vancouver	2,833	94.1	45.0	55.5	26.4	26.4
Everett	186	93.8	42.3	30.8	32.7	25.9
Global	3,839	69.6	31.8	60.9	27.4	32.0
Health Sciences	1,424	89.3	32.0	74.9	27.0	27.9
System	27,539	80.0	35.3	53.3	28.9	24.0

Pullman

Pullman is the flagship campus in the WSU system, the first and largest campus, located in a college town, the only campus with on-campus living and the home of our sports teams. Student Affairs at Pullman provides a wide and deep array of services and programs to support students' basic needs, learning, and personal development. Students benefit from private grants and philanthropic support directed to Student Affairs, which supports scholarships and programs. While some services and programs are designed specifically to address equity concerns, we believe that effective closure of equity gaps requires robust systemic change. Therefore, we weave attention to equity through all that we do.

Basic Needs

Due to our small-town, rural setting, we emphasize the provision of extensive services to meet students' basic needs. Services range from housing to specialized clinical care for mental and physical health concerns. We provide on-campus housing for thousands of students, including residence halls and apartments, all equipped with high-speed internet and co-located with dining options. Our student union building houses student organizations and serves as a community hub where students gather to eat, study, play, and work. Supplementing local public transportation, we offer on-campus transportation accommodations for students with disabilities, and our student-led Cougar Safe Rides program offers free rides home at night.

Students' basic needs are a high priority. Extensive dining options are available to fit a variety of budgetary and dietary needs. Menus feature allergen-friendly, gluten-free, Halal, vegan, and vegetarian options from a variety of cultural traditions and cuisines. Food insecurity is addressed through the Cougar Food Pantry and the Meal Swipe emergency funding program. Our Student Care Network provides personalized case management for students in need and can coordinate assistance with emergency funding, housing insecurity, food insecurity, and technology needs.

To support student health and well-being, we offer extensive clinical services, including an accredited medical clinic, pharmacy, vision clinic, and counseling services. Attending to public health, we require proof of several vaccinations upon enrollment, and we enroll all international students in our student health insurance plan. We offer wellbeing programs and substantial recreation opportunities, including sport clubs, intramurals, outdoor recreation, and extensive recreation facilities. First-year students are also required to participate in educational programs related to high-risk concerns such as sexual violence, substance misuse, and hazing.

We support students through the transition to college, with a focus on learning while also attending to safety and well-being. As of Fall 2023, all first-year, single students under the age of 20 are required to live on campus. Historically, there were some limited exceptions for first-year students living in university-approved, but not university-owned, housing. We offer wide-ranging student employment opportunities, and students with disabilities and/or long-term medical conditions can work through our Access Center to request academic and housing accommodations.

Student Success for Underrepresented Groups

WSU Pullman offers a wide variety of programs and services that create a culture of inclusivity and a sense of belonging.

Pullman has an extensive and well-established TRIO program that provides a range of services to support the academic development of students who are first-generation, low-income, and/or have a disability. Services include academic advising and tutoring, priority class registration, career guidance, college success workshops, cultural enrichment activities, leadership development, study abroad, financial aid assistance, and access to technology for academic success. We participate in the TRIO Upward Bound program to prepare and motivate low-income, first-generation high school students to successfully pursue a college education. Services include tutoring, college visitation, workshops, career advising, and financial aid assistance. We also participate in the College Assistance Migrant Program (CAMP), which financially and academically supports students from migrant and seasonal farm-working backgrounds during their first year in college. The TRIO program is also available, at a smaller scale, at the Tri-Cities and Vancouver campuses.

- The *African American Student Center* offers mentoring, support, and leadership development to African American students in a culturally responsive community. The Center supports the Black Women's Caucus, an affinity community for Black women students; the Black Student Union, a group serving Black students and the broader WSU student body in exploring the heritage, values, and contributions of Black individuals; Black Men Making a Difference, an affinity community for Black men; the National Society of Black Engineers; Krimson Kouture, a majorette and hip-hop influenced dance team; the God's Harmony Gospel Choir; and nine historically Black national Greek letter sororities.

- The *Asian American and Pacific Islander Student Center* helps Asian American and Pacific Islander students achieve their highest academic potential by providing leadership development, mentoring, and culturally based learning experiences. The Center supports students through five sororities and fraternities, the Asian Pacific American Student Coalition, the Association of Pacific and Asian Women, the Filipino American Student Association, Hui Hau'oli O' Hawai'i (Hawaii Club), Khmer Student Association, Pacific Islanders Club, Mitamitaga O Samoa, and the Vietnamese Student Association.
- The *Chicanx/Latinx Student Center* promotes academic success and achievement for all students, especially those of Latin/Spanish ethnic, culture, community, heritage, and linguistic backgrounds, by providing connections that foster culturally relevant transitions, persistence, achievement, and graduation. The Center supports seven sororities and fraternities; the Chicana/o Latina/o Student Alliance; the Camaradas association for Chicana/o Latina/o graduate and professional students; La Hermandad de o eME Te, an organization for multicultural undergraduate men; Mujeres Unidas, an organization for multicultural women students; Movimiento Estudiantil Chicanx de Aztlan, an organization that promotes higher education among oppressed and marginalized students; and the Society of Latino Engineers and Scientists.
- The *Undocumented Student Center* creates an empowering, inclusive, equitable, and supportive culture for undocumented students where they can access supports for academic success and professional development. Specific programs include La Bienvenida, a Spanish-language orientation for new students and their families; Mariposas Creative Care, a weekly creative workshop to promote self-care, self-discovery, empowerment, resiliency, and creativity; immigration consultations; the CASHE Conference for high school students of Latinx descent; Conexion, a reception welcoming new multicultural student to the Cougar Family; and Mariposas Poderosas, a weekly program that helps undocumented students learn and develop resilience skills. The Center offers a for-credit first-year seminar course, Crimson Mariposas, designed to help undocumented students learn and apply the skills needed to successfully navigate college and professional careers.
- The *LGBTQ+ Center* serves the entire WSU community while foregrounding the needs of LGBTQ+ students, staff, faculty, and alums. The center shares resources and fosters community while promoting academic and personal growth for students. Specific programs include Lavender Graduation, a graduation celebration for students in the LGBTQ+ community; the UndocuQueer Conference, a day-long, drive-in mini-conference that brings together students, professionals, and community to address the challenges and successes for undocumented/queer students in higher education; travel abroad opportunities for queer students to inclusive and safe locations; and Q*Hort, an annual event held during Week of Welcome where new LGBTQ+ students get to meet upper-division LGBTQ+ students and LGBTQ+ faculty and staff while gaining information about policies and procedures related to LGBTQ+ students.
- The *Women*s Center* has as its mission to engage with the multi-dimensional experiences of women, to challenge patterns of injustice for people of all genders, and to provide a welcoming and inclusive space. Programs and services include the CRIMZINE, an emailed publication; support for the Coalition of Women Students, an association for women students; Cougar Safe Rides, a free ride service for students going home at night; Harpy*s Magazine, a student-run feminist magazine; and Sexual Assault Awareness Month events.

- *First at WSU* is a collective of programs and services to support the success of first-generation students. WSU is a First-gen Forward Institution, recognized for its dedication to serving first-generation students. First Gen Abroad is an exclusive program that allows first-generation students to travel abroad for 5 weeks, immersing themselves in another culture while taking classes.

We provide extensive peer mentoring to students with historic equity gaps in achievement through our Compass and Team Mentoring Programs. Compass facilitates the successful transition and retention of incoming first-year students of color as well as students with disabilities, LGBTQ+ students, and undocumented students. Team focuses on underrepresented students pursuing STEM and pre-health disciplines to increase retention, achievement, and graduation.

- *Cougs for Recovery* is a community of students in recovery from substance misuse that focuses on fostering connection, reducing substance use and other harmful behaviors, and providing supports and resources for self-empowered wellness while pursuing a college degree. Services include substance-free social events, scholarships, peer-recovery coaching, and recovery meetings.
- The *Elson S. Floyd Cultural Center* provides creative and educational programming that empowers and transforms individuals and communities. Focused on engaging diverse populations and increasing cross-cultural understanding, the Center facilitates critical dialogues around race, ethnicity, intersectional identities, systems of oppression, cultural empowerment, and social justice.
- The *Access Center* provides accommodations and services to students taking courses at Pullman, Everett, Puyallup, Bremerton, and through Global Campus. A fundamental goal is to identify and remove systemic barriers, attitudinal barriers, and social exclusions in the learning and living environment. The Access Center enhances equity and inclusion through Universal Design and Universal Design for Learning principles. The Center promotes disability and intersectionality awareness through system-wide culture and climate efforts.
- The *Office of Outreach and Education* has a mission of promoting, creating, and sustaining an inclusive campus and community environment through education, collaborative partnerships, engagement with cultural differences, dialogue, knowledge, and community spaces. Programs include a student-driven peer education program with a social justice focus and extensive staff and faculty training in equity.
- The *Community Response Team* responds to incidents in the campus community motivated by discrimination, harassment, and bias that may cause harm. While attending to First Amendment rights, the goal is to ensure that students are safe, supported, and heard.

Extra-Curricular Learning and Personal Development

Pullman offers an array of extra-curricular learning programs for student success. The programs emphasize development of personal and leadership skills through volunteer and employment opportunities.

Pullman has an extensive fraternity and sorority system, 60 chapters in all, with 38 offering off-campus residential accommodations. All chapters and their facilities are privately owned, operated, and managed. They are governed by the Panhellenic Council, Interfraternity Council, and Multicultural Greek Council, and work with the university's Center for Fraternity and Sorority Life. The university maintains a zero-tolerance policy on hazing and provides an online portal for reporting hazing incidents

that have been experienced or witnessed. As required by Washington state statute, the Center maintains a publicly accessible Chapter Status web page that documents investigations of alleged policy violations by chapters. Current investigations are listed, and there is an archive of all resolved investigations from the last five years. A current investigation report identifies the chapter, the date(s) of alleged violation, and all policies alleged to have been violated. An archived investigation report identifies the chapter and includes an investigation timeline, incident summary, list of policies found to be violated (if any), and list of sanctions or actions (if any).

Pullman has active student government through the Associated Students of Washington State University (ASWSU) for undergraduates and the Graduate and Professional Student Association (GPSA) for graduate and professional students. ASWSU has satellite bodies on every campus including Global Campus. GPSA represents just students enrolled through Pullman. The executive committees of each body meet regularly with the WSU president and each body is represented on every university committee that addresses topics of relevance to students. The ASWSU and GPSA presidents present to the university board of regents when a board meeting is held on the Pullman campus.

Pullman has numerous student-led media activities that provide hands-on training in communications, media and management, community engagement, and leadership. The *Daily Evergreen* student newspaper has published continuously since 1895 and is published in digital and print editions. Positions are open to all students and the editorial team consists of students working with a professional advisor. The *Chinook* yearbook has published continuously since 1899. The newspaper and yearbook are managed by the Student Media Board, a student-led committee that includes representatives of the faculty, staff, alumni, and local community. Two radio stations broadcast from the Pullman campus. KZUU is student owned and operated, broadcasts on the FM frequency, and emphasizes lesser-known artists and styles. KUGR is managed by the university and staffed by students, and broadcasts online. It emphasizes a more mainstream format and has traditionally involved students who wish to train for radio broadcasting careers.

Pullman offers opportunities for undergraduates at all levels to develop their leadership skills. The Cougs Lead program is for freshmen and sophomores and consists of a series of workshops on time management, event planning, communication, power dynamics, servant leadership, and work team management. The Leadership WSU program is for juniors and seniors who previously participated in Cougs Lead or have gained leadership experience in other venues. Workshops focus on listening, community building, persuasive presentation, diversity management, human needs, and the dynamics of regional economies.

In AY2022-23 the Pullman campus had 477 active registered student organizations. The university has simple standards for establishing an organization that allows almost any student collective to qualify. The group must have at least four (4) members, a constitution, an advisor who is a WSU employee or graduate student, and two (2) identified officers who have completed formal officer training.

The WSU Center for Civic Engagement facilitates student service-learning opportunities in communities to promote shared knowledge, research, and service to society. Civic engagement is central to the purpose of public higher education and essential to the student experience, empowering students to become aware of and active in their community and society. Services include incorporation of service learning into academic courses, placements and internships with community partners, and support of community-based research.

As a residential campus, Pullman offers Living Learning Communities in select residence halls. Student residents have linked academic classes and themes that allows them to synthesize knowledge gained in and out of the classroom and build stronger connections to staff and faculty. Stephenson Hall North is home to the Wellness House, which offers a focus on holistic self-care and growth. Olympia Hall is home to the Green House, which emphasizes development and enhancement of environmental awareness and advocacy. In AY2023-2024 we will add an International Education House in Rogers Hall for students who want to understand global dynamics, and an LGBTQIA+ House in the gender inclusive wing of McCroskey Hall for students who want to explore gender/sexual diversity issues.

Pullman has an extensive University Recreation (UREC) program. The Student Recreation Center (SRC) provides indoor access to personal fitness equipment, a pool, basketball/volleyball courts, a walking track, racquetball courts, an indoor soccer arena, a climbing wall, and workout spaces, and seasonal outdoor access to a beach volleyball court and a rope course. The Chinook Student Center provides access to personal fitness equipment, e-sports terminals, healthy eating options, and small-group meeting rooms. The intramural sports program offers 10 – 12 leagues and numerous tournaments per semester and a few leagues and tournaments during the summer. Students can rent outdoor recreation equipment and participate in guided activities in climbing, mountaineering, snow sports, paddle sports, hiking, camping, and backpacking.

Tri-Cities

WSU Tri-Cities combines a small-college environment with research-intensive university opportunities and emphasizes project-based learning. Academic and Student Affairs at WSU Tri-Cities offers holistic student support through a variety of interconnected programs and services that support student learning needs. This includes basic needs support, student success programs, and co-curricular opportunities for personal and leadership development. This holistic, asset-based approach works to close equity gaps in achievement both by directly addressing student needs and by using data-informed, equity-oriented frameworks.

Basic Needs

Cougar Cupboard is an on-campus food pantry through which Tri-Cities provides free fresh, frozen, and non-perishable items to students in need. This program helps bridge the gap for students so they can successfully meet the basic needs of their family. It receives frozen food and funding from Lamb Weston, fresh food and non-perishable food items from Second Harvest and other generous community partners, and funding for a student worker from the Associated Students of Washington State University Tri-Cities.

The Student Care Network (SCN) provides case management for students in need. The Network functions to ensure a safe and supportive learning environment that addresses challenges that may negatively impact the well-being and progress of students. A multidisciplinary team of professionals collaboratively assesses reported concerns and coordinates appropriate interventions. The SCN team includes representatives from Student Services, Counseling, Advising, and Safety.

Counseling services are offered as part of Tri-Cities' wellness program. The Counseling Services office embraces a holistic wellness approach to student development by removing psychological, emotional, and behavioral barriers to learning and success in a socially just and equitable environment.

Access Services offers coordinated services that empower students with disabilities to participate and excel in every aspect of academic and campus life at Tri-Cities. Services and accommodations include accessible facilities, alternative educational media, testing accommodations, ASL interpreters, priority registration and specialized equipment.

Student Success

The MOSAIC Center for Student Inclusion is home to student resources and support that enhance equity and inclusion, a place to discover more about various cultures, and a central location for students to dialogue and learn about current social issues.

The Career Center helps students navigate their college-to-career transition through one-on-one coaching, connections with professionals, and finding on and off campus jobs, internships, and volunteer opportunities.

The Tri-Cities Learning Commons hosts a range of student services, study spaces and collaborative areas. Students can access academic support such as tutoring, writing assistance, academic advising, career services, and TRIO Student Success Programs. The built environment of the Learning Commons was designed to promote collaboration and increase student sense of belonging.

The Tri-Cities campus serves an especially large Latinx/Chicanx population. As such, the campus annually hosts WSU's La Bienvenida Spanish-language university orientation. This program is designed for families, to educate parents as well as students about the university higher education experience.

Extra-Curricular Learning and Personal Development

The Associated Students of Washington State University Tri-Cities (ASWSUTC) is the local arm of the system ASWSU. The Executive Committee meets regularly with the chancellor of the Tri-Cities campus and often with the university president. The ASWSUTC president presents to the university board of regents when a board meeting is held on the Tri-Cities campus.

Tri-Cities has 24 registered student organizations.

Campus Recreation operates the Den fitness center, rents outdoor recreation equipment, and sponsors intramural and club sports. They publish an annual Tri-Cities Hiking Guide that is free and publicly available.

Vancouver

Basic Needs

WSU Vancouver is located in the Portland, OR/Vancouver, WA metropolitan area and provides a wide range of real-world learning experiences to an especially close-knit student body. The suburban setting of the Vancouver campus provides the opportunity to tap local resources and organizations to meet student needs in addition to on-campus services. Services range from resource navigators to an on-site Cougar Food Pantry to meet student food insecurity needs. Students can meet with resource navigators to explore county and state resources they might be eligible for including county housing assistance, SNAP benefits, and access campus emergency funds or grant dollars to support immediate needs. Students can apply for a childcare subsidy of up to \$750 each semester. Students have access to semester-long laptop checkouts, internet hot spots, and free printing on campus. Vancouver partners with the C-Tran public transportation system to provide free annual bus passes to students.

Vancouver offers on-site health services twice a week and full-time counseling services. Students with disabilities and/or long-term medical conditions can work with the campus Access Center to request academic and event accommodations.

Student Success

The Student Care and Early Academic Referral System (EARS) programs work to support students experiencing distress, crises, or academic concerns. Student care reports are referred to a team and handled via a case management model addressing the needs of each situation. The EARS referrals are handled similarly in connecting students with resources and advisors to develop academic and study plans.

The Engaged Learning and Career Action (ELCA) Center oversees first-year advising and coordinates new student orientations. New students enroll in a semester-long success course tailored to their academic major interest areas. The course serves as a community building opportunity as well as instructs on writing and identity development. ELCA has engaged in a partnership with Workforce Southwest to provide a position focused on employer engagement and promotion of full-time positions located in Clark and surrounding counties. In addition, basic support around internships, career fairs, on-campus jobs, resume workshops, and mock interview opportunities are available to students.

The Center for Intercultural Learning and Affirmation (CILA) serves as a hub for programming and support to cultivate an inclusive community where historically underserved students are affirmed and have a sense of belonging at Vancouver. CILA provides a welcoming lounge space for all students in addition to a versatile flexible space for programming and club meetings. The student staff serve in leadership roles responsible for programs to celebrate historical monthly events while the professional staff formally advise affinity-based clubs and organizations among other duties. Vancouver also offers TRIO programming.

Extra-Curricular Learning and Personal Development

The Associated Students of Washington State University Vancouver (ASWSUV) is the local arm of the system ASWSU. The Executive Committee meets regularly with the chancellor of the Vancouver campus and often with the university president. The ASWSUV president presents to the university board of regents when a board meeting is held on the Vancouver campus.

Vancouver offers students the chance to get involved in media activities that provide hands-on training in communications, media and management, community engagement, and leadership. The *VanCougar* newsmagazine is published monthly. The *Salmon Creek Journal* is a literary and arts publication that is student-led and publishes creative works generated by all members of the WSU Vancouver community. Radio station KOUG is student led and has broadcast online continuously since 2009.

Vancouver hosts a chapter of the National Society of Leadership and Success. Membership is selective and is based on academic achievement. The Society's leadership program helps students develop communication, goal setting, and planning skills, and instills an inclusive, community-oriented mindset.

Vancouver has 50 registered student organizations.

The Recreation Program operates the Fitness Center, rents outdoor recreation equipment, sponsors intramural sports, and organizes hiking, climbing, mountaineering, snow sport, and paddle sport excursions.

Everett

Basic Needs

WSU Everett is a mostly commuter campus located in an urban environment and focused on industry-aligned degree programs. Everett has an arrangement with Everett Community College that allows some WSU students to live in residence halls on the College campus. Everett Community College is across the street from WSU Everett, making this functionally on-campus housing. WSU Everett focuses on providing services that meet students' basic needs. The services include high-speed internet access, a food pantry, mental health counseling, and community transportation.

Many students commute to WSU Everett from rural areas where internet coverage quality is variable. For these students Everett has implemented a program that loans high-speed internet hotspots at no cost. Everett has also extended building hours to be open on Saturdays to accommodate the need for students to have access to the building for internet and lab equipment.

Everett provides a Food Pantry for students who may be experiencing food insecurity. The Pantry includes personal hygiene items and homecare supplies. Everett also maintains a professional dress closet that is stocked with professional clothing items and accessories for students who need clothing appropriate for interviews, internships, and networking. A Fundamental Needs Navigator is available to assist students with locating community-based resources.

The Textbook Lending Library allows students who have exhausted their financial aid or who are experiencing financial hardship to check out textbooks. Books are available upon request with the ability for the student to purchase new textbooks as needed.

Everett provides students with three free sessions with a local mental health counselor. Students can confidentially make an appointment with a counselor and continue sessions on a sliding scale once the free sessions are completed. Students also have access to Protocol+ services, which includes a crisis line. A consortium of faculty and staff serve on a campus Care Team, tending to the needs of students that may be in distress or need support to work through a situation.

Everett provides free unlimited ORCA cards to students who live within the Community Transit, Everett Transit and Seattle Transit service area. In addition, Everett is working on adding supplemental funding for students who use public transit that is not within the ORCA card network.

Student Success

Everett has converted a student computer lab into a Student Success Center designed to meet the holistic needs of students. This space houses the Peer Tutor program as well as Student Success Assistants. Tutors assist with academic needs and serve as mentors for students. Everett relies on the reporting that faculty submit for student success intervention. Academic Advisors and Student Affairs work together to connect students with the resources needed for their success.

Extra-Curricular Learning and Personal Development

The Associated Students of Washington State University Everett (ASWSUE) is the representative body of undergraduate, graduate, and professional students at the Everett campus. ASWSUE initiates and coordinates student activities, represents student interests, needs, and welfare, as well as acting as a liaison between students and university faculty, staff, and administration. The ASWSUE president presents to the university board of regents when a board meeting is held on the Everett campus.

Students at Everett are encouraged to take part in Study Abroad opportunities. We have students from all majors taking part in study abroad opportunities with their respective colleges.

The Boeing Scholars program is a long-standing opportunity that Everett offers to students to participate in interdisciplinary academic projects. These teams consist of one student from each of the majors on campus who work together to solve a problem or develop a product for Boeing. This gives students the experience of working with individuals outside of their field of study.

Everett has 7 registered student organizations.

Everett hosts an annual on-campus Career Week, which provides students with workshops, networking opportunities, and information on the range of careers available in the region. The 2023 event included representatives of the state government, county government, regional public utility district, Army Corps of Engineers, and the legal, hospitality, financial, engineering, and aerospace sectors.

Global Campus

WSU Global Campus caters to a different demographic than do the Pullman, Tri-Cities, Vancouver, and Everett campuses. The average age of a Global Campus student is 32. Most have family and work obligations, resulting in limited time to commit to coursework and co-and extra-curricular activities. They typically have well-developed support systems that supersede basic university assistance. Still, these students can and do benefit from programs and services that address their unique challenges.

Basic Needs

Global Campus offers a few reimbursement programs to help offset the ancillary costs of attendance. The Child Care Reimbursement program reimburses qualifying students up to \$400 in childcare per semester (fall and spring), for a total maximum of \$800 per academic year. The Grocery Vouchers program provides 5 vouchers of \$30 each per semester. Mental health services from a qualified healthcare professional are eligible to be reimbursed up to 100% of out-of-pocket cost (pre-tax), for a maximum of \$180 per semester, and a total of \$360 per academic year.

The Dean of Students office on the Pullman campus includes Global Campus students in its Student Care Network service, under which an associate can share concerns about a student's physical, emotional, psychological, or academic wellbeing and request intervention. Similarly, the Pullman-based Center for Community Standards provides resources and assistance for Global Campus students who have experienced or witnessed a variety of harmful behaviors.

Student Success

Each Global Campus student is assigned an academic advisor and a career counselor. Advisors are trained in working with students who face unique circumstances that can potentially alter the path to graduation. A particular feature of the advisement is development of a "persistence blueprint" that identifies potential challenges in the student's academic path and delineates preparatory strategies for

addressing those challenges. The career counselor works with students to explore potential majors, conduct a career assessment, and refine resume writing, networking, interviewing and job search skills.

Extra-Curricular Learning and Personal Development

The Associated Students of Washington State University Global (ASWSUG) advocates for current and prospective students, promotes student initiatives, and enhances the WSU Global Campus online experience. The ASWSUG president presents to the university board of regents at a designated board meeting.

The Cougar Leadership Program is a two-tiered program that helps Global Campus students develop and refine their leadership skills. Tier 1 focuses on self-development, personal growth, and acquisition of professional skills. Tier 2 emphasizes clarification of personal values and community outreach and engagement.

Global Connections provides online opportunities for students to engage in informal learning through a variety of workshops and webinars aimed at adult students. Events include career development webinars, movie nights, live participation events, and broadcasts of system-level events.

Wellbeing Online offers a suite of programming that promotes holistic wellness. The Cyber Cougar Fitness Club is a program that each semester reimburses Global Campus students for membership at their local gym and provides additional payment if students complete three (3) of eight (8) “healthy habit” activities that positively impact wellbeing outside of the gym. The Wellbeing Wednesday program is a weekly online posting of expert information on nutrition, physical activity, eating habits, and diet. UFit 4.0 is a weekly workout program sponsored by ASWSUG that offers prizes for successful completion. Wellbeing Online supports a Global Campus eSports club.

Spokane Health Sciences

The WSU Health Sciences campus is in Spokane, with a satellite location in Yakima, 200 miles southwest of Spokane. As is the case for Global Campus, WSU Health Sciences serves a unique demographic within the WSU system. It is home to the colleges of Medicine, Nursing, and Pharmacy and Pharmaceutical Sciences. Most students are enrolled in professional degree programs or the specialized BSN undergraduate program and are expected to study year-round. A small number of students are enrolled in a standard undergraduate program or doctoral program and follow a traditional academic calendar. Advanced professional students learn off-campus and across the state through clinical placements, internships, and clerkships, but still require services and supports from the university. Health Sciences’ student success structure is thus somewhat different from those at the other WSU campuses.

Basic Needs

Food pantries are available at both locations. Health Sciences students can request a childcare subsidy of \$300 per family each semester.

Health Sciences provides on-campus counseling services for students at both locations and maintains a central 24-hour crisis hotline. Because of the intense and personal nature of the career tracks offered by Health Sciences, each college also maintains counseling staff, who are specially trained to address the unique experiences of nurse, pharmacist, and medical doctor trainees. Student health services are provided through agreements with external providers. In Spokane, the partner organization is

Multicare. In Yakima, services are provided remotely via Teladoc, and immunizations are provided through agreements with select local pharmacies.

Students in Spokane can ride Spokane Transit Authority vehicles at no cost with their university ID card.

Student Success

Most student success services in Health Sciences are provided by the colleges, as mandated by their professional accrediting bodies. The campus provides assistance with writing, learning strategies, access accommodations, and second language English skill development. Professional accreditation requires each college to provide career guidance, academic support, professional development opportunities, financial guidance, and student wellness monitoring to specified levels of quality and availability. In all cases the specified levels meet or exceed WSU standard. As such, monitoring of these services is the responsibility of college rather than Health Sciences leadership.

Extra-Curricular Learning and Personal Development

As with student success initiatives, the Health Sciences colleges are required by their professional accreditors to provide ample high quality extracurricular learning experiences and be actively engaged in the personal development of their students. All three colleges not only exceed professional standard but have been recognized by their accrediting bodies for their work in these areas. The Health Sciences campus augments these efforts with a student fitness center on the Spokane campus and a gym membership subsidy for students in both Spokane and Yakima. A campus administrator has been appointed to develop interprofessional education events that include students from relevant other colleges (e.g., the Health Communication program in the Murrow College of Communication).

Standard 2.G.2 (Catalog Content)

The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.

The Washington State University Catalog is a comprehensive reference guide and is available in web-based and pdf formats. It provides an overview of the programs and courses at the University; identifies and explains all academic rules, policies, and procedures; includes a complete directory of all full-time faculty, academic deans, and senior academic administrators; provides basic information on each academic unit including the unit's roster of faculty members; an historical overview of Washington State University and its mission and philosophy; and the university's expectations for students. The online catalog is a living document that is updated immediately after a course or degree proposal receives final approval from the appropriate authority. The Graduate School publishes a complementary catalog that provides in-depth information about graduate education policies and procedures. Each professional degree program publishes an analogous catalog for its students. Most academic departments and colleges maintain web pages for their programs that provide in-depth information for those with a specific interest in their program.

Standard 2.G.3 (Professional Licensure Requirements)

Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

As per NC-SARA requirements, WSU provides licensing information for every profession requiring licensure for which we offer a degree: Clinical psychologist; K-12 teaching; nursing; registered dietitian nutritionist; speech-language pathologist; pharmacist; athletic trainer; and medical doctor (allopathic). Information on all these degrees is provided through a licensure web page managed by the provost's office. Also, each academic unit that offers one of the degrees provides licensure information on its degree program website. The College of Pharmacy and Pharmaceutical Sciences additionally provides a detailed walkthrough of how to pursue licensure once the PharmD degree is earned.

Standard 2.G.4 (Financial Aid)

The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.

WSU offers a wide range of financial support and services to its students. Information regarding available aid resources is comprehensive and extensively promoted. WSU's financial aid website provides detailed information on costs, how to apply for aid, eligibility, timelines/deadlines, and types of available financial assistance, including grants, loans, and scholarships. The website is available in both English and Spanish. Financial aid information is disseminated in publications, brochures, and presentations and in information for parents. Undergraduate and graduate admission and recruitment publications reference information on available financial aid resources and provides links to relevant websites. The Cougar Money Management Program provides information and resources to help students with their personal finances, including access to the Cougar Money Matters portal.

Prospective and enrolled students may use WSU's online financial aid estimator and net price calculator to estimate their costs of attendance. We also provide a link to the National Center for Educational Statistics College Navigator.

WSU ensures accountability by annually reporting information concerning financial aid to various federal and state agencies. The Office of Institutional Research provides publicly accessible links to the University's Common Data Set and IPEDS Financial Aid Survey results.

Student Financial Services coordinates the administration of all financial aid and scholarships for the WSU system, collaborating with all other campus financial aid staff to WSU staff.

Financial Aid Awards for Student Athletes

Financial aid for student athletes is processed through Student Financial Services. An athletic grant-in-aid may cover up to the cost of attendance, which includes tuition, fees, room and board, travel expenses, and books. If the grant-in-aid does not fully cover the cost, the student athlete may seek additional financial aid from external sources to make up the difference. Student Financial Services has a dedicated, full-time athletics financial aid coordinator. This person works with the Athletic Compliance Office to ensure accurate financial aid reporting to the NCAA.

Standard 2.G.5 (Repayment Obligations)

Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.

Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and the institution's loan default rate. The Office of Student Financial Services provides students with general and obligational information regarding loan counseling before borrowing and at exit counseling, which is given regardless of the reason for exit: Graduation, withdrawal, failure to complete courses, or termination of studies. Additionally, information concerning various types of loans and loan repayment requirements is available on the Student Financial Services website. Policies regarding Title IV refunds and return of funds are also provided. The average loan indebtedness and cohort default rate are regularly reviewed and compiled in a collaborative effort of Student Financial Services, Student Accounts, Institutional Research, and the Budget Office. WSU's current cohort default rate is 0.5 percent. Student Financial Services ensures that consumer information relating to loans is made available to students and is effectively meeting federal compliance requirements.

WSU discloses consumer information via the Consumer Information Digital Handbook webpage which is managed by Student Financial Services. It is reviewed and updated bi-annually. It includes a listing of the disclosure, a brief description, applicable website addresses, and contact information for the university or department official who can respond to questions or information requests. All enrolled students receive an annual disclosure and link to the Handbook.

Default Prevention

Student Financial Services puts significant effort into helping students avoid default and manage debt. These efforts have contributed to a long-term low default rate for our students. They begin at matriculation and end at exit from the University.

Financial aid counselors present a financial aid overview at all mandatory new student orientation programs. The emphasis is on a philosophy of careful consideration before borrowing, awareness of the potential hazards of excessive borrowing, and pursuit of grants, gifts, and work study, with loans as a secondary strategy. All students who qualify for a loan must complete entrance counseling and a master promissory note prior to loan certification. After the loan has disbursed, a notification is sent to the student informing that they have the option of reducing or cancelling a portion or the entire loan. The student can monitor their lifetime loan aggregate amount from their online student portal. Students can get specific information about their loans through the Student Financial Services Communication Phone Center, a virtual or in-person appointment, or via email correspondence. Graduating students are required to complete exit counseling before the diploma will be issued. Upon application for graduation, the student is contacted by Student Financial Services to schedule the exit appointment. Students who withdraw are directed to the USDE federal student aid website to complete their exit counseling.

Student Financial Services annually evaluates its financial aid packaging policies for effectiveness at encouraging conservative borrowing. The evaluation includes comparisons against plans used by peer institutions, reviews useful Web sites, and attends default prevention trainings to ensure that Washington State University delivers the most effective programs and services to its students.

Standard 2.G.6 (Academic Advising)

The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.

WSU's academic advising vision and mission states, "Advising at Washington State University is a valued partnership with students, faculty, and administrators that builds educational relationships integral to academic success. Academic advising builds collaborative student-centered relationships that support achievement of personal development and academic success." Academic advising is an educational relationship in which students and advisors are partners in planning the student's academic, personal, and career goals.

Academic advising is mandatory for all undergraduate students on all campuses throughout the WSU system. Students are assigned to an academic advisor based on the student's area of interest or major. Advising responsibilities along with student responsibilities throughout the advising process are published in the WSU Catalog as well as the Education Policy and Procedures Manual. Many colleges have developed advising websites that further inform students of the goals of advising, their responsibilities in the advising relationship, and what they can expect from their advisors. Additionally, these websites offer helpful advising tips, resource information, important dates, and opportunities.

New students on each campus learn about the advising program during orientation by way of workshops and presentations. During orientation, students meet with an advisor in their desired major or area(s) of interest for assistance in selecting courses. At the conclusion of the program, students are assigned to a primary advisor who will serve as a resource and support throughout the student's educational journey at WSU.

WSU Tri-Cities and WSU Global Campus use a centralized advising model for undergraduate students. The remaining campuses use a decentralized model, in which students are advised in the college or department in which they have an academic interest or are admitted to their major.

The Academic Success and Career Center (ASCC) on the WSU Pullman campus, and the Engaged Learning and Career Action Center (ELCA) on the WSU Vancouver campus provide advising for new students who are unsure of their major, academically deficient students, and students who change majors late in their studies. To assist students with immediate needs or questions, the ASCC offers daily, drop-in advising for all undergraduate students in any major, providing timely assistance without the need to schedule an appointment. Depending on the college and campus, advising loads for one full-time academic advisor range from 1-150 students for teaching/research faculty to more than 470 students for one full-time advisor; a typical advising load in Pullman ranges from 250-380 students. See Table 2.G.6 below.

Table 2.G.6 Advising Loads of Faculty and Primary Role Advisors by Campus – Spring 2023

WSU Campus and College/Area	# of Primary Role Advisors	Average Advising Load	Range	# of Faculty Advisors	Average Advising Load	Range	Total Advisees
Everett							
Business	1	145	-	-	-	-	145
Communication and Agriculture	1	58	-	-	-	-	58
Data Analytics	1	13	-	-	-	-	13
Engineering and Architecture	2	91	54-128	-	-	-	182
Global							
Arts & Sciences, Comm., HD	5	300	278-326	-	-	-	1500
Business	7	260	38-411	-	-	-	1821
Pullman							
Ag, Human, Natural Resource Sci.	9	185.2	34-413	8	19.8	1-51	1825
Arts & Sciences	23	246.3	43-415	11	60.2	16-150	6328
Business	10	293.9	102-470	-	-	-	2939
Communication	4	220.8	60-317	-	-	-	883
Education	5	288.4	245-355	3	68.6	54-87	1648
Pre-Nursing	2	386.5	364-409	-	-	-	773
PROVOST/Central	18	43	4-94	1	16	-	788
Engineering and Architecture	13	268.7	99-417	-	-	-	3494
Veterinary Medicine	2	194	127-261	9	19.4	1-109	563
Spokane							
Health Sciences/Medicine	1	109	-	-	-	-	109
Nutritional Exercise Physiology	1	31	-	-	-	-	31
Nursing	2	179	64-297	-	-	-	358
Pharmacy	4	80.5	44-98	-	-	-	322
Speech & Hearing Sciences	1	43	-	-	-	-	43
Tri-Cities							
Arts & Sciences	2	203.5	174-233	-	-	-	407
Business & Psychology	1	239	-	-	-	-	239
Education	2	46.5	15-78	-	-	-	93
Nursing	1	127	-	-	-	-	127
PROVOST-Central Advising	1	242	-	-	-	-	242
Engineering and Architecture	1	345	-	-	-	-	345
Vancouver							
Arts & Sciences	4	228.5	196-268	3	76.6	68-85	1144
Business	3	147	126-160	-	-	-	441
Communication	1	37	-	-	-	-	37
Education	1	86	-	-	-	-	86
Human Development	1	74	-	2	7.5	7-8	89
Nursing	1	84	-	-	-	-	84
Student Affairs/Central	4	75.5	59-91	-	-	-	302
Engineering and Architecture	2	270	269-271	-	-	-	540

Graduate and Professional Student Advising

Graduate students are expected to attend Graduate School and program orientations to receive enrollment information and academic guidance during their first semester in the program. General program requirements are published in the Graduate School catalog, and on the program's website and/or in the student handbook for the program. Students should select a faculty advisor and form a graduate committee early in their program. The faculty advisor (usually the chair of the student's graduate committee), in consultation with committee members, assists the student in the development of their program of study and provides advising and mentoring throughout the student's graduate studies. Expectations of faculty advisors and mentor are outlined in Graduate School policy.⁹ To assist students and faculty in the advising process, the Graduate School is implementing an advising system that allows students and their faculty advisors to plan the student's progression through the program's degree requirements. Students will have access to their program requirements and their progress toward fulfilling them via their student advising account.

The College of Veterinary Medicine's Office of Professional Student Services, overseen by the Associate Dean for Professional Programs, employs academic coordinators who ensure DVM students complete all courses that are required for graduation and are sufficiently informed to choose elective courses suitable for enhancing proficiency in areas of each student's specific career interests. In addition, a faculty coordinator is assigned to each of the four years of the program who work closely with the student services team to provide general advising as well as individual student support.

The College of Pharmacy and Pharmaceutical Sciences utilizes a process in which all students are assigned an Academic and Student Success Advisor and have individual meetings each semester. Most of the pharmacy curriculum is standardized to meet professional standards, however, students have options related to electives. Advisors offer personalized advising to guide students in exploring research opportunities, career interests, internships, dual degrees, pharmacy organizations and involvement, career goals, mentor selection, answer students' questions and provide holistic student support.

Training and Professional Development

A comprehensive, system-wide, Advisor Learning Program (ALP) was developed to ensure that all advisors at WSU have current, relevant, and accurate information to support their work. Training is centered around core competencies of advising: conceptual, informational, and relational. In 2018, the Academic Success and Career Center created a full-time, administrative professional position to coordinate a mandatory training program for new and seasoned advisors at WSU. The ALP coordinator is responsible for addressing the needs of the advising community, soliciting ideas, organizing session presenters, and tracking attendance by way of a learning transcript. The ALP is available to all campuses through online modules and face to face workshops.

In addition to the training provided to all advisors by the University, individual colleges and campuses provide training to a smaller subset of advisors based on the needs of their student population. Further, WSU's Academic Advising Association (WSU-ACADA) offers professional development for faculty and staff advisors. Advisors can earn advisor certification levels based on the amount and level of training achieved.

Assessment of Academic Advising

Various surveys have been used to assess advising at WSU. In the Spring of 2022, the University Academic Advising Executive Council (UAAEC) partnered with the Associated Students of Washington State University (ASWSU) to administer a survey to undergraduate students that measured student's satisfaction with academic advising at WSU. More than 1,900 students across five campuses completed the survey with the results showing that most students' experience with academic advising is positive. In addition, WSU administers the National Survey of Student Engagement (NSSE) to first-year students and seniors, drawing feedback on students' experience with academic advising from the results of respondents. Results from the 2021 NSSE survey indicated that most students rated the quality of interactions with their WSU academic advisor as positive.

Standard 2.G.7 (Identifying Verification in Distance Learning)

The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.

All students participating in online instruction must log in to their WSU online classroom using their official WSU credentials. To establish these credentials, WSU uses OKTA for multi-factor authentication, as part of the university's Identity and Access Management System. To have a network ID and password, students must go through the University computing process including reading and agreeing to the WSU Appropriate Use Policy. The policy stipulates that passwords are considered confidential information and shall not be shared or transferred to others and that WSU computing and networking resources may not be used to commit or facilitate academic dishonesty.

Faculty developing and teaching online courses are encouraged to incorporate proctored exams into their course assessments. The proctoring system requires students to show a government-issued photo identification at the proctoring site. Faculty may use WSU's approved online virtual proctoring service (ProctorU), which allows students to be virtually proctored from any location, or require students to secure a proctor to complete a paper-based exam at an acceptable physical location. WSU's Global Campus maintains a proctoring services informational web site which informs students and proctors of the photo identification requirement.

Standard 2.H.1 (Libraries)

Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.

The WSU Libraries (WSUL) employ 80+ faculty, administrative professional and classified staff members, many of whom hold an MLS and/or disciplinary doctorate degree. The WSUL provides access to a wide range of library and information resources and services, including more than 2,458,168 million print books, 542 electronic research databases, 913,845 e-journals and e-books, and 464,892 digital collections. In almost all cases, the digital and electronic collections are available for WSU-All, to serve all the campuses, centers, and constituents. Our collection development policies outline our practice of having subject liaison librarians with expertise routinely evaluate and maintain collections to

ensure that they are valuable and relevant to the WSU community. We continuously add and remove materials from the collections to best support the teaching and research needs of WSU and to make the most of our available resources.

The WSU Libraries are a statewide endeavor. Three libraries on the Pullman campus, the Holland and Terrell Libraries, Owen Science & Engineering Library, and the Animal Health Library, provide services. There is also the Kemble Stout Music Library, which collaborates with WSUL as needed. The Vancouver, Spokane and Tri-Cities campuses also have library facilities. All these spaces provide access to collections, technology, equipment, study and meeting space, and contact with professionals to provide in-person support. Library resources and services are provided to the Global Campus, the Everett campus, and all Extension Centers primarily through the Pullman campus.

The WSUL maintains the WSU Research Exchange, our institutional repository. WSUL belongs to regional and national library consortia that allow us to procure and deliver a wide range of materials through interlibrary loan and delivery services. In collaboration with the College of Arts and Sciences, WSU Pullman campus library hosts and supports the Center for Digital Curation and Scholarship, which has brought in more than \$2.2M in federal and private grant monies to support the services and projects we undertake with indigenous archives, libraries, and museums, including the Plateau Peoples' Web Portal.

The WSUL provides high-quality instructional services and research assistance. Information literacy is a central goal for WSU undergraduate education, and we provide instruction and research support in person, online, in classroom settings and one-on-one. At Pullman, a team of undergraduate services librarians focuses on first year and lower undergraduate curriculum support, and another team of subject liaison librarians support upper undergraduate, graduate, and professional students and faculty. During the pandemic, we provided instruction and reference online, and since reopening, our virtual reference numbers have held steady. We participate in a 24/7 chat service, which allows our students to reach a librarian at any time of the day or night. Face-to-face instruction has bounced back as well. In 2022, librarians across the WSU campuses delivered over 725 instruction sessions, reaching over 9,000 students. We reach 100% of all English 101 sections and come close to that with additional instructional content for the required Roots of Contemporary Issues course (History 105). A plan for scaffolded information literacy instruction is in place.

The WSUL welcomes collection-related requests from users, provides services to community members, and reaches campus constituents through faculty senate committees, departmental liaison services led by subject librarians, first year student programs, and other programming, such as the annual Crimson Reads program, which celebrates WSU-affiliated authors. We collect feedback continuously and employ assessment instruments periodically, most recently, the Ithaka S+R survey, to assess and improve operations and to provide responsive services and needed collections.

Standard 2.I.1 (Infrastructure)

Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.

Campus Safety and Security

WSU is committed to enhancing safety and security for all students, faculty, staff, and visitors at all campus locations. As stated on the provost's webpages, safety is not the exclusive responsibility of one individual, department, or office; rather every member of the campus community should recognize that it is a shared responsibility and that each has a personal role in campus safety.

All campuses offer a range of services and support to maintain safety and security for all, as published on the website for each campus. The website for WSU's Office of Emergency Management centralizes a variety of emergency contacts, information, and plans.

The Pullman, Spokane, Tri-Cities, and Vancouver campuses each have a safety plan specific to that campus, containing a comprehensive listing of University policies, procedures, statistics, and information relating to campus safety, emergency management, and the health and welfare of the campus community. Principal administrative responsibility lies with the Division of Finance and Administration, closely coordinated with the Division of Student Affairs. Pullman's emergency management plan is a joint plan with the City of Pullman and Whitman County. Everett and Bremerton campus safety plans fall within the Comprehensive Emergency Management Plan in the jurisdiction where they are located.

WSU Pullman has its own state certified police department of 21 police officers and 4 support staff, which provides for the physical safety and security of students, faculty, staff, and visitors 24 hours a day. Other safety personnel on campus are a fire safety compliance officer and emergency managers. Public safety professionals deliver a variety of services including regular operational and educational efforts, including active shooter training, for faculty, staff, and students; crime prevention trainings in residence halls; sexual assault prevention trainings; substance abuse awareness prevention; free security escort service; and transit service. The Chief of Police for the WSU system is housed in Pullman and leads the Pullman campus police department.

WSU Everett employs a security officer who is onsite weekdays. Additional security services are contracted with Everett Community College, which is located across the street from the WSU Everett building. This includes participation in their emergency notification system, performance of routine safety drills for lockdown, fire, and earthquake, and active shooter training.

WSU Spokane employs a campus security coordinator and 7 security officers. The security team offers programs in crime prevention and campus safety. The security department provides security escorts for students and staff as well as some roadside emergency assistance.

WSU Tri-Cities employs a full-time safety and security director and 3 security officers. At least one security officer is present during all campus operating hours. The campus is expanding and upgrading its security camera system. Electronic locking systems have been added to all exterior building doors to improve lockdown capabilities and better secure and monitor building access. Newer buildings have electronic access control throughout the building. A Campus Safety and Transportation fee was

implemented in the Fall of 2020 to fund safety and security improvements.

WSU Vancouver has its own certified police department of 3 full-time and 1 part-time police officers, 1 security officer, and a support staff person. The department offers safety programs for crime prevention, sexual assault prevention, and campus security escort.

WSU's research and extension centers in Mount Vernon, Puyallup, Prosser, and Wenatchee regularly have students on site. All of the centers offer short-term on-site student housing. Every center has upgraded its campus lighting since our 2017 report. Prosser has installed security cameras. Puyallup has initiated regular meetings with the Puyallup Police Department, who now conduct regular safety patrols of that campus.

Fire Safety

The Fire Safety Compliance Officer on each campus coordinates with building design professionals and code officials to create safe building designs and address ongoing code compliance with respect to fire safety, such as fire detection, suppression, emergency egress, fire prevention, and training, and event management. Facilities personnel on each campus maintain fire suppression, smoke control and fire alarm systems referencing International Fire Code (IFC) and National Fire Protection Association requirements.

The Fire Safety Compliance Officer for WSU Pullman, the only campus with residence halls, coordinates two fire drills each semester with Residence Life and Housing. The Pullman Fire Department participates in the first drill of the fall semester to educate and familiarize residence hall occupants with emergency evacuation procedures.

Emergency Management

Emergency management functions at the campuses are performed by trained emergency managers familiar with state and federal mandates, Incident Command System/National Incident Management System (ICS/NIMS) functions, and Clery Act requirements for emergency notifications. Emergency management staff assist in training faculty, students and staff in needs associated with university emergencies and preparedness.

In times of crisis, or when other critical information needs to be shared with students, faculty, and staff, WSU provides emergency information and guidance through a variety of channels, including WSU ALERT for electronic alerts and crisis communication for all students and staff using phones, text messaging, and email; blue-light emergency phones on all campuses; and an outdoor siren/announcement warning system. The WSU ALERT system has been used for threats to the campus community and other urgent notifications system wide.

Threat Assessment

WSU has a systemwide threat assessment team that is charged with identifying, assessing, and addressing threats to WSU's community and property. The team coordinates with WSU stakeholders to receive and assess information of potential threats. They recommend University action regarding safety and security matters to the appropriate University decision makers, consistent with carrying out the University's mission and goals. The team is co-chaired by the Associate Vice Chancellor of Student Affairs and Dean of Students and WSU Police Chief. The team is multidisciplinary and includes representatives from all campuses. The team adopted the Workplace Assessment of Violence Risk (WAVR-21) tool assess violence risk. The WAVR-21 is a 21-item coded instrument for the structured

assessment of workplace and campus targeted violence risk.

Data and Disclosure

The WSU Police Departments at Pullman and Vancouver contribute data to Washington's Uniform Crime Reporting (UCR) program and the National Incident Based Reporting System (NIBRS) in compliance with the federal Clery Act. Data from the other campuses are submitted to NIBRS by the law enforcement agency for that campus's jurisdiction. All campuses maintain Clery Act compliance. The Pullman and Vancouver police departments are compliant with Washington Crime Information Computer System requirements to enable coordination with law enforcement efforts state and nationwide, and to partner with local law enforcement entities through a shared data system. The Pullman department participates in the Region 9 Joint Terrorism Task Force to facilitate the sharing of information on domestic and international terrorism issues.

Clery Coordinator and Clery Committee

The system Chief of Police serves as the university's Clery Coordinator, and in this capacity collaborates with the institution's Chief Compliance and Risk Officer. The Coordinator leads a Clery Committee that includes representatives from all WSU campuses. The Committee helps the Coordinator ensure that all Clery requirements are met, such as identification of Campus Security Authorities, training of appropriate staff, collection of statistics, and development of the Annual Security Report.

Annual Review and Oversight

WSU maintains a Safety, Health, and Security committee network that integrates safety efforts, and promotion of a culture of safety, across locations and administrative levels. The Executive Leadership Advisory Committee manages institution-wide procedures and protocols. Reporting to them is a set of Advisory and Approval Committees that are collectively charged with developing the procedures and protocols, analyzing systemwide health, safety, and security data, and coordinating efforts to address issues suggested by these data. Procedures and protocols are coordinated by Regional Campus, College, and Area Committees, and implemented by Department, Building, and Program Committees.

Transportation Safety

The WSU Pullman campus is in rural southeastern Washington, accessible only by occasional flights from Seattle or driving on two-lane state highways. The highways are not well-lit, pass mostly through open field, and are treacherous in inclement weather. It is easy for drivers to become distracted, impatient, bored, or drowsy, and the University has lost students and employees who have been traveling between campus and other parts of the state. In response, the University posts reminders to the WSU community before breaks about the need for attentive driving when undertaking a long trip, and the university has been working with both the Washington Department of Transportation and Washington State Patrol to develop safe driving tools and interventions, such as roadside and social media safety messages.

Hazardous Materials

WSU is committed to the safe storage, use, transportation, and disposal of chemical, biological, and radiological hazardous and toxic materials at all of its facilities. Institutional, campus, and departmental safety committees meet regularly to develop and maintain hazardous materials policies and procedures, discuss hazardous materials incidents and exposures, and review regulatory monitoring, recordkeeping, and reporting and compliance requirements. Coordination of hazardous material processing is a shared responsibility across the WSU Environmental Health and Safety Office, the Biosafety and Radiation Safety Programs within the Office of Research Assurances, the Fire and Safety

Compliance Office, and the Nuclear Radiation Center. Procedures for managing our hazardous waste facilities are described in the WSU Safety Policies and Procedures Manual (SPPM).

Reporting Injuries or Illnesses

Events that resulted in accidental injury or illness to one or more participants are discussed at safety committee meetings at the location where the incident occurred and reported to the Washington State Department of Occupational Safety and Health and the Bureau of Labor Statistics. Investigation reports and corrective actions are shared with the administration of the campus at which the incident occurred and relevant personnel supervisors. There were 24 such events in 2022, 30 events in 2021, and 14 events in 2020. In each year only one (1) of the events involved exposure to chemicals or hazardous materials.

Training, Proactive Assessments, Approvals, and Regulatory Compliance

All WSU campuses provide resources, training, inspections, and programs to maintain certifications and meet regulatory requirements with regards to hazardous materials and environmental safety.

WSU produces annual reports on storage, use, and waste management of hazardous materials; incidents of exposure or release of hazardous materials; and hazardous material wastewater discharge and air emissions. These reports are reviewed and discussed across the Safety, Health, and Security committee network. As per state and federal regulations, the reports are also submitted to the regulatory agencies listed in the table below.

Federal Agencies
Environmental Protection Agency
Department of Homeland Security
Department of Transportation
Nuclear Regulatory Commission
USDA Animal and Plant Health Inspection Service
Centers for Disease Control
Drug Enforcement Agency
State Agencies
Washington Department of Ecology
Washington Department of Health
Washington Department of Labor and Industries
Southwest Clean Air Agency
Municipal Agencies
Clark County Regional Wastewater District
Spokane County Regional Clean Air Agency
City of Spokane Wastewater Management
City of Richland Fire and Emergency Services
City of Richland Wastewater Utility

Research using potentially hazardous biological materials or particularly hazardous substances involving animals is submitted to the Institutional Biosafety Committee (IBC) and/or the Institutional Animal Care and Use Committee (IACUC) for review and approval. A biological safety manual must be complete before the IBC will approve the application. Similarly, any use of hazardous substances with

research animals must have a standard operating procedure for each specific situation before the IACUC will approve the application.

The Office of Research Assurances Radiation Safety Program ensures the safe use of radioactive materials and radiation machines on the Pullman campus and other WSU sites around the state.

The WSU Nuclear Science Center provides ongoing training to its staff members in the safe use of radioactive materials. Training, compliance, and monitoring are documented by the Nuclear Science Center and are regularly audited by the WSU Reactor Safeguards Committee, Washington State Department of Health, Office of Radiation Protection, and the U.S. Nuclear Regulatory Commission.

Facilities and Hazardous Materials

WSU's facilities are designed to safely store, use, and dispose of hazardous materials. Laboratory fume hoods, hazardous materials cabinets, specialized biosafety filters and separate exhaust systems, fire suppression systems, chemically resistant surfaces, and radioactive shielding are operated and maintained by WSU employees or approved contractors. Asbestos and lead are identified and abated before demolition for remodeling or maintenance to reduce airborne releases and exposures. Hazardous and toxic wastes are stored and pretreated in a chemical waste accumulation and pre-treatment facility and a radioactive waste accumulation facility. Hazardous materials storage, wastewater, and air emission monitoring facilities are designed into new buildings to meet safety and environmental regulatory requirements. Additionally, laboratories are routinely inspected to ensure adequate containment of radioactive and/or biohazardous materials.

Facilities

The physical facilities at all Washington State University campuses are accessible, safe, secure, and support the University's mission and goals as outlined in the strategic plan. Despite reduced state allocations, WSU continues to pursue a capital construction and renovation program consistent with the strategic plan and campus development plans.

In our last self-study in 2017 we reported a significant deferred maintenance backlog across all WSU campuses and research stations. In recent years the Washington state legislature has increased minor capital appropriations to some extent, affording WSU greater opportunities to address deferred maintenance. Despite this, WSU continues to employ a structured approach to assessing facilities and prioritizing projects in order to maximize the value of minor capital funding. WSU Facilities Services employs a collaborative, data-driven decision-making model to identify and prioritize deferred maintenance requirements based on University strategic plans and the Campus Master Plan. Additionally, WSU Facilities Services seeks to address deferred maintenance requirements in conjunction with client-funded projects, in order to minimize long-term costs and client disruption, yet maximize the direct mission impact supporting academic instruction and research at the University.

In 2019 the Washington governor signed into law the Clean Buildings Act, the first phase of which requires all commercial buildings of at least 50,000 square feet to meet state-defined energy performance standards by the end of calendar year 2028. The WSU system has 75 buildings that surpass this threshold. The second phase, to begin in 2027, reduces the threshold to 20,000 square feet. This will add another 44 buildings to our compliance requirement. Considerable resources will be needed to upgrade all 119 buildings by the end of the decade.

Since WSU's last self-study in 2017, the university has initiated or completed the facilities projects listed in the table below.

Facility Name	Campus	Primary Function	Project
Johnson Hall	Pullman	Classroom/Office	Demolition
Troy Hall	Pullman	Classroom/Office	Renovation
Schnitzer Museum of Art	Pullman	Museum	Renovation
Chinook Building	Pullman	Recreation	Renovation
Plant Sciences Building	Pullman	Research/Office	Construction
Global Animal Health Phase II Building	Pullman	Research	Construction
Bailey-Brayton Field Baseball Clubhouse	Pullman	Athletics	Construction
Sciences Building	Vancouver	Classroom/Office	Construction
Student Union Building	Tri-Cities	Multipurpose	Construction
Collaboration Hall	Tri-Cities	Classroom/Office	Construction
Consolidated Information Center	Tri-Cities	Classroom/Office	Renovation
Medicine Building	Spokane	Classroom/Office	Renovation
Health Education Research Building	Spokane	Classroom/Office	Renovation
Center for Clinical Research and Simulation	Spokane	Multipurpose	Renovation

Moving Forward

The institution must provide its reflections on any additional efforts or initiatives it plans on undertaking as it prepares for the Year Seven Evaluation of Institutional Effectiveness Report

We have identified four (4) areas that need focused attention in advance of our Year Seven report and subsequent site visit.

Student Healthcare

As discussed in Standard 2.G.1, we are prioritizing improvement of student access to healthcare services systemwide. In time for the Year Seven report, we hope to have at least a set of doable solutions that can be shared in the report. As noted, a plan is in place to assemble a committee that will develop recommendations.

Reduce Retention Gaps

WSU has identified reduction of retention gaps as the primary priority for the Student Experience portion of our system strategic plan. Analysis of our disaggregated data shows that first-generation, Pell-eligible, and students of color drop out after the first year more frequently than do other students. We have set a goal of reducing the gap by 1% each year until it is closed. This work began at the start of AY23-24 and is launching with careful study and conversations with institutional peers who have made progress on this problem. We will formally report on accomplishments to date in the Year Seven report. Also, we are in the midst of a multi-year cluster hire program that is designed to expand the number of faculty from underrepresented groups. Such faculty are crucial as mentors and models for underrepresented students. A year from now the program will be far enough along that we will be able to share some early results.

Improve Attractiveness to Underrepresented Groups

Considering the demographics of Washington, WSU's rate of enrollment of underrepresented groups should be better than it is. To address this, we have begun a two-component initiative to translate all recruitment and financial aid materials into Spanish, and grow a robust program of need-based scholarship opportunities. The translation portion will almost certainly be completed in time to present in the Year Seven report. The scholarship portion requires identification of and closure with donors who are interested in need-based support. We hope to have some successes to present in the report, but recognize the challenges inherent in rapidly securing donations.

Education of Academic Leadership

Our efforts to educate leaders of academic units (deans, chairs, directors) and the Faculty Senate on accreditation matters and policies has frankly been inconsistent. This has sometimes led to unnecessary, duplicative, or misdirected work in the preparation and review of proposals for new or revised degrees. Given the need to rapidly respond to emerging workforce needs and evolving student interests, this is an inefficiency that negatively impacts students and the public. We are in the early stages of developing a framework to fix this and expect to be able to discuss it in the Year Seven report.



AGENDA

Washington State University Board of Regents
Strategic and Operational Excellence Committee

Washington State University Vancouver
Firstenburg Student Commons, Room 103
Vancouver, Washington

November 16, 2023
1:00 p.m.

Committee: John Schoettler (Chair), Marty Dickinson, Doug Picha, Heather Redman

Discussion Item

1. Washington Resident Undergraduate Tuition Affordability (Brunelli)

Section

S-1

Information Items

1. WSU Vancouver Strategic Plan Update (Netzhammer, Bennett)
2. Governmental Relations Updates (Mulick)
3. Chief Compliance and Risk Officer Update (Kammerzell)
4. Regents' Distinguished Alumni Award (Maki)

S-2

DISCUSSION ITEM #1

Washington Resident Undergraduate Tuition Affordability (Leslie Brunelli/Saichi Oba/Christine Hoyt)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Washington Resident Undergraduate Tuition Affordability

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO
Saichi Oba, Vice Provost for Enrollment Management
Christine Hoyt, Vice President for Strategy, Planning and Analysis

SUPPORTING INFORMATION: As requested by the Board of Regents, a review of tuition affordability for the Washington resident undergraduate student is provided for context on current tuition cost, available financial aid, impact of fees on total cost and market competition with other public institutions in the state. Additional information is available to highlight the importance of tuition as a primary budget source, historical tuition changes, comparisons to strategic plan peer institutions and PAC-12 institutions. While information is provided primarily for the resident undergraduate tuition, additional slides within the appendix include other student types.



Washington Resident Undergraduate Tuition Affordability

November 16, 2023

Leslie Brunelli

Executive Vice President for Finance and Administration/CFO

Saichi Oba

Vice Provost for Enrollment Management

Christine Hoyt

Vice President for Strategy, Planning and Analysis

Board of Regents Discussion

- **Affordability**
- **University Budget & Tuition**
- **Market Competition in Washington
& Net Price**





Affordability



Washington College Grant (WCG), College Bound & Bridge Grant

- Generous WCG grant for WA residents with financial need
- Full and Part time awards (\$11,536 to \$1,154)
- College Bound Students receive an additional \$500 award
- WCG grant eligible students not receiving College Bound, receive an additional Bridge Grant



Outcomes of Affordability Efforts

- Resident Undergraduate Tuition rates are only \$102 more today than 10 years ago.
- Resident undergraduates who pay no tuition has improved from 31% in 2014 to 34% in 2023.
- Resident undergraduates who pay full tuition has fallen from 42% in 2014 to 35% in 2023.
- 73% of undergraduates receive aid



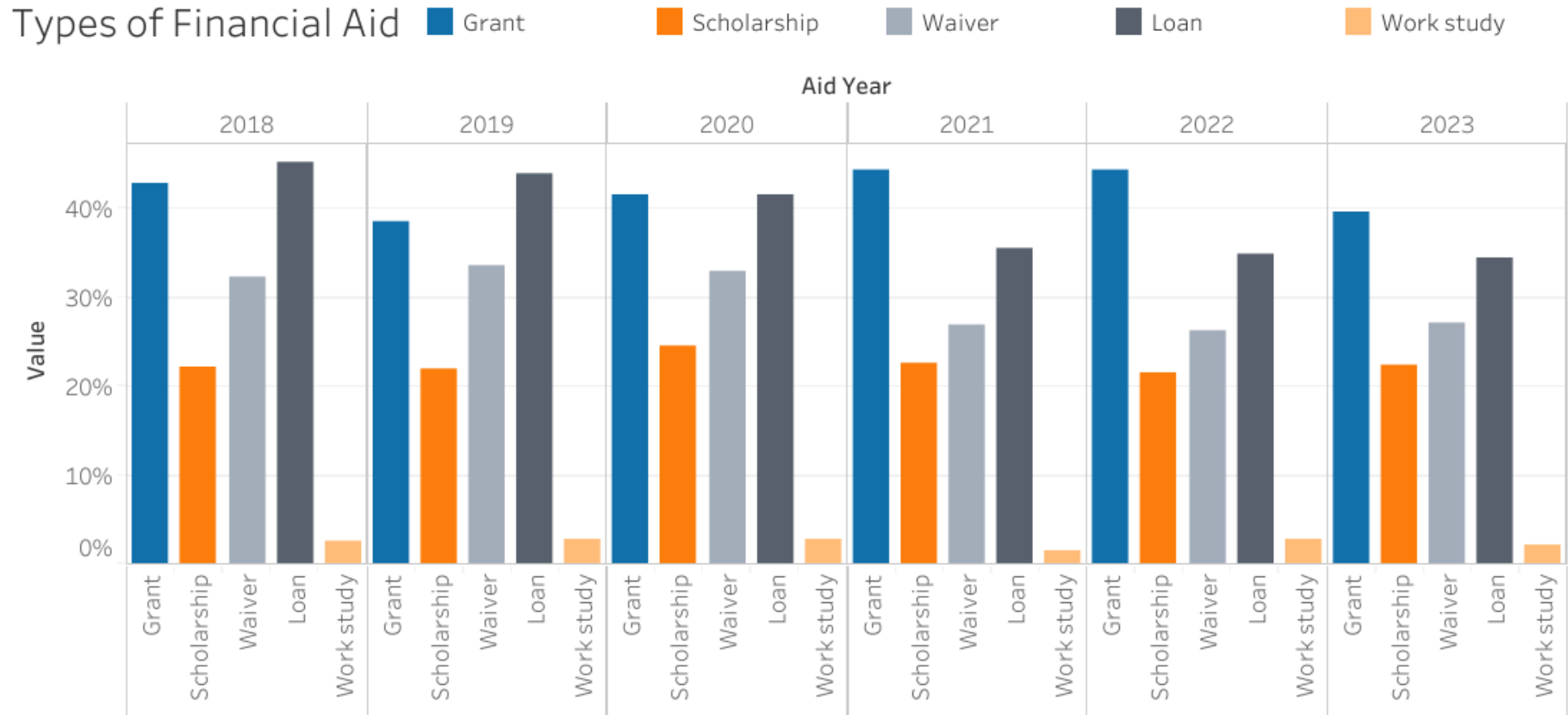
Outcomes of Affordability Efforts

- Percent of FY23 graduating class* who graduated with debt dropped below 50% (to 49%) for the first time in 10 years (down from 64% in FY15).
- Median debt of FY23 graduating class* was \$20,288 (average \$23,286), down from a high of \$24,744 in FY16.

* Resident undergraduates who started as first time, full time students (following standard methodology)



Proportion of Undergraduate Students Receiving Financial Aid by Type of Aid



Decrease in loans over six years



Outcomes of Affordability Efforts

Full impact of the Washington College Grant has not been experienced:

- Eligible student from a family of four with income of \$73,000 or less per year would get a full award of \$11,586.
- As an example, public college tuition would likely be free for a family with three children and a single parent earning \$28 per hour.
- For middle-income families, grant amounts are lower. Yet even someone from a family of four earning up to \$112,500 per year can get some money to help pay for college.



WSU Outreach for FAFSA/SAFSA

- Campaigns for *both* prospective/new Cougs and current Cougs.
- Communications – written, electronic throughout the cycle.
- Virtual events and in person events to help students and families complete the FAFSA/SAFSA (<https://financialaid.wsu.edu/event-registration-and-requests/>)
- SFS (Student Financial Services) has a dedicated Communication Center to assist students and parents with a variety of questions about financial aid and scholarships.



WSU Outreach for FAFSA/WAFSA

- Workshops/events at high schools and on WSU campuses to help students complete the FAFSA/WAFSA.
- SFS participates in Visitation and Recruitment Events, assisting students and parents with financial aid & scholarship questions.
- SFS has an appointment scheduler for students to meet in person or virtually to assist with any financial aid and scholarship questions, including Spanish assistance option.
- SFS has a dedicated Spanish section on their website.

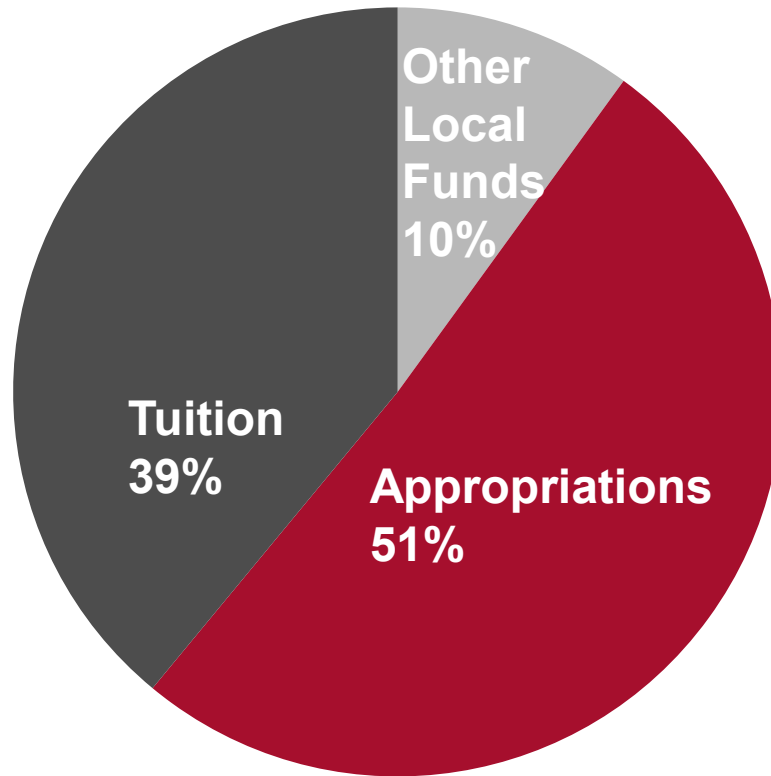




University Budget & Tuition



FY24 Core Operating Funds

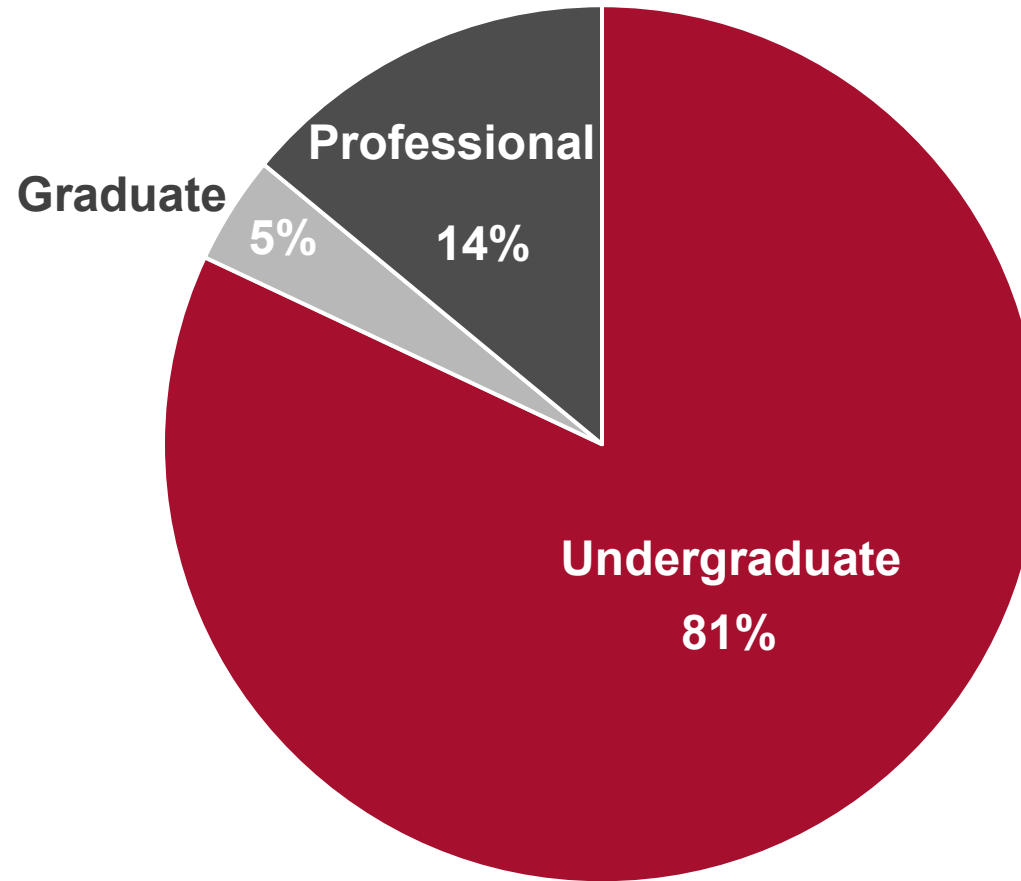


- Tuition and State Appropriations are 90% of WSU Core Budget
- F&A Recoveries on Contracts and Grants, as well as Other Administrative Fees and Interest are 10%





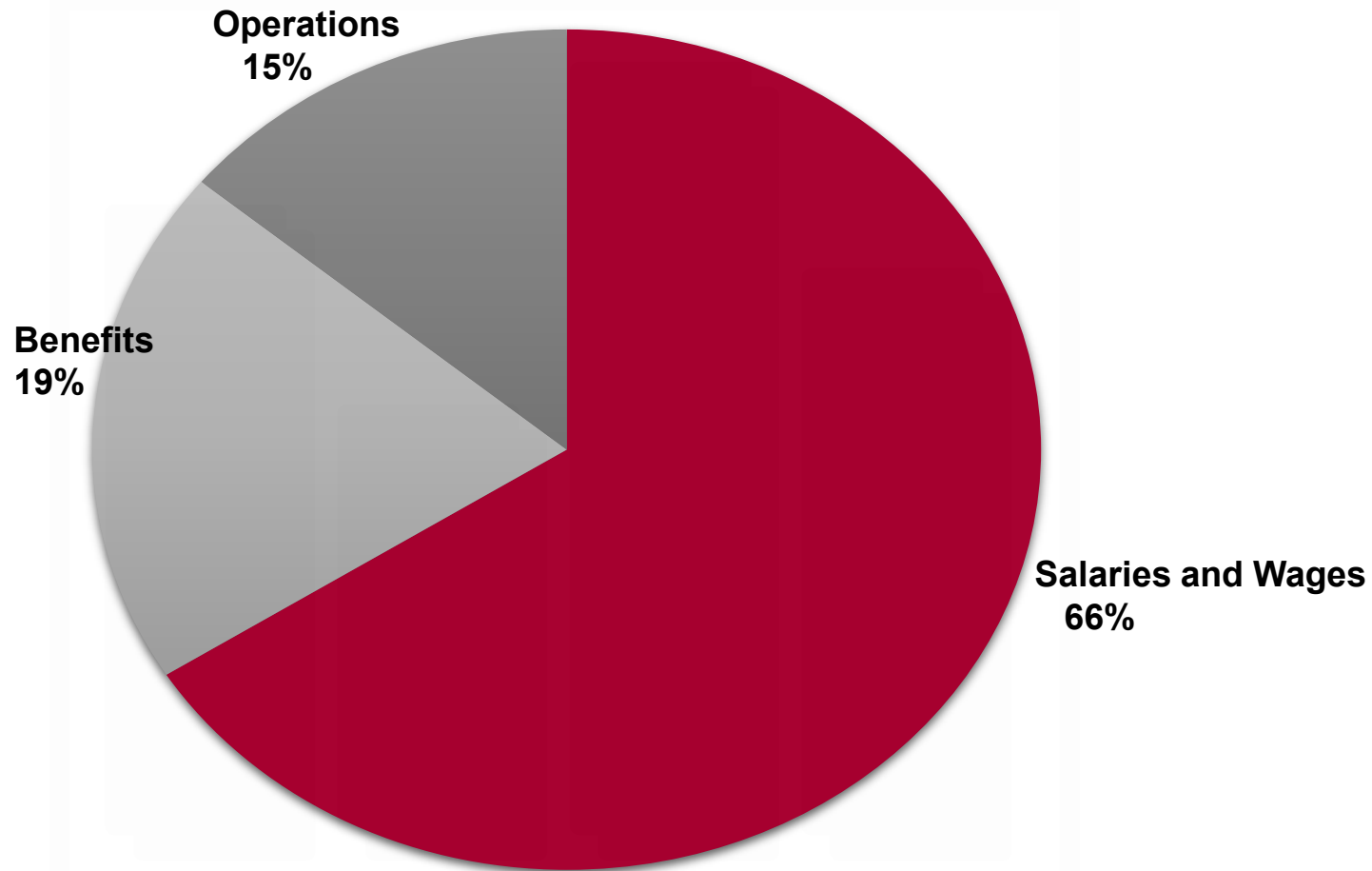
FY24 Net Operating Tuition by Student Category



■ Undergraduate ■ Graduate ■ Professional

Use of Operating Budget by Expense Type

State Appropriation and Operating Tuition





Compensation Funding

- State Funding for compensation and benefit cost increases:
- For Higher Education Institutions, the state of Washington splits the cost of these obligations between new state appropriation and *assumed* new tuition revenue.
- If tuition revenue is less than what is assumed in the budget, WSU cannot afford the full salary increases in the state budget.



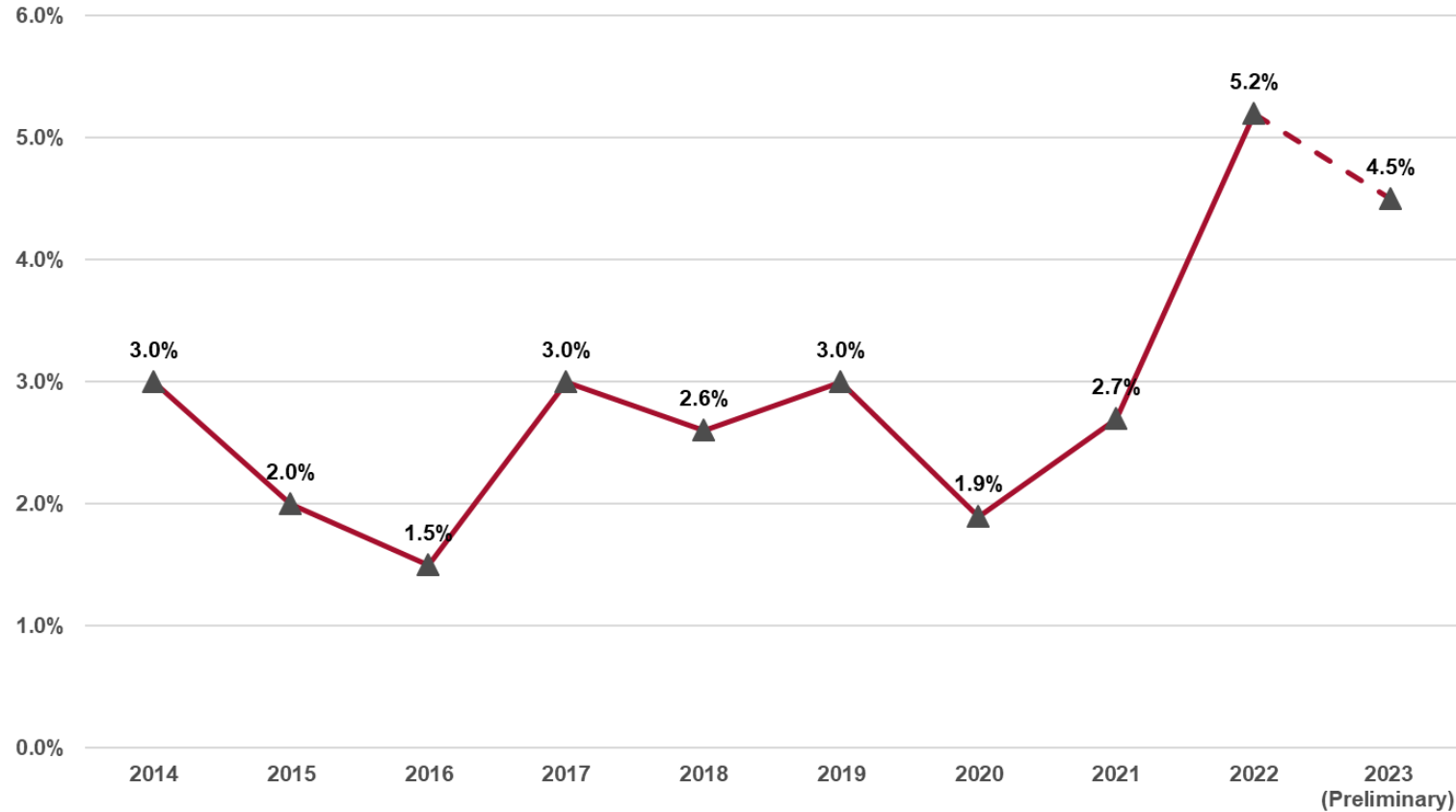
2023-25 Impacts



- In the 2023-25 biennial budget new state appropriations for compensation funding were approximately 2/3 of the amount needed to provide the raises called for in the budget.
- The University must provide raises for classified employees at the rate that is established by the State (4% in FY-24, 3% in FY-25).
- Remaining appropriations after classified increases are available for faculty, exempt employees, and graduate student raises. (2.3% in FY-24 and 1.6% in FY-25).

Higher Education Price Index (HEPI)

CommonFund measures the HEPI based on average relative level of prices in a fixed basket of goods and services purchased by colleges and universities each year, therefore it's more accurate than the CPI for the higher education industry.



**2023 data is an estimate*

The factors that impact HEPI include:

Salaries for faculty, administration, and other employees | Fringe benefits | Utilities | Supplies and materials | Miscellaneous services





WSU Resident Undergraduate Tuition Rate Changes Compared to Maximum Allowed

	Max Rate Allowed	WSU Increase	
2017-18	2.2%	2.2%	
2018-19	2.2%	2.0%	←
2019-20	2.4%	2.4%	
2020-21	2.5%	2.5%	
2021-2022	2.8%	2.5%	←
2022-2023	2.4%	2.4%	
2023-2024	3.0%	2.5%	←

Tuition Rate Change History

AY	Resident Undergraduate	Non-Resident Undergraduate	Non-Resident Undergraduate Online	Resident Graduate	Non-Resident Graduate	Graduate Online
2010-11	14.0%	5.3%	14.0%	5.0%	5.0%	5.0%
2011-12	16.0%	8.0%	16.0%	16.0%	8.0%	16.0%
2012-13	16.0%	16.0%	0.0%	16.0%	8.0%	0.0%
2013-14	0.0%	0.0%	-22.6%	0.0%	0.0%	-22.7%
2014-15	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2015-16	-5.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2016-17	-10.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2017-18	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%
2018-19	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2019-20	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
2020-21	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
2021-22	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
2022-23	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
2023-24	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
2024-25 Proposed	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%





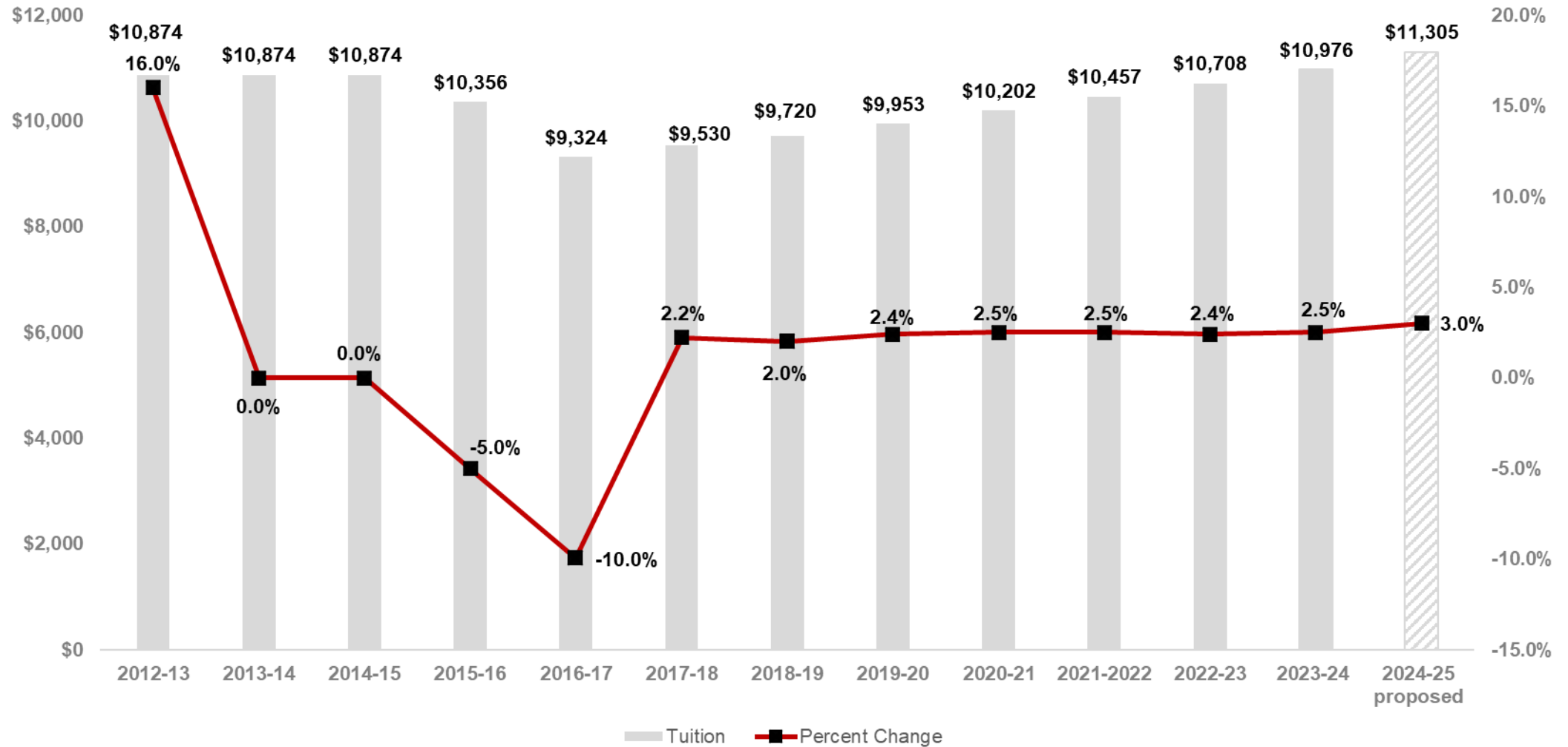
Tuition Rate History

AY	Resident Undergraduate	Non-Resident Undergraduate	Non-Resident Undergraduate Online	Resident Graduate	Non-Resident Graduate	Graduate Online
2010-11	\$8,080	\$19,122	\$12,118	\$8,340	\$21,138	\$12,512
2011-12	\$9,374	\$20,652	\$14,058	\$9,676	\$22,830	\$14,514
2012-13	\$10,874	\$23,956	\$14,058	\$11,224	\$24,656	\$14,514
2013-14	\$10,874	\$23,956	\$10,874	\$11,224	\$24,656	\$11,224
2014-15	\$10,874	\$23,956	\$10,874	\$11,224	\$24,656	\$11,224
2015-16	\$10,356	\$23,956	\$10,874	\$11,224	\$24,656	\$11,224
2016-17	\$9,324	\$23,956	\$10,874	\$11,224	\$24,656	\$11,224
2017-18	\$9,530	\$23,956	\$10,874	\$11,224	\$24,656	\$11,224
2018-19	\$9,720	\$23,956	\$10,874	\$11,224	\$24,656	\$11,224
2019-20	\$9,953	\$24,531	\$11,135	\$11,493	\$25,248	\$11,493
2020-21	\$10,202	\$25,145	\$11,414	\$11,781	\$25,879	\$11,781
2021-22	\$10,457	\$25,773	\$11,699	\$12,076	\$26,526	\$12,076
2022-23	\$10,708	\$26,392	\$11,980	\$12,366	\$27,163	\$12,366
2023-24	\$10,976	\$27,052	\$12,280	\$12,675	\$27,842	\$12,675
2024-25 Proposed	\$11,305	\$27,864	\$12,648	\$13,055	\$28,677	\$13,055



Resident Undergrad Rates

Academic Years 2012/13 – 2024/25 (proposed)



Market Competition in Washington & Net Price



State of Washington Peers

Resident Undergraduate Tuition & Fees

(shown lowest to highest)

School	AY 2023-2024
Eastern Washington U.	\$7,294
Evergreen College	\$8,721
Central Washington U.	\$9,050
Western Washington U.	\$9,286
UW	\$12,643
WSU	\$12,997



State of Washington Peers

Resident Undergraduate Average Net Price*

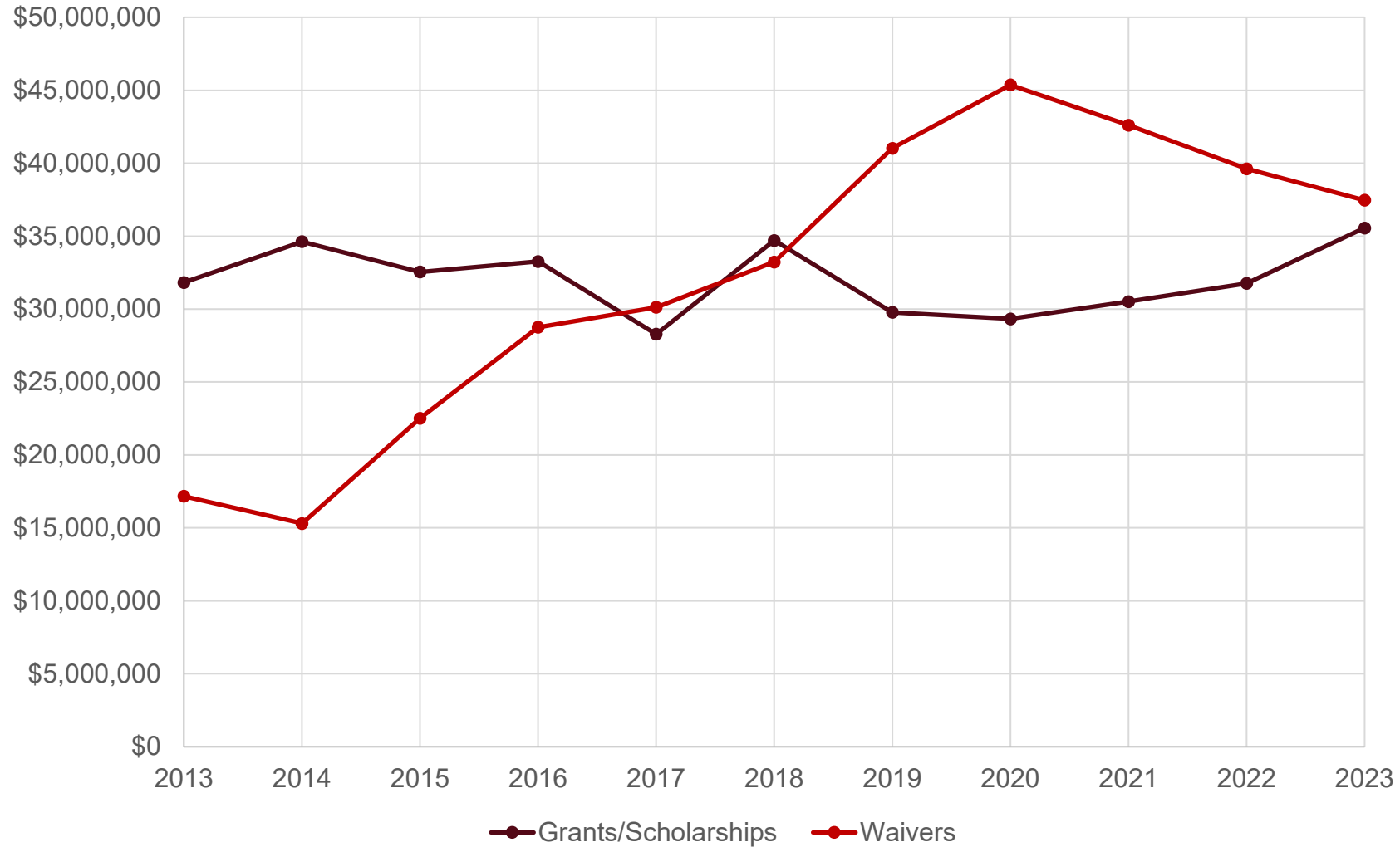
(shown lowest to highest)

School	2021-2022
UW	\$10,603
Eastern Washington U.	\$12,827
Central Washington U.	\$15,864
Evergreen College	\$16,318
WSU	\$17,911
Western Washington U.	\$21,105

*Average net price is generated by subtracting the average amount of federal, state/local government, or institutional grant or scholarship aid from the total cost of attendance. Total cost of attendance is the sum of published tuition and required fees, books and supplies, and the weighted average for room and board and other expenses.



Institutional Aid to Undergraduates by Type



Between Aid Years 2013 and 2023, waivers have increased significantly. Grant and scholarship funding has essentially been flat.



Resident Undergraduate Tuition and Fees Split: UW and WSU

	Tuition	Mandatory Fees	Total
University of Washington	\$11,524	\$1,119	\$12,643
Washington State University	\$10,976	\$2,021	\$12,997



Mandatory Fees by Campus: 2023-2024 Rates

	Pullman	Tri-Cities	Spokane	Vancouver	Everett	Global
Services & Activities Fee	\$579	\$526	\$582	\$581	\$527	\$373
Health Fee	\$488		\$200			
Student Recreation Center	\$336					
Student Union	\$240	\$300				
Chinook Fee *	\$196					
Transit Fee	\$72					
Stadium fee*	\$50					
Technology Fee ^	\$40			\$40		
Media Fee	\$10					
Food Pantry Fee*	\$10					
Safety & Transportation Fee		\$130				
Total	\$2,021	\$956	\$782	\$621	\$527	\$373

* Paid by Undergraduates Only

^ Paid by undergraduates only in Pullman & both undergraduate and graduates in Vancouver

Orange highlight shows fee established or changed through student referendum





Appendix



Strategic Plan and PAC-12 Resident Tuition Comparison



Peer Comparisons

Resident Undergraduate Tuition & Fees (shown lowest to highest)

Strategic Plan Peers	
Name	AY 2023-2024
	Resident Undergrad
North Carolina State U	\$9,105
Mississippi State U	\$9,815
Purdue U	\$9,992
U of Nebraska-Lincoln	\$10,108
Iowa State U	\$10,497
U of Georgia	\$11,180
U of Maryland-College Park	\$11,505
Louisiana State U	\$11,956
Colorado State U	\$12,896
Washington State U	\$12,997
U of Tennessee-Knoxville	\$13,484
Oregon State U	\$13,791
U of Missouri-Columbia	\$14,122
Virginia Tech	\$15,478

PAC-12	
Name	AY 2023-2024
	Resident Undergrad
Utah	\$9,400
ASU	\$12,052
UW	\$12,643
WSU	\$12,997
Arizona	\$13,606
Colorado	\$13,624
OSU	\$13,791
UCLA	\$14,478
CAL-Berkeley	\$15,602
Oregon	\$15,669
Stanford	\$61,731
USC	\$68,843

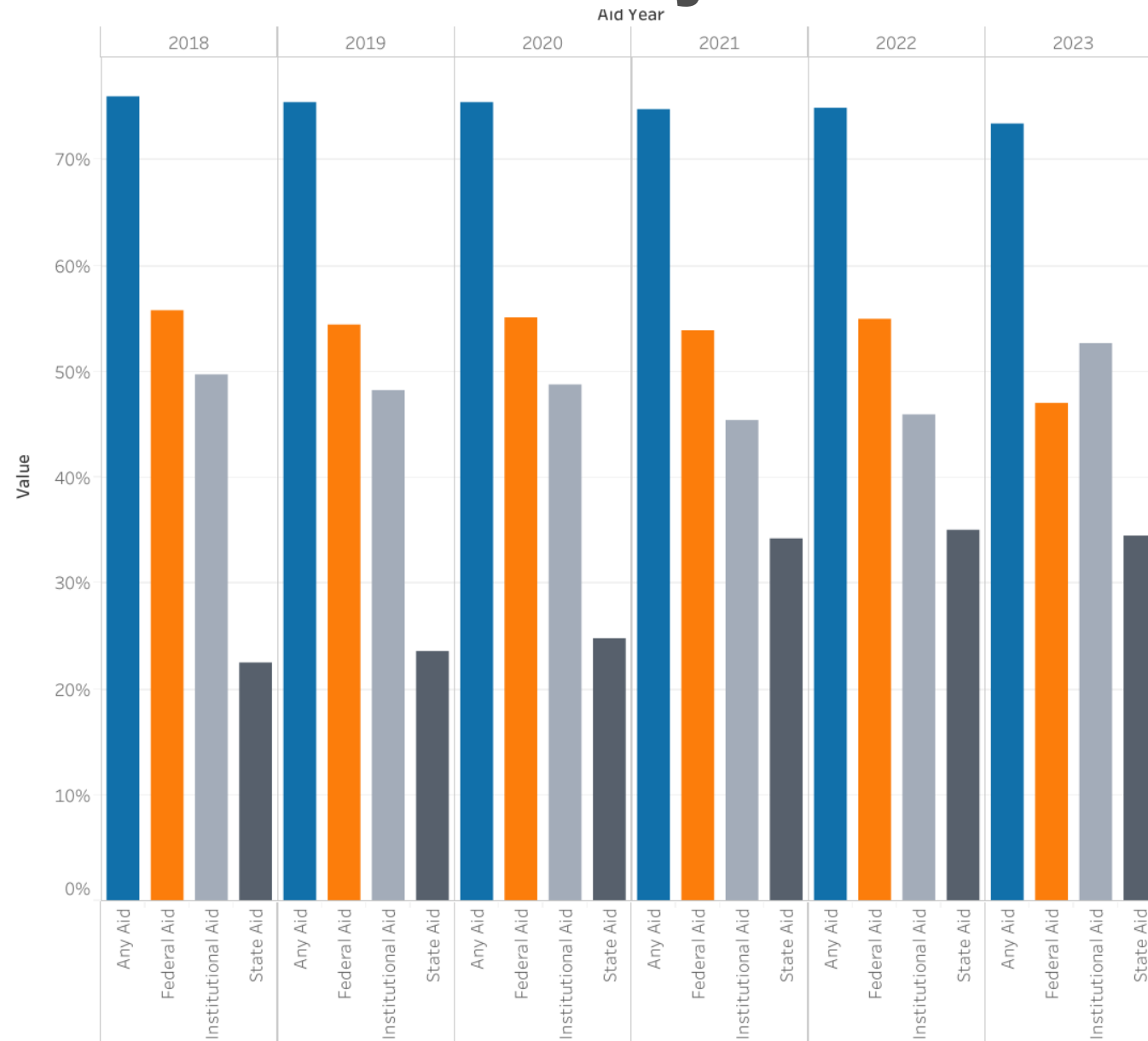




Student Financial Aid



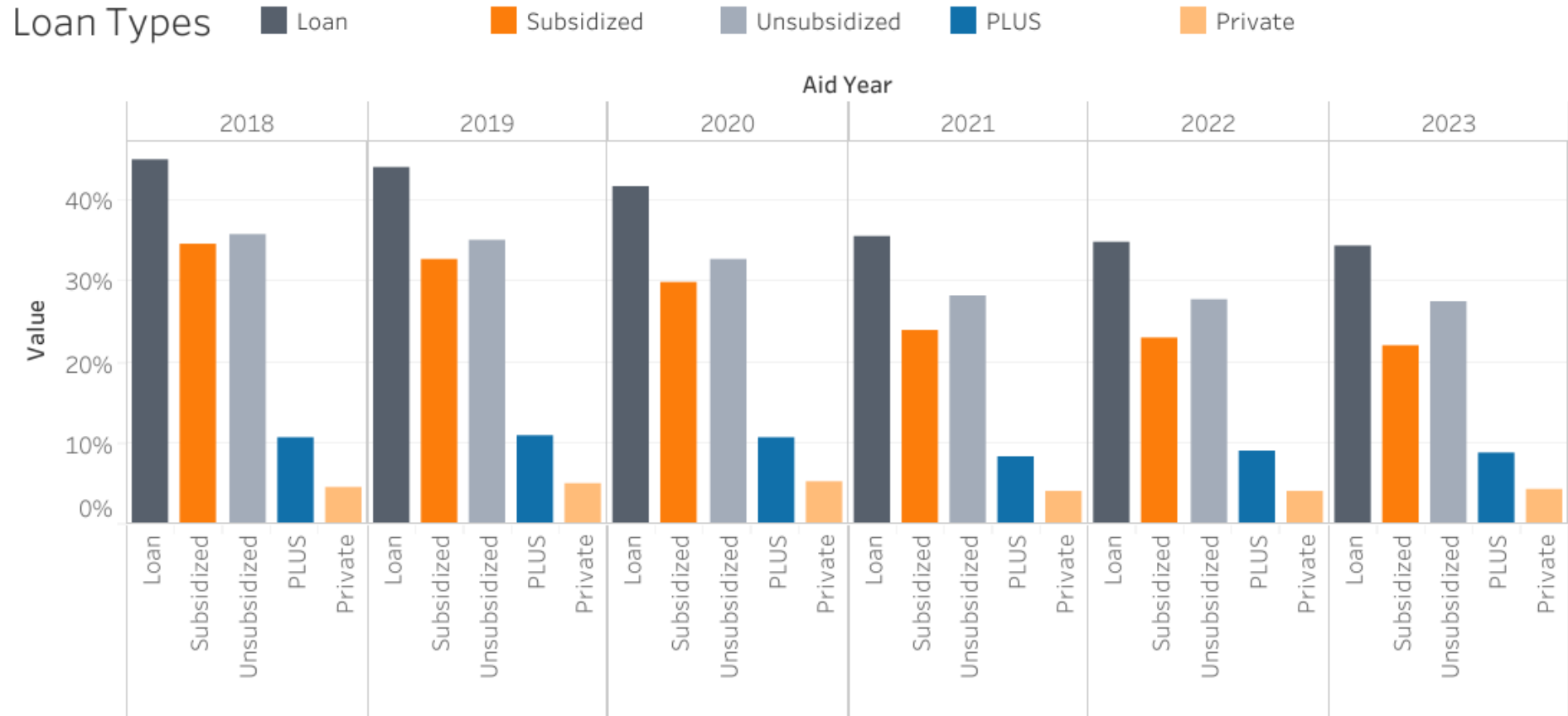
Proportion of Undergraduate Students Receiving Financial Aid by Source



State aid (WA College Grant has increased significantly since FY21



Proportion of Undergraduate Students Receiving Loans by Type of Loans





Mandatory Student Fees



Mandatory Fees Established by Student Referenda

Fee	Who Pays	For What	How Rates are Set
Student Recreation Center	All students on the Pullman Campus	Construction and operation of new student recreation center	Decided by UREC Advisory Board; submitted to BOR for approval
Pullman Transit	All graduate and undergraduate students on the Pullman Campus	On-campus shuttle system and other student transportation initiatives	Transit Advisory Group, with student representation
Stadium	All undergraduate students on the Pullman Campus.	Renovation of Martin Stadium	Fee rate set by 2006 referendum
Compton Union Building	All undergraduate and graduate students on the Pullman Campus	Renovation of student union building	Fee rate set by 2005 referendum
Chinook Student Center	All undergraduate students on the Pullman Campus.	Renovation of legacy facility into new student center	Fee rate set by 2015 referendum

Fee	Who Pays	For What	How Rates are Set
Student Media Fee	All undergraduate and graduates on the Pullman Campus	Supports operations of the student newspaper The Daily Evergreen	Fee rate set by 2018 referendum
Food Pantry	All undergraduate students on the Pullman Campus	Support food pantry operations for WSU students	Fee set by 2021 referendum
Tri-Cities Safety & Transportation	All undergraduate and graduate students on the Tri-Cities Campus	Transportation, safety, and security enhancement for Tri-Cities Campus	Fee set by 2020 referendum
Tri-Cities Student Union	All undergraduate and graduate students on the Tri-Cities Campus	Construction and operation of new student union building	Fee set by 2014 referendum





Other Mandatory Fees

Fee	Who Pays	For What	How Rates are Set
Services and Activities Fee	All students	Student activities and programs	By a student-majority committee and approved by the Board of Regents.
Health Fee	All students on the Pullman Campus and Spokane Campus	Basic physical and mental healthcare	Tied to increase of healthcare inflation index. Advised by Student Health Advisory Committee.
Technology Fee	All undergraduate students on the Pullman Campus; all students on the Vancouver Campus	Technology resources for general student use	Must be approved by student government association and Board of Regents (BOR)



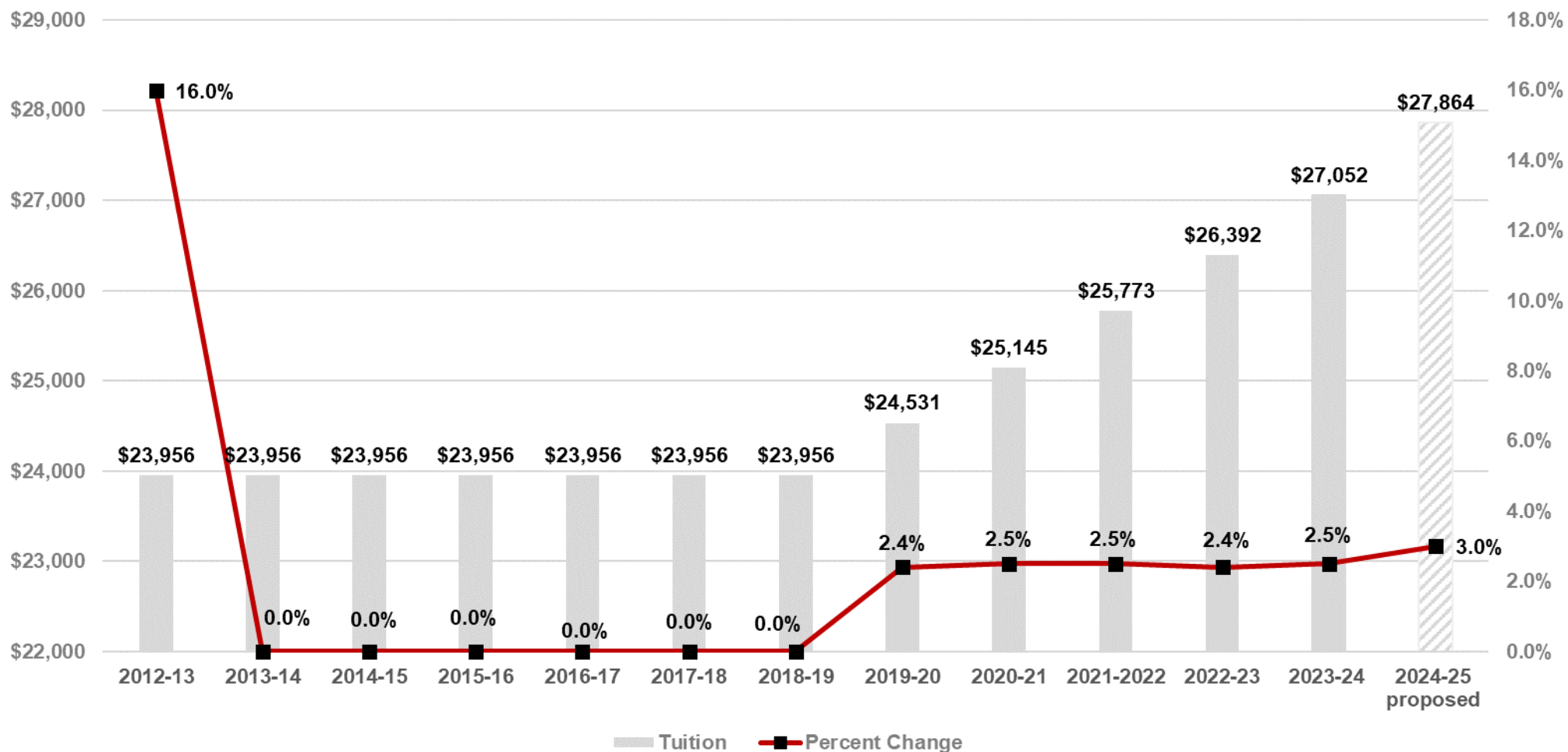
Non-Resident & Graduate Tuition





Non-Resident Undergrad Rates

Academic Years 2012/13 – 2024/25 (proposed)



NR UGRD and GRAD tuition are about 25% of total tuition revenue

State of Washington Peers

Non-Resident Undergraduate Tuition and Fees (shown lowest to highest)

School	AY 2023-2024
Eastern Washington U.	\$24,833
Central Washington U.	\$27,104
Western Washington U.	\$27,854
WSU	\$29,073
Evergreen College	\$30,702
UW	\$41,997





Peer Comparisons

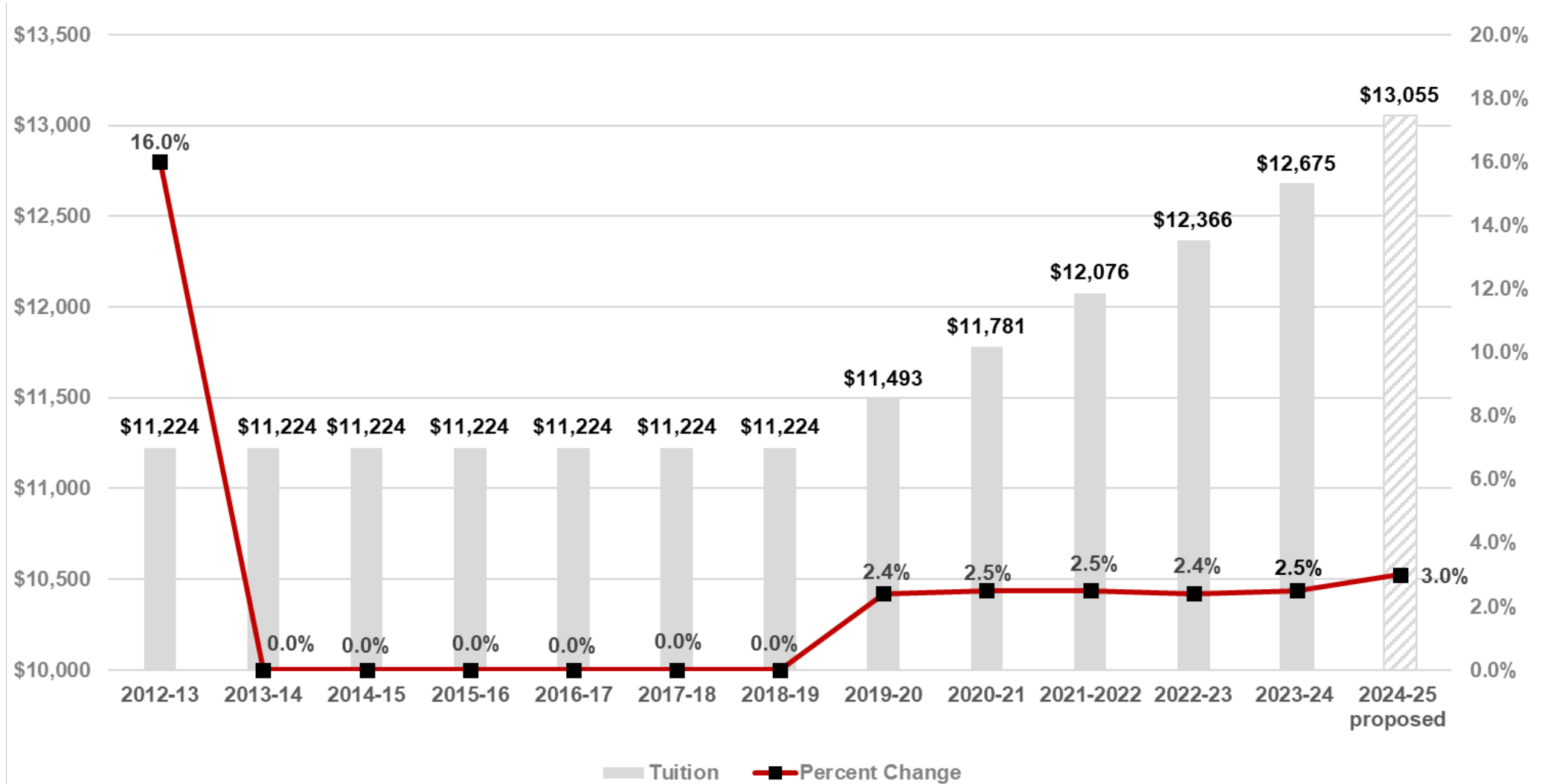
Non-Resident Undergraduate Tuition and Fees (shown lowest to highest)

Strategic Plan Peers	
Name	AY 2023-2024
	Non-Resident Undergrad
Mississippi State U	\$26,580
Iowa State U	\$27,683
U of Nebraska-Lincoln	\$27,748
Louisiana State U	\$28,640
Purdue U	\$28,794
Washington State U	\$29,073
U of Georgia	\$30,220
U of Tennessee-Knoxville	\$31,974
North Carolina State U	\$31,977
Colorado State U	\$33,752
U of Missouri-Columbia	\$34,322
Oregon State U	\$36,567
Virginia Tech	\$36,694
U of Maryland-College Park	\$40,306

PAC-12	
Name	AY 2023-2024
	Non-Resident Undergrad
WSU	\$29,073
Utah	\$31,104
ASU	\$32,194
OSU	\$36,567
Arizona	\$41,075
Colorado	\$41,968
UW	\$41,997
Oregon	\$43,302
UCLA	\$47,052
CAL-Berkley	\$48,176
Stanford	\$61,731
USC	\$68,843

Resident Graduate Rates

Academic Years 2012/13 – 2024/25 (proposed)



NR UGRD and GRAD tuition are about 25% of total tuition revenue



Non-Resident Graduate Rates

Academic Years 2012/13 – 2024/25 (proposed)

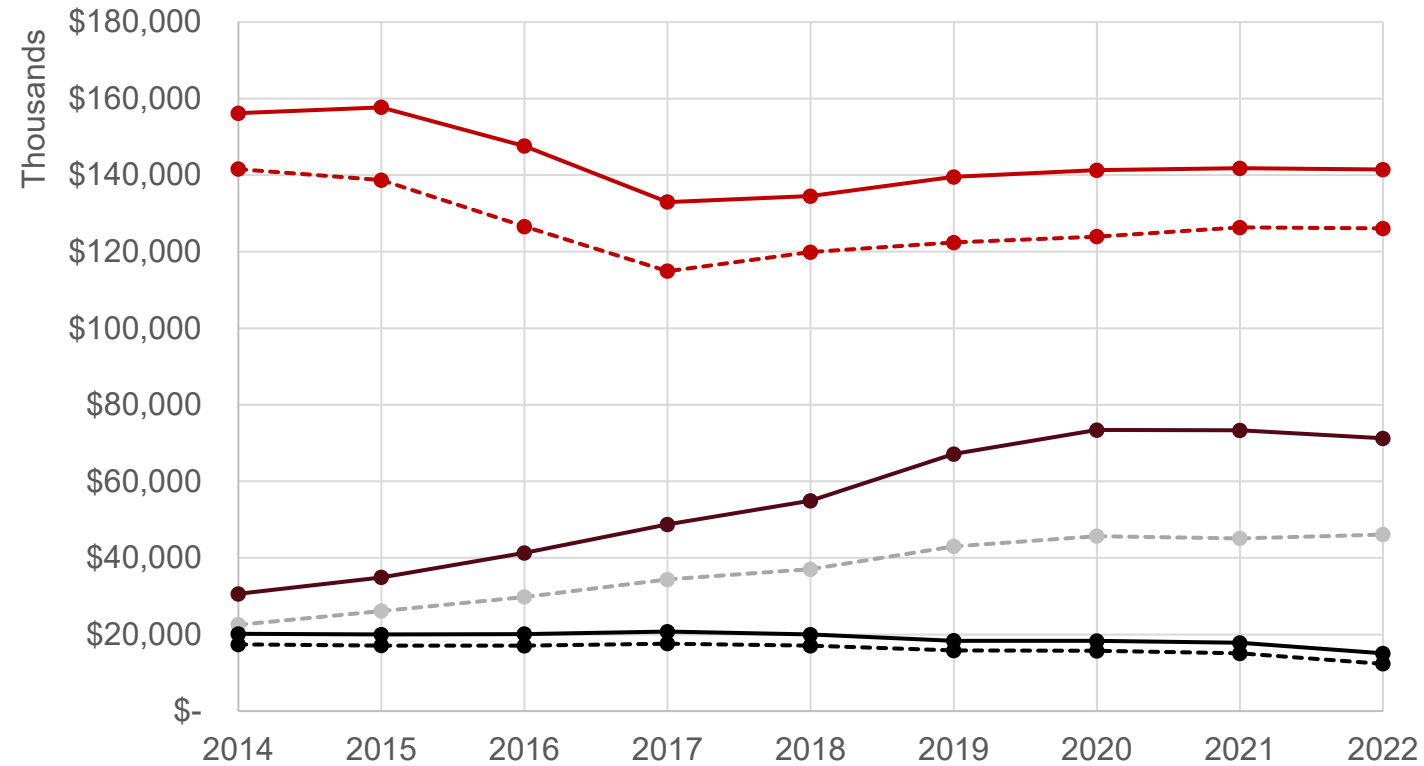


NR UGRD and GRAD tuition are about 25% of total tuition revenue

Student Tuition Impact on Operating Budget



Pullman Undergraduate Gross and Net Tuition by Residency



—●— WA Residents Gross Tuition

- -●- - WA Residents Net Tuition

—●— Domestic Non Res Gross Tuition

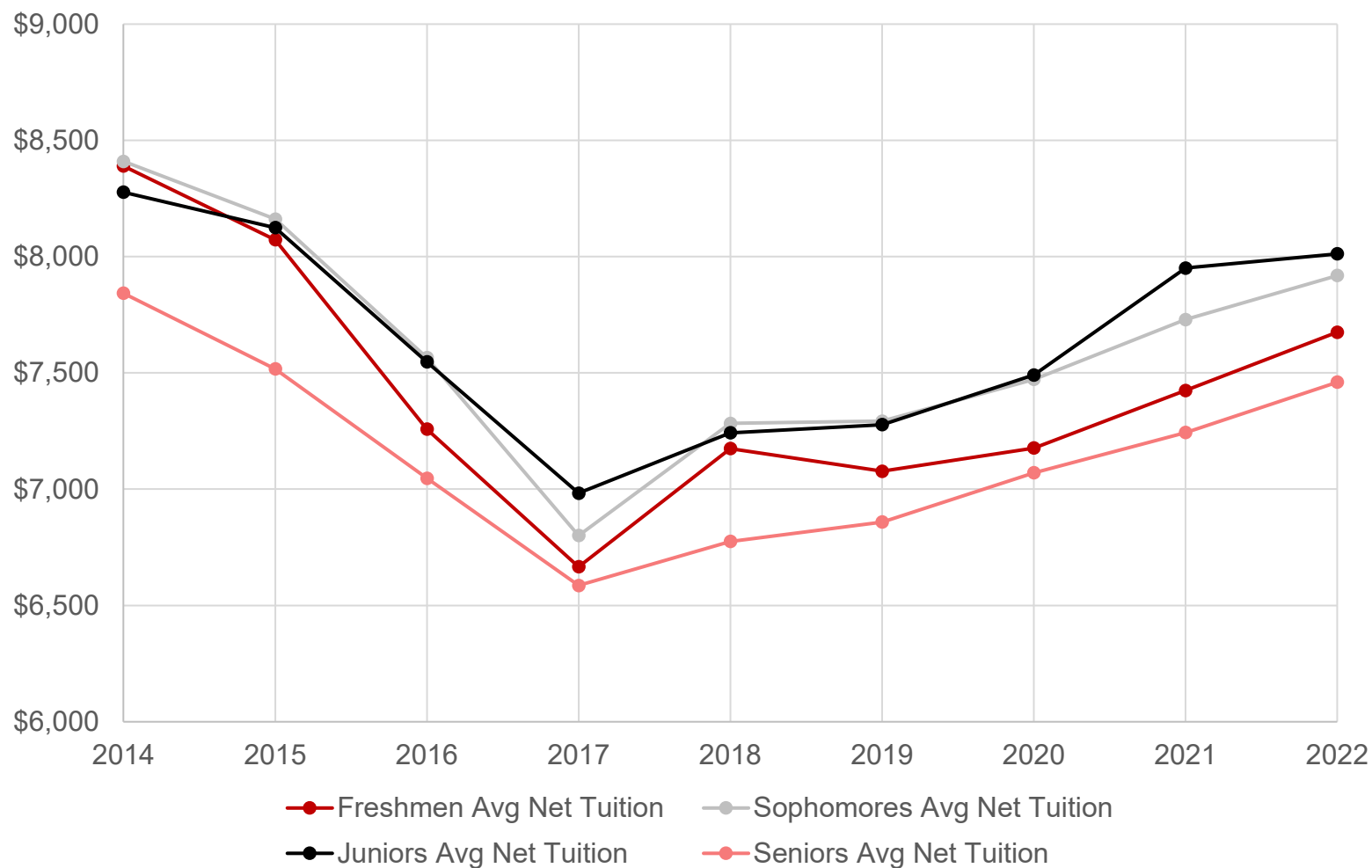
- -●- - Domestic Non Res Net Tuition

—●— International Gross Tuition

- -●- - International Net Tuition



Average Net Tuition, Pullman Undergraduates by Academic Level



FY24 Net Operating Tuition by Student Category & Residency

	Projected as of Fall 2023 Census				
	Gross Operating Fees	Waivers & *Aid Fund	Net Operating Fees	% waivers + *Aid fund	NET AS % OF TOTAL
Undergraduate					
Resident	173,461,328	(19,215,079)	154,246,249	11.1%	62.2%
Non-resident	71,132,238	(25,083,320)	46,048,918	35.3%	18.6%
Graduate & Professional					
Resident	48,398,550	(11,578,191)	36,820,359	23.9%	14.8%
Non-resident	30,515,004	(19,510,311)	11,004,693	63.9%	4.4%
System Total	323,507,120	(75,386,901)	248,120,219	23.3%	100.0%
<i>* 4% of all tuition is set aside for need based aid for resident students</i>					



FY24 Operating Tuition by Campus

	Projected as of Fall 2023 Census				
	Gross Operating Fees	Waivers & *Aid Fund	Net Operating Fees	% waivers + *Aid fund	NET AS % OF TOTAL
Pullman	229,293,879	(64,934,741)	164,359,137	28.3%	66.2%
Everett	1,852,931	(139,764)	1,713,167	7.5%	0.7%
Global	24,053,192	(1,604,639)	22,448,552	6.7%	9.0%
Spokane	27,657,814	(2,862,548)	24,795,266	10.3%	10.0%
Tri-Cities	13,219,876	(1,916,717)	11,303,159	14.5%	4.6%
Vancouver	27,429,429	(3,928,491)	23,500,938	14.3%	9.5%
System Total	323,507,120	(75,386,901)	248,120,219	23.3%	100.0%
<i>* 4% of all tuition is set aside for need based aid for resident students</i>					



FY24 Net Operating Tuition by Campus & Student Category

	Projected as of Fall 2023 Census						
	Pullman	Everett	Global	Spokane	Tri-Cities	Vancouver	Total
Undergraduate							
Resident	100,959,430	1,475,653	18,675,832	3,416,025	9,842,772	19,876,537	154,246,249
Non-resident	40,493,661	237,514	2,651,959	925,622	471,583	1,268,579	46,048,918
Graduate & Professional							
Resident	13,878,585		619,020	19,455,637	786,386	2,080,731	36,820,359
Non-resident	9,027,461		501,741	997,982	202,418	275,091	11,004,693
System Total	164,359,137	1,713,167	22,448,552	24,795,266	11,303,159	23,500,938	248,120,219



FY24 Net Operating Tuition Initial vs. Fall Census

	INITIAL PLAN			
	Gross	Waivers & Aid Fund	Net	%
Undergraduate				
Resident	168,974,594	(18,655,150)	150,319,444	74%
Non Resident	76,910,992	(25,004,893)	51,906,099	26%
	245,885,586	(43,660,043)	202,225,543	100%
	FALL CENSUS DAY			
	Gross	Waivers & Aid Fund	Net	%
Undergraduate				
Resident	173,461,328	(19,215,079)	154,246,249	77%
Non Resident	71,132,238	(25,083,320)	46,048,918	23%
	244,593,566	(44,298,399)	200,295,167	100%
	VARIANCE			
	Gross	Waivers & Aid Fund	Net	
Undergraduate				
Resident	4,486,734	(559,929)	3,926,805	
Non Resident	(5,778,754)	(78,427)	(5,857,181)	
	(1,292,020)	(638,356)	(1,930,376)	

Driver for lower than expected undergraduate tuition was change in mix of resident and non-resident students.



Impact of 1% Rate Increase on University Budget and Student Budget

	1% INCREASE IMPACT TO UNIVERSITY BUDGET		
	(Based on Fall 2023 Census)		
	Gross	Waivers & Aid Fund	Net
Undergraduate			
Resident	173,461,328	(19,215,079)	154,246,249
Non Resident	71,132,238	(25,083,320)	46,048,918
	244,593,566	(44,298,399)	200,295,167
Rate increase			1%
Incremental new Revenue for Each 1% Increase *			\$ 2,003,000
<i>*Assuming same enrollment, discount rate, and mix of resident v. non-resident students.</i>			
	1% INCREASE IMPACT TO STUDENTS		
	Current Annual Tuition	1% increase	Per Semester
Undergraduate			
Resident	\$ 10,976	\$ 110	\$ 55
Non Resident	\$ 27,052	\$ 271	\$ 135

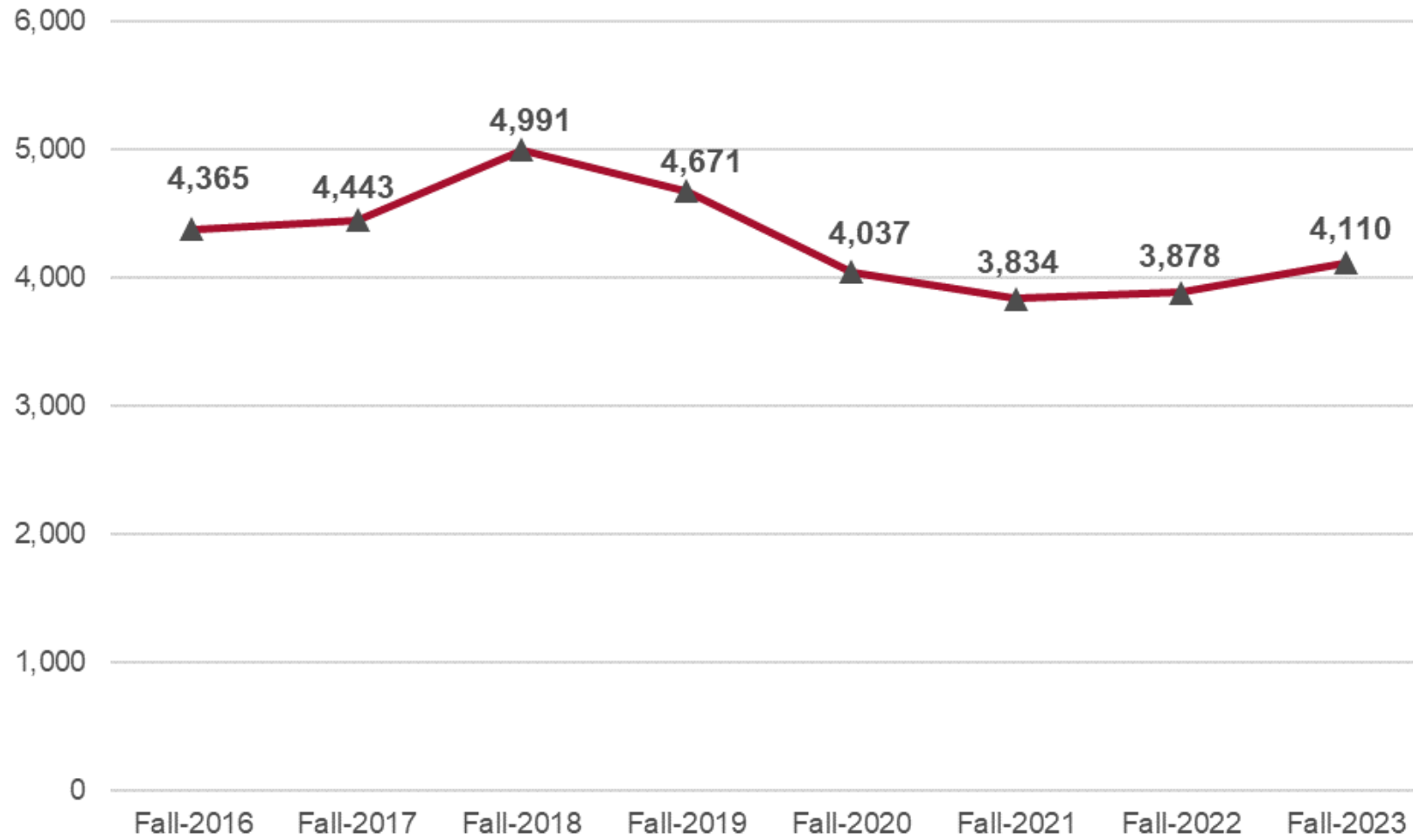




Enrollment Trends



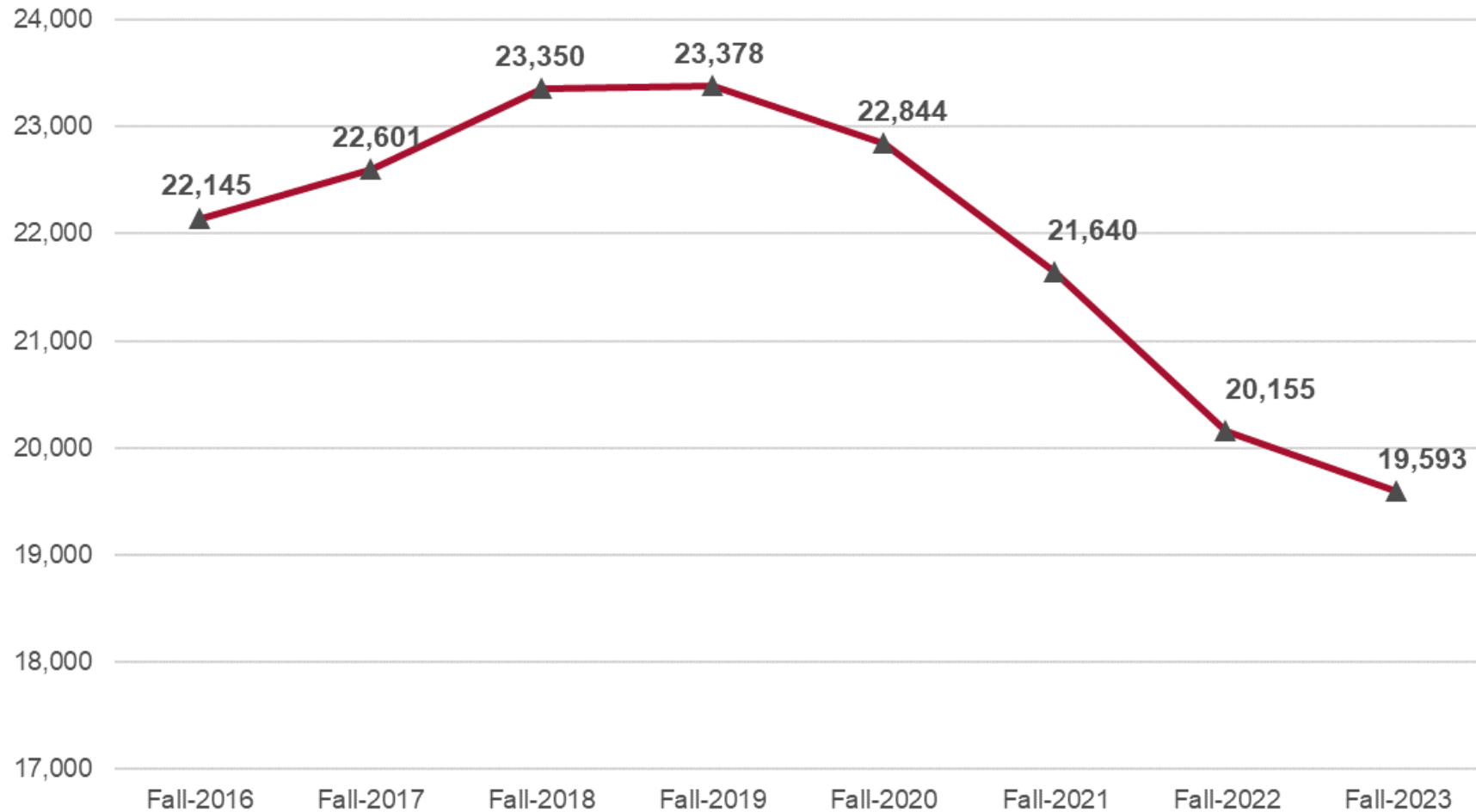
First Time First Year FTE as of Fall Census



First Time First Year FTE show a slight increase over the last two years



Total Undergraduate FTE as of Fall Census



Fall-2023 is the fourth straight year of decline in total UG FTE



Undergraduate Enrollment Trends

- State-wide enrollment at public baccalaureate institutions was down 6.2% between fall 2020 and fall 2022. Washington State University was down 11.2% during the same time.
- WSU has seen a decrease in enrollment at all campuses, except the Global Campus, which had an increase in enrollment of 5.3% between fall 2020 and fall 2022.

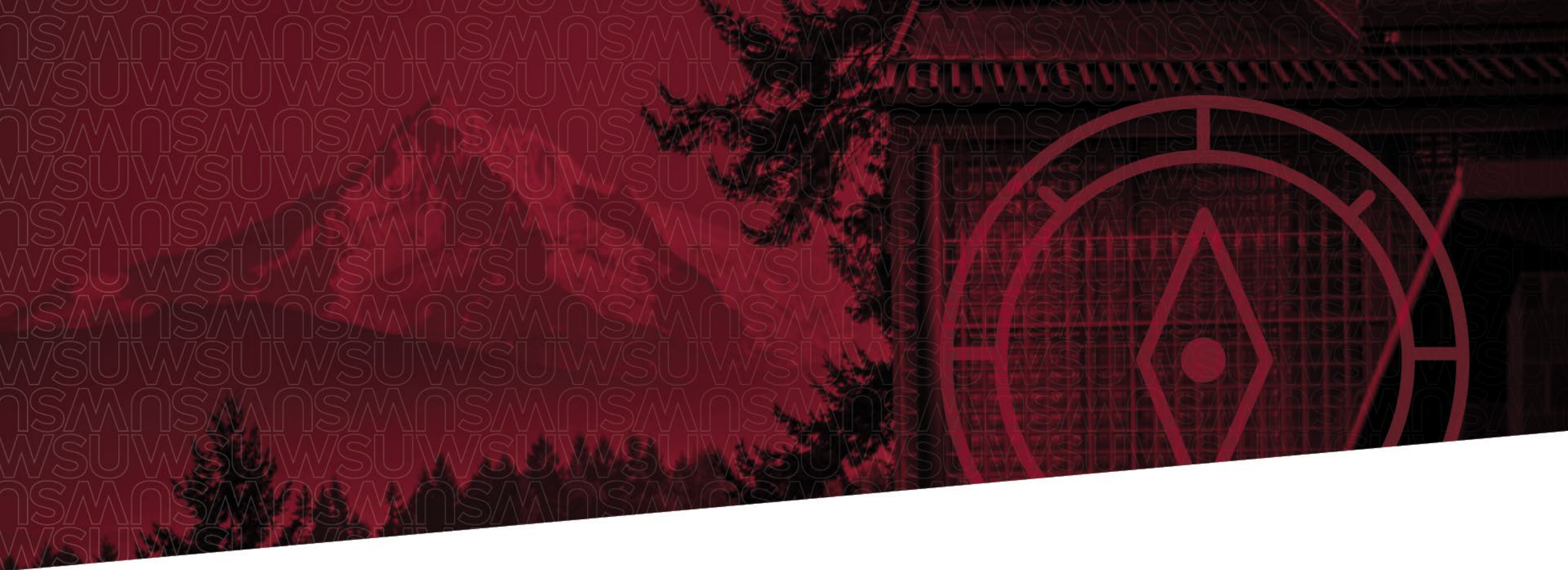


Undergraduate Enrollment Trends

During the admissions cycle, WSU loses the most Washington resident students to the following institutions:

- University of Washington – Seattle (27%)
- Western Washington University (8%)
- Eastern Washington University (data unavailable fall 2022; historically #3)
- Central Washington University (3.5%)





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Strategic Plan 2021 – 2026



WASHINGTON STATE UNIVERSITY
VANCOUVER

STRATEGIC PLAN 2021 - 2026

Goal 1: Research

Goal 2: Student Success

**Goal 3: Infrastructure for
Resilience and Growth**

**Goal 4: Equity, Diversity,
and Inclusion**

Goal 5: Community Engagement



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STRATEGIC PLAN 2021 - 2026

Goal 1: Research

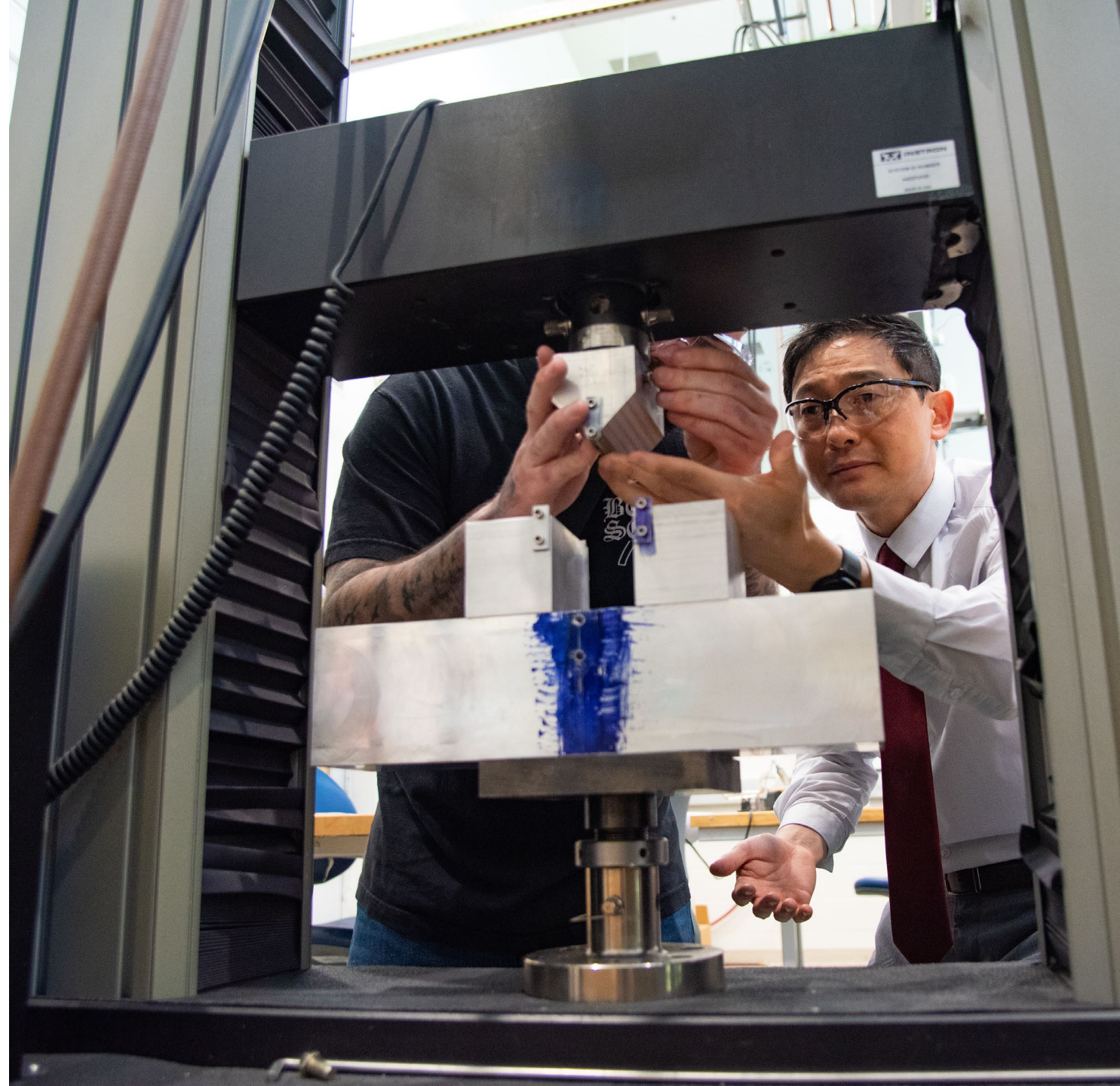
*Advance excellence in research,
scholarship and creative activity
consistent with the university's
strategic mission.*

Goal 1

Research

Objective

Expand the impact of research activities and collaborations to address community needs and global societal challenges while supporting exceptional basic research and scholarship.





Goal 1

Research

Objective

Grow sustainable external partnerships and increase diversification of funding to support research, scholarship, and creative activities.

Goal 1

Research

Objective

Examine and correct historic inequities in resource allocation and role responsibilities within the research mission.



STRATEGIC PLAN 2021 - 2026

Highlights Goal 1

- Award partnership-specific mini-grants to initiate collaborative projects
- Build relationships with external agencies that support research, scholarship, and creative activities
- Expand undergraduate and graduate internships with industries to foster research collaborations



STRATEGIC PLAN 2021 - 2026

Goal 2: Student Success

Advance Student Learning and Success



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Goal 2

Student Success

Objective

Increase undergraduate persistence and graduation rates.

Goal 2

Student Success

Objective

Increase graduate student success and career progress and enroll a more diverse graduate student population.





Goal 2

Student Success

Objective

Enhance instruction
by incorporating culturally
responsive and sustaining
pedagogy.

Goal 2

Student Success

Objective

Improve student access to food, housing, transportation, healthcare, childcare, and educational technology.





Goal 2

Student Success

Objective

Improve campus resources to ensure students graduate career-ready.



STRATEGIC PLAN 2021 - 2026

Highlights Goal 2

- Create a comprehensive support program for high DFW courses fully integrating campus support centers
- Institutionalize faculty summer academy to increase culturally sustaining pedagogy in introductory and gateway courses
- Reopen and restructure on-campus child care using a model that supports student and community need for young children's education

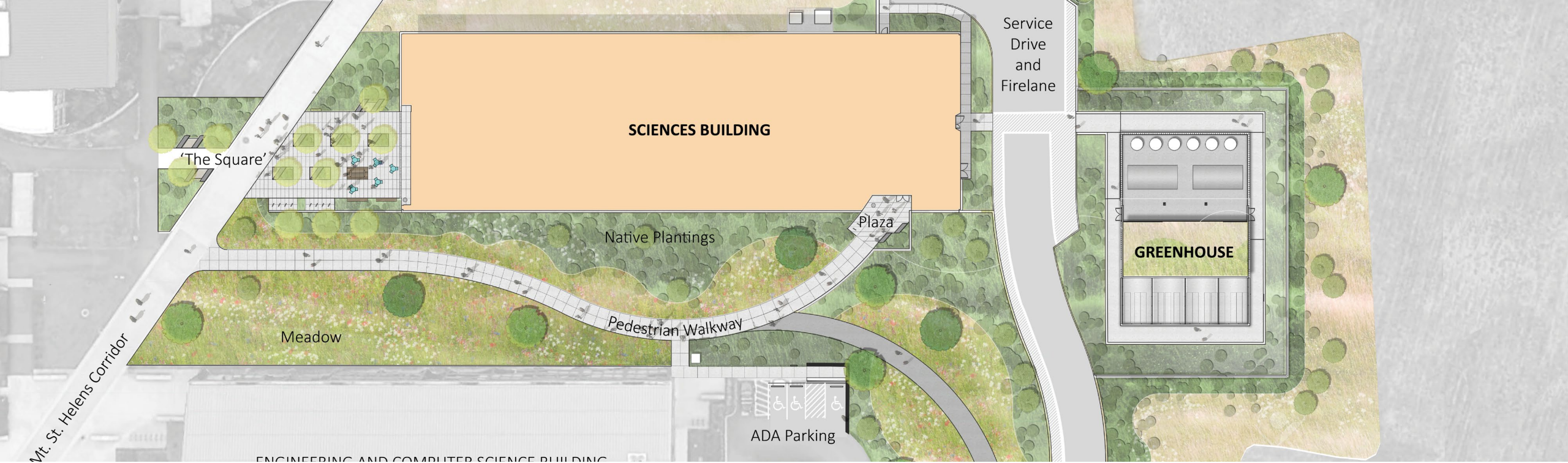
STRATEGIC PLAN 2021 - 2026

Goal 3: Infrastructure for Resilience and Growth

*Build upon past successes to continue growing
as a vibrant, enduring hub for higher education
in Southwest Washington.*



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VANCOUVER



Goal 3 Infrastructure for Resilience and Growth

Objective

Grow the infrastructure and physical capacity of campus to meet research and student needs.



Goal 3

Infrastructure for Resilience and Growth

Objective

Recover enrollment losses and resume WSU Vancouver's long-term mission to increase regional degree attainment through enrollment growth.



Goal 3

Infrastructure for Resilience and Growth

Objective

Optimize degree program offerings in response to factors including student demand, impact on economic development and changes in academic disciplines.



Goal 3

Infrastructure for Resilience and Growth

Objective

Grow philanthropic investment to sustain the strategic plan.

STRATEGIC PLAN 2021 - 2026

Highlights Goal 3

- Develop and expand admission programs to support enrollment goals
- Construct the Life Sciences Building and accompanying system and human resource infrastructure
- Raise \$10 million to support the Life Sciences Building





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STRATEGIC PLAN 2021 - 2026

Goal 4: Equity, Diversity, and Inclusion

*Promote an ethical and socially just society
through an intentional commitment to equity,
diversity, inclusion and belonging.*



Goal 4

Equity, Diversity, and Inclusion

Objective

Ensure equitable opportunities and outcomes for all student populations, including parity in recruitment, retention and graduation rates across student demographic groups.



Goal 4

Equity, Diversity, and Inclusion

Objective

Ensure equitable recruitment, retention and promotion of faculty, staff and administrators across demographic groups, including increasing representation of employees from underrepresented race/ethnicities (African American, Native American, Latinx and Native Hawaiian/Pacific Islander employees) to better reflect the diversity of the student body.

Goal 4

Equity, Diversity, and Inclusion

Objective

Cultivate and maintain
a campus climate
that fosters belonging,
safety and opportunity to
thrive for all employees and
students.





Goal 4

Equity, Diversity, and Inclusion

Objective

Develop and employ an equity lens instrument in decision-making, creating and revising of policies, processes and practices across campus departments, units, councils, committees, strategic plan and all campus endeavors.



STRATEGIC PLAN 2021 - 2026

Highlights Goal 4

- Establish additional employee resource and affinity groups to support faculty and staff from historically underrepresented and excluded groups
- Explicitly recognize campus as being located on tribal homelands and acknowledge continuing tribal presence through physical signage, tribal flags, indigenous art, and ongoing cultural engagement
- Develop toolkit to assist all campus units in integrating an equity lens process into decision-making

STRATEGIC PLAN 2021 - 2026

Goal 5: Community Engagement

Establish and maintain mutually beneficial community outreach, research, financial and civic engagement partnerships.



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Goal 5

Community Engagement

Objective

Grow community partnerships with businesses, non-profits, government agencies, tribes, local activism, and alumni.

Goal 5

Community Engagement

Objective

Expand non-credit and professional programs.





Goal 5

Community Engagement

Objective

Expand advisory board engagement to better understand the needs of the community.



Goal 5

Community Engagement

Objective

Increase the impact of experiential learning opportunities for campus partners and students.

STRATEGIC PLAN 2021 - 2026

Highlights Goal 5

- Develop and implement marketing strategies to increase enrollment in non-credit programs
- Streamline service-learning processes for providers and faculty by creating best practices and centralizing services, where appropriate
- Increase support for Future Leaders Project partners





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Thank you!

INFORMATION ITEM #3

Report of the Chief Compliance and Risk Officer (Leslie Brunelli/Sharyl Kammerzell)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Chief Compliance and Risk Officer Report

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO
Sharyl Kammerzell, Chief Compliance and Risk Officer (CCRO)

SUPPORTING
INFORMATION:

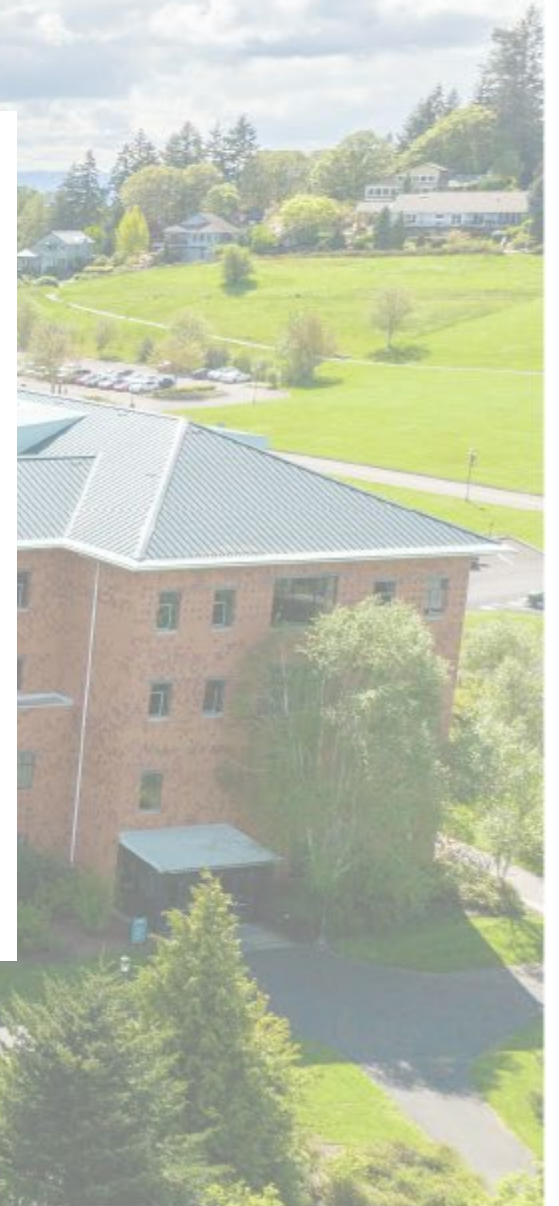
In accordance with the Board of Regent's resolution affirming support for compliance, the CCRO is providing this semi-annual report on system compliance and risk management issues. This presentation will focus on:

- Enterprise Risk Management program update and calendar
 - 2023 top risks
 - Focus on: international engagement and risk management
 - Focus on: compliance: harassment & discrimination
 - Focus on: Clery Act compliance
- System compliance review



Chief Compliance and Risk Officer Report November 2023

- ERM Program updates and 2023 top risks
- Focus on CRM matters in top risks:
 - International Risk Management
 - Harassment and Discrimination
 - Clery Act
- System Compliance Review





Enterprise Risk Management Program

- First full risk register in 2022, built from pre-existing work, identified 120+ risks
- Recognized need for process improvements to make it more useful tool
 - 2023 spring/summer: Leadership reviewed and ranked known top risks, identified new risks
 - 2023 early fall: Risk management worked with all risk owners to update and refine the register, anticipate revised register to have approximately 40 risks
 - 2023 late fall: Revised register will be updated for all risks
 - 2024 first quarter: All risks will be scored for 2024





Our Top 20+ Risks and How We Compare

Key: **New Ranking Number.** Risk Name (2022 Ranking Number)

- | | |
|--|--|
| 1. Enrollment Trends (1) | 13. Data Governance & Institutional Oversight (8) |
| 2. Compensation (4) | 14. Grant & Award Accounting (20) |
| 3. Employee Recruitment & Retention (12) | 15. Disaster Recovery & Continuity of Business Operations for IT Infrastructure (19) |
| 4. Cyber-security/Data Breach (10) | 16. Disaster Preparedness & Continuity of Operations (11) |
| 5. System Transition (2) | 17. Contracting & Purchasing (5) |
| 6. Athletics & Pac-12 Transition (17) | 18. Non-Standardized IT Systems Services Processes (14) |
| 7. Tuition Dependency (6) | 19. Greek Organizations (15) |
| 8. Deferred Maintenance (7) | 20. International Engagement & Delivery of Education & Research (16) |
| 9. Buildings & Infrastructure (18) | |
| 10. Compliance - Harassment & Discrimination (9) | |
| 11. Uniformity - Lack of Diversity, Equity, Inclusion (13) | |
| 12. Political Climate & Attendant Social Change (3) | |

United Educators
Top 10 Risks of 2022
(survey response from 105 colleges and universities)

Top 10 Risks of 2022

1. Enrollment
2. Data Security
3. Recruitment and Hiring
4. Operational Pressures
5. Student Mental Health
6. External Pressures
7. Regulatory and Legal Compliance (Non-VAWA/Title IX)
8. Facilities and Deferred Maintenance
9. Public Safety
10. Title IX

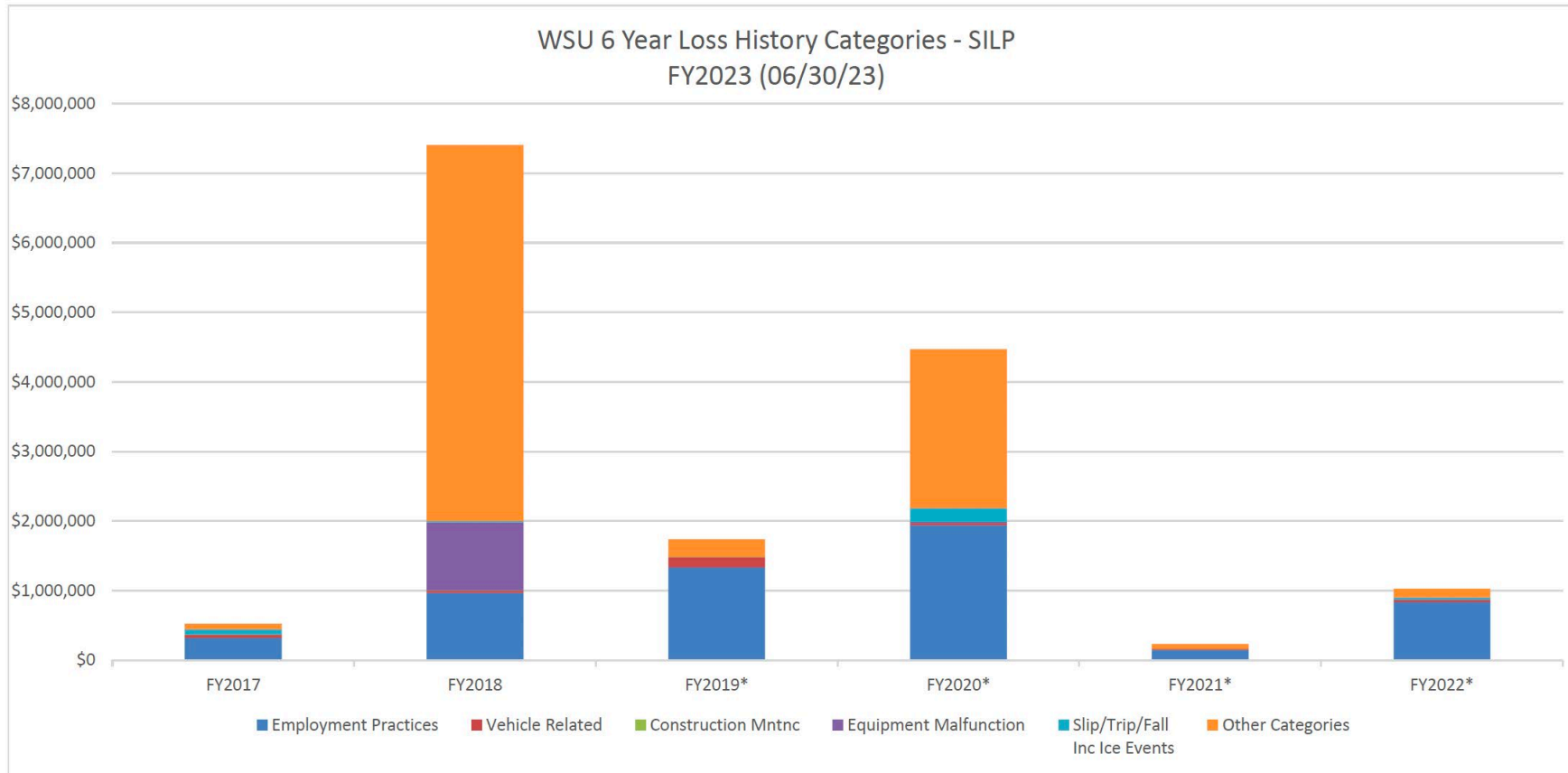
<https://www.ue.org/4902a8/globalassets/risk-management/reports/2022-top-risks-report-he.pdf>

New Top Risks: Generative AI; Clery Act Compliance; Employee Morale, Financial Reporting



Top Risk (10) Compliance- Harassment and Discrimination (Title IX)

Why is it a top risk?



*Claims remain open for this fiscal year.

United Educators Identified Mitigation Efforts for Title IX

- Increase staffing and pay in the Title IX office
- Increase qualifications of the lead Title IX Coordinator
- Expand Title IX training and information sessions.
- Implement bystander training for students
- Seek third-party advisors on Title IX investigations and decisions.
- Conduct campus climate survey

<https://www.ue.org/4902a8/globalassets/risk-management/reports/2022-top-risks-report-he.pdf>



WASHINGTON STATE UNIVERSITY
Compliance and Risk Management

Top Risk (20) International Engagement
International Risk Management

CENTER FOR RESEARCH IN

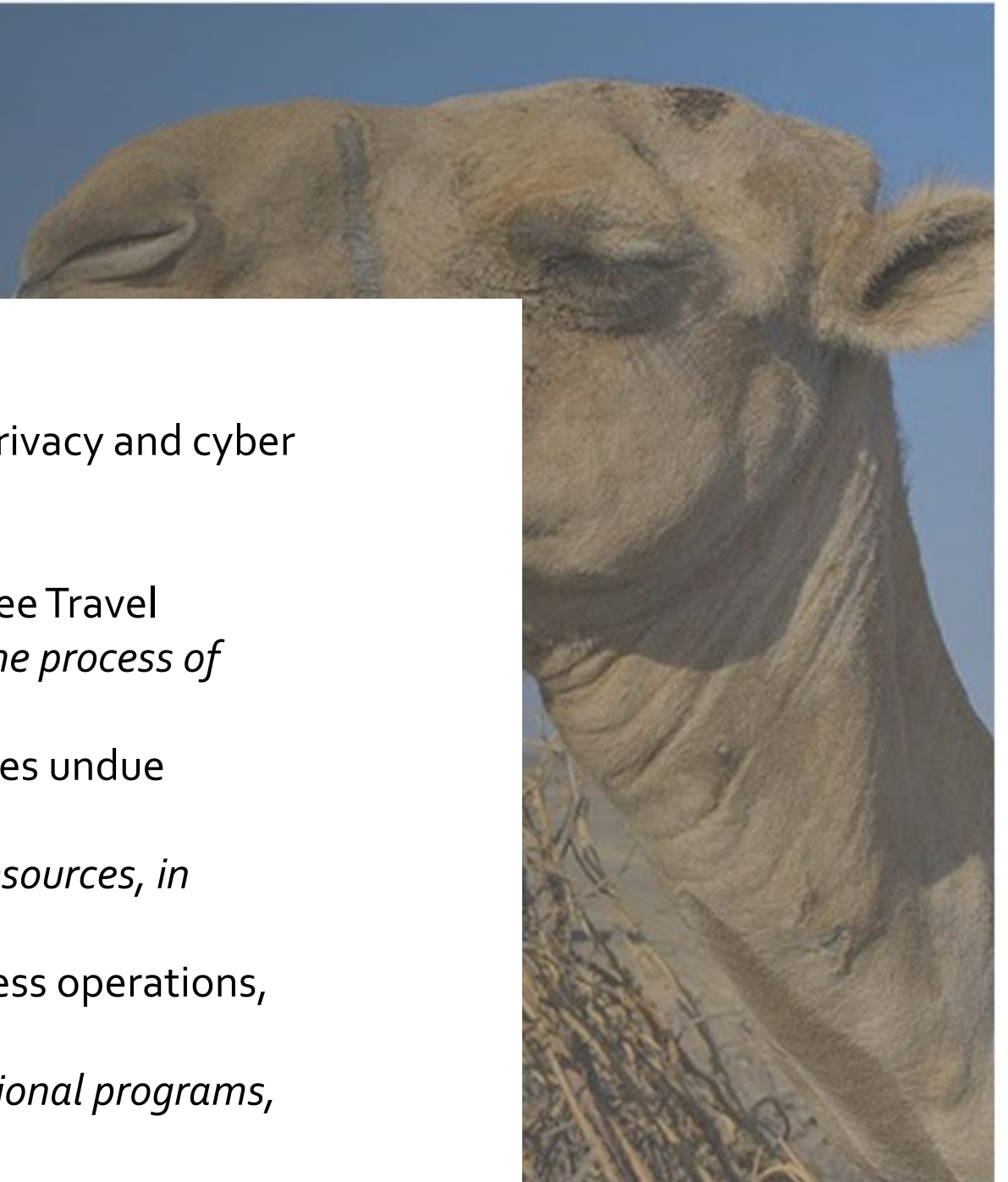
Emerging Infectious Diseases

Prevention and control of emerging infectious diseases in eastern and
central Africa



International Risk Management

- Research Security and Security of Researchers: data privacy and cyber security
 - *New Privacy website in development*
- International Travel and Security: student and employee Travel
 - *New travel policy that will include registration, in the process of implementation*
- Compliance with US laws with External Focus: examples undue influence and Foreign Corrupt Practices Act
 - *New international risk management website and resources, in development*
- Compliance with in-country laws: employment, business operations, taxes
 - *New cross functional working group led by international programs, initiated and on-going*





Top Risk (added in 2023): Clery Act Compliance

- *To ensure students, prospective students, parents and employees have access to accurate information about crimes committed on campus and campus security procedures.”*
- December 2022 internal audit: 10 areas of risk, 3 high, 5 moderate.
- System Clery committee is making continued progress on all elements of audit. Notable steps:
- Onboarded new Clery Manager, Deanne Anderson, WSU’s first full-time Clery focused employee
- Updated position descriptions for staff with primary Clery responsibilities
- Improved access to training and resources for all Clery Committee members

United Educators Identified Mitigation Efforts for Legal and Regulatory Compliance:

- Establish a risk and compliance committee.
- Centralize the compliance program.
- Consult with outside counsel.
- Update electronic privacy and record retention policies.
- Continue training and increase awareness.
- Improve compliance policies and procedures.

<https://www.ue.org/4902a8/globalassets/risk-management/reports/2022-top-risks-report-he.pdf>



System Compliance Review - Our Top Risks with Regulatory and Legal Compliance Elements

1. Enrollment Trends
2. Compensation
3. Employee Recruitment & Retention
4. Cyber-security/Data Breach
5. System Transition
6. Athletics & Pac-12 Transition
7. Tuition Dependency
8. Deferred Maintenance
9. Buildings & Infrastructure
10. Compliance - Harassment & Discrimination
11. Uniformity - Lack of Diversity, Equity, Inclusion
12. Political Climate & Attendant Social Change
13. Data Governance & Institutional Oversight
14. Grant & Award Accounting
15. Disaster Recovery & Continuity of Business Operations for IT Infrastructure
16. Disaster Preparedness & Continuity of Operations
17. Contracting & Purchasing
18. Non-Standardized IT Systems Services Processes
19. Greek Organizations
20. International Engagement & Delivery of Education & Research (16)

New Top Risks: Generative AI; Clery Act Compliance; Employee Morale, Financial Reporting

Role of Compliance:

Creating an institutional culture of compliance, centered on a strong compliance program that addresses and coordinates all requirements with which the institution must comply, is a key function of higher education administrators.

<https://www.higheredcompliance.org/compliance-programs/>



- Higher Education Compliance Alliance:
 - 293 federal statutes
- Identified responsible departments
 - 222 statutes
- Clarifying roles and responsibilities
 - 71 statutes

Tax

International Activities and Programs

Employee Benefits

Ethics

Recruitment Hiring & Termination

Privacy & Information Security

Export Controls

Discrimination

Unions Accounting

Financial Aid

Program Integrity Rules

Health Care and Insurance

Admissions

Governance

Wages

Fundraising & Development

Affirmative Action

Campus Safety

Research

Immigration

Lobbying and Political Activities

Admissions

Athletics

Environmental Health and Safety



AGENDA

Washington State University Board of Regents
Finance and Administration Committee

Washington State University Vancouver
Firstenburg Student Commons, Room 103
Vancouver, Washington

November 16, 2023
3:00 p.m.

Committee: Jenette Ramos (Chair), Enrique Cerna, Judi McDonald, John Schoettler

Information Items

Section

- | | |
|---|-----|
| 1. Internal Audit Update (Lopez) | F-1 |
| 2. Fiscal Year 2023 Financial Statement Audit Update (Brunelli/Skinner) | F-2 |
| 3. Athletics Budget Update (Brunelli/Chun/Haarlow) | F-3 |

Future Action Items

- | | |
|--|-----|
| 1. Proposed Academic Year 2024-2025 Tuition Rates (Brunelli) | F-4 |
| 2. WSU Foundation Investment Policy Proposed Amendments (Brunelli/Connell) | F-5 |
| 3. Delegation of Authority to Approve Residency Agreements (Schulz/Brunelli) | F-6 |

Action Items

- | | |
|--|------|
| 1. WSU Pullman, Athletics, Champions Center, Project Budget Approval
(Brunelli/Chun/Yang/Chilton) | F-7 |
| 2. WSU Pullman, Athletics, Champions Center, Design Approval
(Brunelli/Yang/Chun/Chilton) | F-8 |
| 3. WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research
Design Building, Approval (Brunelli/Yang/Chilton) | F-9 |
| 4. Proposed Amendments to the WSU Voluntary Investment Program
(Brunelli/Elliott-Cheslek/Monroe) | F-10 |
| 5. Leased Space for WSU's Institute for Northwest Energy Futures
(Brunelli/Skinner/Haynes) | F-11 |

Office of Internal Audit
Fiscal Year 2023 – End of Year Report
July 1, 2022 through June 30, 2023

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

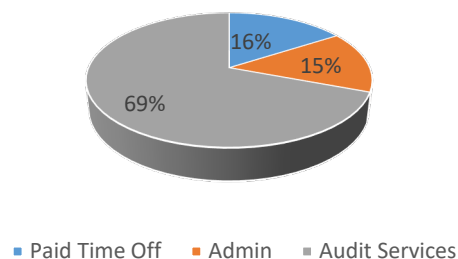
Audit team:	Budgeted	Actual	
CAE	2088	2147	
Audit Manager	2088	1710	*
Sr Auditor	2088	2092	
IT Auditor	500	501	^
IT Auditor	1040	272	#
Total hours	7804	6722	

*80% actual, due to LWOP

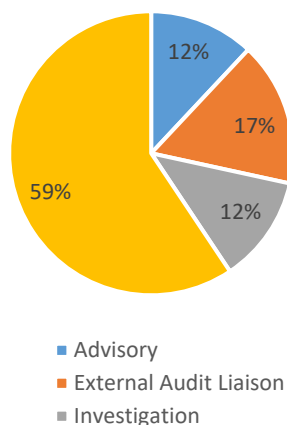
^25% project appt

#hire: May 15, 2023

End of FY 2023, in active recruitment for additional staff auditor, 1.0FTE.

Allocation - Total Hours

Approximately 69% of the 6,722 actual paid hours used for audit plan /audit service activities. This aligns closely with amounts budgeted.

Audit Services**Allocation - Audit Services**

Advisory:	558 hours – 159 requests
	Subject areas: ethics, control, systems controls, policy interpretation and application
	Facilitation of training and educational announcements: internal controls, fraud, audit risks, cybersecurity controls, whistleblower investigation
Liaison:	765 hours
	90% - State Auditor
	– FY 20-21 Accountability
	– FY 22 Single Audit
	– Performance Audit
	Contracted audit: Effort, Distribution
	Sponsor audits: NIH, USDA, NSF

Investigation: 569 hours, 13 cases

11 closed, summary of findings:

- 6 closed with determination of abuse/misuse of resource
- 3 closed with determination of conflict of interest
- 1 closed with determination of mismanagement of position/duties
- 1 was closed with insufficient evidence to support misconduct

2 cases in active status

Audits/Projects: 2,764 hours

- Clery Act, compliance
- Travel card, reviewed controls/transactions
- Travel expense reports, for travel card holders
- Continuous audit program:
 - Pcard, data queries pull all transactions monthly, query for unallowable, split
 - Cybersecurity controls, programs developed for four discrete controls (obsolete operating systems, security applications, password age, account identity management), tests performed monthly
- Audit management activities:
 - Successful implementation of new version of audit software system and move to cloud-hosting, with implementation test programs and audit templates required updates and office protocols and business processes refreshed with an aim towards more efficient and effective audit activities.
 - New server set up to host SQL database – develop base for data query activities
 - Successfully generated multiple queries for continuous testing including as related to required trainings (pcard, cybersecurity), pcard split transactions, trending activity
 - In progress (FY 2024): refine program to develop queries via a more purposeful methodology and improve visualization for audit use and presentation to clients
- Audit projects rolled over to FY 24 due to various stages of completion at year end: Pcard, Service Center, Vendor Management, S&A Fees, Screening.
- Audit projects not completed due to resource limits, removed: Energy Program Project Billing, Remote Work, Receipting.



Office of the Washington State Auditor

Pat McCarthy

Exit Conference: Washington State University

The Office of the Washington State Auditor's vision is increased trust in government. Our mission is to provide citizens with independent 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 and our draft reporting. We value and appreciate your participation.

Audit Reports

We will publish the following reports:

- Accountability audit for July 1, 2019 through June 30, 2021 - see draft report.

Audit Highlights

- All University employees that we worked with during the audit were professional and responsive to our audit requests.
- We appreciate the audit liaison's assistance to connect us with the appropriate employees for each audit section and obtaining documents and other support to complete our audit.

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 regulation that have an insignificant or immaterial effect on the entity, or errors with an immaterial effect on the financial statements. Exit items are not referenced in the audit report.

Finalizing Your Audit

Report Publication

Audit reports are published on our website and distributed via e-mail in an electronic .pdf file. We also offer a subscription service that allows you to be notified by email when audit reports are released or posted to our website. You can sign up for this convenient service at: <https://portal.sao.wa.gov/SAOPortal>.

Management Representation Letter

We have included a copy of representations received from management.

Audit Cost

At the entrance conference, we estimated the cost of the audit to be \$118,000 and actual audit costs will be less than that amount by approximately \$22,000 because we performed a one-time reduction in audit hours.

Your Next Scheduled Audit

Your next audit is scheduled to be conducted in 2024 and will cover the following general areas:

- Accountability for Public Resources for fiscal years 2022 and 2023

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, (564) 999-0808, Sadie.Armijo@sao.wa.gov

Jim Brownell, Assistant Director of State Audit and Special Investigations, (564) 999-0872, Jim.Brownell@sao.wa.gov

Alisha Shaw, Program Manager, (509) 919-2851, Alisha.Shaw@sao.wa.gov

Larissa Nolte, Assistant Audit Manager, (509) 919-2283, Larissa.Nolte@sao.wa.gov

Caitlyn McGregor, Audit Lead, (509) 336-5353, Caitlyn.McGregor@sao.wa.gov

AUDIT RESULTS

Results in brief

This report describes the overall results and conclusions for the areas we examined. In those selected areas, University operations complied, in all material respects, with applicable state laws, regulations, and its own policies, and provided adequate controls over the safeguarding of public resources.

However, as noted under the Related Reports – Special Investigations section of this report, certain matters were examined and reported as part of a separate engagement.

In keeping with general auditing practices, we do not examine every transaction, activity, policy, internal control, or area. As a result, no information is provided on the areas that were not examined.

About the audit

This report contains the results of our independent accountability audit of the Washington State University from July 1, 2019 through June 30, 2021.

Management is responsible for ensuring compliance and adequate safeguarding of public resources from fraud, loss or abuse. This includes the design, implementation and maintenance of internal controls relevant to these objectives.

This audit was conducted under the authority of RCW 43.09.310, which requires the Office of the Washington State Auditor to examine the financial affairs of all state agencies. Our audit involved obtaining evidence about the University's use of public resources, compliance with state laws and regulations and its own policies and procedures, and internal controls over such matters. The procedures performed were based on our assessment of risks in the areas we examined.

Based on our risk assessment for the years ended June 30, 2021 and 2020, the areas examined were those representing the highest risk of fraud, loss, abuse, or noncompliance. We examined the following areas during this audit period:

- Software conversion – accounting, payroll, human resources and asset modules
- Selected IT security policies, procedures, practices, and controls protecting financial systems, IT systems, and data – user access
- Payroll – electronic funds transfers
- Accounts payable – general disbursements, fuel cards, petty cash and electronic funds transfers
- Asset monitoring and use
- Financial condition – reviewing for indications of financial distress

- Compliance with bond debt covenants
- Accounts receivable – billing, adjustments and collections
- Open public meetings – compliance with minutes, meetings and executive sessions requirements

RELATED REPORTS

Special investigations

During the current audit period, we issued reports pursuant to the State Employee Whistleblower Act (Chapter 42.40 RCW). Those reports are available on our website, <http://portal.sao.wa.gov/ReportSearch>.

INFORMATION ABOUT THE UNIVERSITY

Founded in Pullman in 1890 as the state's land-grant research university, Washington State University currently has campuses in Pullman, Spokane, Tri-Cities, Vancouver, Everett, and online (Global Campus). The nearly 31,200 students are served by over 2,524 faculty, 1,581 graduate students and 4,143 staff members. Among the University's faculty are eight National Academy and three in memoriam members. The Carnegie Foundation classifies the University as one of 131 U.S. public and private universities with very high research activity. U.S. News and World Report ranks the University among the top 88 public universities nationally and 179th of the 1,870 institutions ranked.

The University has eleven academic colleges plus the Graduate School. The colleges include Agricultural, Human and Natural Resource Sciences, Arts and Sciences, Business, Communication, Education, Engineering and Architecture, Honors, Medicine, Nursing, Pharmacy and Pharmaceutical Sciences, and Veterinary Medicine. The University offers more than 200 fields of study including 98 majors, 86 minors, 79 master's degree programs and 63 doctoral degree programs. Professional degrees are offered in medicine, pharmacy and veterinary medicine. During fiscal year 2021, 7,795 degrees, including bachelors, masters, professional and doctoral degrees, were conferred.

The University's research initiative, Grand Challenges, bring research priorities into sharp focus and includes: sustaining health, sustainable resources, opportunity and equity, smart systems and national security. Research stations are located in Lind, Long Beach, Mount Vernon, Othello, Prosser, Puyallup and Wenatchee. There are extension offices in all 39 Washington counties.

The University is governed by a 10-member Board of Regents, appointed by the Governor and confirmed by the state Senate. Dr. Kirk H. Schulz has served as the 11th president of the University since 2016. The University's operating and non-operating revenue was \$1.21 billion in fiscal year 2020 and \$1.27 billion in fiscal year 2021. Revenue sources include tuition and fees, federal, state and local grants, contracts and appropriations, gifts and contributions, auxiliary enterprises such as housing and dining, parking, the Student Recreational Center, intercollegiate athletics and the Compton Union Building. The total state Legislative Appropriation Budget, including operating and capital, was \$313.4 million in fiscal year 2020 and \$322.3 million in fiscal year 2021.

Contact information related to this report

Address:	Washington State University 442 French Admn Bldg Pullman, WA 99164-1045
Contact:	Heather Lopez, Chief Audit Executive
Telephone:	509-335-2001
Website:	www.wsu.edu

Information current as of report publish date.

Audit history

You can find current and past audit reports for the Washington State University at <http://portal.sao.wa.gov/ReportSearch>.

ABOUT THE STATE AUDITOR'S OFFICE

The State Auditor's Office is established in the Washington State Constitution and is part of the executive branch of state government. The State Auditor is elected by the people of Washington and serves four-year terms.

We work with state agencies, local governments and the public to achieve our vision of increasing trust in government by helping governments work better and deliver higher value.

In fulfilling our mission to provide citizens with independent and transparent examinations of how state and local governments use public funds, we hold ourselves to those same standards by continually improving our audit quality and operational efficiency, and by developing highly engaged and committed employees.

As an agency, the State Auditor's Office has the independence necessary to objectively perform audits, attestation engagements and investigations. Our work is designed to comply with professional standards as well as to satisfy the requirements of federal, state and local laws. The Office also has an extensive quality control program and undergoes regular external peer review to ensure our work meets the highest possible standards of accuracy, objectivity and clarity.

Our audits look at financial information and compliance with federal, state and local laws for all local governments, including schools, and all state agencies, including institutions of higher education. In addition, we conduct performance audits and cybersecurity audits of state agencies and local governments, as well as state whistleblower, fraud and citizen hotline investigations.

The results of our work are available to everyone through the more than 2,000 reports we publish each year on our website, www.sao.wa.gov. Additionally, we share regular news and other information via an email subscription service and social media channels.

We take our role as partners in accountability seriously. The Office provides training and technical assistance to governments both directly and through partnerships with other governmental support organizations.

Stay connected at sao.wa.gov

- [Find your audit team](#)
- [Request public records](#)
- Search BARS Manuals ([GAAP](#) and [cash](#)), and find [reporting templates](#)
- Learn about our [training workshops](#) and [on-demand videos](#)
- Discover [which governments serve you](#) — enter an address on our map
- Explore public financial data with the [Financial Intelligence Tool](#)

Other ways to stay in touch

- Main telephone:
(564) 999-0950
- Toll-free Citizen Hotline:
(866) 902-3900
- Email:
webmaster@sao.wa.gov



WASHINGTON STATE UNIVERSITY
Finance and Administration

April 20, 2023

Office of the Washington State Auditor
3200 Capitol Blvd
P.O. Box 40031
Olympia, WA 98504-0031

To the Office of the Washington State Auditor:

We are providing this letter in connection with your accountability audit of the Washington State University for the period from July 1, 2019 through June 30, 2021. Representations are in relation to matters existing during or subsequent to the audit period up to the date of this letter.

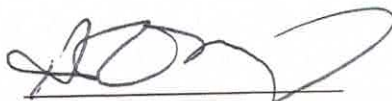
Certain representations in this letter are described as being limited to matters that are significant. Information is considered significant if it is probable that it would change or influence the judgment of a reasonable person.

We confirm the following representations made to you during your accountability audit, to the best of our knowledge and belief, and based on appropriate inquiries to support them. If we subsequently discover information that would change our representations related to this period, we will notify you in a timely manner.

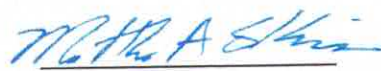
General Representations:

1. We have provided you with unrestricted access to people you wished to speak with and made available all requested and relevant information of which we are aware, including:
 - a. Financial records and related data.
 - b. Minutes of the meetings of the governing body or summaries of actions of recent meetings for which minutes have not yet been prepared.
 - c. Internal audits performed pursuant to the State Agency Accounting Manual (SAAM) or other internal or external audits, examinations, investigations or studies that might concern the objectives of your audit, and the corrective action taken to address their significant findings and recommendations.
 - d. Communications from regulatory agencies, government representatives or others concerning possible noncompliance, deficiencies in internal control or other matters that might concern the objectives of your audit.
 - e. Results of our internal assessment of business risks and risks related to financial records and related data, compliance and fraud, as determined under SAAM section 20.20.

2. We acknowledge our responsibility for compliance with requirements related to confidentiality of certain information. We have notified you when an Agency Data Sharing/Safeguarding Agreement or special handling may be necessary between our agencies to help clarify expectations of both parties to secure and protect private information in records provided for audit.
3. We acknowledge our responsibility for compliance with applicable laws, regulations, contracts and grant agreements in the areas covered by your audit.
4. We have complied with all significant aspects of laws, regulations, contracts and grant agreements in the areas covered by your audit.
5. We acknowledge our responsibility under SAAM section 20.10 for establishing and maintaining effective internal controls over compliance with applicable laws and regulations and safeguarding of public resources, including controls to prevent and detect fraud, in the areas covered by your audit.
6. We have established adequate internal controls to provide reasonable assurance of achieving the objective of safeguarding public resources and compliance with applicable laws and regulations in the areas covered by your audit.
7. We have no knowledge of known or suspected loss of public funds or assets or other illegal activity, or allegations of fraud or suspected fraud involving management or employees.
8. All significant events and transactions have been properly recorded in the financial records of the Washington State University.



Heather Lopez,
Chief Audit Executive



Matthew A Skinner,
Interim Associate Vice President,
Finance and Administration



Exit Recommendations
Washington State University
Audit Period Ending: 6/30/2021

We are providing the following exit recommendations for management's consideration. They are not referenced in the audit report. We may review the status of the following exit items in our next audit.

Accountability:

Fuel Cards

The University should:

- Update its fuel card policy to reflect current approval practices for the monthly ComData reconciliation process.
- Ensure the Animal Sciences and Crop and Soil Science departments' employees input accurate assigned user ID numbers or the vehicle's odometer readings at the time of purchase following University Policy (BPPM 95.37).
- Retain itemized fuel card receipts supporting all Crop and Soil Science Department purchases.

Asset Management

The University should ensure:

- Beasley Event Services retains supporting documentation for all assets that the Department surpluses.
- The Outdoor Recreation Center verifies the software system correctly calculates rental fees based on the Center's fee schedule.

Accounts Receivable

The University should ensure:

- The Office of International Programs and the Parking and Transportation departments reconcile and provide accurate and complete accounts receivable balances to Financial Services for the University's year-end reporting of accounts receivable.
- Follow-up and collection procedures for Student Sponsored Guarantee receivables comply with the University's accounts receivable policy and the Office of Financial Management's receivable guidelines.



Exit Recommendations
Washington State University
Audit Period Ending: 6/30/2021

Software Conversion

The University should:

- Strengthen its internal controls to ensure all payroll leave balances properly post to new systems during system conversions.
- Identify and correct any payroll leave balances that incorrectly posted to the new system at the time of conversion.

EFT Controls

The University should establish and follow procedures to:

- Directly contact vendors that request changes in banking information and avoid using email for verifying these requests. If changes are not made in-person, the University should consider using a multi-factor authentication or verification method.
- Retain documentation showing the method it used to verify the authenticity of banking information change requests.

Petty Cash

The University should update its petty cash policy to reflect actual practices for petty cash reimbursements. Additionally, the University should establish procedures to ensure the Athletic Department:

- Includes all the required information in the check request form in compliance with University Policy 30.50
- Fully completes affidavits of missing receipts, when necessary, that includes all required elements in compliance with University Policy 70.08 and 95.20
- Documents its evaluation and rationale for how it determined expenditures are allowable when they are not explicitly allowed in the exception memo



Office of the Washington State Auditor

Pat McCarthy

May 16, 2023

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 a federal grant compliance audit for the Student Financial Assistance Program Cluster for the state fiscal year ended June 30, 2022.

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 Program Cluster, ALN 84.007, 84.033, 84.038, 84.063, 84.268, 84.379, 84.408, 93.264, 93.342, 93.364, and 93.925:

Activities Allowed or Unallowed	Special Test and Provision #4: Enrollment Reporting
Cash Management	Special Test and Provision #5: Student Loan Repayments (HPSL/PCL/LDS, and NSL/NFLP)
Eligibility	Special Test and Provision #6: Perkins Loan Recordkeeping and Record Retention
Reporting	Special Test and Provision #7: Direct Loan Reconciliation
Special Test and Provision #1: Verification	Special Test and Provision #8: Institutional Eligibility
Special Test and Provision #2: Disbursements To or On Behalf of Students	Special Test and Provision #11: General Program Eligibility
Special Test and Provision #3: Return of Title IV Funds	Special Test and Provision #13: Gramm-Leach-Bliley Act – Student Information Security

Audit Highlights

- The University fully implemented prior audit finding recommendations.
- We identified no internal control deficiencies during this audit.
- The audit liaisons and program staff were responsive to audit requests and professional, and we greatly valued their cooperation and assistance throughout this audit.

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 one finding related to your program and it is included at the end of the exit document.

Status of Prior Findings

Brief Description	Resolved	Unresolved
2021-020: 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.	X	
2021-024: 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.	X	
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 the Student Financial Assistance programs.	X	

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 June 2023. 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.

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
- Mike Hutchinson, CPA, Assistant Audit Manager, (564) 999-0565, Michael.Hutchinson@sao.wa.gov
- Andrew Schmitz, Auditor-in-Charge of the Statewide Single Audit, Assistant Audit Manager (564) 999-0790, Andrew.Schmitz@sao.wa.gov

SCHEDULE OF FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

State of Washington
July 1, 2021 through June 30, 2022

WSU 2022-001 Washington State University did not ensure that returns of Title IV funds were accurate for the Student Financial Assistance programs.

Assistance Listing 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: Return of Title IV Funds
Known Questioned Cost Amount:	\$2,582

Background

As amended, Title IV of the Higher Education Act authorizes programs that provide financial assistance to students to pursue postsecondary education at eligible institutions of higher education. When students who receive Title IV grant or loan assistance withdraw from an institution during a payment period or period of enrollment, the institution must determine the amount of Title IV aid the students have earned as of their withdrawal date.

Schools calculate this by determining the percentage of program funds the students have earned and applying that percentage to the total amount of assistance that was or could have been disbursed to students for the payment period or period of enrollment as of their withdrawal date.

If the total amount of Title IV assistance earned by students is less than the amount that was disbursed to them as of their withdrawal date, the institution is required to return the difference to the U.S. Department of Education (Department), and it cannot make any additional disbursements to students for the payment period or period of enrollment.

In fiscal year 2022, Washington State University disbursed more than \$205 million in Title IV funds to students.

Description of Condition

The University did not ensure that returns of Title IV funds were accurate for the Student Financial Assistance programs.

We found the University had adequate internal controls over the return of Title IV funds, and it materially complied with the federal requirements. However, we identified questioned costs as the result of returns that were incorrectly calculated.

We used a statistical sampling method to randomly select and examine 57 out of a total population of 873 students for which the University was required to calculate a return of Title IV funds. We found two students for whom the University

incorrectly calculated the amount required to be returned to the Department. Specifically:

- One student had \$489 returned to the Department. When recalculating the amount required to return, we found the University should have returned \$2,801, resulting in a difference of \$2,312.
- The second student had \$2,590 returned to the Department. When recalculating the amount required to return, we found the University should have returned \$2,860, resulting in a difference of \$270.

Federal regulations require the auditor to issue a finding when the known or estimated questioned costs identified in a single audit exceed \$25,000. We are issuing this finding because, as stated in the Effect of Condition and Questioned Costs section of this finding, the estimated questioned costs exceed that threshold.

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

Cause of Condition

The University returned incorrect amounts because it did not verify that the students were eligible for all funds within their student accounts before calculating amounts and returning the Title IV funds to the Department. Staff responsible for calculating the amounts to return did not verify that loans that were never disbursed were excluded from the University's calculation of unearned aid.

Effect of Condition and Questioned Costs

We identified \$2,582 in known federal questioned costs and \$39,550 in likely federal questioned costs. We consider the \$2,582 difference for the two students to be questioned costs because they had unearned financial aid still owed to the Department. At the time of the audit, the University had not processed a corrected return of funds for the two students.

Our sampling methodology meets statistical sampling criteria under generally accepted auditing standards in AU-C 530.05. It is important to note that the sampling technique we used is intended to support our audit conclusions by determining if expenditures complied with program requirements in all material respects. Accordingly, we used an acceptance sampling formula designed to provide a high level of assurance, with a 95 percent confidence of whether exceptions exceeded our materiality threshold. Our audit report and finding reflect this conclusion. However, the likely improper payment projections are a point estimate and only represent our "best estimate of total questioned costs," as required by 2 CFR § 200.516(3).

We question costs when we find an agency has not complied with grant regulations or when it does not have adequate documentation to support its expenditures.

Recommendations

We recommend the University:

- Verify student eligibility for all disbursed Title IV funds before calculating the amount of unearned aid required to be returned for students who have withdrawn from school
- Consult with the grantor to discuss whether the questioned costs identified in the audit should be repaid

University's Response

Washington State University takes very seriously its responsibilities to ensure compliance with federal requirements.

The University appreciates the auditor acknowledgement that the University's internal controls over the Return of Title IV funds are adequate. The two (out of 57) records with noted exception were isolated and should not be a reflection on the

whole of the program or the University's management of federal funds. These exceptions were identified by management when the records were pulled for auditor testing. Management had not made correction yet only because the audit was still in progress. Upon finding the isolated issues, management performed a review of all 873 students that fell in the audit population, performing calculations of each record to determine if there were any other errors. No errors that needed to be submitted to the Department of Education, other than the two in the test population, were noted.

The University is working with the sponsor to ensure return of the known questioned costs can be properly facilitated.

Internal processes have been further strengthened to provide for independent quality checks. A report was developed to identify and isolate anomalies, like returning more funds than were actually disbursed. The return to Title IV requirements are very complex and internal controls over compliance are regularly reviewed to ensure improvement and continued adherence to the requirements.

The University thanks the State Auditor for bringing this issue to the University's attention.

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), section 516, Audit findings, establishes reporting requirements for audit findings.

Title 2 CFR Part 200.1, Uniform Guidance establishes definitions for improper payments. Part 200.410 establishes requirements for the collection of unallowable costs.

Title 34 CFR Part 668, *Student Financial Assistance General Provisions*, Section 668.14 Program participation agreement, states in part:

(b) By entering into a program participation agreement, an institution agrees that –

(24) It will comply with the requirements of §668.22;

Title 34 CFR Part 668, *Student Financial Assistance General Provisions*, Section 668.22 Treatment of title IV funds when a student withdraws, states in part:

(a) General.

(1) When a recipient of title IV grant or loan assistance withdraws from an institution during a payment period or period of enrollment in which the recipient began attendance, the institution must determine the amount of title IV grant or loan assistance that the student earned as of the student's withdrawal date in accordance with paragraph e) of this section.

(4) If the total amount of title IV grant or loan assistance, or both, that the student earned as calculated under paragraph (e)(1) of this section is less than the amount of title IV grant or loan assistance that was disbursed to the student or on behalf of the student in the case of a PLUS loan, as of the date of the institution's determination that the student withdrew–

- (i) The difference between these amounts must be returned to the title IV programs in accordance with paragraphs (g) and (h) of this section in the order specified in paragraph (i) of this section; and
 - (ii) No additional disbursements may be made to the student for the payment period or period of enrollment.
- (5) If the total amount of title IV grant or loan assistance, or both, that the student earned as calculated under paragraph (e)(1) of this section is greater than the total amount of title IV grant or loan assistance, or both, that was disbursed to the student or on behalf of the student in the case of a PLUS loan, as of the date of the institution's determination that the student withdrew, the difference between these amounts must be treated as a post-withdrawal disbursement in accordance with paragraph (a)(6) of this section and §668.164(i).

(e) Calculation of the amount of title IV assistance earned by the student –

- (1) General. The amount of title IV grant or loan assistance that is earned by the student is calculated by–
 - (i) Determining the percentage of title IV grant or loan assistance that has been earned by the student, as described in paragraph (e)(2) of this section; and
 - (ii) Applying this percentage to the total amount of title IV grant or loan assistance that was disbursed (and that could have been disbursed, as defined in paragraph (l)(1) of this section) to the student, or on the student's behalf, for the payment period or period of enrollment as of the student's withdrawal date.
- (2) Percentage earned. The percentage of title IV grant or loan assistance that has been earned by the student is–
 - (iii) Equal to the percentage of the payment period or period of enrollment that the student completed (as determined in accordance with paragraph (f) of this section) as of the student's withdrawal date, if this date occurs on or before—
 - (A) Completion of 60 percent of the payment period or period of enrollment for a program that is measured in credit hours; or
 - (B) Sixty percent of the clock hours scheduled to be completed for the payment period or period of enrollment for a program that is measured in clock hours; or
 - (iv) 100 percent, if the student's withdrawal date occurs after—
 - (A) Completion of 60 percent of the payment period or period of enrollment for a program that is measured in credit hours; or
 - (B) Sixty percent of the clock hours scheduled to be completed for the payment period or period of enrollment for a program measured in clock hours.
- (3) Percentage unearned. The percentage of title IV grant or loan assistance that has not been earned by the student is calculated by determining the complement of the percentage of title IV grant or loan assistance earned by the student as described in paragraph (e)(2) of this section.
- (4) Total amount of unearned title IV assistance to be returned. The unearned amount of title IV assistance to be returned is calculated by subtracting the amount of title IV assistance earned by the student as calculated under paragraph (e)(1) of this section from the amount of title IV aid that

was disbursed to the student as of the date of the institution's determination that the student withdrew.

(g) Return of unearned aid, responsibility of the institution.

(1) The institution must return, in the order specified in paragraph (i) of this section, the lesser of—

- (i) The total amount of unearned title IV assistance to be returned as calculated under paragraph (e)(4) of this section; or
- (ii) An amount equal to the total institutional charges incurred by the student for the payment period or period of enrollment multiplied by the percentage of title IV grant or loan assistance that has not been earned by the student, as described in paragraph (e)(3) of this section.

**Washington State University
Office of Internal Audit**

Fiscal Year 2024 Audit Plan

Heather R. Lopez, CIA, CFE
Chief Audit Executive
October 2023

Table of Contents

Introduction.....	3
Audit Plan Development.....	3
Overview of Audit Plan.....	4
FY 2024 Audit Plan.....	5
Authority and Criteria	7

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 performing audit activities that aim to provide assurance on the adequacy of controls to mitigate risks to 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, and federal and state agencies.
- Conducting follow-up of issues identified during audits and investigations of financial or other irregularities. and as related to results of external audits.

The Audit Plan is developed as a result of assessment activity identifying 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. 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.

Audit Plan Development

Audits and projects in the FY 2024 Audit Plan were primarily identified through an assessment process that included a planning questionnaire sent to different levels of management system-wide, review of input into the Enterprise Risk Management (ERM) process and Office of the Controller Risk Evaluations, and, interviews with key management and leadership to understand their views of the risk environment. 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. 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 that IA engages is designed to identify the risks that management

believes may impact the university's objectives and use those risks to inform the audit plan. The risks identified during FY 2024 audit planning aligned significantly with the ERM risk register. Those risk areas not selected for audit, not included in this audit plan, were due to the area not being conducive to audit, or, a mitigation plan is in progress or is being evaluated via the ERM process. We will continue to evaluate the identified risks through the year to determine if there are unmanaged risks that may need to be considered for inclusion in a modified 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 2024 Audit Plan will be completed with the following resources: four auditors (3.2FTE - two at 1.0FTE, one at .5FTE based on recruit date, one at .7FTE based on projected LWOP), a student intern and the Chief Audit Executive. This staffing complement, presenting 9,200 total hours, assumes the following:

- Successful recruitment of a staff auditor position by December 2023
- 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 a student intern in the spring semester.

Planned use of available hours is as follows:

	Total Hours	% of Total
Direct Audit Service/Project Hours	6,462	70%
Leave Time and Holidays	1,343	15%
Administration, Development and Other	1,395	15%
Total hours	9,200	100%

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

Leave Time and Holidays: represents 11 University holidays, estimated use of earned and accrued annual and sick leave based on past usage and projected time off activities.

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 6,462 hours available for direct audit services/projects, planned allocation is as follows:

- Planned Assurance Audits (79%):
 - o 2,421 – risk-based audits
 - o 1,000 – business unit audits (selected by risk assessment/cycle)
 - o 1,600 – continuous audit program (test of controls/transactions – high risk)
 - o 100 – follow up of prior year recommendations in audits, investigations, external audits
- Unplanned Audit Activities (21%):
 - o 1,010 – investigation, advisory, liaison
 - o 331 – support activities: 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 including: financial, operational, research, information technology and compliance.

FY 2024 Audit Plan

Planned Assurance Audits

Risk-Based Audits (Budgeted 2,421 hours):

- Complete FY 2023 audits engaged but not finished: Visa Compliance, Service Center Billing, Purchasing Card, S&A Fees, Screening
- Clery Act Reporting
 - o Second phase of Clery Act audit with focus on reporting processes
- GLBA Safeguards
 - o Refresh on IT safeguards in place to meet new federal requirements
- Small Works Roster
 - o Review of bid process, management of roster and communications, compliance
- Data Retention
 - o Required retention of data (hard copy and electronic), methods of retention and disposal
- Consulting Contracts
 - o Evaluate process for executing consulting contracts and monitor of services performed
- Cash Advance
 - o Review processes for approving and issuing advances, and accounting for use
- Employee Recruitment Incentives

- A new program was introduced to provide incentives for employee referrals - we will evaluate the effectiveness of this program and accountability for related expense

Business Unit audits (Budgeted 1,000 hours):

- Utilizing a standardized audit program, goal is to complete four business unit audits. The re-engagement of cycled business unit audits (last performed in 2016) is an effort to effect the awareness of an Internal Audit function as a key control in the university's control environment. These audits are purposely higher level and will touch on key functional areas including: assets, purchasing card, travel, payroll, data security, physical security, receipting, fiscal monitoring, compliance and, as needed, unit specific issues.

Continuous Audit Program (Budgeted 1,600 hours):

- Continuous - High Risk Transactions
 - Increase number of queries in following areas of currently performed high risk transaction testing: purchasing (payment method beyond purchasing card), travel expense, payroll
- Continuous - Controls
 - Add up to four more controls (to the four cybersecurity controls developed in FY 2023) for test

It is anticipated for the Continuous Audit program as a whole that tests will evolve over time as systems mature or change, with more tests evaluated for inclusion in the programs each successive year.

Effort is allocated in the current year to refining these tests and developing more robust methods of visualizing, and communicating, results on a more timely basis.

Follow up (Budgeted 100 hours):

- Review of prior internal 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.
 - At start of audit period there remained audit recommendations from the following audits:
 - IT central audits (3)
 - HIPAA (2)
 - Clery Act (4)
- There were a number of external audit engagements in FY 2023 – that resulted in findings. Internal Audit tracks these issues and works with management to ensure corrective actions have been taken and have desired effect.

Unplanned Audit Activities (Budgeted 1,341 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. Engagement by the State Auditor’s Office (SAO) during FY 2024 is not anticipated to be as significant as the prior three years given WSU is not scheduled for Single Audit testing. Liaison with SAO has typically accounted for about 90% of all liaison effort.
- 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
 - 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 moved to a cloud-hosted environment. Audit programs, tools and techniques required revision as a result and continue to be improved.

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.

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 and impacts to resources this did not occur. FY 2024 Audit Plan includes resources as part of the Quality Assurance Improvement Program. During FY 2023 the office implemented an updated audit system and moved to a cloud-hosted server. Efforts for quality improvement continue to be made in the areas of streamlining audit processes for more efficient and effective audits and communication.

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 #2

Fiscal Year 2023 Financial Statement Audit Update (Brunelli/Skinner)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Update on WSU Fiscal Year 2023 financial statement audit and independent accounting firm contract extension

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

BACKGROUND INFORMATION: Through a competitive process, WSU selected Eide Bailly as the independent firm for financial statement audits starting with the fiscal year ended June 30, 2021. FY23 is the third year of contract. WSU will exercise the option to extend the contract for two additional years.

WSU expects to complete the University's FY23 financial statement audit, along with the annual financial performance report, for review with the Board at the January 2024 meeting.

Services performed by Eide Bailly for FY23 include:

- University-wide financial statements audit
- NCAA agreed upon procedures review
- Murrow College Northwest Public Broadcasting Corporation for Public Broadcasting audit
- WSU Housing and Dining system audit
- Students Book Corporation audit

INFORMATION ITEM #3

Amended Athletics Budget for Fiscal Year 2024 Approval (Leslie Brunelli/Pat Chun)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Athletics Budget for Fiscal Year 2024 Update

SUBMITTED BY: Pat Chun, Athletics Director
Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The Board of Regents approved the Amended FY2024 Athletics budget in September of 2023

Revenue

In ticket sales, early season projections indicated sales were on pace to meet budget. However, in the back half of the season, WSU has seen decreased demand and now forecasts a \$600k shortfall to budget. WSU Athletics continues to actively monitor the volatility of ticket sales. Final sales forecasts are subject to variability influenced by the final home games and WSU's ability to secure a bowl appearance. Conversely, operational contributions are trending \$25K higher in endowment distributions and \$50k higher in operational support from the Foundation. Furthermore, royalty revenue tied to licensing fees is trending \$50k higher than budgeted through first quarter reporting. Contracted sponsorships and philanthropic contributions are currently on pace to meet budget, though most donation activity will take place in the spring semester during the football renewal season. All other auxiliary related revenues are on pace to meet budget. Athletics remains actively engaged in revenue generation strategies to increase revenue for FY2024.

Expense

Although it remains early in the reporting period, and minimal team travel has occurred thus far, expenses continue to track towards budget through four months of FY2024. Sport program expenses are a priority line item to monitor, and Athletics continues the scheduled budget discussions with each sport, respectively. Through the first quarter, labor is tracking to budget, and rosters have returned to pre-COVID sizes, lowering financial aid costs as anticipated. More details of fall sport travel and team related expenses will be available for discussion by the January of 2024 Board of Regents meeting. Athletics remains proactive in forecasting and

anticipating potential impacts to current and future year budgets and will update the Board of Regents and the Athletic Budget Oversight Committee as information is available.

FY24 Budget Forecast as of October 31, 2023

Athletics Budget Projections FY24			
REVENUES:	Budget	Oct-23	Variance
Ticket Sales	10.3	9.7	(0.6) a.)
Contributions/Endowments	11.4	11.5	0.1 b.)
NCAA/Pac-12	38.1	38.1	0.0
Royalties/Advert/Sponsor	4.2	4.3	0.1 c.)
Direct Institutional Support	2.4	2.4	0.0
Waivers/Student Fees	4.2	4.2	0.0
Other Revenue	8.8	8.8	0.0
Total Revenue	79.4	79.0	(0.4)
EXPENSES:			
Compensation	30.3	30.3	0.0
Scholarships	12.9	12.9	0.0
Sport Programs	12.7	12.7	0.0
Marketing/Fund Raising	1.8	1.8	0.0
Debt Payments	10.0	10.0	0.0
Direct Admin/Dues	4.6	4.6	0.0
Other Expense	11.1	11.1	0.0
Total Expenses	83.4	83.4	0.0
Net Income from Operations	(4.0)	(4.4)	(0.4)

**There may be minor differences in subtotals shown above due to rounding to dollars million.*

- a.) \$600k revenue shortfall projected in ticket sales
- b.) Projected surplus of \$25k in endowment distribution and \$50k in Foundation operational support
- c.) Projected \$50k surplus in royalty licensing revenue

FUTURE ACTION ITEM #1

Academic Year 2024-2025 Tuition Rates

(Leslie Brunelli)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Academic Year 2024-2025 Tuition Rates

PROPOSED: That the WSU Board of Regents set tuition rates for academic year 2024-2025

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION:

State law authorizes the governing boards of the four-year higher education institutions to establish tuition rates. However, resident undergraduate rates are capped; and may increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years (RCW 28B.15.067 (1)). Tuition rates for all student categories except resident undergraduates may increase or decrease without limit.

Recently enacted legislation (SB 5079) requires that Office of Financial management (OFM) notify higher education institutions of the maximum tuition increase for resident undergraduates by October 1st, and that notification set the cap at 3% for AY 2024-25.

Tuition rates will be finalized for action at the January 2024 Board of Regents meeting after gathering student feedback on proposed rates. Tuition for the Elson S. Floyd College of Medicine will be brought forward to the Board of Regents for future action in January 2024 and for approval in March 2024.

The current full-time annual tuition rates for 2023-24 are shown in the following table along with proposed changes for academic year 2024-2025.

Tuition Rates	Current	Proposed	Change	%Change
Undergraduate Resident	\$10,976	\$11,305	\$329	3.0%
Undergraduate Non-Resident	\$27,052	\$27,864	\$812	3.0%
Undergraduate Resident Global Campus	\$10,976	\$11,305	\$329	3.0%
Undergraduate Non-Resident Global Campus	\$12,280	\$12,648	\$368	3.0%
Graduate Resident	\$12,675	\$13,055	\$380	3.0%
Graduate Non-Resident	\$27,842	\$28,677	\$835	3.0%
Graduate Resident Global Campus	\$12,675	\$13,055	\$380	3.0%
Graduate Non-Resident Global Campus	\$12,675	\$13,055	\$380	3.0%
Master of Nursing Resident	\$17,752	\$17,752	\$0	0.0%
Master of Nursing Non-Resident	\$33,224	\$33,224	\$0	0.0%
PharmD Resident	\$24,878	\$25,724	\$846	3.4%
PharmD Non-Resident	\$30,104	\$30,104		0.0%
DVM Resident	\$26,774	\$26,774	\$0	0.0%
DVM Non-Resident	\$62,378	\$62,378	\$0	0.0%
DVM 4th Year Resident	\$38,376	\$38,376	\$0	0.0%
DVM 4th Year Non-Resident	\$73,980	\$73,980	\$0	0.0%
ESF College of Medicine Resident	\$40,891	\$42,118	\$1,227	3.0%
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 Applied Economics degree program is a self-sustaining program and as such charges a per credit hour tuition rate. The current per credit rates for 2023-2024 are shown below, along with the proposed rates for academic year 2024-2025.

Tuition Rates	Current	Proposed	Change	%Change
Applied Economics	\$650	\$667	\$17	2.6%



FY25 Tuition Proposal

Leslie Brunelli, Executive Vice President for Finance and Administration & CFO

November 16, 2023



Tuition Setting Authority

Legislature sets the cap for Undergraduate Resident rate increases

RCW 28B.15.067: *Tuition for resident undergraduates may increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years as the wage is determined by the federal bureau of labor statistics*

Regents can set rates for all other categories of students without limit

RCW 28B.15.067: *The governing boards of the state universities may reduce or increase full-time tuition fees for all students other than resident undergraduates, including nonresident students, summer school students, and students in other self-supporting degree programs.*



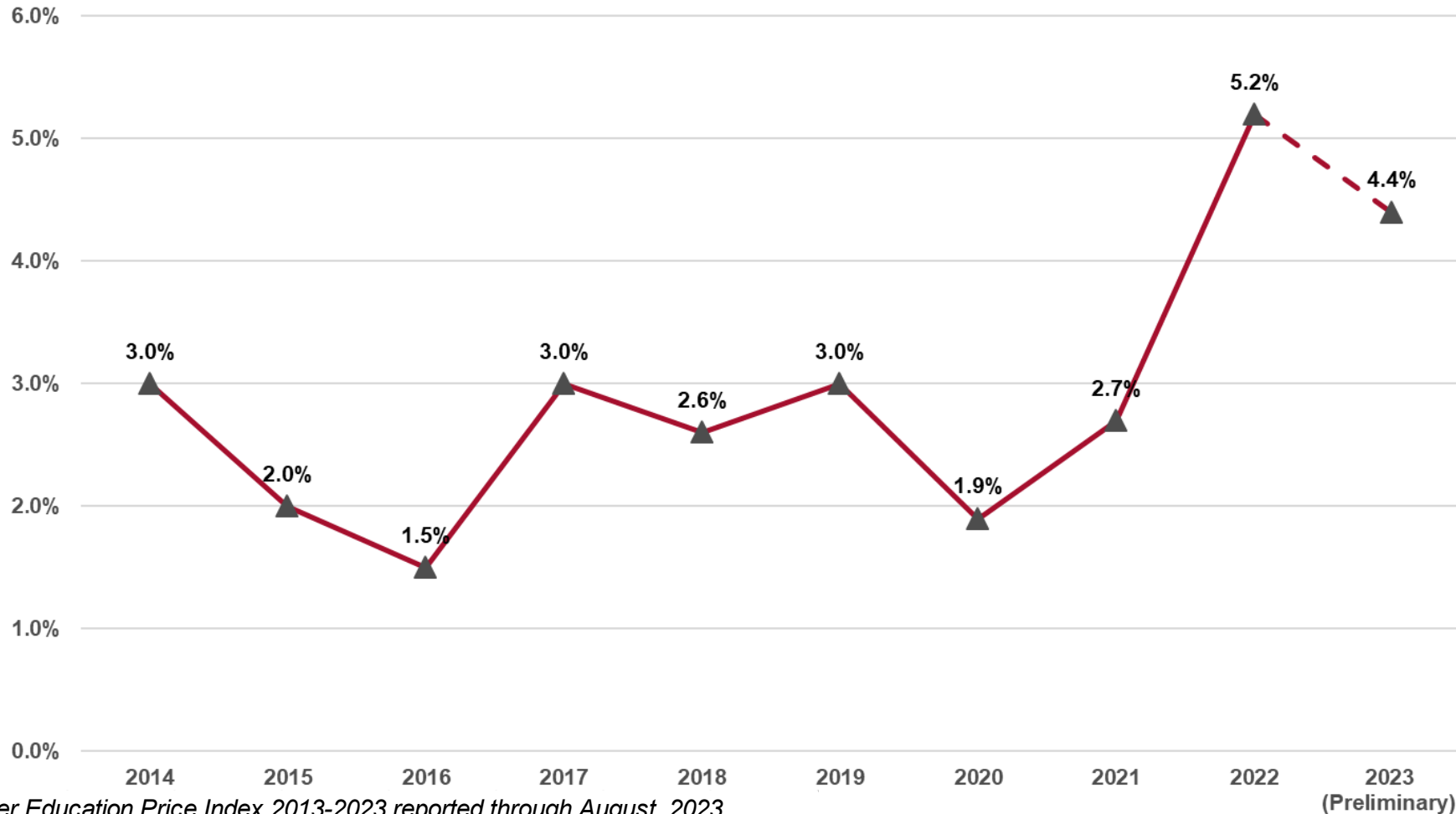
WSU Resident Undergraduate Tuition Rate Changes Compared to Maximum Allowed

	Max Rate Allowed	WSU Increase	
2017-18	2.2%	2.2%	
2018-19	2.2%	2.0%	←
2019-20	2.4%	2.4%	
2020-21	2.5%	2.5%	
2021-2022	2.8%	2.5%	←
2022-2023	2.4%	2.4%	
2023-2024	3.0%	2.5%	←



Higher Education Price Index (HEPI)

CommonFund measures the HEPI based on average relative level of prices in a fixed basket of goods and services purchased by colleges and universities each year, therefore more accurate than the CPI for the higher education industry.



source: Higher Education Price Index 2013-2023 reported through August, 2023

The factors that impact HEPI include:

Salaries for faculty, administration, and other employees | Fringe benefits | Utilities | Supplies and materials | Miscellaneous services



Tuition Rate Proposals and Timeline

UG and GRAD Tuition Rates for AY 23-24 with Proposed Changes for AY 24-25

Annual Tuition Rates	Current	Proposed	\$ Change	% Change
Undergraduate Resident	\$10,976	\$11,305	\$329	3.0%
Undergraduate Non-Resident	\$27,052	\$27,864	\$812	3.0%
Undergraduate Resident Global Campus	\$10,976	\$11,305	\$329	3.0%
Undergraduate Non-Resident Global Campus	\$12,280	\$12,648	\$368	3.0%
Graduate Resident	\$12,675	\$13,055	\$380	3.0%
Graduate Non-Resident	\$27,842	\$28,677	\$835	3.0%
Graduate Resident Global Campus	\$12,675	\$13,055	\$380	3.0%
Graduate Non-Resident Global Campus	\$12,675	\$13,055	\$380	3.0%

3% increase recommendation is based on expected undergraduate resident rate cap to be announced by Oct. 1st

Rates shown are full-time annual rates for students enrolled in between 10-18 credits



Professional Tuition Rates for AY 23-24 with Proposed Changes for AY 24-25

Annual Tuition Rates	Current	Proposed	\$ Change	% Change
PharmD Resident	\$24,878	\$25,724	\$846	3.4%
PharmD Non-Resident	\$30,104	\$30,104	\$0	0.0%



Self- Sustaining Tuition Rates for AY 23-24 with Proposed Changes for AY 24-25

Per Credit Hour Tuition Rates	Current	Proposed	\$ Change	% Change
Applied Economics (per credit hour)	\$650	\$667	\$17	2.6%



Assumptions for FY25 Planning

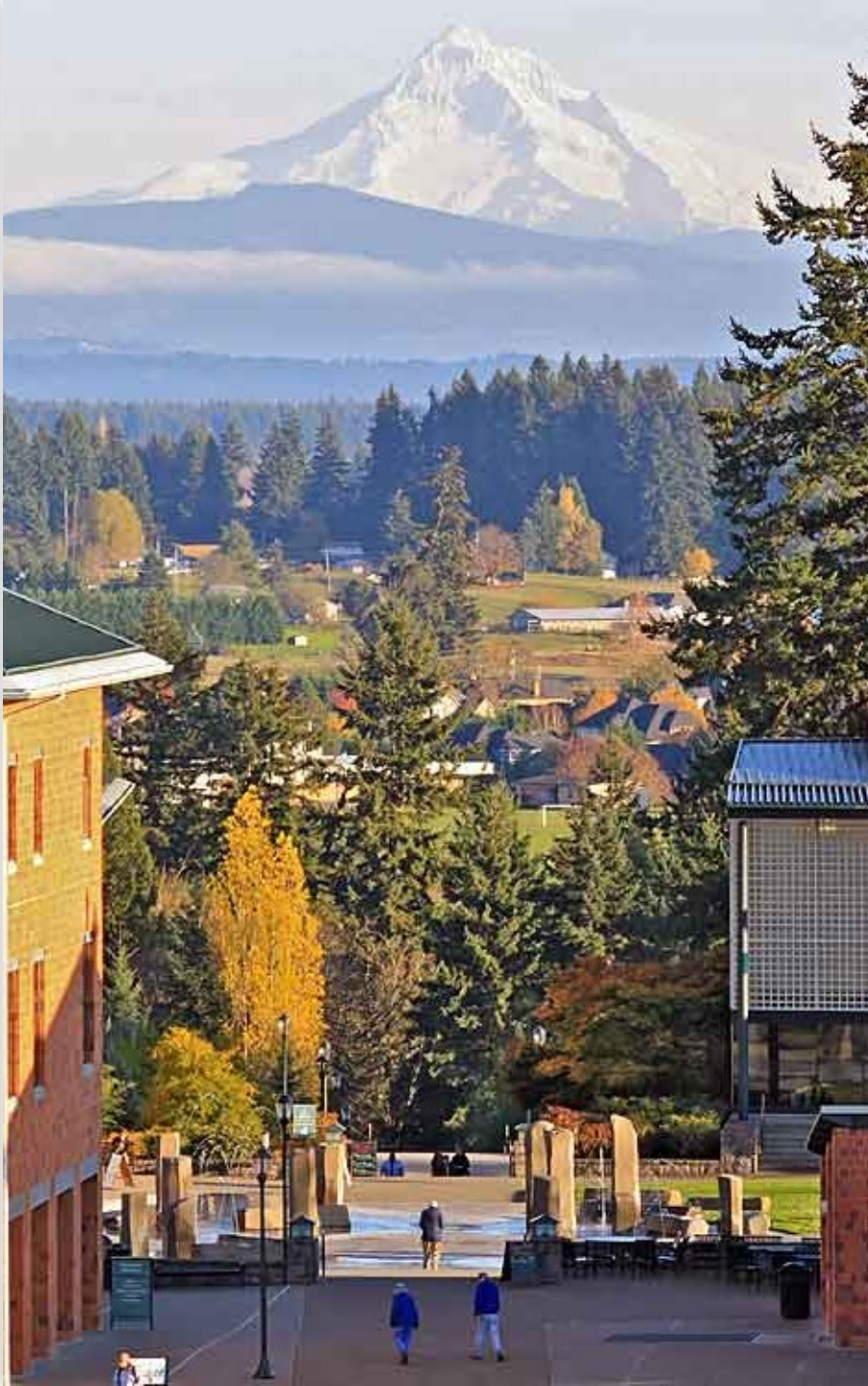
- Modest increase in first-year & transfer students, being mindful of enrollment cliff
- Slight decrease in overall enrollment due to continued impacts of large graduating cohorts
- **Without rate increase**, tuition projected to decrease \$3.2 million over projected FY24
- **With rate increase of 3%**, tuition projected to increase \$3 million over projected FY24





Next Steps – Tuition Rates

- Rate increase proposals to be vetted with students and feedback gathered and provided to Regents prior to adoption of rates
- January 2024 - Action Item on tuition rates considered by the Board
- January 2024 – Future Action Item on tuition rates for the Elson S. Floyd College of Medicine
- March 2024 – Action Item on tuition rates for Elson S. Floyd College of Medicine



Next Steps – Student Fees

January 2024

- Housing & Dining Rates – Future Action
- Student S&A and Technology Fees – Future Action

March 2024

- Housing & Dining – Action Item
- Student S&A and Technology Fees – Action Item

May 2024

- Student S&A and Technology Fees – Action Item

FUTURE ACTION ITEM #2

WSU Foundation – Proposed Amendments to Investment Policy Statement (Leslie Brunelli/Mike Connell)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed amendments to the Investment Policy Statement and Spending Policy (Investment Policy Statement) for the Consolidated Endowment Fund

PROPOSED: That the Board of Regents approve the proposed amendments to the Investment Policy Statement

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO
Mike Connell, Vice President for Advancement & WSU Foundation CEO

SUPPORTING INFORMATION: The Investment Policy Statement applies to both University endowed assets and Washington State University Foundation endowed assets, collectively referred to in the Washington State University Foundation Consolidated Endowment Fund (Fund).

The proposed changes seek to: (i) clarify the scope of the Investment Policy Statement to include all institutional funds held for investment and to exclude planned gift assets; (ii) recognize the WSU Foundation as the principal entity for promoting, receiving, and managing private gifts and support; (iii) require the Chair of the Board of Directors and the Chair of the Investment Committee to appoint committee members jointly; (iv) require the Chair of the Investment Committee to report at least annually to the Board of Directors and the Board of Regents; (v) reference the recently adopted Washington Nonprofit Corporation Act, RCW 24.03A; (vi) allow waiver of 1.5% management and advancement fee at the joint discretion of University President and Foundation CEO; and (vii) update Appendices A (asset class allocations) and B (asset class benchmarks). A few other revisions were made to sections without changing their meaning.

The proposed amended Investment Policy Statement was reviewed by the Foundation Investment Committee on May 30, 2023, and is recommended to the Board of Regents for approval. The proposed amended Investment Policy Statement was approved by the Foundation Board of Directors at its October 13, 2023 meeting.

ATTACHMENT: [Consolidated Endowment Fund Investment Policy Statement](#) (Draft Redline Version)

**Washington State University Foundation
Consolidated Endowment Fund**

**Investment Policy Statement and Spending Policy
(~~October 2021~~_____2023)**

Contents

1. Purpose and Background	4
2. Allocation of Responsibilities	6
2.1 Governing Boards	6
2.2 WSU Foundation Investment Committee	7
2.3 Chair of the Committee.....	10
2.4 WSU Foundation Snr. Associate Vice President of Finance, Operations and Services	10
2.5 Custodian Bank.....	11
2.6 Investment Managers.....	11
2.7 Investment Consultant	12
3. Investment Objectives	13
3.1 Total Fund Return Objectives	13
3.2 Investment Strategy Objectives	13
3.3 Domestic Equities	15
3.4 International Equities	15
3.5 Alternative Assets – Private Equity.....	15
3.6 Alternative Assets – Hedge Funds.....	15
3.7 Alternative Assets – Real Assets	15
3.8 Inflation Protected Fixed Income	16
3.9 Fixed Income.....	16
4. Policy Guidelines	16
4.1 Spending Policy/Rebalancing/Cash Flow Management.....	16
4.2 Spending Policies	16

4.3	Rebalancing/Cash Flow Management	18
4.4	Usage of Derivatives	18
4.5	Proxy Voting.....	19
4.6	Securities Lending	19
4.7	Cougar Investment Fund.....	19
4.8	Conflicts of Interest.....	19
5.	Monitoring of Objectives	20
6.	Communications and Reporting.....	21
6.1	Chair of the Committee.....	21
6.2	WSU Foundation Staff.....	21
6.3	Investment Managers.....	22
6.4	Investment Consultant.....	22
7.	Evaluation and Review	23
7.1	Evaluation	23
7.2	Meetings.....	23
7.3	Authorities and Limitations.....	24
Appendix A	25
Appendix B	26
Appendix C	27

1. Purpose and Background

PURPOSES/ROLE: The Investment Committee, a standing fiduciary committee established under the Restated Bylaws of the WSU Foundation, is responsible for investments, reinvestments, and general management of all property and assets held for investment by the WSU Foundation, excluding planned gift assets held in trust or agreement by the WSU Foundation, and including those University assets entrusted to the WSU Foundation for investment management under contract with the University. This Investment Policy Statement and Spending Policy (Investment Policy Statement) ~~only~~ applies to the endowed assets of the WSU Foundation and University, ~~and not the planned gift assets of the WSU Foundation.~~ The Investment Committee develops investment policies, to be presented to the Board of Directors for approval, for investing capital of the WSU Foundation, along with a consistent monitoring of investment performance and investment management, per its Investment Committee Charter, as amended from time to time. A copy of the Investment Committee Charter in effect on the date of this Investment Policy Statement and Spending Policy is attached as Appendix D.

BACKGROUND:

Washington State University Foundation (WSU Foundation) was established as a Washington nonprofit corporation in 1979. It is recognized by the Internal Revenue Service as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code. The WSU Foundation's mission is to promote, accept, and maximize private support for programs, initiatives, and properties of Washington State University (University), and prudently manage, invest, and steward the assets entrusted to it by the University and its alumni, friends, and donors. WSU Foundation is a separate and independent entity from the University and is neither a state agency nor its functional equivalent.

The University has contracted with the WSU Foundation to be the principal sole entity for promoting, receiving, and managing all private gifts to the University as set forth in the Agreement between Washington State University and Washington State University Foundation ("~~Agreement~~"). Pursuant to the Agreement, the WSU Foundation actively solicits alumni and friends of the University on behalf of the University. Some donor's gifts are intended to create endowments. These endowments may be titled in the name of the WSU Foundation or the University depending on the donor's intent.

The Washington State University Foundation Consolidated Endowed Fund Investment Policy Statement and Spending Policy applies to WSU Foundation assets held as endowments as well as University endowed assets entrusted to the WSU Foundation for investment management under the Agreement. These endowed assets are managed by the WSU Foundation as part of the Washington State University Foundation Consolidated Endowment Fund (Fund). The Fund is an institutional fund (as that term is defined in RCW 24.55.010(4)). There are two components to the Fund, reflecting the sources of the Fund's corpus:

- a. WSU Foundation's endowed assets consists of permanent endowments, quasi-endowments and funds building to target (the endowment is funded over a period of time).

- b. University's endowed assets consists of permanent endowments, quasi-endowments and funds building to target (the endowment is funded over a period of time).

Distributions from the Fund are made quarterly in accordance with the spending policy, set out in Section 4.1.1 hereof and mutually agreed upon by the Directors and the Regents. Furthermore, the Committee shall report, at least annually, to the Directors, the Regents, and University administration the investment performance against benchmarks.

The WSU Foundation Board of Directors (Directors) are fiduciaries for the WSU Foundation's endowed assets. The Washington State University Board of Regents (Regents) are fiduciaries for the University's endowed assets. Pursuant to the Agreement, and subject to this policy, the Directors, the WSU Foundation, and the WSU Foundation Investment Committee (Committee), as appropriate, are responsible for the investment and management of the WSU Foundation's endowed assets and the University's endowed assets.

COMPOSITION/APPOINTMENT/REPORTING:

The Investment Committee is comprised of at least seven (7), but not more than eleven (11) appointed members (voting) and select ex officio members (non-voting). The Regents appoint two (2) of these voting members, one a member of the Regents, the other a Regent or a volunteer with investment expertise and experience selected upon consultation with the Committee, subject to notice to the Directors. These members serve a one-year (1-year) renewable term upon appointment by the Regents. The other Committee members are appointed jointly by the Chair/~~President~~ of the Board of Directors and the Chair of the Investment Committee; ~~are~~ selected from Board members or volunteers with investment expertise and experience upon consultation with the Committee, and subject to approval of the Directors and notice to the Regents. These members serve a four (4) year term renewable upon appointment by the Chair/~~President~~ of the Board of Directors and the Chair of the Investment Committee. Ex officio (non-voting) seats are designated by the Directors pursuant to the Charter and shall always include at least one (1) University representative and one (1) Audit Committee Member. As of the date of the adoption of this Investment Policy, the Chief Financial Officer and Executive Vice President for Finance and Administration (CFO/EVPFA) of WSU, the CEO of the WSU Foundation, and the Chief Financial Officer of the WSU Foundation or their designee are ex officio members of the Investment Committee. The Committee Chair must be a Director. The Chief Financial Officer of the WSU Foundation or ~~their~~ designee serves as Secretary to the Committee. Investment policy and guidelines, as well as performance against benchmarks shall be reported by the Committee Chair, at least annually/quarterly, to the Board of Directors, and the Board of Regents of the University and University administration.

MEETINGS: The Investment Committee will meet at least four (4) times a year, -with two (2) of the meetings held at the WSU Foundation's Annual Fall Meeting and Spring Meeting.

2. Allocation of Responsibilities

This section describes and delineates the responsibilities of the key parties to the Fund's investment process. The Directors and the Regents, as the governing boards for the WSU Foundation and the University, respectively, have a responsibility to set investment and spending policy with respect to the endowed assets of each entity in the Fund, and to review

and approve any changes thereto. Management and investment of the Fund may be delegated to the extent that the WSU Foundation and/or the University may prudently delegate under the circumstances. In delegating, the Directors and the Regents shall act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances.

The responsibilities identified in this section and elsewhere in this policy delineate the scope of the respective delegations by the Directors and the Regents, and the authority retained.

2.1 Governing Boards – Board of Directors (WSUF) and Board of Regents (WSU)

2.1.1 Directors WSU Foundation

The Directors provide performance accountability, membership oversight, and governance evaluation for the Committee. The Directors' responsibilities are to:

- a. Approve the Investment Committee Charter, annually.
- b. Approve the Investment Policy Statement, and changes to the Investment Policy Statement as it relates to the WSU Foundation endowed assets.
- c. Assess Fund performance against annual goals.
- d. Review and approve final Directors-appointed candidates for open positions on the Committee, as recommended by the Committee, including additional *ex officio* members, Committee Chair, and Committee Vice Chair.
- e. Annually review the operational performance of the Committee and its members.
- f. Review member de-selection recommendations as submitted by the Committee Chair, approve de-selection recommendations of Directors-appointed members, and forward de-selection recommendations of Regents-appointed members to Regents for approval. De-selection does not include normal end-of-term roll-off of members.
- g. Maintain “best in class” operations by periodically assessing Committee performance and evaluating changes in: the roles and responsibilities of Committee and staff; the structure and composition of the Committee; the characteristics and qualifications of Committee Chair and members; and the Committee support model.
- h. Address problems with Committee operations as they arise.
- i. Identify a group of higher education institutions where the WSU Foundation can benchmark its results with endowments similar in size.

2.1.2 Regents WSU

The Regents' responsibilities are to:

- a. Approve the Investment Policy Statement and changes to the Investment Policy Statement as it relates to University endowed assets.

- b. Review and approve Regents-appointed Committee members.
- c. Annually review the operational performance of the Fund and the actions of the WSU Foundation, its Directors, and the Investment Committee in their role as manager of University endowed assets in order to monitor performance and compliance with the scope of the delegation of management of University endowed assets.
- d. Review and approve de-selection recommendations from the Committee of Regents-appointed members. De-selection does not include normal end-of-term roll-off of members.

2.2 WSU Foundation Investment Committee

2.2.1 Duties

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

- a. Exercise ordinary business care and prudence under the facts and circumstances prevailing in managing and investing the assets of the endowment. Specific factors guiding the Committee in managing and investing the assets are:
 - 1. General economic conditions;
 - 2. Effects of inflation and deflation;
 - 3. Expected tax consequences of investment decisions;
 - 4. Role of each investment in fund portfolio;
 - 5. Expected total return from income and growth of investments;
 - 6. Other University resources;
 - 7. Needs for the fund to make distributions and preserve capital;
 - 8. An assets special relationship or special value to the University's mission;
 - 9. To incur only costs that are appropriate and reasonable in relation to the Fund's assets;
 - 10. Make reasonable effort to verify facts relevant to the management and investment of the Fund; and
 - 11. Annually review Investment Policy Statement and Spending Policy.

- b. Act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in delegating management and investment of the Fund to an external agent in:
 - 1. Selecting the agent;
 - 2. Establishing the scope and terms of the delegation; and
 - 3. Reviewing and monitoring the agent's performance.
- c. Act in good faith and with the care that an ordinarily prudent person in a like position would exercise under similar circumstances in making decisions to appropriate for expenditure or accumulate Fund assets, taking into consideration:
 - 1. Duration and preservation of the endowment fund;
 - 2. Purposes of the University and the endowment fund;
 - 3. General economic conditions;
 - 4. Possible effect of inflation or deflation;
 - 5. The expected total return from income and the appreciation investments;
 - 6. Other resources of the University
 - 7. This Investment Policy [Statement](#).
- d. Comply with all applicable state and federal laws, regulations, and rulings that relate to the Fund's investment management process.
- e. Recommend Investment Policy [Statement](#) and Spending Policy changes to the Directors and the Regents.
- f. Operate within the allocation ranges of the Investment Policy [Statement](#).
- g. Establish and review objectives, asset allocation, and guidelines for the investment of the Funds' assets.
- h. Establish and comply with policies addressing issues that may result in perceived or actual conflicts of interest (including but not limited to relationships with investment managers or other firms doing business with the Fund and receipt of gifts or entertainment above a certain dollar value from firms doing business with the Fund) and other governance issues.
- i. Select qualified external investment managers to manage the Fund's assets.
- j. Select other service providers it deems appropriate to carry out its function, including, but not limited to, independent investment consultant(s).

- k. Meet quarterly to evaluate policy compliance, review progress in achieving the Fund's goals, and assess the effectiveness of the investment program.
- l. Evaluate the Fund's performance and the performance of the professionals hired to assist the Committee in managing the Fund's investment program.
- m. Communicate on a regular basis with the investment consultant.
- n. Periodically review and evaluate ongoing understanding and relevance of investment policies of commingled funds in which Fund assets are invested.
- o. Take appropriate action if objectives are not being met or if policy and guidelines are not being followed.
- p. Keep the Audit Committee informed of any laws, regulations, rulings or investment decisions that might affect the annual audit of the WSU Foundation.
- q. Keep the Finance Committee informed of any changes to the spending rate applicable to the endowed Fund.

2.3 Chair of the Committee

The Chair of the Investment Committee shall be a member of the Board of Directors.

The Chair is responsible for the following duties:

- a. Provide leadership in the conduct of Committee responsibilities and preside at Committee meetings.
- b. Report Committee activities and actions and Fund performance at meetings of the Directors and the Regents.
- c. Communicate on behalf of the Committee, as the Committee speaks with one voice through the Chair.
- d. Manage the Committee member performance review and de-selection process. Participate in new member orientation sessions.
- e. Collaborate with the WSU Foundation's CFO or their designee on developing meeting agendas and meeting locations.

2.4 WSU Foundation CFO

The WSU Foundation CFO or ~~their~~ designee is responsible for the following duties:

- a. Assist the Committee in maintaining relevant policies and procedures.
- b. Coordinate contract reviews and execution.
- c. Day-to-day relationship management of investment program service providers.

- d. Act as liaison between the Committee and investment program service providers.
- e. Execute asset allocation and rebalance upon consultation with the investment consultant and Chair, as needed.
- f. Provide direction letters to the investment managers, bank custodian, and consultant.
- g. Determine liquidity needs and communicate same to appropriate service providers.
- h. Provide reports to internal and external constituencies as required.
- i. Develop meeting agendas and collaborate with Committee Chair and appropriate service providers, as needed.
- j. Provide orientation to new Committee members.

2.5 Custodian Bank

Fund assets will be held by an institution designated as the Custodian Bank ~~to who shall~~ manage, control, and collect the assets of the Fund in accordance with the terms of a separate custodial agreement as well as the terms of this Investment Policy Statement. The custodian bank for the Fund is responsible for:

- a. Fulfilling all the customary fiduciary duties of a custodian in accordance with applicable state and federal laws.
- b. Receiving all contributions and paying all disbursements and Fund expenses as directed by designated and authorized ~~S~~staff.
- c. Safekeeping of assets, timely settlement of securities transactions, and the daily sweep of excess cash from manager accounts into suitable cash management vehicles.
- d. Accurate and timely reporting of the assets to ~~S~~staff by individual manager account(s), investment pool, and total Fund.
- e. Coordinating asset transfers as requested by ~~S~~staff.
- f. Meeting with ~~S~~staff as requested.

2.6 Investment Managers

The manner in which the Funds' investment objectives are to be accomplished and the account ability of the investment managers in seeking to achieve the investment objectives shall be consistent with the fiduciary provisions of RCW 24.03A, Washington Nonprofit Corporation Act, and RCW 24.55, ~~and the~~ Prudent Management of Institutional Funds Act, and other pertinent state and federal laws, regulations, and rulings that relate to the investment process.

The investment managers are given full discretionary authority to accomplish specific investment objectives of the Fund, subject to the guidelines set forth in this Investment Policy Statement. The investment managers are responsible for the following:

- a. Implementing investment strategy according to the style for which they were hired.
- b. Implementing security selection and timing decisions.
- c. Providing reports and data as requested by the Committee, Staff, bank custodian, and/or investment consultant.
- d. Meeting with the Committee and Staff as requested.
- e. Voting proxies.

Investments in pooled funds shall be subject to the Investment Policy guidelines established by the respective fund managers.

2.7 Investment Consultant

The Investment Consultant is responsible for the following:

- a. Assist the Committee and Staff in maintaining a relevant investment policy.
- b. Evaluate and report performance of Fund assets on a quarterly basis.
- c. Monitor and report any material changes in personnel, organization, or investment strategy of the Funds' investment managers.
- d. Proactively suggest improvements to the Funds' investment program.
- e. Identify appropriate investment manager candidates.
- f. Provide investment expertise and analyses, as needed by the Committee and Staff.
- g. Establish and regularly review manager structure guidelines for the Fund's components.
- h. Keep the Committee informed of current investment trends, issues, and material changes in the regulatory environment.
- i. Evaluate investment opportunities.
- j. Recommend asset allocation and manager allocation targets.
- k. Recommend asset manager finalists.
- l. Annually, provide results of selected benchmark schools for the Committee to track.

3. Investment Objectives

The investment objectives of the Fund reflect its long-term nature and intergenerational equity concerns. It is recognized that the desire to grow corpus and to produce a large, stable, and predictable payout stream involves trade-offs that must be balanced in establishing the investment and spending policies. Operating and philosophical considerations shape the Fund's objectives as outlined below:

- a. Produce a relatively predictable and stable payout stream each year.
- b. Maintain purchasing power of the assets over the investment horizon.
- c. Balance the support of present and future generations of students, faculty, facilities and programs.
- d. Include assets that provide inflation protection and assets that can drive long-term growth.

3.1 Total Fund Return Objectives

The Fund has multiple investment return objectives:

- a. The long-term total rate of return should equal or exceed the endowment spending rate (5.5% as of the date of adoption of this Investment Policy Statement, consisting of 4.0% for donor restricted purposes and 1.5% for WSU Foundation management fee) plus the increase in the Consumer Price Index. It is recognized that in order to achieve this objective over extended periods, endowments have had to exceed the objective substantially during some periods, such as the 1980s, in order to compensate for shortfalls during other periods, such as the 1970s and 2000s.
- b. The Fund is expected to produce a rate of return that at least matches that of the benchmarks, which are set out in Appendix B. Investment policy and benchmarks in Appendix B are subject to change with approval by the Directors upon consultation with the Committee, its Investment Consultant and ~~S~~staff. Risk (as measured by standard deviation of quarterly returns) should not exceed that of the Policy Portfolio without a corresponding increase in performance above the Policy Portfolio.

3.2 Investment Strategy Objectives

Achieving these objectives requires a combination of investment strategies that are categorized by differences in their expected response to economic conditions, specifically price inflation or changes to interest rates, and weighted in the Fund by considering risk-adjusted returns and correlations. Broad categories considered in asset allocation are: domestic equities, international equities, alternative investments (private equity, private real assets, hedge funds, managed futures, commodities and derivative contracts), inflation hedge strategies, and fixed income.

The Directors and the Regents recognize that asset allocation decisions are the most important factors determining the long-term performance of the Fund, and the success of the investment management strategy. Asset allocation decisions shall be made by the Directors and the Committee as described herein. The Fund's allocation to equities and fixed income and alternative investments shall be approved by the Directors with input from the Committee, its Investment Consultant, and ~~S~~staff based upon the current spending policy and estimates of the long-term investment performance likely to be achieved by the various asset classes and investment styles.

Appendix A sets out the current target and minimum and maximum investment by percentage for identified asset classes. Appendix A is subject to change with approval by the Directors upon consultation with the Committee, its Investment Consultant, and ~~S~~staff. The Committee Chair shall inform the University of any changes to Appendix A within ten (10) days of approval of the change. Operating and philosophical considerations that shape the Fund's strategies are outlined below:

- a. Seek growth of assets by emphasizing equity investments with a mix of active and passive investment strategies, while avoiding excessive risk levels.
- b. Favor active investment strategies that offer the opportunity for the total portfolio to outperform in very poor markets and some opportunity for the total portfolio to participate in exceptionally strong markets.
- c. The acceptable risk profile for the Foundation should generally be to assume the lowest possible risk for the return goal desired. While negative returns in any single year may be unavoidable, over longer terms, asset allocations should be selected which are expected to achieve overall positive portfolio returns. In order to assess and monitor portfolio risk, the Investment Committee will review its asset allocation policy and asset allocation at least annually. Risk can be construed to include multiple different outcomes including loss of principal, failure to meet an expected return, or volatility of investment returns around an expected mean (standard deviation). The Investment Committee's policy regarding investment risk, consistent with modern portfolio theory, is that risk cannot be eliminated but should be managed. Investment committee members, with the help of the External Investment Manager and investment managers, are responsible for understanding the risks inherent in various investment strategies, ensuring that they are properly compensated for these risks, and measuring and monitoring them. It should be considered in the hiring of new investment managers as well as in the continued monitoring of existing investment managers and the overall portfolio. Risk should also be considered in the selection of individual asset classes and the overall

portfolio asset allocation. Most importantly, the level of overall portfolio risk taken should be consistent with the overall return objectives of the Foundation.

3.3 Domestic Equities

The purpose of holding domestic equity securities is to provide long-term capital growth through participation in the growth of the U.S. economy. The objective of the domestic equity portfolio is to earn, over the long term, an average annual total return, net of fees, that at least matches that of the Dow Jones U.S. Total Stock Market Index.

3.4 International Equities

The purpose of holding international equities is to expand the universe of capital growth opportunities and diversify economic risk. The objective of the international equity portfolio is to earn, over time, an average annual total return, net of fees, that at least matches that of the MSCI All Country World ex-U.S. Index.

3.5 Alternative Assets – Private Equity

The purpose of investing in private equity ~~partnerships~~ (including venture capital and leveraged buyouts ~~limited partnerships~~) is to expand the universe of capital growth opportunities, with the potential to enhance the return of the portfolio, by investing in the non-public sector of the equities market. The objective of the private equity portfolio is to earn, over the long term, an average annual total return, net of fees, that exceeds the Burgiss Global Private Equity Index or such other private equity benchmark, as might be appropriate.

3.6 Alternative Assets - Hedge Funds

The purpose of investing in hedge funds is to enhance diversification by providing returns that are not dependent on the direction of the stock market or interest rates and are less correlated with the U.S. equity and bond markets than conventional stock and bond managers. The objective of the hedge fund portfolio is to earn, over the long term, an average annual total return, net of fees, that exceeds Hedge Fund Research, Inc. Fund of Funds Composite Index.

3.7 Alternative Assets – Real Assets

The purpose of investing in real assets (including real estate and natural resources ~~partnerships~~) is to provide attractive returns, visible current cash flows, portfolio diversification, and a hedge against unanticipated inflation. Real assets are expected to provide relative stability to the Fund during periods of public market turmoil and provide a measure of protection against inflation. The objective of the inflation hedge is to earn, over the long term, an average annual total return, net of fees, that exceeds a custom real assets benchmark (consisting of illiquid real estate, liquid and illiquid natural resources and TIPS).

3.8 Inflation Protected Fixed Income

The purpose of investing in inflation protected fixed income (TIPS) is to provide visible current cash flows, portfolio diversification, and a hedge against unanticipated inflation. TIPS are expected to provide relative stability to the Fund during periods of public market turmoil but tend to impose a drag on performance during bull markets. The objective of TIPS is to earn, over the long term, an average annual total return, net of fees, that at least matches that of the Bloomberg Barclays Capital U.S. TIPS Index

3.9 Fixed Income

The purposes of the fixed income investments are to provide some protection against financial disruptions and periods of deflation, to provide higher current income than equities to help meet the spending requirements, and to mitigate the volatility of the Fund. The objective of the fixed income portfolio is to earn, over the long term, an average annual total return net of fees that at least matches that of the Bloomberg Barclays Capital Aggregate Bond Index.

4. Policy Guidelines

4.1 Spending Policy/Rebalancing/Cash Flow Management

In rebalancing, investing, or withdrawing cash in accordance with these provisions, the percentages specified shall be determined with reference to the market values set forth in the most recent bank custodian balances when available and taking into account the cash to be invested or withdrawn.

4.2 Spending Policy

Funds flow from the Fund to the University for the purposes specified in the donor agreements or governing gift instruments and to the WSU Foundation for operating support (Spending Policy). The ~~Fund s~~Spending ~~p~~Policy is intended to balance the competing goals of providing a stable payout stream each year ~~with~~ while maintaining the purchasing power of the Fund assets. The Spending pPolicy takes into consideration the following factors:

- Duration and preservation of the Fund;
 - Purposes of the University and the Fund;
 - Possible effect of inflation or deflation;
 - Expected return from income and appreciation of investments;
 - Other University resources; and
 - The ~~Fund~~ Investment Policy Statement.
- a. Withdrawals shall be made from the Fund only pursuant to ~~theis s~~Spending ~~p~~Policy and in consideration of the factors listed in Section ~~24.2~~ of ~~theis s~~Spending ~~p~~Policy

regarding appropriation of Fund assets for expenditure or accumulation of Fund assets.

- b. The ~~s~~Spending ~~p~~Policy is for the Fund to distribute 5.5% per year. Individual accounts shall receive ~~4.0%~~ pursuant to the terms in the gift use agreement or gift instrument, with 1.5% for Management and Advancement fees, from all funds in the pool.
- c. Distributions are computed quarterly based on the average market value for the thirty-six (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, hereinafter referred to as the “distribution calculation.”
- d. Distribution calculations shall begin when the fund reaches the established minimum endowment level or target balance specified in the gift instrument.
- e. Distributions from the Fund will be computed quarterly based on the average market value for the thirty-six (36) months preceding and including the quarter ended prior to the distribution date. (For example, the September 30, 2009, distribution was based on monthly market values for the period July 31, 2006, through June 30, 2009).
- f. No distributions will be made from an individual endowment fund to a program, until it has reached the established minimum endowment level or the target balance specified in the gift instrument and at least one (1) full quarter investment history after reaching that threshold balance.
- g. Distribution of the 1.5% Management and Advancement fee for administration cost shall only be waived pursuant to the terms in the gift used ~~agreement~~ or at the discretion of the University President and WSU Foundation CEO.
- h. Fund distributions will include cash-basis expenses for scholarships, instructions, professorships, capital, operating, and administrative costs of the WSU Foundation and University. Investment-related expenses (e.g., investment manager and investment consultant fees, custody charges, etc.) will be charged against the Fund’s investment return, and are not considered a part of the 5.5% annual distribution.
- i. In addition to annual reviews, if the Fund’s real return (nominal return minus CPI) falls below 5.5% over the previous three-year (3-year) rolling time period, the Investment Committee should review and make a recommendation to the Directors and Regents in the next reporting cycle for purposes of determining whether to revise the rate.
- j. Market downturns present a particular challenge in balancing the goals of a stable payout stream and maintaining purchasing power. In a market downturn, individual endowment funds may have a market value that is less than the corpus (principal) of the fund; such a fund is defined to be “underwater” for purposes of this policy. A distribution from an underwater fund results in a reduction of principal. The decision to distribute or not distribute from an underwater fund depends initially on the donor’s expressed written instructions. If the donor

specifies that the principal (corpus) may not be invaded, or places other restrictions on spending, then distributions from that fund shall be made in accordance with the donor's restrictions. For all other funds, distributions shall be made consistent with the prudence principles herein and as stated in RCW 24.55 (UPMIFA), with an emphasis on the duration of the fund. All determinations herein shall be made based on fund values on the end date of the distribution calculation period, e.g., the value of the given fund on the quarter ended prior to the distribution date.

~~k. No~~ Distributions shall be made ~~shall be made to from~~ any individual endowment fund ~~whose having a~~ market value ~~is of~~ 30% or more below the total amounts contributed to the fund.

4.3 Rebalancing/Cash Flow Management

Rebalancing and cash flow management will be made in amounts and proportions intended to preserve the asset allocation targets set forth in attached Appendix A.

Rebalancing will be undertaken when the allocations fall outside of the ranges specified in Appendix A. The Investment Consultant should recommend to the ~~S~~staff, Chair of the Committee or Committee any portfolio changes, as appropriate. The staff will execute the rebalancing process through written instruction to the Fund's custodian and investment managers.

4.4 Usage of Derivatives

The Committee recognizes that investment managers have come to use various derivative instruments and that the prudent use of such instruments can be advantageous for controlling portfolio risk, increasing returns, implementing strategies quickly and reducing costs. Accordingly, the Committee permits the use of derivative securities only in a manner consistent with the overall investment objectives and policies described herein.

4.4.1 Derivatives may be used by the WSU Foundation's investment managers to hedge existing portfolio investments (e.g., to hedge the currency risk of a foreign stock or bond position) or to create un-leveraged investment positions as a more efficient and cheaper alternative to investments that would otherwise be made in the cash market (e.g., purchasing Treasury bond futures contracts). Derivatives may not be used by marketable securities managers to leverage a portfolio or significantly increase its risk above that of an account with similar objectives that is managed without derivatives. Use of derivatives by a manager, other than as described in this paragraph, is permitted only if authorized by the Committee. This provision does not apply to investments with absolute return or hedge fund managers.

4.4.2 The Committee expects that its investment managers utilizing derivatives will have in place processes and procedures to control and measure risk.

4.5 Proxy Voting

The Committee acknowledges its responsibility for seeing that the proxy voting rights for securities held by the Fund are exercised in a prudent manner and in the best interests of the Fund beneficiaries. The Committee may delegate their proxy voting rights to the

investment managers of the Fund, or to another qualified agent that acknowledges that it will function as a fiduciary with respect to exercising proxy voting rights. Any such third party shall provide a complete listing, no less frequently than annually, of the issues for which proxies were voted and how the votes were cast. Proxy voting responsibilities have been delegated by the Committee to the investment managers.

4.6 Securities Lending

The Committee may allow for the lending of Fund securities, to earn additional income for the Fund, pursuant to a securities lending policy that is consistent with the investment objectives of the Fund. The Committee may delegate securities lending activities (including the management of collateral received for the borrowed securities) to a qualified securities lending manager that acknowledges that it will function as a fiduciary with respect to the lending of Fund securities (and the management of collateral received) to the extent that the securities lending manager exercises discretionary authority under the securities lending agreement. Any such third party shall provide a complete accounting, no less frequently than annually, of the lending activities and income earned by the Fund.

4.7 Cougar Investment Fund

The Directors and Regents deemed it prudent to allocate a one-time amount of one million dollars (\$1,000,000) from the Fund to the Cougar Investment Fund (CIF). The CIF is managed by students as the central component of a special section of an approved professor of Investments and Portfolio Theory and Risk Management classes. The portfolio is subject to risk controls, oversight, and reporting guidelines specified in a separate Memorandum of Understanding. In addition to providing the Fund with organizational diversification within the large cap core U.S. equity portfolio, the CIF provides valuable experience to the students in applied securities analysis and portfolio management and enhances the University's ability to attract and retain quality, high-achieving students.

4.8 Conflicts of Interest

No Committee member should be placed in a conflict of interest position.

All persons responsible for investment decisions, including Committee members, or who are involved in the management of the WSU Foundation or who are consulting to, or providing any service whatsoever to the Committee, shall adhere to the WSU Foundation Conflicts of Interest Policy, attached as Appendix C. Updated policy attached.

This provision shall not preclude the payment of ordinary fees and expenses to the WSU Foundation's custodian(s), investment managers, or Investment Consultant in the course of their services on behalf of the WSU Foundation.

Further, this provision does not replace obligations under the Washington State Ethics Act, which applies to all state officers and state employees.

5. Monitoring of Objectives

5.1 The Committee will normally review the Fund's asset allocation, manager team, and performance at least quarterly in order to evaluate diversification and progress toward long-term objectives, and will direct the CFO of the WSU Foundation or their designee to make such review, or have such review made by a consultant with appropriate expertise, each quarter. While short-term results will be monitored, it is understood that the objectives for the Fund are long-term in nature and that progress toward these objectives will be evaluated from a long-term perspective (i.e., 20 years or longer).

5.2 Each manager's performance will be evaluated against an appropriate passive index and the median return of an appropriate universe of institutional quality managers or funds as determined by the Committee. The Committee will evaluate each manager periodically in order to establish that the factors that initially led to performance expectations remain in place and that each manager's philosophy is appropriate for the Fund's overall objectives.

5.3 At its sole discretion, the Committee may terminate any manager at any time if it determines for whatever reason that the manager is no longer appropriate for the Fund.

5.4 The Investment Consultant acting on behalf of the Committee shall provide each manager of a separately managed account with a set of mutually agreed-upon guidelines.

5.5 The Committee may invest in a commingled fund (e.g., a mutual fund or limited partnership agreement), provided that the policies of such fund are consistent with this Investment Policy. The Committee will periodically review the policies of any commingled fund investment in order to determine if they remain appropriate for the Fund.

5.6 The Committee shall have prepared and shall review, on a quarterly basis, an investment performance report setting forth the asset allocation of the Fund and the investment returns by asset class, manager, and for the total Fund. The returns shall be calculated on a time-weighted basis, net of manager fees, for the most recent quarter for which data are available and any other periods that the Committee may select and shall include fiscal-year returns when such data are available. The Committee will use the short-term performance data to monitor the Endowment Fund and the managers for consistency of investment philosophy, returns relative to performance benchmarks, and volatility of returns.

5.7 The Committee, through the Investment Consultant and ~~S~~staff, shall have regular communication with the managers of actively managed accounts concerning investment strategy and outlook.

5.8 The Chair of the Committee shall notify the Chair of the Directors and the Chair of the Regents immediately upon becoming aware of the occurrence of any event that might preclude the Fund from achieving its long-term investment objective.

6. Communications and Reporting

6.1 Chair of the Committee

Annually, the Chair will:

- a. Distribute forms and compile performance reviews of Committee members;
- b. Summarize and report overall Committee performance to Directors and Regents with recommendations for changes in Committee membership (de-selection) as needed.
- c. Present a report to Directors and Regents summarizing the Fund's asset allocation as of the end of each fiscal year, performance for the fiscal year and other periods then ended, and any significant actions taken by the Committee during the fiscal year.
- d. Meet with Directors and Regents, or duly authorized subcommittees thereof, to review and discuss Fund performance, investment strategy and strategy changes, and Committee member performance. Additional meetings may be held as needed.

6.2 WSU Foundation Staff

Promptly after adoption or approval, ~~S~~staff will:

- a. Provide copies of Committee meeting minutes to the members.
- b. Provide copies of recommended amendments, additions, or deletions to this Investment Policy Statement and Spending Policy to Directors and Regents.

6.3 Investment Managers

Immediately, each investment manager will report, in writing:

- a. Any and all material changes in the firm's ownership, management, investment personnel, and investment style and approach.
- b. Any occurrences of material litigation or regulatory investigation.

Quarterly, each investment manager will:

- a. Provide a report to the CFO of the WSU Foundation on Fund assets and performance. The report is to show a list of current holdings at cost and market, transactions occurring during the quarter, capital gains and losses, a summary of the investment performance of the account (on a time-weighted basis, both gross and net of fees) and the use of derivatives. Separate account managers will include a reconciliation of the Fund's custodian statements to the manager's records.

Annually, each **equity** investment manager will provide the Investment Consultant and CFO of the WSU Foundation:

- a. A report on the various transaction charges incurred on behalf of the Fund. The report shall indicate the number of shares traded, brokerage firms used, total trading costs, and cost per share.
- b. Present a copy of proxy voting policies and report on the manner in which proxies were voted.

6.4 Investment Consultant

On a quarterly basis:

- a. Provide the Committee with performance reports detailing the performance of individual managers, asset classes, and the total Fund, including relevant performance standards and assessment of managers' continued appropriateness for inclusion in the Fund's investment program.

On an annual basis:

- b. Provide the Committee with any recommended changes needed to this Investment Policy.
- c. Participate in the Committee's annual planning process.
- d. Provide an appropriate peer group fee analysis.

7. Evaluation and Review

7.1 Evaluation

Investment management of the Fund will be evaluated against the Fund's investment objectives and investment performance standards. Performance and investment policy compliance will be measured and evaluated no less than quarterly by the Committee and annually by the Directors and the Regents. Performance will be evaluated on a long-term basis, in light of the investment environment and investment style of each manager. Evaluation will take into consideration both rates of return and volatility of returns, as well as the consistency and discipline with which each manager or limited partnership applies its investment strategy.

This Investment Policy Statement will be evaluated at least annually by the Committee, with input from the investment managers, Investment Consultant, and Staff, to ensure its continuing relevance. The Chair of the Committee, through coordination with Staff, will forward recommendations for change to this Investment Policy Statement to the Directors and the Regents.

If at any time in review of this Investment Policy ~~Statement~~ the Directors and the Regents elect to have differing investment or spending policies, each entity shall separately adopt a new policy and the Consolidated Endowment Fund shall be divided into two funds, one holding University endowed assets and another holding WSU Foundation endowed assets. Each entity will diligently pursue such division and ensure that it occurs in a timely, reasonable, and prudent manner. Upon completion of the division, each fund shall be managed in accordance with the new investment and spending policy for that fund by the entity (ties) so designated in the new policies.

Investment management fees will be compared to an appropriate universe, supplied by the investment consultant, on an annual basis.

Each investment manager will meet at least annually with the Investment Consultant to review the investment performance of the Funds' assets allocated to that investment manager, discuss current and expected changes in investment strategy, discuss any changes in personnel and investment philosophy, and discuss the firm's business plan and any litigation or regulatory issues.

The Investment Consultant will meet with the Committee quarterly to review performance and discuss investment program issues.

The Investment Policy Statement and Spending Policy will be reviewed annually and updated as necessary by the Investment Committee.

7.3 Authorities & Limitations

~~10-13-23: Resolution 10-13-23-06-XX, Approval of Updated Revised Investment Policy Statement and Spending Policy~~

~~10-21-21: Resolution 10-21-2021-03, Approval of Revised Investment Policy Statement. Updates the Committee Charter.~~

~~9-26-13: Resolution 9-26-13-03 Updates the Committee Charter.~~

~~10-20-11: Resolution 10-20-11-03 Updates the Committee Charter.~~

~~10-08-04: Resolution 10-8-04-5 authorizes creation of the Investment Committee~~

~~10-6-04: Creating of an Investment Committee is contemplated by the Restated Bylaws of Washington State University Foundation (Bylaws effective 10/06/04.)~~

APPENDIX A

ASSET CLASS	MINIMUM	TARGET	MAXIMUM
Growth Assets	40%	55%	66%
U.S. Equity	14%	18%	22%
International Equity	14%	17%	20%
Private Equity	16%	20%	24%
Risk Reduction Assets	21%	26%	31%
Cash	0%	2%	4%
Short Duration Fixed Income	2%	4%	6%
U.S. / Global Fixed Income	38%	51%	71%
Hedge Funds	12%	15%	18%
Inflation Protected Assets	15%	19%	23%
U.S. TIPS	24%	45%	6%
Real Assets	12%	15%	18%
Total		100%	

APPENDIX B

ASSET CLASS

BENCHMARK

Growth Assets

U.S. Equity	Dow Jones U.S. Total Stock Market Index
International Equity	MSCI ACWI ex U.S. Index
Private Equity	Burgiss Global Private Equity Index

Risk Reduction Assets

Cash	90 Day U.S. Treasury Bill
Short Duration Fixed Income	Bloomberg Barclays Capital U.S. Aggregate 1-3 Years Government/Credit Bond Index
U.S. / Global Fixed Income	Bloomberg Barclays Capital U.S. Aggregate Bond Index
Hedge Funds	Hedge Fund Research, Inc. HFRI Fund of Funds Composite Index

Inflation Protected [Assets](#)

U.S. TIPS	Bloomberg Barclays Capital U.S. TIPS Index
Real Assets	Custom Real Assets Benchmark

Conflicts of Interest

Statement & Certification

Introduction

This policy is designed to help members of the Board of Directors (“Directors”) and members of standing committees (Audit, Operations, Investment, Gift Acceptance and Management, and Nominating) of the Washington State University Foundation (“Committee Members”) identify situations that present potential conflicts of interest and to emphasize the importance of adhering to high standards of responsibility, accountability, and public scrutiny. This policy is applicable to all Directors and Committee Members of Washington State University Foundation (“WSU Foundation”).

It is important to note that a conflict of interest involving a Director or Committee Member does not necessarily result in a prohibited transaction or arrangement. The Board of Directors may determine that despite the existence of a conflict of interest, the transaction or arrangement is in the best interests of the WSU Foundation.

This policy is intended to supplement, not supersede, the WSU Foundation’s governing documents or any other federal or state laws governing conflicts of interest applicable to nonprofit corporations. Article 7 of the Restated Bylaws of the WSU Foundation pertaining to conflicts of interest, is included in Appendix 1.

On February 14, 2008 the Internal Revenue Service (IRS) promulgated a revised Form 990, the annual reporting form applicable to tax-exempt entities such as the WSU Foundation. Two of the guiding principles behind the form redesign were to enhance transparency and promote tax compliance. The new form significantly increased disclosure requirements related to the exempt organizations governance and management. This Conflict of Interest Statement & Certification serves as a mechanism for collecting the information necessary to properly complete the new Form 990. The IRS requires that each exempt organization undertake a “reasonable effort” to collect the following information.

Duty to the WSU Foundation

Directors and Committee Members have a clear fiduciary duty to the WSU Foundation in connection with their service as a Director or Committee Member. At all times Directors and Committee Members must act in a manner consistent with this fiduciary obligation and must exercise particular care that no detriment to the interests of the WSU Foundation (or appearance of such detriment) may result from a conflict between those interests and any personal interest of a Director or Committee Member.

Identifying a Conflict of Interest

A conflict of interest may arise whenever a Director or Committee Member or a member of his/her family: (1) has an existing or potential interest which impairs or might appear to impair his/her independent judgment in the discharge of responsibilities to the WSU Foundation; (2) may receive

APPENDIX C

a material benefit from knowledge of information which is confidential to the WSU Foundation; (3) knowingly misrepresents, withholds, or falsifies relevant information used for decision-making purposes or to derive personal benefits; or (4) solicits benefits in exchange for using influence as a Director or Committee Member.

Potential Conflicts of Interest

Each Director and each Committee Member who is not a Director must file an annual statement, at or immediately following the fall meeting of the Board of Directors, with the Secretary of the Board of Directors setting forth any conflicts of interest that might be expected to occur within the coming year. The statement shall disclose as fully as possible the nature of the potential conflicts and the nature of the Directors or Committee Member's interest in the potential transactions. All statements that anticipate conflicts of interest will be circulated to the Directors.

In the interim, if any Directors or Committee Member or member of his/her family has or is about to assume an interest or other relationship which might result in a conflict of interest, it is the Directors or Committee Member's responsibility immediately to disclose all material facts to the Chair of the Board of Directors or the Chair of the Audit Committee.

Each Directors and Committee Member must be willing and available to answer any questions about potential conflicts.

Confidentiality Policy

All information concerning actual or potential conflicts of interest on the part of Directors or Committee Members, as well as all other information provided on this Statement & Certification, will be held in confidence. Any disclosure beyond the members of the Board of Directors will take place only upon majority vote of the Board of Directors.

Definitions

Interested Person: Any director, principal officer, or member of a committee with governing board delegated powers who has a direct or indirect financial interest, as defined below, is an interested person.

Financial Interest: A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- An ownership or investment interest in any entity with which the WSU Foundation has a transaction or arrangement.
- A compensation arrangement with the WSU Foundation or with any entity or individual with which the WSU Foundation has a transaction or arrangement, or
- A potential ownership or investment interest in, or compensation arrangement with any entity or individual with which the WSU Foundation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. A person who has a

APPENDIX C

financial interest may have a conflict of interest only if the Board of Directors decides that a conflict of interest exists.

Business Transactions: A business transaction includes, but is not limited to, contracts of sale, leases, licenses, arrangements for the performance of services, and joint ventures in which the interests of the organization and the interested person each exceeds 10%. Membership dues, grants and loans are not considered to be business transactions.

Business Relationship: A business relationship between two persons includes (but presumably is not limited to) the following types of relationships:

- One person is employed by a sole proprietorship owned by the other person or by an organization of which the other person is a director, trustee, officer, key employee or greater-than-35% owner.
- One person is transacting business with the other, directly or indirectly, in one or more contracts of sale, leases, licenses, loans, service arrangements or other transactions involving transfers of cash or property valued in excess of \$10,000 in the aggregate during the year. An indirect transaction is a transaction by one person with an organization of which the other person is a director, trustee, officer, key employee or greater-than-35% owner.
- The two persons are each a director, trustee, officer or greater-than-10% owner in the same business or investment entity.

A "business relationship" does not, however, include the following:

- "ordinary course of business exception": a transaction between the two persons in the ordinary course of either party's business and on the same terms as are generally offered to the public; and
- "Privileged relationship exception": a relationship between attorney and client, medical professional and patient, or priest/clergy and penitent/communicant.

Family Member: Family members include an interested person's spouse, ancestors, siblings (whether of the whole or half-blood), children (natural or adopted), grandchildren, great grandchildren, and spouses of siblings, children, grandchildren and great grandchildren.

APPENDIX C

Appendix 1 – Article 7 of the WSU Foundation Bylaws – Conflicts of Interest

Definitions

A conflict of interest arises when any “Responsible Person” or any “Party Related to a Responsible Person” has an “Interest Adverse to the WSU Foundation.” A Responsible Person is any individual in a position to exercise substantial influence over the affairs of the WSU Foundation, and specifically includes, without limitation, Members, Directors and Officers of the WSU Foundation and the chairperson and members of any committee making decisions on behalf of the WSU Foundation. A Party Related to a Responsible Person includes his or her extended family (including spouse, ancestors, descendants and sibling, and their respective spouses and descendants), an estate or trust in which the Responsible Person or any member of his or her extended family has a beneficial interest or a fiduciary responsibility, or an entity in which the Responsible Person or any member of his or her extended family is a director, trustee or officer or has a financial interest. An “Interest Adverse to the WSU Foundation” includes any interest in any contract, transaction or other financial relationship with the WSU Foundation, and any interest in an entity whose best interests may be impaired by the best interests of the WSU Foundation including, without limitation, an entity providing any goods or services to or receiving any goods or services from the WSU Foundation, an entity in which the WSU Foundation has any business or financial interest, and an entity providing goods or services or performing activities similar to the goods or services or activities of the WSU Foundation.

Disclosure

If a Responsible Person is aware that the WSU Foundation is about to enter into any transaction or make any decision involving a conflict of interest (a “Conflicting Interest Transaction”) such person shall: (i) immediately inform those charged with approving the Conflicting Interest Transaction on behalf of the WSU Foundation of the interest or position of such person or any party related to such person; (ii) aid the persons charged with making the decision by disclosing any material facts within the Responsible Person’s knowledge that bear on the advisability of the WSU Foundation entering into the Conflicting Interest Transaction; and (iii) not be entitled to vote on the decision to enter into such transaction.

Approval of Conflicting Interest Transactions

The WSU Foundation may enter into a Conflicting Interest Transaction provided the material facts as to the Responsible Person’s relationship or interest and as to the Conflicting Interest Transaction are disclosed or are known to the Board of Directors or to a committee of the WSU Foundation that authorizes, approves or ratifies the Conflicting Interest Transaction, and the Board of Directors in good faith authorizes, approves or ratifies the Conflicting Interest Transaction by the affirmative vote of a majority of the disinterested Directors on the Board, even though the disinterested Directors are less than a quorum.

**WASHINGTON STATE UNIVERSITY
FOUNDATION
INVESTMENT COMMITTEE CHARTER**

Last Revision Date: September 30, 2022

PURPOSE :

The Investment Committee, a standing committee established under the Restated Bylaws of the WSU Foundation, shall have the limited authority to act on behalf of the Board of Directors in the investment and management of all property and assets held for investment by the WSU Foundation and those University assets entrusted to the WSU Foundation for investment management under contract (collectively, “Institutional Funds”). The Investment Committee shall prepare, oversee, and maintain investment policies and asset allocation strategies for investing capital of, or managed by, the WSU Foundation, along with a consistent monitoring of investment performance and investment management.

ESTABLISHMENT :

The WSU Foundation exists for the sole and exclusive benefit of the University and under agreement with the University the WSU Foundation shall:

“Accept, hold, administer, invest, and disburse gifted funds of any kind or character, in accordance with the terms of such gifts, and distribute all current use funds to the University, and distribute the spending rate from endowed funds in accordance with the then applicable Washington State University Foundation Consolidated Endowment Fund-Investment Policy Statement and Spending Policy (Investment Policy Statement).”

The Board of Directors of the WSU Foundation delegates management and investment of its Institutional Funds, pursuant to RCW 24.55.035, to the Investment Committee. The Amended and Restated Bylaws of the WSU Foundation establishes the Investment Committee in stating the following:

“The Investment Committee shall be responsible for investments, reinvestments, and general management of all property and assets held for investment by the WSU Foundation and those University assets entrusted to the WSU Foundation for investment management under contract with the University. The Investment Committee shall develop investment policies and asset allocation strategies for presentation to the Board of Directors for approval and for investment of capital of the WSU Foundation, along with a consistent monitoring of investment performance and investment management. Investment policy and guidelines, as well as performance against benchmarks shall be reported, at least quarterly, to the Board of Directors, and the Board of Regents of the University and University administration.”

APPENDIX D

COMPOSITION:

1. The Committee shall be comprised of at least seven (7) but not more than eleven (11) appointed members (voting) and select ex-officio members (non-voting). The University Executive VP for Finance and Administration and CFO or designee, the WSU Foundation Chief Executive Officer, the WSU Foundation Chief Financial Officer, a member of the Audit Committee designated by the Audit Committee Chair, and a member of the Finance Committee designated by the Finance Committee Chair shall serve the Committee as ex-officio, nonvoting members. The term of office or appointment for ex-officio members shall be concurrent with occupancy of office or term of appointment qualifying the individual to serve as a Committee member.
2. The Regents shall appoint two (2) voting members, one of whom must be a member of the Regents, the other a Regent or a volunteer with investment expertise and experience, selected upon consultation with the Committee, subject to notice to the Board of Directors. These members serve a one-year (1-year) renewable term upon appointment by the Regents.
3. The Chair/~~President~~ of the Board of Directors and the Committee Chair shall jointly nominate the members of the Committee, with all nominated candidates having investment and financial backgrounds and some having investment management expertise, subject to approval by the Board of Directors or the Executive Committee, with notice given to the Regents. These members serve a four-year (4-year) term, renewable upon appointment by the Chair/~~President~~ of the Board of Directors and Committee Chair.

COMMITTEE CHAIR:

The Chair/~~President~~ of the WSU Foundation shall appoint the Investment Committee Chair, in consultation with the CEO of the WSU Foundation, and subject to approval of the Board of Directors or the Executive Committee and subject to notice to the Board of Regents.

- 1. The Committee Chair will be a member of the Board of Directors and serve on the Executive Committee.**
- 2. The Committee Chair will provide leadership for and preside at the meetings of the Investment Committee.**
- 3. The Committee Chair will appoint a Vice-Chair who also serves on the Board of Directors to preside over meetings in the Chair's absence.**
- 4. The Committee Chair may invite other appropriate Foundation and University financial management staff and other outside advisors to participate in an Investment Committee meeting.**

STAFF:

1. Staff support for the Investment Committee shall be provided by or through the WSU Foundation offices of the Chief Executive Officer, Chief Financial Officer, and General Counsel, or their designees.
2. Meeting materials may be compiled by staff of the WSU Foundation and delivered in a complete and timely manner to the Committee at the direction of the Committee Chair.

APPENDIX D

QUORUM/VOTING :

1. The presence of a simple majority of the voting members of the Investment Committee shall constitute a quorum for the purpose of transacting committee business. Any action that may be taken by the Committee at a meeting may be taken without a meeting if all the voting members consent thereto in writing prior to the action being taken.
2. In all voting matters, motions will be passed by a simple majority of the voting members in attendance and constituting a quorum.
3. For voting members who cannot attend meetings in person, they may attend by remote communications as long as all voting members participating in the meeting can hear each other at the same time. Participation by such means constitutes presence in person. A member may not vote by proxy.

MEETINGS :

1. The Investment Committee shall meet at least four (4) times a year, once each calendar quarter.
2. Other meetings may be called by the Committee Chair, as needed, to fully carry out the purposes of the Investment Committee.
3. The minutes of all meetings of the Investment Committee, and all actions taken therein, shall be available for inspection at the registered office of the WSU Foundation for all members of the Board of Directors, following any Investment Committee Meeting and reported to the Board of Directors at its next regularly scheduled meeting.

EXECUTIVE SESSION :

Executive session dedicated for voting members only will be part of each meeting. The President of WSU, CEO of WSU Foundation, CFO of WSU Foundation and other staff, consultants or advisors at discretion of Committee Chair, may be invited to participate in the executive session. Otherwise, the executive session will be for voting members only.

CONSULTANTS :

1. **The Investment Committee will select qualified external investment managers to manage the Institutional Funds.**
2. **The Investment Committee will establish and regularly review manager structure guidelines for the Institutional Funds.**
3. **The Investment Committee will select other service providers it deems appropriate to carry out its function, including, but not limited to, independent investment consultants.**
4. **The Investment Committee may communicate directly with the investment managers and investment consultants, at its discretion.**

APPENDIX D

RESPONSIBILITIES:

Investment Management and Investment Policy Oversight:

- 1. The Investment Committee is delegated authority to act on behalf of the Board of Directors in the investment and management of Institutional Funds on behalf of the WSU Foundation.**
- 2. The Investment Committee will develop objectives, policies, and guidelines for the investment of Institutional Funds for presentment to the governing boards of the WSU Foundation and University for approval.**
- 3. The Investment Committee will develop and maintain an investment policy statement that establishes the role of the Investment Committee, identifies responsibilities, addresses investment objectives, asset allocation, spending policies, rebalancing, cash flow management, manager performance standards, manager evaluation processes, communications, and reporting.**
- 4. The Investment Committee will evaluate policy compliance, review progress in achieving the goals and assess the effectiveness of the investment program on a quarterly basis. The Investment Committee will periodically review and evaluate ongoing understanding and relevance of investment policies of commingled funds and the components of the Institutional Funds.**
- 5. The Investment Committee will take appropriate action if objectives are not being met or if policy and guidelines are not being followed.**
- 6. The Investment Committee will establish and periodically review the Institutional Funds asset allocation and, in concert with the Finance Committee, will recommend a current spending policy for endowment funds.**

Reporting:

- 1. The Committee Chair will report on Committee activities and actions, to include Institutional Funds' performances, to the Board of Directors at its next regularly scheduled meeting.**
- 2. The Committee will forward a report at the end of each quarter to the WSU Board of Regents and the WSU Foundation Board of Directors which will include portfolio activity, value, endowment performance vs. benchmarks, and asset allocation (target and actual).**

Risk Management:

- 1. The Investment Committee will exercise reasonable care and prudence in complying with applicable state and federal laws, regulations, and rulings that relate to the investment of assets under management of the WSU Foundation, including, but not limited to, the Uniform Prudent Management of Institutional Funds Act Chapter 24.55 RCW).**

APPENDIX D

2. **The Investment Committee will establish and comply with policies addressing issues that may result in perceived or actual conflicts of interest (including but not limited to relationships with investment managers or other firms involved with the Institutional Funds and receipt by committee members of gifts or entertainment.**
3. **The Investment Committee will keep the Audit Committee informed of any laws, regulations, rulings, or investment decisions that might affect the annual audit of the WSU Foundation, and all matters involving a potential or actual conflict-of-interest.**

Charter and Policy Review:

1. The Investment Committee will review the Investment Committee Charter annually and recommend revisions as necessary.
2. The Investment Committee will review the Investment Policy Statement annually and recommend revisions as necessary.

AUTHORITIES & LIMITATIONS:

9-30-2022: Resolution 9-30-2022-03 updates to committee charter

10-01-2021: Resolution 10-21-2021-02 updates the committee charter.

10-01-2020: Resolution 10-01-20-5 updates the committee charter.

9-26-2013: Resolution 9-26-13-03 updates the committee charter.

10-20-2011: Resolution 10-20-11-03 updates the committee charter.

10-8-2004: Resolution 10-8-04-5 authorizes creation of the Investment Committee.

10-6-2004: Creation of an Investment Committee is contemplated by the Restated Bylaws of Washington State University Foundation (Bylaws effective 10/6/04).

APPENDIX D

FUTURE ACTION ITEM #3

Delegation of Authority to Approve Residency Agreements (Kirk Schulz/Leslie Brunelli/Daryll DeWald)

November 17, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Delegation of Authority to Approve Residency Agreements

PROPOSED: That the Board of Regents delegate authority to the President or designee to approve residency agreements

SUBMITTED BY: Kirk Schulz, President
Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

**SUPPORTING
INFORMATION:**

The Elson S. Floyd College of Medicine (ESFCOM) has established master affiliation agreements for the operation of its residency programs. These are accompanied by annual financial services agreements that set forth the financial relationship of the parties, in which the affiliate pays WSU costs for medical residents and fellows assigned to the affiliate.

The President's current delegation of authority for contracts relating to the general business and financial affairs of the University is \$5,000,000; however, there are specific types of agreements, such as purchases made pursuant to an external grant, that are not subject to this limitation. To ensure the timely execution and renewal of residency agreements, which are critical to the operation of ESFCOM and may exceed the \$5,000,000 threshold, it is proposed that the Regents delegate authority to the President or designee to enter into agreements related to the establishment and operation of residency programs when the total costs to the University are estimated to be less than \$15 million.

BOARD OF REGENTS

Delegation of Authority to Approve Residency Agreements

Resolution #231117-695

WHEREAS, RCW 28B.30.095, RCW 28B.30.100, and RCW 28B.30.150 vest the governance and management of Washington State University (WSU) in the Board of Regents of WSU (Board); and

WHEREAS, the Board, by virtue of RCW 28B.10.528, has the authority to delegate by resolution to the President of WSU, or their designee, any of the powers and duties vested in or imposed upon the Board by law; and

WHEREAS, the Board has delegated broad authority to the President or designee to act in matters relating to the general business and financial affairs of WSU;

NOW, THEREFORE, IT IS RESOLVED that the Board delegates authority to the President or designee to approve agreements related to the establishment and operation of medical residency programs when the total costs to the University are estimated to be less than \$15,000,000.

Signed the 17th day of November, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #1

WSU Pullman, Athletics, Champions Center, Project Budget Approval
(Leslie Brunelli /Olivia Yang/Pat Chun/Elizabeth Chilton)

November 17, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Athletics, Champions Center, Project Budget Approval

PROPOSED: That the WSU Board of Regents approve the WSU Pullman, Champions Center Project with a total budget not to exceed \$9,400,000, authorize the project to proceed to design and construction using the Design-Build (DB) process pursuant to RCW 39.10, and further delegate authority to the President or designee to enter into any and all contracts necessary to complete the project within the budgeted amount.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING

INFORMATION: WSU Athletics is committed to providing students the tools needed to unlock untapped strengths. The department's mission is to unleash WSU student-athletes' passion on the field and in the classroom, and the Champions Center will have a profound impact on achieving this mission.

The challenges students face now and in the future are daunting. Providing services that meet student-athletes' holistic needs serves as a point of trust for them to help embrace these challenges. The four areas of focus include academics, mental health, nutrition, and professional development. Facilities dedicated solely to student-athlete academic growth and personal well-being are becoming commonplace and expected for NCAA institutions throughout the nation.

The Champions Center will centralize the staff and resources into one building as well as provide more space, which is critical to student-athletes' growing needs for community service and professional development event initiatives. In addition, the Champions Center will enable WSU student-athletes to maximize their time and provide a home to receive a world-class educational experience, as well as deliver tools to develop the holistic growth of both current and future student-athletes at WSU.

Over the last several years, WSU Athletics has successfully secured pledges and cash donations for this project. As of August 2023, there is \$6.9M in gross cash contributions received, with an additional \$2.5M in gross pledges outstanding over the next three years (both shown before fees, expenses, and allowances). To date, Athletics has received 72% of the total fundraising effort in cash. Gross cash contributions are projected to reach \$7.8M by December 2023 and \$9.4M by the end of December 2025. See attachment B. The projected total project cost will be \$9.4M. See Attachment B.

Project Schedule:

Date	Step
November 2022	Regents Future Action for Design Phase
March 2023	Request for Regents Approval of Design Phase
March 2023 – May 2023	Design Builder Procurement
Spring 2023	Design Begins
September 2023	Request for Regents Future Action for Project Budget & Design Approval
November 2023	Request for Regents Action for Project Budget & Design Approval
Winter 2023	Construction Begins

Project Budget:

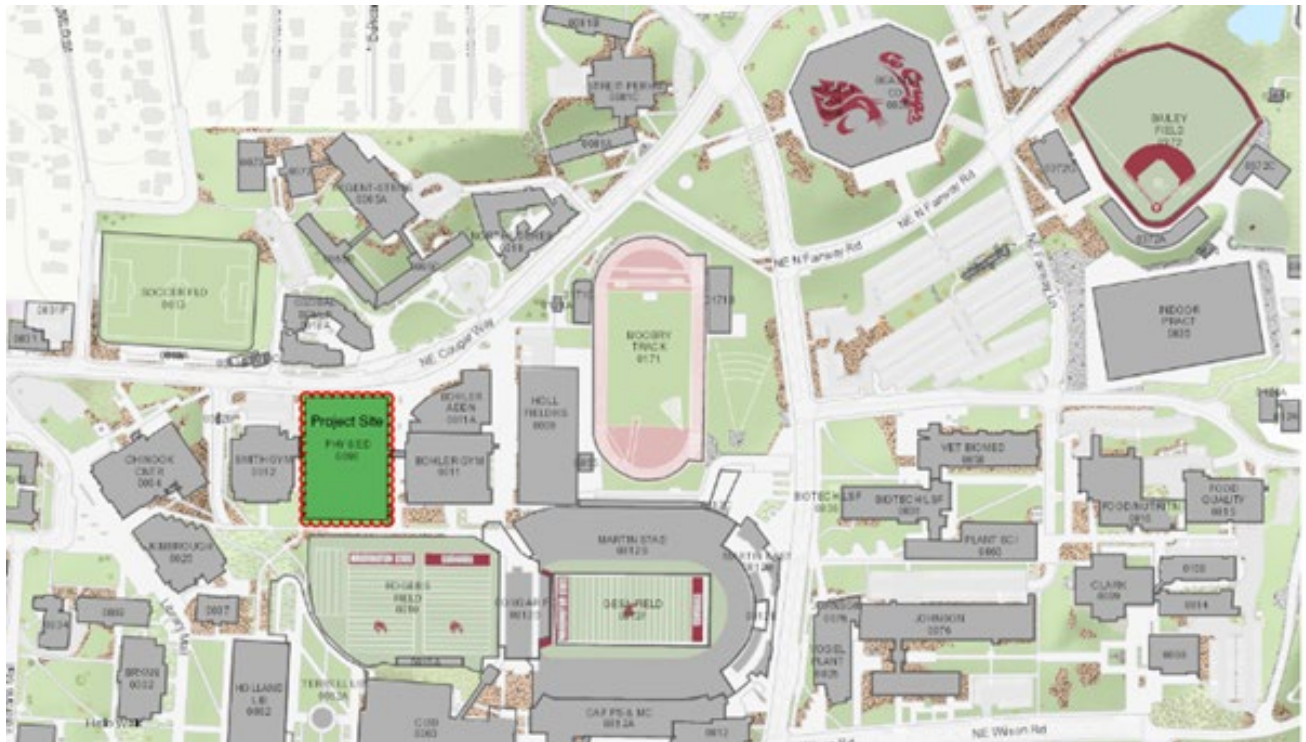
Design and Preconstruction Services	1,140,000
Construction	7,270,000
Project Administration	550,000
Moveable Equipment/Furnishings	310,000
Other	130,000
Design and Construction Project Budget	\$9,400,000

Source of Funds:

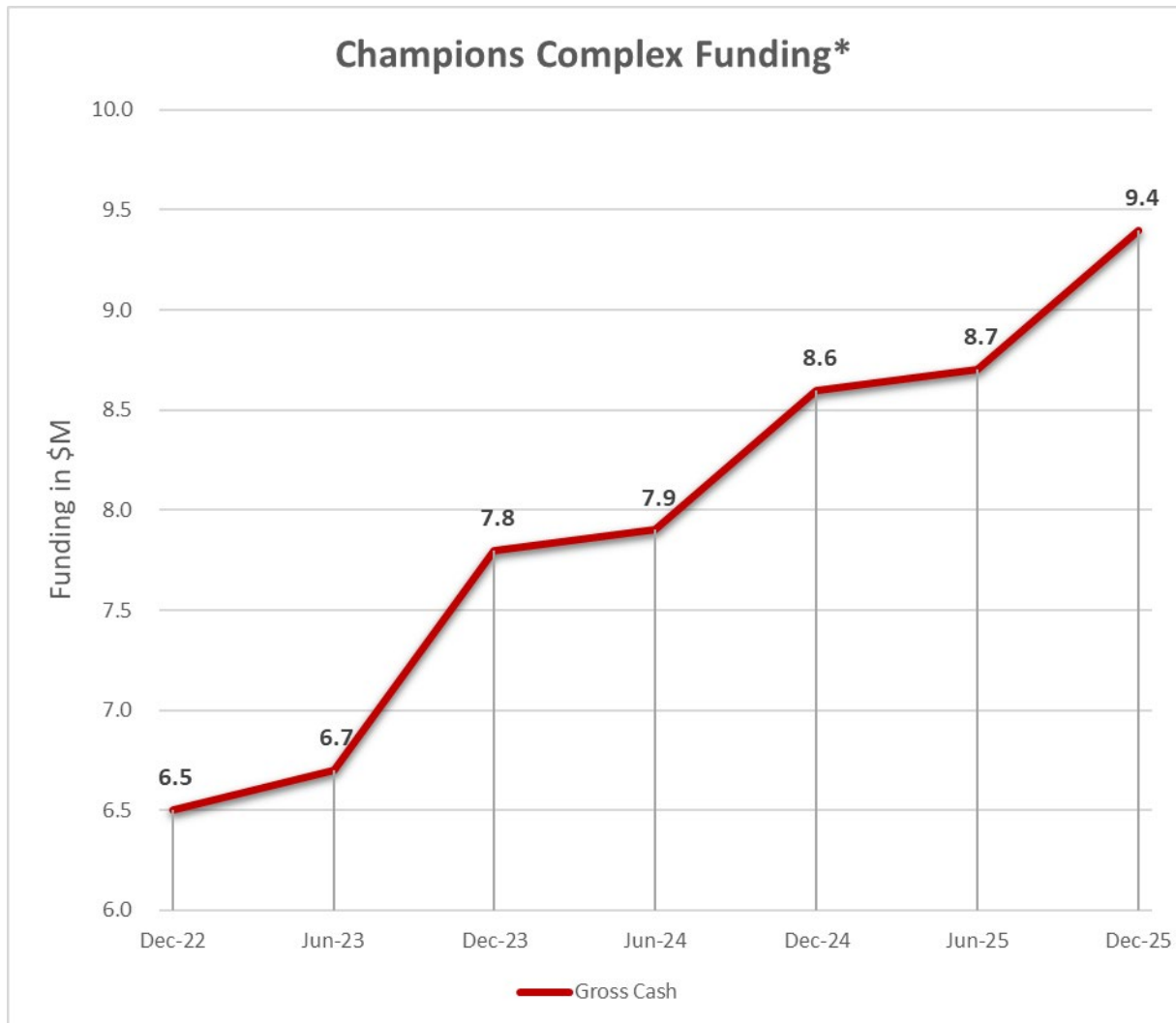
WSU Athletics has obtained gross donated cash and pledges of \$9.4 million for the Champions Center. The project budget will be funded from available donated cash on hand for the project.

ATTACHMENTS: Attachment A - Aerial Site
Attachment B – Champion Center Funding Schedule

Attachment A



Attachment B



*Gross cash contributions and pledges, before allowances

BOARD OF REGENTS
WSU Pullman, Athletics, Champions Center, Project Budget Approval

Resolution #231117-696

WHEREAS, RCW 28B.30.095, RCW 28B.30.100, and RCW 28B.30.150 vest the governance and management of Washington State University (WSU) in the Board of Regents of WSU (Board); and

WHEREAS, the Board, by virtue of RCW 28B.10.528, has the authority to delegate by resolution to the President of WSU, or their designee, any of the powers and duties vested in or imposed upon the Board by law; and

WHEREAS, the Board has delegated broad authority to the President or designee to act in matters relating to the general business and financial affairs of WSU; and

NOW, THEREFORE, IT IS RESOLVED that the Board:

1. Approves the WSU Pullman, Champions Center Project with a total budget not to exceed \$9,400,000 and authorizes the project to proceed to design and construction, using the Design-Build (DB) process pursuant to RCW 39.10, and
2. Delegates authority to the President or designee to enter into any and all contracts necessary to complete the project within the budgeted amount.

Signed the 17th day of November, 2023.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #2

WSU Pullman, Athletics, Champions Center, Design Approval (Leslie Brunelli /Olivia Yang/Pat Chun/Elizabeth Chilton)

November 17, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, Athletics, Champions Center, Design Approval

PROPOSED: That the WSU Board of Regents approve the schematic design for the WSU Pullman, Champions Center.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING

INFORMATION: The Champions Center will centralize the staff and resources into one building as well as provide more space, which is critical to student-athletes' growing needs for community service and professional development. In addition, the Champions Center will enable WSU student-athletes to maximize their time and provide a home to receive a world-class educational experience, as well as deliver tools to develop the holistic growth of both current and future student-athletes at WSU.

The proposed location for the Champions Center is in underutilized space on campus in the Physical Education Building. This location will place these student wellbeing services in the heart of campus in the Athletics core.

Project Schedule:

Date	Step
November 2022	Regents Future Action for Design Phase
March 2023	Request for Regents Approval of Design Phase
March 2023 – May 2023	Design Builder Procurement
Spring 2023	Design Begins
September 2023	Regents Future Action for Project Budget & Design Approval
November 2023	Request for Regents Action for Project Budget & Design Approval
Winter 2023	Construction Begins

ATTACHMENT: Attachment A - Aerial Site

Finance and Administration Committee
November 16-17, 2023
Page 2 of 2



ACTION ITEM #3

WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Building, Design Approval
(Leslie Brunelli /Olivia Yang/Elizabeth Chilton)

November 17, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Building, Design Approval

PROPOSED: That the WSU Board of Regents approve the schematic design for the WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Building.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance & Administration/CFO

SUPPORTING INFORMATION: The United States Department of Agriculture – Agricultural Research Service (USDA-ARS)/Washington State University research partnership is exemplary and one of the strongest federal-state partnerships in the nation.

Five USDA-ARS Research Units are located at WSU: 1) Wheat Health, Genetics and Quality Research Unit; 2) Grain Legume Genetics and Physiology Research Unit; 3) Northwest Sustainable Agro-ecosystems Research Unit; 4) Plant Germplasm Introduction and Testing research Unit; and 5) Animal Disease Research Unit.

The new USDA-ARS Plant Biosciences Building will foster and enhance the connectedness between USDA-ARS and WSU researchers. The FY2019 Congressional funding included a \$104.9 million allocation to the USDA-ARS to design and build a new USDA-ARS Building on the WSU campus. An additional \$20 million was allocated to the project as part of the FY23 Omnibus appropriation. The estimated construction cost target for this project is \$105 million. The USDA-ARS Plant Biosciences Building design and construction is being managed by the US Army Corps of Engineers, and WSU Facilities Services is acting as ARS on-site program coordinator.

The new facility will be located on the site of the recently demolished Johnson Hall. The new facility will be part of the V. Lane Rawlins Research Education Complex connecting to both Vogel Hall and the Plant Sciences Building.

Project Schedule:

Project Owner Requirements	June 2020-January 2021
Initial Design	May 2021-February 2022
Final Design (w/Design Builder)	June 2023-December 2023
Construction	January 2024-February 2026

ATTACHMENT: Attachment A - Aerial Site

Attachment A – Aerial Site



ACTION ITEM #4
Amendments to the Washington State University
Voluntary Investment Program
(Leslie Brunelli/Theresa Elliot-Cheslek/Ann Monroe)

November 17, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Proposed Amendments to and Restatement of the Washington State University Voluntary Investment Program (VIP)

PROPOSED: That the Board of Regents approve and adopt the amended and restated Washington State University Voluntary Investment Program (VIP) in substantially the same form as the versions attached to the agenda item; and

That the Board of Regents delegate to the President or designee(s) the authority to make such changes in the VIP plan document in substantial conformity with the versions presented at this meeting, to execute the plan in the University's name, and to take such other actions as deemed necessary or appropriate to implement the plan.

SUBMITTED BY: Leslie Brunelli, Executive Vice President for Finance & Administration/CFO
Theresa Elliot-Cheslek, Vice President and Chief Human Resource Officer
Ann Monroe, HRS Benefits Director, Human Resource Services

SUPPORTING INFORMATION: The Board of Regents has authority pursuant to RCW 28B.10.400 through 28B.10.480, RCW 28B.30.095, and RCW 28B.30.150 to establish and govern the retirement plans for eligible employees. The Board of Regents adopted the WSURP, effective July 1, 1974. Several revisions have been made since that time, the most recent on March 1, 2020. The Board of Regents established a Washington State University Tax-Deferred Annuity Program January 1, 1983, now named the Washington State University Voluntary Investment Program, with the most recent plan document effective March 1, 2020.

Regulatory changes have occurred under the SECURE Act 2.0, which have been incorporated into the VIP plan document. The proposed amendments and recommendations are tracked in the attached plan document and reflect the components and approved wording the IRS would expect to see in 403(b) plan documents.

The VIP is fully funded by employee contributions, with no employer contributions made by Washington State University. Therefore, there is no financial liability to the university associated with implementing the required Secure 2.0 changes, as reviewed and confirmed by Human Resource Services, Finance and Administration, Washington State University Attorney General's office and our 403b Special Attorney General. As a voluntary plan, employees

are not required to participate and can enroll, change or stop their pre-tax, Roth, or combination thereof, contributions at any time.

The primary changes are highlighted below:

Washington State University Voluntary Investment Program

SECTION 2. DEFINITIONS

- 2.18 Includable Compensation: Reflects 2023 updated limit. [Housekeeping amendment.]
- 2.29 SECURE Act: Definition is being modified to add the reference to SECURE Act 2.0, passed by the federal government in 2022. [Required amendment.]

SECTION 4. VIP CONTRIBUTIONS

- 4.1 Removal of "Other Plans" [Housekeeping amendment.]
- 4.1(c) Under Secure Act 2.0, all age 50 catch-up contributions were identified to be processed as Roth deferrals for individuals who have earned \$145,000 or more in 2023. On August 25, 2023, an IRS Notice was issued implementing an administrative transition period through December 31, 2025, which allows for catch-up contributions to continue to be made as pre-tax or Roth contributions, based on employee election, and be treated as satisfying the requirements of the Secure Act 2.0 414(v)(7)(A) provision. [Required amendment.]
- 4.4(a)(i)&(vi) Definition of Elective Deferral Limit: Reflects 2023 updated limit. [Housekeeping amendment.]

SECTION 6. BENEFITS

- 6.3 Hardship Distributions: Under SECURE Act 2.0, allowing for participant self-certifications of a hardship when taking a hardship withdrawal. Also allowing participant to self-certify the amount requested does not exceed the financial need. [Required amendment.]
- Removing reference to attributable income credited and that all nontaxable loans must be pursued prior to the hardship distribution being pursued, since they are no longer needed. [Required amendment.]
- 6.4(b)&(c) Lifetime Required Minimum Distributions and Death Required Minimum Distributions: Reflects required minimum distribution age changes under SEURE Act 2.0. Also clarified RMD requirements based on when they were applicable, and in the event of death. [Required amendment.]

ATTACHMENTS: Attachment A – WSU Voluntary Investment Program (VIP) Clean Copy
Attachment B – WSU Voluntary Investment Program (VIP) Redline Copy

BOARD OF REGENTS

Amendments to the Washington State University Voluntary Investment Program

Resolution #231117-697

WHEREAS, the Washington State University (WSU) Board of Regents (Board) has authority pursuant to RCW 28B.10.400 through 28B.10.480; RCW 28B.30.095, and RCW 28B.30.150 to establish and govern retirement plans for eligible employees; and

WHEREAS, the Board, by virtue of RCW 28B.10.528, has authority to delegate by resolution to the President of WSU, or designee, any of the powers and duties vested in or imposed upon the Board by law;

NOW, THEREFORE, IT IS RESOLVED that the Board:

1. Approves and adopts the amended and restated WSU Voluntary Investment Program plan documents as proposed; and
2. Delegates authority to the President or designee to make changes as needed in substantial conformity with the versions of the plan documents presented at this meeting, to execute the plan in the University's name, and to take such other actions as deemed necessary or appropriate to implement the plan.

Dated this 17th day of November, 2023.

Chair of the Board of Regents

Secretary to the Board of Regents

WASHINGTON STATE UNIVERSITY

Voluntary Investment Program (VIP)

As Amended and Restated
Effective January, 2024

TABLE OF CONTENTS

SECTION 1 – ESTABLISHMENT OF VOLUNTARY INVESTMENT PROGRAM	1
1.1 Establishment of Program.....	1
SECTION 2 – DEFINITIONS.....	1
2.1 Account.....	1
2.2 Account Balance.....	1
2.3 Annuity Contract	1
2.4 Beneficiary.....	1
2.5 Board.....	2
2.6 Code.....	2
2.7 Compensation	2
2.8 Custodial Account	2
2.9 Differential Wage Payment	2
2.10 Earnings	2
2.11 Election	2
2.12 Elective Deferral.....	2
2.13 Eligible Employee	2
2.14 Employee	2
2.15 Employment Commencement Date.....	3
2.16 Fund Sponsor	3
2.17 Funding Vehicles	3
2.18 Includible Compensation.....	3
2.19 IRA	3
2.20 IRS.....	3
2.21 Participant.....	3
2.22 Plan	3
2.23 Plan Administrator.....	3
2.24 Plan Year	3
2.25 Post-Severance Compensation.....	3
2.26 Qualified Military Service	4
2.27 Related Employer	4
2.28 Salary Reduction Agreement.....	4
2.29 SECURE Act	4

2.30	Service	4
2.31	Severance from Employment	5
2.32	Spouse.....	5
2.33	Taxable Year.....	5
2.34	USERRA.....	5
2.35	VIP Contributions.....	5
2.36	WSU	5
2.37	Year of 403(b) Service.....	5
SECTION 3 – ELIGIBILITY AND PARTICIPATION		5
3.1	Eligibility and Participation.....	5
3.2	Revision to SRA	5
3.3	Termination of Contributions	6
SECTION 4 – VIP CONTRIBUTIONS		6
4.1	VIP Contributions; Other Plans	6
4.2	Salary Reduction Minimum.....	7
4.3	Leave of Absence	7
4.4	Maximum Contribution	7
4.5	Rollover Contributions and Transfers	11
4.6	Vesting of Contributions.....	12
4.7	Account Statements	13
4.8	No Reversion	13
4.9	Military Service	13
4.10	Contribution Transmission Participation.....	14
SECTION 5 – FUND SPONSORS AND FUNDING VEHICLES		14
5.1	The Fund Sponsors and Funding Vehicles	14
5.2	Allocation of Contributions	15
5.3	Funding Vehicle Exchange.....	15
5.4	Third Party Trading	15
SECTION 6 – BENEFITS		15
6.1	Benefits in General	15
6.2	Death Benefits	15
6.3	Hardship Distributions.....	16
6.4	Minimum Distribution Requirements.....	16

6.5	Application for Benefits; Spousal Consent.....	18
6.6	Loans.....	18
6.7	Direct Rollover of Eligible Rollover Distributions	19
SECTION 7 – ADMINISTRATION		21
7.1	Plan Administrator.....	21
7.2	Authority of the Plan Administrator	21
7.3	Delegation of Authority	21
SECTION 8 – MISCELLANEOUS		21
8.1	Non-Alienation of Retirement Rights or Benefits	21
8.2	Plan Does Not Affect Employment	21
8.3	Claims of Other Persons	21
8.4	Contracts and Certificates \l 2	22
8.5	Requests for Information	22
8.6	Mistaken Contributions or other Plan Failures	22
8.7	Governing Law	22
SECTION 9 – AMENDMENT AND TERMINATION		22
9.1	Amendment and Termination	22
9.2	Distribution Upon Termination of the Plan	22
9.3	Limitation	23

SECTION 1. ESTABLISHMENT OF VOLUNTARY INVESTMENT PROGRAM

1.1 Establishment of Program. The Board of Regents of Washington State University established a Washington State University Tax-Deferred Annuity Program as of January 1, 1983, as allowed under State of Washington RCW 28.B.10.480. This plan document sets forth the provisions of the Plan, as amended March, 2020 but with a general retroactive effective date of January 1, 2010 as provided for in Rev. Proc.2013-22. This plan is a governmental plan as defined in Code Section 414(d) and is intended to satisfy the provisions of Code Section 403(b).

SECTION 2. DEFINITIONS

The words and phrases defined in this Article have the following meanings throughout this plan document:

2.1 Account means the account maintained for the benefit of any Participant or Beneficiary under a Funding Vehicle. The Plan Administrator will establish and maintain such separate Accounts for each Participant as may be necessary to properly account for Pre-Tax Elective Deferrals versus Roth Elective Deferrals and the Earnings thereon, and otherwise as may be necessary for proper Plan administration.

2.2 Account Balance means the total benefit to which a Participant or a Beneficiary is entitled under all Funding Vehicles, taking into account all VIP Contributions made to the Funding Vehicle and all Earnings and expenses allocable to the Account, and any distributions made to the Participant or Beneficiary.

2.3 Annuity Contract means a nontransferable group or individual contract described in Code Section 403(b)(1) that is issued by a Fund Sponsor and that includes payment in the form of an annuity.

2.4 Beneficiary means the person(s), including one or more trusts or other entities the Participant designates in writing, contingently or successively, to receive the Participant's Account (or remaining Account) under the Plan in the event of the Participant's death. If the Participant is married or remarries, the Participant's designation (including a pre-existing designation in the case of remarriage) of someone other than the spouse as a primary Beneficiary requires the written consent of the spouse. Any such consent must be witnessed by a notary public. Unless the consent expressly provides that the Participant may designate an additional Beneficiary or Beneficiaries without further consent of the spouse, the consent will be effective only with respect to the specific designation to which the consent relates. Spousal consent will be effective only with respect to that spouse. Such consent will not be required if it is established to the satisfaction of the Plan Administrator that there is no spouse or that the spouse cannot be located. A Participant's Beneficiary designation must be made on a form provided for this purpose by the Plan Administrator or by a Fund Sponsor and must be on file with the Plan Administrator or Fund Sponsor. If a Participant fails to designate a Beneficiary, the Participant's Account (or remaining Account remaining on the Participant's death) will be paid in the following order of priority: (a) to the Participant's surviving spouse, and, if none; (b) to the Participant's surviving children and

lineal descendants, by right of representation and not per capita, and, if none; (c) to the Participant's surviving parents, and, if none; (d) to the Participant's estate. For purposes of Sections 6.4 and 6.7, a Designated Beneficiary means as described in Treas. Reg. Section 1.401(a)(9)-4 and, as applicable and the context requires, an "Eligible Designated Beneficiary" under the Secure Act.

2.5 Board means the Board of Regents of Washington State University.

2.6 Code means the Internal Revenue Code of 1986, as amended.

2.7 Compensation means W-2 taxable income and includes Post-Severance Compensation which consists of regular pay.

2.8 Custodial Account means the group or individual custodial account or accounts, described in section 403(b)(7) of the Code, Plan to hold regulated investment company stock issued by a Fund Sponsor.

2.9 Differential Wage Payment means as defined in Code Section 3401(h).

2.10 Earnings means the net income, gain or loss earned by an Account or with respect to a contribution or distribution, as the context requires. A Roth Elective Deferral Account will be credited and charged only with its own Earnings as attributable to Roth Elective Deferrals.

2.11 Election means any Participant or Beneficiary written election (including made in electronic form) under the Plan and which is made on/in the form the Plan Administrator or the Fund Sponsor provides for this purpose. An Election must be made in the manner and within the time period the Plan, the Plan Administrator, or the Fund Sponsor prescribe, and as is consistent with Code Section 403(b) or other applicable law.

2.12 Elective Deferral means a Participant's Pre-Tax elective deferrals or Roth elective deferrals (and as the context requires, Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals) which WSU contributes to the Participant's Account at the Participant's Election under a Salary Reduction Agreement, in lieu of the Participant receiving cash compensation.

2.13 Eligible Employee means any Employee of Washington State University, except nonresident aliens who receive no U.S.-source earned income.

2.14 Employee means each individual who is a common law employee of the State of Washington performing services for WSU, including an individual who is appointed or elected. This definition is not applicable unless the Employee's compensation for performing services for WSU is paid by the State of Washington. Further, a person occupying an elective or appointive public office is not an Employee unless such office is one to which an individual is elected or appointed only if the individual has received training, or is experienced, in the field of education.

A public office includes any elective or appointive office of the State of Washington. An individual receiving a Differential Wage Payment from WSU is treated as a WSU Employee.

2.15 Employment Commencement Date means the date on which the Employee first performs Service for WSU. The Re-Employment Commencement Date means the date on which the Employee first performs Service for WSU after WSU re-hires the Employee.

2.16 Fund Sponsor means an insurance, variable annuity, or investment company that provides Funding Vehicles to Participants under the Plan.

2.17 Funding Vehicles means the Annuity Contracts and Custodial Accounts available for investing contributions under this Plan and specifically approved by WSU under Section 5.1.

2.18 Includible Compensation means an Employee's compensation received from the Employer that is includible in the Participant's gross income for Federal income tax purposes (computed without regard to Code Section 911 relating to United States citizens or residents living abroad), including Differential Wage Payments, for the most recent period that is a Year of 403(b) Service. Includible Compensation also includes any Elective Deferral or other amount contributed or deferred by the Employer at the election of the Employee that would be includible in the Employee's gross income but for the rules of Code Sections 125, 132(f)(4), 402(e)(2), 402(h)(1)(B), 402(k), or 457(b). Includible Compensation does not include any Compensation other than Post-Severance Compensation, paid after Severance of Employment. The amount of Includible Compensation is determined without regard to any community property laws. Except as provided in Treas. Reg. Section 1.401(a)(17)-1(d)(4)(ii) with respect to eligible participants in governmental plans, the amount of Includible Compensation of any Participant taken into account in determining contributions will not exceed \$330,000, as adjusted for cost-of-living increases in accordance with Code Section 401(a)(17)(B) for periods after 2023.

2.19 IRA means an individual retirement account under Code Section 408(a) or an individual retirement annuity under Code Section 408(b).

2.20 IRS means the Internal Revenue Service.

2.21 Participant means any employee of WSU who participates in the Plan in accordance with Section 3.1.

2.22 Plan means the Washington State University Voluntary Investment Program as set forth in this document.

2.23 Plan Administrator is defined in Section 8.1.

2.24 Plan Year means the calendar year.

2.25 Post-Severance Compensation means Compensation paid after a Participant's Severance from Employment from WSU, to include regular pay, leave cash-outs, or deferred

compensation paid within the time period described herein. Any other payment paid after Severance from Employment is not Compensation even if payment is made within the time period described below. Post-Severance Compensation does not include severance pay, parachute payments under Code Section 280G(b)(2) or payments under a nonqualified unfunded deferred compensation plan unless the payments would have been paid at that time without regard to Severance from Employment. Post-Severance Compensation includes regular pay, leave cash-outs, or deferred compensation only to the extent WSU pays such amounts by the later of two and one-half (2 ½) months after Severance from Employment or by the end of the Limitation Year (under Section 4.12(b)(viii)) that includes the date of such Severance from Employment. Regular pay means the payment of regular Compensation for services during the Participant's regular working hours, or Compensation for services outside the Participant's regular working hours (such as overtime or shift differential), commissions, bonuses, or other similar payments, but only if the payment would have been paid to the Participant prior to a Severance from Employment if the Participant had continued in employment with WSU. Leave cash-outs means payments for unused accrued bona fide sick, vacation, or other leave, but only if the Employee would have been able to use the leave if employment had continued and if Compensation would have included those amounts if they were paid prior to the Participant's Severance from Employment. Deferred compensation means the payment of deferred compensation pursuant to an unfunded deferred compensation plan, if Compensation would have included the deferred compensation if it had been paid prior to the Participant's Severance from Employment, but only if the payment would have been paid at the same time if the Participant had continued in employment with WSU and only to the extent that the payment is includible in the Participant's gross income.

2.26 Qualified Military Service means as defined in Code Section 414(u)(5). Notwithstanding any provision in the Plan to the contrary, as to Qualified Military Service, the Plan will credit Service, the Employer will make VIP Contributions, and the Plan will provide benefits in accordance with Code Section 414(u).

2.27 Related Employer means WSU and any other entity which is related to WSU under Code Sections 414(b), (c), (m) or (o). WSU will determine which entities are Related Employers based on a reasonable, good faith standard and taking into account the special rules applicable under IRS Notice 89-23.

2.28 Salary Reduction Agreement (SRA) means a written agreement (including made in electronic form) between the Employee and WSU under which the Employee's Compensation is reduced by an amount equal to the Elective Deferrals that the Employee wishes to have made to his or her Account. An SRA shall be subject to such rules and restrictions as may be imposed by the Plan Administrator not inconsistent with Code Section 403(b) and the regulations thereunder.

2.29 SECURE Act and SECURE Act 2.0 means the Setting Up Every Community for Retirement Enhancement Act of 2019 and 2022.

2.30 Service means any period of time the Employee is in the employ of WSU, including any period the Employee is on an unpaid leave of absence authorized by WSU under a uniform policy applicable to all Employees.

2.31 Severance from Employment or “Separation from Service” occurs when an Employee ceases to be employed by WSU or a Related Employer that is eligible to maintain a section 403(b) Plan under Treas. Reg. Section 1.403(b)-2(b)(8), even if the Employee remains employed with another entity that is a Related Employer where either: (a) such Related Employer is not an eligible employer; or (b) the Employee is employed or in a capacity that is not employment with an eligible employer.

2.32 Spouse means the person to whom the Participant is legally married and for this Plan also includes a registered domestic partner under RCW 26.60 et seq or other applicable law.

2.33 Taxable Year means the taxable year of a Participant.

2.34 USERRA means the Uniformed Services Employment and Reemployment Rights Act of 1994, as amended.

2.35 VIP Contributions means Pre-Tax Elective Deferrals and/or Roth Elective Deferral contributions to the Plan by a Participant.

2.36 WSU means Washington State University.

2.37 Year of 403(b) Service means for purposes of determining Includible Compensation and for Qualified Organization Catch-up Deferrals, each full year during which an individual is a full-time Employee, plus fractional credit for each part of a year during which the individual is either a full-time Employee of the Employer for a part of a year or a part-time Employee of the Employer, determined under Treas. Reg. Section 1.403(b)-4(e). An Employee’s number of Years of 403(b) Service equals the aggregate of such years or parts of years. The work period is the Employer’s annual work period.

SECTION 3. ELIGIBILITY AND PARTICIPATION

3.1 Eligibility and Participation. All Eligible Employees may begin Plan participation as of their Employment Commencement Date or any later date they may elect by making an Election to enroll, which includes entering into a Salary Reduction Agreement (SRA). Participation will commence effective as of the first (1st) administratively practicable payroll date or payroll period on or following the Plan Administrator’s actual receipt of the Election. An Eligible Employee must make their Election in the form/format as provided by the Plan Administrator. Funding Vehicles selection must be made with the Fund Sponsor(s) as directed by the Plan Administrator.

3.2 Revision to SRA. A Participant may elect to stop Elective Deferrals, revise the amount of their Elective Deferrals, or change from Pre-Tax to Roth Elective Deferrals or vice versa (including any combination thereof) at any time by making an Election on a SRA.

3.3 Termination of Contributions. A Participant may not make additional VIP Contributions after: (a) the Participant ceases to be an Eligible Employee; (b) WSU terminates the Plan; or (c) as to a Taxable Year or Limitation Year, the Participant has reached the Elective Deferral Limit or the Annual Additions Limit for that Year.

SECTION 4. VIP CONTRIBUTIONS

4.1 VIP Contributions. A Participant's VIP Contributions may consist of any or all of the following Elective Deferrals:

(a) Pre-Tax Deferral. Pre-Tax Deferral means an Elective Deferral which is not a Roth Deferral.

(b) Roth Deferral. Roth Deferral means an Elective Deferral which the Participant irrevocably designates as a Roth deferral under Code Section 402A at the time of deferral and which is subject to income tax when made to the Plan. Except as the Plan otherwise provides, a Roth Deferral is treated as an Elective Deferral for all purposes under the Plan.

(c) Age 50 Catch-up Deferral. Age 50 Catch-up Deferral means an Elective Deferral by a Catch-up Eligible Participant and which exceeds the Annual Additions Limit under Section 4.4(b) or the Elective Deferral Limit under Section 4.4(a). A Catch-up Eligible Participant is a Participant who is eligible to make Elective Deferrals and who has attained age 50 or who will attain age 50 before the end of the Taxable Year in which he or she will make an Age 50 Catch-up Deferral. A Participant who dies or who incurs a Separation from Service before attaining age 50 is a Catch-up Eligible Participant in such Taxable Year. A Participant's Age 50 Catch-up Deferrals for a Taxable Year may not exceed the lesser of: (a) 100% of the Participant's Compensation for the Taxable Year when added to the Participant's other Elective Deferrals; or (b) the Catch-up Deferral dollar limit in effect for the Taxable Year (\$7,500 for 2023). After the 2023 Taxable Year, the IRS will adjust the Age 50 Catch-up Deferral dollar limit normally in multiples of \$500 under Code Section 414(v)(2)(C). A Participant's Age 50 Catch-up Deferrals are not subject to the Annual Additions Limit under Section 4.4(b) or to the Elective Deferral Limit under Section 4.4(a). Initially to be effective January 1, 2024, and postponed to January 1, 2026*, under Secure Act 2.0 all Age 50 Catch-up contributions must be processed as Roth Deferrals, for participants who earned \$145,000 or more in the prior plan year, to be adjusted in accordance with regulatory changes. (*IRS Notice issued on August 25, 2023 identified an administrative transition period through December 31, 2025. During this period, all catch-up contributions can be made as pre-tax or Roth contributions, based on Participant election.)

(d) Qualified Organization Catch-up Deferral. A Participant who has completed at least fifteen (15) Years of 403(b) Service with WSU is a Qualified Participant and may elect to make a Qualified Organization Catch-up Deferral. The elective Deferral Limit for a Qualified Participant increases by the lesser of: (i) \$3,000; (ii) \$15,000 reduced

by the Participant's Qualified Organization Catch-up Deferrals for prior Taxable Years; or (iii) the excess of \$5,000 multiplied by the Participant's Years of 403(b) Service with WSU over the Participant's deferral contributions made for prior Taxable Years pursuant to Code Sections 401(k), 408(k)(6), 408(p) or 403(b), other than under Code Section 414(v). A Qualified Organization Catch-up Deferral is subject to the Annual Additions Limit under Section 4.4(b) but is not subject to the Elective Deferral Limit under Section 4.4(a).

(e) Catch-up Ordering. A Participant who is eligible may elect to contribute both Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals. The Plan Administrator will treat any such amounts as first attributable to Qualified Organization Catch-up Deferrals.

4.2 Salary Reduction Minimum. A Participant's Salary Reduction Agreement must provide for minimum contributions of at least \$15.00 per pay period; provided, that a Participant is not required to make Elective Deferrals which exceed \$200 per Taxable Year.

4.3 Leave of Absence. During a leave of absence from WSU with pay, VIP Contributions will continue to be made in accordance with the Salary Reduction Agreement. No VIP Contributions will be made during a leave of absence without pay.

4.4 Maximum Contribution. VIP Contributions for a Participant for any calendar year, together with contributions for the Participant under any other plan subject to Code Sections 402(g) or 403(b), shall not exceed the Elective Deferral Limit and the Annual Additions Limit, except as permitted by Code Section 414(v) as to age 50 Catch-up Deferrals.

(a) Annual Elective Deferral Limitation. A Participant's Elective Deferrals for a Taxable Year may not exceed the Elective Deferral Limit. Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals are not subject to the Elective Deferral Limit.

(i) Definition of Elective Deferral Limit. The Elective Deferral Limit is the Code Section 402(g) limitation on each Participant's Elective Deferrals for each Taxable Year. The Elective Deferral Limit is \$22,500 in 2023, and in future years is subject to adjustment by the IRS normally in multiples of \$500 under Code Section 402(g)(4). However, in no event shall a Participant's Elective Deferrals exceed the Participant's Compensation for the Taxable Year. If the Participant's Taxable Year is not a calendar year, the Plan Administrator must apply the Code Section 402(g) limitation in effect for the calendar year in which the Participant's Taxable Year begins.

(ii) Definition of Excess Deferral. A Participant's Excess Deferral is the amount of Elective Deferrals for a Taxable Year which exceeds the Elective Deferral Limit.

(iii) Suspension after Reaching Limit. If the Plan Administrator determines a Participant's Elective Deferrals to the Plan for a Taxable Year would exceed the Elective Deferral Limit, the Plan Administrator will suspend the Participant's Elective Deferrals, if any, until the following January 1 and will pay to the Participant in cash the portion of the Elective Deferrals which would result in the Participant's Elective Deferrals for the Taxable Year exceeding the Elective Deferral Limit.

(iv) Correction. If the Plan Administrator determines a Participant's Elective Deferrals already contributed to the Plan for a Taxable Year exceed the Elective Deferral Limit, the Plan Administrator will distribute the Excess Deferrals as adjusted for Allocable Income, no later than April 15 of the following Taxable Year (or if later, the date permitted under Code Sections 7503 or 7508A).

(v) 415 Interaction. If the Plan Administrator distributes the Excess Deferrals by the April 15 deadline under Section 4.4(a)(iv), the Excess Deferrals are not an Annual Addition under Section 4.4(b), and the Plan Administrator may make the distribution irrespective of any other provision under this Plan or under the Code. Elective Deferrals distributed to a Participant as an Excess Amount in accordance with Section 4.4(b) are not taken into account in determining the Participant's Elective Deferral Limit.

(vi) More than One Plan. If a Participant participates in another plan subject to the Code Section 402(g) limitation under which the Participant makes elective deferrals pursuant to a 401(k) Plan, elective deferrals under a SARSEP, elective contributions under a SIMPLE IRA or salary reduction contributions to a 403(b) plan (irrespective of whether WSU maintains the other plan), the Participant may provide to the Plan Administrator a written claim for Excess Deferrals made to the Plan for a Taxable Year. The Participant must submit the claim no later than the March 1 following the close of the particular Taxable Year and the claim must specify the amount of the Participant's Elective Deferrals under this Plan which are Excess Deferrals. The Plan Administrator may require the Participant to provide reasonable evidence of the existence of and the amount of the Participant's Excess Deferrals. If the Plan Administrator receives a timely claim which it approves, the Plan Administrator will distribute the Excess Deferrals as adjusted for Allocable Income the Participant has assigned to this Plan, under this Section 4.4(a)(vi). If a Participant has Excess Deferrals because of making Elective Deferrals to this Plan and other WSU plans (but where the Elective Deferral Limit is not exceeded based on the Participant's Elective Deferrals to any single plan), the Participant for purposes of this Section 4.4(a)(vi) is deemed to have notified the Plan Administrator of this Plan of the Excess Deferrals.

(vii) Definition of Allocable Income. Allocable Income means Earnings allocable to the Excess Deferrals for and through the end of the Taxable Year in which the Participant made the Excess Deferral. To calculate Allocable Income for

the Taxable Year, the Plan Administrator will use a uniform method which reasonably reflects the manner used by the Plan Administrator to allocate Earnings to Participants' Accounts or the "alternative method" under Treas. Reg. Section 1.402(g)-1(e)(5)(iii).

(viii) Roth and Pre-Tax Deferrals. If a Participant who will receive a distribution of Excess Deferrals, in the Taxable Year for which the corrective distribution is made, has contributed both Pre-Tax Deferrals and Roth Deferrals, the Plan Administrator operationally will determine the Elective Deferral Account source(s) from which it will direct the Fund Sponsor to make the corrective distribution. The Plan Administrator also may permit the affected Participant to elect the source(s) from which the Fund Sponsor will make the corrective distribution. However, the amount of a corrective distribution of Excess Deferrals to any Participant from the Pre-Tax Deferral or Roth Deferral sources under this Section 4.4(a)(viii) may not exceed the amount of the Participant's Pre-Tax Deferrals or Roth Deferrals for the Taxable Year of the correction.

(b) Annual Code Section 415 Limit. The amount of Annual Additions which the Plan Administrator may allocate under this Plan to a Participant's Account for a Limitation Year may not exceed the Annual Additions Limit.

(i) Prevention. If the Annual Additions the Plan Administrator otherwise would allocate under the Plan to a Participant's Account for the Limitation Year would exceed the Annual Additions Limit, the Plan Administrator will not allocate the Excess Amount, but instead will take any reasonable, uniform action the Plan Administrator determines necessary to avoid allocation of an Excess Amount including: (1) suspending or limiting a Participant's additional Mandatory Contributions or Elective Deferrals; (2) reducing WSU's future Plan Contribution(s); or (3) suspending or limiting the allocation to a Participant of any Plan Contribution previously made to the Plan (exclusive of Elective Deferrals). If the Plan Administrator allocates to a Participant an Excess Amount, the Plan Administrator must dispose of the Excess Amount in accordance with Section 4.12(b)(ix).

(ii) Aggregation of WSU 403(b) Plans. If Annual Additions are credited to any other WSU Code Section 403(b) Plan in addition to those credited under this Plan for a Limitation Year, the sum of the Participant's Annual Additions for the Limitation Year under the other plan and this Plan may not exceed the Annual Additions Limit.

(iii) Aggregation where Participant Controls any Employer. If a Participant is in control of any other employer for a Limitation Year, the sum of the Participant's Annual Additions for the Limitation Year under this Plan, any other WSU Code Section 403(b) plan, any defined contribution plans maintained by the controlled employers, and any Code Section 403(b) plans of any other employers

may not exceed the Annual Additions Limit for the Limitation Year. The Plan Administrator determines “control” under Code Sections 414(b) or 414(c), as modified by Code Section 415(h), in accordance with the rules of Treas. Reg. Section 1.415(f)-1(f). A “defined contribution plan” means a defined contribution plan qualified under Code Sections 401(a) or 403(a), a Code Section 403(b) plan, or a simplified employee pension plan under Code Section 408(k). The Plan Administrator will provide written or electronic notice to Participants that explains the limitation in this Section 4.12(b)(iii) in a manner calculated to be understood by the average Participant and informs Participants of their responsibility to provide information to the Plan Administrator that is necessary to satisfy this Section. The notice will advise Participants that the application of the limitations in this Section will take into account information supplied by the Participant and that failure to provide necessary and correct information to the Plan Administrator could result in adverse tax consequences to the Participant, including the inability to exclude contributions to the Plan under Code Section 403(b). The notice will be provided annually, beginning no later than the year in which the Employee becomes a Participant.

(iv) Ordering Rules. If a Participant's Annual Additions under this Plan and any other plans aggregated with the Plan under this Section 4.12(b) result in an Excess Amount, such Excess Amount will consist of the Amounts last allocated. If the Plan Administrator allocates an Excess Amount to a Participant on an allocation date of this Plan which coincides with an allocation date of another plan, the Excess Amount attributed to this Plan will equal the product of: (1) the total Excess Amount allocated as of such date, multiplied by (2) the ratio of (a) the Annual Additions allocated to the Participant as of such date for the Limitation Year under the Plan to (b) the total Annual Additions allocated to the Participant as of such date for the Limitation Year under this Plan and the other aggregated plans.

(v) Definition of Annual Addition. An Annual Addition means the VIP Contributions credited to a Participant's Account under this Plan and employer contributions, elective deferrals, employee contributions, mandatory contributions, allocations under a simplified employee pension plan and forfeitures credited to any other plan aggregated with the Plan under this Section 4.12(b); provided that Age 50 Catch-up Contributions, distributed Excess Deferrals under Section 4.12(a)(v) and certain other amounts described in Treas. Reg. Section 1.415(c)-1(b) are excluded. For purposes of the dollar limitation under Section 4.12(b)(vi), Annual Additions also include amounts allocated to an individual medical account (as defined in Code Section 415(l)(2)) included as part of a pension or annuity plan maintained by WSU and contributions paid or accrued attributable to post-retirement medical benefits allocated to the separate account of a key-employee (as defined in Code Section 419A(d)(3)) under a WSU welfare benefit fund (as defined in Code Section 419(e)).

(vi) Definition of Annual Additions Limit. The Annual Additions Limit is the lesser of: (i) \$667,000 in 2023 and as adjusted in future Limitation Years under Code Section 415(d)), or (ii) 100% of the Participant's Compensation for the Limitation Year.

(vii) Definition of Excess Amount. An Excess Amount is an excess of a Participant's Annual Additions for a Limitation Year over the Annual Additions Limit.

(viii) Definition of Limitation Year. The Limitation Year means the calendar year. However, if the Participant is in control of an employer under Section 4.12(b)(iii), the Limitation Year is the Limitation Year as defined in the defined contribution plan controlled by the Participant.

(ix) Correction of Excess Amount. If a Participant's Account exceeds the Annual Additions Limit for the Limitation Year, then the Plan may correct such excess in accordance with Section 9.7(b). Alternatively, the Plan Administrator may hold the Excess Amount in a separate account. The Excess Amount held in the separate account is includible in the Participant's gross income or the taxable year in which the VIP Contributions exceed the Annual Additions Limit. This separate account will be treated as a separate contract to which Code Section 403(c) (or another application provision of the Code) applies. Amounts in the separate account may be distributed at any time, notwithstanding any other provisions of the Plan.

4.5 Rollover Contributions and Transfers.

(a) Eligible Rollover Contributions. To the extent provided in the Annuity Contracts and Custodial Account agreements, a Participant who is entitled to receive an Eligible Rollover Distribution from another Eligible Retirement Plan may request to have all or a portion of the Eligible Rollover Distribution paid directly or indirectly to the Plan. Such rollover contributions shall be made in the form of cash only. The Fund Sponsor may require such documentation from the distributing plan as it deems necessary to effectuate the rollover in accordance with Code Section 402 and to confirm that such other plan is an Eligible Retirement Plan.

(i) Eligible Rollover Distribution. An Eligible Rollover Distribution means any distribution of all or any portion of the Participant's Account Balance, except: (a) any distribution which is one of a series of substantially equal periodic payments (not less frequently than annually) made for the life (or life expectancy) of the Participant or the joint lives (or joint life expectancies) of the Participant and the Participant's designated beneficiary, or for a specified period of ten (10) years or more; (b) any required minimum distribution under Section 6.3; (c) the portion of any distribution which is not includible in gross income (determined without regard to the exclusion for net unrealized appreciation with respect to employer securities); (d) any hardship distribution; (e) any distribution which otherwise

would be an Eligible Rollover Distribution, but where the total distributions to the Participant during that calendar year are reasonably expected to be less than \$200 (treating a Participant's Roth deferral amount as separate plan for purposes of the \$200 amount); (f) any corrective distribution of excess amounts under Code Section 402(g), 401(k), 401(m), and/or 415(c) and income allocable thereto; (g) any loans that are treated as deemed distributions under Code Section 72(p) (h) dividends paid on employer securities described in Code Section 408(k); (i) the costs of life insurance coverage (P.S. 58 costs); (j) prohibited allocations treated as deemed distributions under Code Section 409(p); and (k) permissible withdrawals from a EACA described in Code Section 414(w). A portion of a distribution shall not fail to be an Eligible Rollover Distribution merely because the portion consists of after-tax employee contributions which are not includible in gross income. However, such portion may be transferred only to (i) an IRA or (ii) a qualified plan described in Code Sections 401(a) or 403(a), or (iii) a tax-sheltered annuity described in Code Section 403(b) that agrees to separately account for amounts so transferred, including separately accounting for the portion of such distribution which is includible in gross income and the portion of such distribution which is not so includible.

(ii) Eligible Retirement Plan. An Eligible Retirement Plan means an IRA, an annuity plan described in Code Section 403(a), a qualified trust described in Code Section 401(a), an arrangement described in Code Section 403(b), or an eligible deferred compensation plan described in Code Section 457(b) sponsored by a governmental employer which accepts the Participant's or alternate payee's Eligible Rollover Distribution. With regard to a Participant's designated Roth account, an Eligible Retirement Plan is a Roth IRA or another designated Roth account. In the case of a Beneficiary described in Section 6.5(c)(3), an Eligible Retirement Plan is limited to an IRA that has been established on behalf of the Beneficiary as an inherited IRA (within the meaning of Code Section 408(d)(3)(C)).

(iii) Separate Accounts. The Fund Sponsor shall establish and maintain for the Participant a separate Account for any Eligible Rollover Distribution paid to the Plan. No such rollover shall be taken into account in applying the limits of Section 4.4.

(iv) Roth Rollovers. A rollover contribution to the Plan may include Roth elective deferrals made to another plan, as adjusted for earnings in such plan; provided that such amounts must be directly rolled from the other plan to this Plan and the other plan must be a qualified plan under Code Section 401(a), a Code Section 403(b) plan or a government Code 457(b) plan.

4.6 Vesting of Contributions. Each contract and certificate issued in accordance with the provisions of the Plan is the property of the Participant. Amounts attributable to VIP Contributions are immediately vested and shall be nonforfeitable. However, VIP Contributions

based on a mistake of fact shall be returned to WSU if WSU so requests as provided in Section 8.6(a).

4.7 Account Statement. At least once a year the Fund Sponsor(s) will send each Participant a report summarizing the status of his or her Account. A Participant may obtain similar reports or illustrations upon Separation from Service or at any other time by writing directly to the Fund Sponsor(s).

4.8 No Reversion. Under no circumstances will any VIP Contributions revert to, be paid to, or inure to the benefit of, directly or indirectly, the WSU, except as provided in the second sentence of Section 10.5.

4.9 Military Service. This Section 4.9 applies to an Employee who: (1) has completed Qualified Military Service under USERRA; (2) the Employer has rehired under USERRA; and (3) is a Participant entitled to make-up contributions under Code Section 414(u). This Section 4.9 also applies to an Employee who dies or becomes disabled while performing Qualified Military Service.

(a) Compensation. For purposes of this Section 4.9, the Plan Administrator will determine an affected Participant's Compensation as follows. A Participant during his or her period of Qualified Military Service is deemed to receive Compensation equal to that which the Participant would have received had he or she remained employed by WSU, based on the Participant's rate of pay that would have been in effect for the Participant during the period of Qualified Military Service. If the Compensation during such period would have been uncertain, the Plan Administrator will use the Participant's actual average Compensation for the twelve (12) month period immediately preceding the period of Qualified Military Service, or if less, for the period of employment.

(b) Elective Deferrals. During a Participant's period of Qualified Military Service, the Plan Administrator must allow a Participant to make up Elective Deferrals to his or her Account. The Participant may make up the maximum amount of Elective Deferrals which he or she under the Plan terms would have been able to contribute during the period of Qualified Military Service (less any such amounts the Participant actually contributed during such period) and the Participant must be permitted to contribute any lesser amount as the Plan would have permitted. The Participant must make up any contribution under this Section 4.9(b) commencing on his or her Re-Employment Commencement Date and not later than five (5) years following the Re-employment Commencement Date (or if less, a period equal to three (3) times the length of the Participant's Qualified Military Service triggering such make-up contribution).

(c) Limitations. Contributions under this Section 4.9 are Annual Additions under Section 4.4(b) and are subject to the Elective Deferral Limit under Section 4.4(a) in the year to which such contributions are allocated, but not in the year in which such contributions are made.

(d) Differential Wage Payments. The Plan is not treated as failing to meet the requirements of any provision described in this Section 4.9 by reason of any contribution or benefit which is based on a Differential Wage Payment. The preceding sentence applies only if all Employees performing service in the uniformed services described in Code Section 3401(h)(2)(A) are entitled to receive Differential Wage Payments on reasonably equivalent terms and, if eligible to participate in a retirement plan maintained by the Employer, to make contributions based on the payments on reasonably equivalent terms (taking into account Code Sections 410(b)(3), (4), and (5)). The Plan Administrator operationally may determine, for purposes of any provision described in this Section 4.9, whether to take into account any Elective Deferrals, attributable to Differential Wage Payments.

(e) No Earnings. A Participant making any make-up contribution under this Section 4.9 is not entitled to an allocation of any Earnings on any such contribution prior to the time that WSU timely deposits the Participant's own make-up Elective Deferrals to the Plan.

(f) HEART Act Death Benefits. If a Participant dies while performing Qualified Military Service, the Participant's Beneficiary is entitled to any additional benefits (other than benefit accruals relating to the period of Qualified Military Service) provided under the Plan as if the Participant had resumed employment and then terminated employment on account of death.

4.10 Contribution Transmission. WSU will transmit to the Fund Sponsors all VIP Contributions as soon as is administratively practicable and within any time period required under applicable law.

SECTION 5. FUND SPONSORS AND FUNDING VEHICLES

5.1 The Fund Sponsors and Funding Vehicles. VIP Contributions are invested in one or more of the Funding Vehicles made available to Participants under this Plan and in accordance with any applicable law restricting investments by Participants not residing in the United States. A Participant or Beneficiary may allocate VIP Contributions among Funding Vehicles in any whole number percentages totaling one hundred percent (100%). Participants and Beneficiaries are solely responsible for the investment of their Account. If a Participant or Beneficiary fails to direct the investments of his or her Account, the Account will be invested in a Funding Vehicle selected by WSU for such non-directing Participants and Beneficiaries. WSU's current choice of Fund Sponsor(s) and Funding Vehicles is not intended to limit future additions or deletions by WSU of Fund Sponsors and Funding Vehicles. The Plan Administrator shall maintain a list of all Fund Sponsors under the Plan. Such list is hereby incorporated as part of the Plan. The Fund Sponsor(s) and WSU shall exchange such information as may be necessary to satisfy section 403(b) of the Code or other requirements of applicable law. In the case of a Fund Sponsor that is not eligible to receive contributions under the Plan (including a Fund Sponsor that has ceased to be a Fund Sponsor eligible to receive contributions under the Plan), WSU shall keep the Fund Sponsor informed of the name and contact information of the Plan Administrator in order to

coordinate information necessary to satisfy section 403(b) of the Code or other requirements of applicable law. In the event the Plan terms and the Funding Vehicles are in conflict, the Plan terms are controlling; provided that as to the timing or form of any Plan distribution, such timing or form must be permitted under the Funding Vehicle as well as under the Plan.

5.2 Allocation of Contributions. A Participant may allocate VIP Contributions among Funding Vehicles in any whole number percentages that equal 100 percent.

5.3 Funding Vehicle Exchange. A Participant may exchange all or a part of his or her Account between Funding Vehicles offered by a Plan Sponsor, subject to Fund Sponsor and/or Funding Vehicle contractual requirements, and to Code Section 403(b) and the regulations thereunder. However, effective on and following the execution of this Plan, an investment exchange to an investment with a Fund Sponsor that is not eligible to receive VIP Contributions under Section 5.1 is not permitted.

5.4 Third Party Trading. The Participant, or his or her Beneficiary in the event of the Participant's death, is responsible for directing all funds invested under this Plan, and cannot assign that responsibility to another party, except that a Participant or Beneficiary may assign that responsibility to a third party that has been given a power of attorney and directions may be given by the legal representative of a Participant or Beneficiary who is under a legal disability. Any investment direction under this section 5.4 must be given in accordance with applicable law and any reasonable Plan Administrator or Fund Sponsor requirements.

SECTION 6. BENEFITS

6.1 Benefits in General. The Participant is entitled to receive benefits under any of the Funding Vehicles at any time and in any form offered by the Fund Sponsors, not inconsistent with Code Section 403(b) and the regulations thereunder, and subject to the written consent of the Participant's spouse or state registered domestic partner under RCW 26.60 et seq ("domestic partner"), if any, in accordance with Section 6.5. However, distributions may be paid only after a Participant attains age 59 1/2, severs from employment with WSU and all Related Employers, dies or becomes disabled, or in the case of hardship. Hardship distributions are subject to the rules and restrictions set forth in Section 6.3. Distributions to a Participant made prior to attaining age 59 1/2 may be subject to early withdrawal penalties under the Code.

6.2 Death Benefits. On the death of a Participant, the entire value of the Participant's Account (or of the remaining Account) is payable to the Participant's Beneficiary or Beneficiaries. The Beneficiary may make an Election as to the time and form of payment under any payment option available under the Funding Vehicles, provided such payment options are consistent with Code Sections 403(b), 401(a)(9) and the regulations thereunder. A Beneficiary will make such Elections directly to the Fund Sponsor(s). However, to the extent such Account has previously been applied to purchase an annuity, payments shall be made only if and to the extent provided by the form of annuity. All death benefits are further subject to the required minimum distribution requirements of Section 6.4.

6.3 Hardship Distributions. Hardship distributions under Section 6.1 shall be approved only if the Participant has an immediate and heavy financial need or unforeseeable emergency, and the distribution is necessary to satisfy the need. In such cases, there shall be paid to such Participant out of his or her Account only such portion of the amount requested as is necessary to prevent or alleviate the hardship. The Plan Administrator's determination shall be final and binding.

The following are deemed to be immediate and heavy financial needs of the Participant: (a) medical expenses described in Code section 213(d) incurred by the Participant or his or her spouse, dependents, or primary beneficiary; (b) purchase (excluding mortgage payments) of a principal residence for the Participant; (c) payment of tuition, room and board for the next 12 months of post-secondary education for the Participant, his or her spouse, his or her children, his or her dependents, or primary beneficiary; (d) the payment of amounts necessary to prevent the eviction of the Participant from his or her principal residence or the foreclosure on the mortgage of his or her principal residence; (e) burial or funeral expenses for the Participant's deceased parent, spouse, children, dependents or primary beneficiary; (f) expenses for the repair of damage to the Participant's principal residence described in section 165 of the Code; or (g) expenses and losses (including loss of income) incurred by a Participant on account of a disaster declared by FEMA, provided the Participant's principal residence or principal place of employment at the time of the disaster was located in an area designated by FEMA for individual disaster assistance. For purposes of this Section 6.3, a "primary beneficiary" is an individual who is a named beneficiary under the Plan (whether by Participant designation or application of the Plan terms) and who has an unconditional right, on the Participant's death, to all or a portion of the Participant's Account. Under Secure 2.0 Act, and effective January 1, 2023, a Participant may self-certify they have a safe harbor event that constitutes a deemed hardship for purposes of taking a hardship withdrawal. They also may self-certify that the distribution is not in excess of the amount required to satisfy the financial need, and that they have no alternative means available to satisfy the financial need.

Hardship distributions will be deemed to be necessary to satisfy an immediate and heavy financial need of the Participant only to the extent that: (a) the distribution does not exceed the amount of the applicable need under the second paragraph of Section 6.3 including any amounts necessary to pay any federal, state or local taxes or penalties reasonable expected to result from the distribution; (b) the Participant has reasonably obtained all distributions, other than hardship distributions. Plan To obtain a hardship distribution after 2019, a Participant must represent in writing that he or she has insufficient cash or liquid assets reasonably available to satisfy the need and the Plan Administrator must not have actual knowledge to the contrary.

6.4 Minimum Distribution Requirements.

(a) Applicable Law. All distributions under this Plan will be made in accordance with Code Sections 403(b)(10) and 401(a)(9), as each is amended and in effect from time to time, and regulations thereunder. Notwithstanding anything to the contrary in this Section 7.3, required minimum distributions are subject to changes made under the SECURE Act and any regulations or other binding guidance issued thereunder.

(b) Lifetime Required Minimum Distributions. Participants who attained age 70 ½ in 2019 or earlier, , must have received distribution or commence distribution of his or her Account no later than April 1 following the calendar year in which the Participant attained age 70 1/2 or, if later, April 1 following the calendar year in which the Participant Separates from Service. For Participants who attain age 70½ in 2020, 2021 or 2022 required minimum distributions must begin no later than April 1 of the calendar year following the calendar year in which the Participant attains age 72, or, if later, by April 1 following the calendar year in which the Participant Separates from Service. For Participants who attain age 72 in 2023 or later the required minimum distributions must begin no later than April 1 of the calendar year following the calendar year in which the Participant attains age 73, or, if later, by April 1 following the calendar year in which the Participant Separates from Service. The annual lifetime minimum distribution amount will be calculated in accordance with Treas. Reg. §§1.401(a)(9)-9. The entire Account of each Participant will be distributed over a period not to exceed the life (or life expectancy) of the Participant or over the lives (or life expectancies) of the Participant and Designated Beneficiary. Notwithstanding the above, the Account for each Participant as of December 31, 1986, will be distributed in accordance with Treas. Reg. Section 1.403(b)-6(e)(6).

(c) Death Required Minimum Distributions. The annual death minimum distribution amount will be calculated in accordance with Treas. Reg. §§1.401(a)(9)-3 and 1.401(a)(9)-5.

(i) Death Before the Required Beginning Date. If the Participant dies prior to January 1, 2020 and before benefit payments are required to begin under Section 6.3(b), any benefits payable to a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by December 31 of the calendar year which contains the fifth (5th) anniversary of the Participant's death; or (b) beginning no later than December 31 of the calendar year following the calendar year of the Participant's death, over a period not exceeding the life expectancy of the Designated Beneficiary. If the Designated Beneficiary is the surviving spouse, payment may be delayed until the date the Participant would have attained age 70½.

If the Participant died in 2020, 2021 or 2022 and before benefit payments were required to begin under Section 6.3(b), any benefits payable to (or for the benefit of) a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by the end of the tenth (10th) full calendar year after the Participant's death; or (b) beginning no later than the end of the first (1st) full calendar year after the Participant's death over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the designated Beneficiary. If the Designated Beneficiary is the surviving spouse, the spouse may Elect to defer commencement of payments until the date the Participant would have attained age 72. Special rules apply as to payments to other (non-spouse) Designated Beneficiaries (10-Year rule). If the Beneficiary is not a Designated Beneficiary, or if a Designated Beneficiary fails to make a payment Election, payment will be made within five (5) years as described in Section 6.3(c)(i)(a).

If the Participant dies in 2023 or later and before benefit payments are required to begin under Section 6.3(b), any benefits payable to (or for the benefit of) a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by the end of the tenth (10th) full calendar year after the Participant's death; or (b) beginning no later than the end of the first (1st) full calendar year after the Participant's death over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the designated Beneficiary. If the Designated Beneficiary is the surviving spouse, the spouse may Elect to defer commencement of payments until the date the Participant would have attained age 73. Special rules apply as to payments to other (non-spouse) Designated Beneficiaries (10-Year rule). If the Beneficiary is not a Designated Beneficiary, or if a Designated Beneficiary fails to make a payment Election, payment will be made within five (5) years as described in Section 6.3(c)(i)(a).

(ii) Death After the Required Beginning Date. Upon the Participant's death after the time benefits are required to begin under Section 6.3(b), any remaining benefits will be distributed at least as rapidly as under the method of distribution in effect at the time of the Participant's death. Minimum distributions will be calculated based on the longer life expectancy of the Participant or his or her Designated Beneficiary. If there is no Designated Beneficiary, the minimum distributions will be based on the Participant's remaining life expectancy.

(d) Separate Treatment of Contracts and Accounts. In applying the foregoing minimum distribution rules, each Annuity Contract or Custodial Account shall be treated as an IRA and distribution shall be made in accordance with the provisions of Treas. Reg. §1.408-8, except as provided in Treas. Reg. §1.403(b)-6(e).

6.5 Application for Benefits; Spousal Consent. Procedures for receipt of benefits are initiated by writing directly to the Fund Sponsors. Benefits will be payable by the Fund Sponsors upon receipt of a satisfactorily completed application for benefits and supporting documents. The necessary forms will be provided to the Participant, the surviving spouse, or the Beneficiary by the Fund Sponsors. Any required consent of the Participant's spouse must be in writing, must acknowledge the effect of the Election or action to which the consent applies, and must be witnessed by a notary public or a Plan representative. Unless the consent expressly provides that the Participant may make further Elections without further consent of the spouse, the consent will be effective only with respect to the specific Election to which the consent relates. Spousal consent will be effective only with respect to that spouse. Spousal consent will not be required if it is established to the satisfaction of the Plan Administrator that there is no spouse, or that the spouse cannot be located.

6.6 Loans. Subject to the Code and terms of the Funding Vehicles, Plan loans are available to Participants before the commencement of benefit payments. Plan loans are subject to the spousal consent requirements of Section 6.5.

(a) Information Coordination Concerning Loans. Each Fund Sponsor is responsible for all information reporting and tax withholding required by applicable federal and state law in connection with distributions and loans. To minimize the instances in which Participants have taxable income as a result of loans from the Plan, the Plan Administrator shall take such steps as may be appropriate to coordinate the limitations on loans set forth in (b) below, including the collection of information from Fund Sponsors, and transmission of information requested by any Fund Sponsor, concerning the outstanding balance of any loans made to a Participant under the Plan or any other plan of WSU or any Related Employer. The Plan Administrator shall also take such steps as may be appropriate to collect information from Fund Sponsors, and transmission of information to any Fund Sponsor, concerning any failure by a Participant to repay timely any loans made to a Participant under the Plan or any other plan of WSU or any Related Employer.

(b) Maximum Loan Amount. No loan to a Participant under the Plan may exceed the lesser of:

\$50,000, reduced by the excess of (i) the highest outstanding balance on loans from the Plan to the Participant during the one-year period ending on the day before the date the loan is made over (ii) the outstanding balance on any loan from the Plan to the Participant on the date the loan is made or

one half of the present value of the Participant's Account.

For purposes of this Section 6.6(b), any loan from any other plan maintained by WSU and any Related Employer shall be treated as if it were a loan made from the Plan.

(c) Loan Terms. All Plan loans will require level amortization of principal and interest with quarterly (or more frequent) payments and over a payment term not exceeding five (5) years except where the loan is for the acquisition of the Participant's principal residence where a longer term may be available. Loan repayment will be by means of payroll deduction, AC or other means acceptable to the Plan Administrator and the Fund Sponsors. Plan loans will be treated as a directed investment of the borrower's Account as and when consistent with Fund Sponsor requirements.

6.7 Direct Rollover of Eligible Rollover Distributions.

(a) Direct Rollover. A Participant or the Beneficiary of a deceased Participant (or a Participant's spouse or former spouse who is an alternate payee under a domestic relations order, as defined in Code Section 414(p)(1)(B)) who is entitled to an Eligible Rollover Distribution from the Plan may make an Election to have any portion of that distribution paid directly to an Eligible Retirement Plan specified by the Participant or Beneficiary in a Direct Rollover. In the case of a distribution to a Designated Beneficiary who at the time of the Participant's death was neither the spouse of the Participant nor the spouse or former spouse of the participant who is an alternate payee under a domestic relations order, a Direct Rollover is payable only to an IRA that has been established on

behalf of the Beneficiary as an inherited IRA (within the meaning of Code Section 408(d)(3)(C)).

(b) Rollover and Tax Notice. Each Fund Sponsor within a reasonable time period (and within any period prescribed by applicable law) before making an initial Eligible Rollover Distribution, will provide an explanation to the Participant of his or her right to elect a Direct Rollover and the income tax withholding consequences of not electing a Direct Rollover.

(c) Election. A Participant (including for this purpose, a former Employee) may elect, at the time and in the manner prescribed by the Fund Sponsor, to have any portion of his or her Eligible Rollover Distribution from the Plan paid directly to an Eligible Retirement Plan specified by the Participant in a Direct Rollover. For purposes of this Section 6.7, a Participant includes as to their respective interests: (1) a Participant's surviving spouse, (2) the Participant's spouse or former spouse who is an alternate payee under a QDRO, or (3) any other Beneficiary of a deceased Participant who is a Designated Beneficiary under Treas. Reg. Section 1.401(a)(9)-4.

(d) Rollover and Withholding Notice. At least 30 days and not more than 180 days prior to the distribution of an Eligible Rollover Distribution, the Plan must provide a written notice (including a summary notice as permitted under applicable IRS guidance) explaining to the distributee the rollover option, the applicability of mandatory 20% federal withholding to any amount not directly rolled over, and the recipient's right to roll over within 60 days after the date of receipt of the distribution ("rollover notice"). A recipient of an Eligible Rollover Distribution (whether he/she elects a Direct Rollover or elects to receive the distribution), also may elect to receive distribution at any administratively practicable time which is earlier than 30 days following receipt of the rollover notice. The provisions of this Section 6.7(d) do not apply to distributions to a Beneficiary described in Section 6.7(c)(3).

(e) Default Rollover. The Fund Sponsor, in the case of a Participant who does not respond timely to the rollover notice, may make a Direct Rollover of the Participant's Account in lieu of distributing the Participant's Account.

(f) Definitions. The following definitions apply to this Section 6.7:

(i) Direct Rollover. A Direct Rollover means a payment by the Plan to the Eligible Retirement Plan the distributee specifies in his or her Direct Rollover election or in the case of an automatic rollover, to the IRA that the Plan designates.

(ii) Eligible Retirement Plan. An Eligible Retirement Plan means as defined in Section 4.5(a)(ii).

(iii) Eligible Rollover Distribution. An Eligible Rollover Distribution means as defined in Section 4.5(a)(i).

SECTION 7. ADMINISTRATION

7.1 Plan Administrator. WSU is the Plan Administrator, and has designated the WSU Human Resource Services to be responsible for the day to day administration of the Plan.

7.2 Authority of the Plan Administrator. The Plan Administrator has all the powers and authority conferred upon it herein and further shall have final authority to determine, in its discretion, all questions concerning eligibility and contributions under the Plan, to interpret all terms of the Plan, including any uncertain terms, to adopt Plan policies and procedures, and to decide any disputes arising under and all questions concerning administration of the Plan. Any determination made by the Plan Administrator shall be given deference, if it is subject to judicial review, and shall be overturned only if it is arbitrary and capricious. In exercising these powers and authority, the Plan Administrator will at all times exercise good faith, apply standards of uniform application, and refrain from arbitrary action.

7.3 Delegation of Authority. The Plan Administrator may delegate any power or powers to one or more other employees of WSU, or to any agent or independent contractor of WSU. Any such delegation shall be in writing, and may be obtained from the Plan Administrator.

SECTION 8. MISCELLANEOUS

8.1 Non-Alienation of Retirement Rights or Benefits. Except as otherwise provided in this Section 8, to the fullest extent permitted by law, no benefit under the Plan may at any time be subject in any manner to alienation, encumbrance, the claims of creditors or legal process. No Participant or Beneficiary will have the power in any manner to transfer, assign, alienate, or in any way encumber his or her Account or benefits under the Plan, or any part thereof, and any attempt to do so will be void and of no effect. The Plan Administrator will comply with any judgment, decree or order (including a property settlement agreement) that relates to the provision of child support, alimony payments, or the marital property rights of a spouse or former spouse, child or other dependent of a Participant and made pursuant to the domestic relations law of any state. Such payment shall be made without regard to whether the Participant is eligible for a distribution of benefits under the Plan. The Plan Administrator may pay from a Participant's Account an amount the Plan Administrator determines is lawfully demanded under a levy issued by the IRS with respect to a Participant or Beneficiary, or is sought to be collected by the U.S. Government under a judgment resulting from an unpaid tax assessment against the Participant or Beneficiary.

8.2 Plan Does Not Affect Employment. Nothing in this Plan is a commitment or agreement by WSU or by any Employee to continue his or her employment with WSU, or by WSU to rehire a retired Participant, and nothing in this Plan is a commitment on the part of WSU to continue the rate of compensation of any Employee for any period. All Employees will remain subject to discharge to the same extent as if the Plan had never been put into effect.

8.3 Claims of Other Persons. The Plan does not give any Participant, Beneficiary or any other person, firm, or entity of any type, any legal or equitable right against WSU or against

its past present or future officers, employees, or Board members, except for the rights that are specifically provided for in this Plan or created in accordance with the terms and provisions of this Plan.

8.4 Contracts and Certificates. In the event there is any inconsistency or ambiguity between the terms of the Plan and the terms of the contracts between the Fund Sponsors and WSU and/or the Participants and any certificates issued to a Participant under the Plan, the terms of the Plan control.

8.5 Requests for Information. Any request for information concerning eligibility, participation, contributions, or other aspects of the operation of the Plan should be in writing and directed to the Plan Administrator via WSU Human Resource Services. Requests for information concerning the Fund Sponsors, the Funding Vehicles, their terms, conditions and interpretations thereof, claims thereunder, any requests for review of such claims and service of legal process, may be directed in writing to the Fund Sponsors.

8.6 Mistaken Contributions or other Plan Failures.

(a) Mistake of Fact. If any VIP Contribution (or any portion of a contribution) is made to the Plan by a mistake of fact, then within one (1) year after the payment of the Plan Contribution, the Plan Administrator may return the amount of the mistaken contribution (net of any investment loss, but not increased by any investment income or gains) to WSU. Thereafter, the Plan Administrator will determine if any or all of such amount should be refunded to the affected Participant.

(b) Other Failures. If any VIP Contribution exceeds the Plan or Code limits or is otherwise not in accordance with the Plan terms, or if there are other Plan related failures, the Plan Administrator will make correction in accordance with the Plan and with the Employee Plans Compliance Resolution System under Rev. Proc. 2019-19 or any other successor or applicable guidance.

8.7 Governing Law. Except as provided under federal law, the provisions of the Plan are governed by and construed in accordance with the laws of the State of Washington.

SECTION 9. AMENDMENT AND TERMINATION

9.1 Amendment and Termination. The Board reserves the right at any time to amend or terminate the Plan, in whole or in part, or to discontinue any further VIP Contributions under the Plan. If the Plan is terminated or if VIP Contributions are discontinued, the Plan Administrator will notify all Participants, all Accounts will remain nonforfeitable, and all Salary Reduction Agreements that have been entered into will become void with respect to Compensation yet to be paid.

9.2 Distribution Upon Termination of the Plan. WSU may provide that, in connection with a termination of the Plan and subject to any restrictions contained in the Annuity

Contracts and Custodial Account agreements, all Accounts will be distributed, provided that WSU and any Related Employer on the date of termination do not make contributions to an alternative Code Section 403(b) contract that is not part of the Plan during the period beginning on the date of Plan termination and ending twelve (12) months after the distribution of all assets from the Plan, except as permitted by Code Section 403(b) and the regulations thereunder.

9.3 Limitation. Notwithstanding the provisions of Section 9.1, the Board shall not make any amendment to the Plan that operates to recapture for WSU any contributions previously made under this Plan except to the extent permitted by Section 8.6.

WASHINGTON STATE UNIVERSITY

Voluntary Investment Program (VIP)

As Amended and Restated
Effective [January, 2024](#)~~March, 2020~~

TABLE OF CONTENTS

SECTION 1 – ESTABLISHMENT OF VOLUNTARY INVESTMENT PROGRAM	1
1.1 Establishment of Program.....	1
SECTION 2 – DEFINITIONS	1
2.1 Account.....	1
2.2 Account Balance.....	1
2.3 Annuity Contract	1
2.4 Beneficiary	1
2.5 Board.....	2
2.6 Code.....	2
2.7 Compensation	2
2.8 Custodial Account	2
2.9 Differential Wage Payment	2
2.10 Earnings	2
2.11 Election	2
2.12 Elective Deferral.....	2
2.13 Eligible Employee	2
2.14 Employee	2
2.15 Employment Commencement Date.....	3
2.16 Fund Sponsor	3
2.17 Funding Vehicles	3
2.18 Includible Compensation	3
2.19 IRA	3
2.20 IRS	3
2.21 Participant	3
2.22 Plan	3
2.23 Plan Administrator.....	3
2.24 Plan Year	3
2.25 Post-Severance Compensation.....	3
2.26 Qualified Military Service	4
2.27 Related Employer	4
2.28 Salary Reduction Agreement.....	4
2.29 SECURE Act	4

2.30	Service	5
2.31	Severance from Employment	5
2.32	Spouse.....	5
2.33	Taxable Year.....	5
2.34	USERRA.....	5
2.35	VIP Contributions.....	5
2.36	WSU	5
2.37	Year of 403(b) Service.....	5
SECTION 3 – ELIGIBILITY AND PARTICIPATION		5
3.1	Eligibility and Participation.....	5
3.2	Revision to SRA	6
3.3	Termination of Contributions	6
SECTION 4 – VIP CONTRIBUTIONS		6
4.1	VIP Contributions; Other Plans	6
4.2	Salary Reduction Minimum.....	7
4.3	Leave of Absence	7
4.4	Maximum Contribution	7
4.5	Rollover Contributions and Transfers	11
4.6	Vesting of Contributions.....	13
4.7	Account Statements	13
4.8	No Reversion	13
4.9	Military Service	13
4.10	Contribution Transmission Participation	14
SECTION 5 – FUND SPONSORS AND FUNDING VEHICLES		14
5.1	The Fund Sponsors and Funding Vehicles	14
5.2	Allocation of Contributions	15
5.3	Funding Vehicle Exchange.....	15
5.4	Third Party Trading	15
SECTION 6 – BENEFITS		15
6.1	Benefits in General	15
6.2	Death Benefits	15
6.3	Hardship Distributions.....	16
6.4	Minimum Distribution Requirements.....	17

6.5	Application for Benefits; Spousal Consent.....	18
6.6	Loans.....	19
6.7	Direct Rollover of Eligible Rollover Distributions	20
SECTION 7 – ADMINISTRATION		21
7.1	Plan Administrator.....	21
7.2	Authority of the Plan Administrator	21
7.3	Delegation of Authority	21
SECTION 8 – MISCELLANEOUS		21
8.1	Non-Alienation of Retirement Rights or Benefits	21
8.2	Plan Does Not Affect Employment	22
8.3	Claims of Other Persons	22
8.4	Contracts and Certificates \l 2	22
8.5	Requests for Information	22
8.6	Mistaken Contributions or other Plan Failures	22
8.7	Governing Law	22
SECTION 9 – AMENDMENT AND TERMINATION		23
9.1	Amendment and Termination	23
9.2	Distribution Upon Termination of the Plan	23
9.3	Limitation	23

SECTION 1. ESTABLISHMENT OF VOLUNTARY INVESTMENT PROGRAM

1.1 Establishment of Program. The Board of Regents of Washington State University established a Washington State University Tax-Deferred Annuity Program as of January 1, 1983, as allowed under State of Washington RCW 28.B.10.480. This plan document sets forth the provisions of the Plan, as amended March, 2020 but with a general retroactive effective date of January 1, 2010 as provided for in Rev. Proc.2013-22. This plan is a governmental plan as defined in Code Section 414(d) and is intended to satisfy the provisions of Code Section 403(b).

SECTION 2. DEFINITIONS

The words and phrases defined in this Article have the following meanings throughout this plan document:

2.1 Account means the account maintained for the benefit of any Participant or Beneficiary under a Funding Vehicle. The Plan Administrator will establish and maintain such separate Accounts for each Participant as may be necessary to properly account for Pre-Tax Elective Deferrals versus Roth Elective Deferrals and the Earnings thereon, and otherwise as may be necessary for proper Plan administration.

2.2 Account Balance means the total benefit to which a Participant or a Beneficiary is entitled under all Funding Vehicles, taking into account all VIP Contributions made to the Funding Vehicle and all Earnings and expenses allocable to the Account, and any distributions made to the Participant or Beneficiary.

2.3 Annuity Contract means a nontransferable group or individual contract described in Code Section 403(b)(1) that is issued by a Fund Sponsor and that includes payment in the form of an annuity.

2.4 Beneficiary means the person(s), including one or more trusts or other entities the Participant designates in writing, contingently or successively, to receive the Participant's Account (or remaining Account) under the Plan in the event of the Participant's death. If the Participant is married or remarries, the Participant's designation (including a pre-existing designation in the case of remarriage) of someone other than the spouse as a primary Beneficiary requires the written consent of the spouse. Any such consent must be witnessed by a notary public. Unless the consent expressly provides that the Participant may designate an additional Beneficiary or Beneficiaries without further consent of the spouse, the consent will be effective only with respect to the specific designation to which the consent relates. Spousal consent will be effective only with respect to that spouse. Such consent will not be required if it is established to the satisfaction of the Plan Administrator that there is no spouse or that the spouse cannot be located. A Participant's Beneficiary designation must be made on a form provided for this purpose by the Plan Administrator or by a Fund Sponsor and must be on file with the Plan Administrator or Fund Sponsor. If a Participant fails to designate a Beneficiary, the Participant's Account (or remaining Account remaining on the Participant's death) will be paid in the following order of priority: (a) to the Participant's surviving spouse, and, if none; (b) to the Participant's surviving children and

lineal descendants, by right of representation and not per capita, and, if none; (c) to the Participant's surviving parents, and, if none; (d) to the Participant's estate. For purposes of Sections 6.4 and 6.7, a Designated Beneficiary means as described in Treas. Reg. Section 1.401(a)(9)-4 and, as applicable and the context requires, an "Eligible Designated Beneficiary" under the Secure Act.

2.5 Board means the Board of Regents of Washington State University.

2.6 Code means the Internal Revenue Code of 1986, as amended.

2.7 Compensation means W-2 taxable income and includes Post-Severance Compensation which consists of regular pay.

2.8 Custodial Account means the group or individual custodial account or accounts, described in section 403(b)(7) of the Code, Plan to hold regulated investment company stock issued by a Fund Sponsor.

2.9 Differential Wage Payment means as defined in Code Section 3401(h).

2.10 Earnings means the net income, gain or loss earned by an Account or with respect to a contribution or distribution, as the context requires. A Roth Elective Deferral Account will be credited and charged only with its own Earnings as attributable to Roth Elective Deferrals.

2.11 Election means any Participant or Beneficiary written election (including made in electronic form) under the Plan and which is made on/in the form the Plan Administrator or the Fund Sponsor provides for this purpose. An Election must be made in the manner and within the time period the Plan, the Plan Administrator, or the Fund Sponsor prescribe, and as is consistent with Code Section 403(b) or other applicable law.

2.12 Elective Deferral means a Participant's Pre-Tax elective deferrals or Roth elective deferrals (and as the context requires, Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals) which WSU contributes to the Participant's Account at the Participant's Election under a Salary Reduction Agreement, in lieu of the Participant receiving cash compensation.

2.13 Eligible Employee means any Employee of Washington State University, except nonresident aliens who receive no U.S.-source earned income.

2.14 Employee means each individual who is a common law employee of the State of Washington performing services for WSU, including an individual who is appointed or elected. This definition is not applicable unless the Employee's compensation for performing services for WSU is paid by the State of Washington. Further, a person occupying an elective or appointive public office is not an Employee unless such office is one to which an individual is elected or appointed only if the individual has received training, or is experienced, in the field of education.

A public office includes any elective or appointive office of the State of Washington. An individual receiving a Differential Wage Payment from WSU is treated as a WSU Employee.

2.15 Employment Commencement Date means the date on which the Employee first performs Service for WSU. The Re-Employment Commencement Date means the date on which the Employee first performs Service for WSU after WSU re-hires the Employee.

2.16 Fund Sponsor means an insurance, variable annuity, or investment company that provides Funding Vehicles to Participants under the Plan.

2.17 Funding Vehicles means the Annuity Contracts and Custodial Accounts available for investing contributions under this Plan and specifically approved by WSU under Section 5.1.

2.18 Includible Compensation means an Employee's compensation received from the Employer that is includible in the Participant's gross income for Federal income tax purposes (computed without regard to Code Section 911 relating to United States citizens or residents living abroad), including Differential Wage Payments, for the most recent period that is a Year of 403(b) Service. Includible Compensation also includes any Elective Deferral or other amount contributed or deferred by the Employer at the election of the Employee that would be includible in the Employee's gross income but for the rules of Code Sections 125, 132(f)(4), 402(e)(2), 402(h)(1)(B), 402(k), or 457(b). Includible Compensation does not include any Compensation other than Post-Severance Compensation, paid after Severance of Employment. The amount of Includible Compensation is determined without regard to any community property laws. Except as provided in Treas. Reg. Section 1.401(a)(17)-1(d)(4)(ii) with respect to eligible participants in governmental plans, the amount of Includible Compensation of any Participant taken into account in determining contributions will not exceed \$~~330,285~~5,000, as adjusted for cost-of-living increases in accordance with Code Section 401(a)(17)(B) for periods after 202~~30~~.

2.19 IRA means an individual retirement account under Code Section 408(a) or an individual retirement annuity under Code Section 408(b).

2.20 IRS means the Internal Revenue Service.

2.21 Participant means any employee of WSU who participates in the Plan in accordance with Section 3.1.

2.22 Plan means the Washington State University Voluntary Investment Program as set forth in this document.

2.23 Plan Administrator is defined in Section 8.1.

2.24 Plan Year means the calendar year.

2.25 Post-Severance Compensation means Compensation paid after a Participant's Severance from Employment from WSU, to include regular pay, leave cash-outs, or deferred

compensation paid within the time period described herein. Any other payment paid after Severance from Employment is not Compensation even if payment is made within the time period described below. Post-Severance Compensation does not include severance pay, parachute payments under Code Section 280G(b)(2) or payments under a nonqualified unfunded deferred compensation plan unless the payments would have been paid at that time without regard to Severance from Employment. Post-Severance Compensation includes regular pay, leave cash-outs, or deferred compensation only to the extent WSU pays such amounts by the later of two and one-half (2 ½) months after Severance from Employment or by the end of the Limitation Year (under Section 4.12(b)(viii)) that includes the date of such Severance from Employment. Regular pay means the payment of regular Compensation for services during the Participant's regular working hours, or Compensation for services outside the Participant's regular working hours (such as overtime or shift differential), commissions, bonuses, or other similar payments, but only if the payment would have been paid to the Participant prior to a Severance from Employment if the Participant had continued in employment with WSU. Leave cash-outs means payments for unused accrued bona fide sick, vacation, or other leave, but only if the Employee would have been able to use the leave if employment had continued and if Compensation would have included those amounts if they were paid prior to the Participant's Severance from Employment. Deferred compensation means the payment of deferred compensation pursuant to an unfunded deferred compensation plan, if Compensation would have included the deferred compensation if it had been paid prior to the Participant's Severance from Employment, but only if the payment would have been paid at the same time if the Participant had continued in employment with WSU and only to the extent that the payment is includible in the Participant's gross income.

2.26 Qualified Military Service means as defined in Code Section 414(u)(5). Notwithstanding any provision in the Plan to the contrary, as to Qualified Military Service, the Plan will credit Service, the Employer will make VIP Contributions, and the Plan will provide benefits in accordance with Code Section 414(u).

2.27 Related Employer means WSU and any other entity which is related to WSU under Code Sections 414(b), (c), (m) or (o). WSU will determine which entities are Related Employers based on a reasonable, good faith standard and taking into account the special rules applicable under IRS Notice 89-23.

2.28 Salary Reduction Agreement (SRA) means a written agreement (including made in electronic form) between the Employee and WSU under which the Employee's Compensation is reduced by an amount equal to the Elective Deferrals that the Employee wishes to have made to his or her Account. An SRA shall be subject to such rules and restrictions as may be imposed by the Plan Administrator not inconsistent with Code Section 403(b) and the regulations thereunder.

2.29 SECURE Act [and SECURE Act 2.0](#) means the Setting Up Every Community for Retirement Enhancement Act of 2019 [and 2022](#).

2.30 Service means any period of time the Employee is in the employ of WSU, including any period the Employee is on an unpaid leave of absence authorized by WSU under a uniform policy applicable to all Employees.

2.31 Severance from Employment or “Separation from Service” occurs when an Employee ceases to be employed by WSU or a Related Employer that is eligible to maintain a section 403(b) Plan under Treas. Reg. Section 1.403(b)-2(b)(8), even if the Employee remains employed with another entity that is a Related Employer where either: (a) such Related Employer is not an eligible employer; or (b) the Employee is employed or in a capacity that is not employment with an eligible employer.

2.32 Spouse means the person to whom the Participant is legally married and for this Plan also includes a registered domestic partner under RCW 26.60 et seq or other applicable law.

2.33 Taxable Year means the taxable year of a Participant.

2.34 USERRA means the Uniformed Services Employment and Reemployment Rights Act of 1994, as amended.

2.35 VIP Contributions means Pre-Tax Elective Deferrals and/or Roth Elective Deferral contributions to the Plan by a Participant.

2.36 WSU means Washington State University.

2.37 Year of 403(b) Service means for purposes of determining Includible Compensation and for Qualified Organization Catch-up Deferrals, each full year during which an individual is a full-time Employee, plus fractional credit for each part of a year during which the individual is either a full-time Employee of the Employer for a part of a year or a part-time Employee of the Employer, determined under Treas. Reg. Section 1.403(b)-4(e). An Employee’s number of Years of 403(b) Service equals the aggregate of such years or parts of years. The work period is the Employer’s annual work period.

SECTION 3. ELIGIBILITY AND PARTICIPATION

3.1 Eligibility and Participation. All Eligible Employees may begin Plan participation as of their Employment Commencement Date or any later date they may elect by making an Election to enroll, which includes entering into a Salary Reduction Agreement (SRA). Participation will commence effective as of the first (1st) administratively practicable payroll date or payroll period on or following the Plan Administrator’s actual receipt of the Election. An Eligible Employee must make their Election in the form/format as provided by the Plan Administrator. Funding Vehicles selection must be made with the Fund Sponsor(s) as directed by the Plan Administrator.

3.2 Revision to SRA. A Participant may elect to stop Elective Deferrals, revise the amount of their Elective Deferrals, or change from Pre-Tax to Roth Elective Deferrals or vice versa (including any combination thereof) at any time by making an Election on a SRA.

3.3 Termination of Contributions. A Participant may not make additional VIP Contributions after: (a) the Participant ceases to be an Eligible Employee; (b) WSU terminates the Plan; or (c) as to a Taxable Year or Limitation Year, the Participant has reached the Elective Deferral Limit or the Annual Additions Limit for that Year.

SECTION 4. VIP CONTRIBUTIONS

4.1 VIP Contributions; ~~Other Plans~~. A Participant's VIP Contributions may consist of any or all of the following Elective Deferrals:

(a) Pre-Tax Deferral. Pre-Tax Deferral means an Elective Deferral which is not a Roth Deferral.

(b) Roth Deferral. Roth Deferral means an Elective Deferral which the Participant irrevocably designates as a Roth deferral under Code Section 402A at the time of deferral and which is subject to income tax when made to the Plan. Except as the Plan otherwise provides, a Roth Deferral is treated as an Elective Deferral for all purposes under the Plan.

(c) Age 50 Catch-up Deferral. Age 50 Catch-up Deferral means an Elective Deferral by a Catch-up Eligible Participant and which exceeds the Annual Additions Limit under Section 4.4(b) or the Elective Deferral Limit under Section 4.4(a). A Catch-up Eligible Participant is a Participant who is eligible to make Elective Deferrals and who has attained age 50 or who will attain age 50 before the end of the Taxable Year in which he or she will make an Age 50 Catch-up Deferral. A Participant who dies or who incurs a Separation from Service before attaining age 50 is a Catch-up Eligible Participant in such Taxable Year. A Participant's Age 50 Catch-up Deferrals for a Taxable Year may not exceed the lesser of: (a) 100% of the Participant's Compensation for the Taxable Year when added to the Participant's other Elective Deferrals; or (b) the Catch-up Deferral dollar limit in effect for the Taxable Year (\$~~76~~,500 for 202~~30~~). After the 202~~30~~ Taxable Year, the IRS will adjust the Age 50 Catch-up Deferral dollar limit normally in multiples of \$500 under Code Section 414(v)(2)(C). A Participant's Age 50 Catch-up Deferrals are not subject to the Annual Additions Limit under Section 4.4(b) or to the Elective Deferral Limit under Section 4.4(a). Initially to be effective January 1, 2024, and postponed to January 1, 2026*, uUnder Secure Act 2.0 all Age 50 Catch-up contributions must be processed as Roth Deferrals, for participants who earned \$145,000 or more in the prior plan year, to be adjusted in accordance with regulatory changes. (*IRS Notice issued on August 25, 2023 identified an administrative transition period through December 31, 2025. During this period, all catch-up contributions can be made as pre-tax or Roth contributions, based on Participant election.)

(d) Qualified Organization Catch-up Deferral. A Participant who has completed at least fifteen (15) Years of 403(b) Service with WSU is a Qualified Participant and may elect to make a Qualified Organization Catch-up Deferral. The elective Deferral Limit for a Qualified Participant increases by the lesser of: (i) \$3,000; (ii) \$15,000 reduced by the Participant's Qualified Organization Catch-up Deferrals for prior Taxable Years; or (iii) the excess of \$5,000 multiplied by the Participant's Years of 403(b) Service with WSU over the Participant's deferral contributions made for prior Taxable Years pursuant to Code Sections 401(k), 408(k)(6), 408(p) or 403(b), other than under Code Section 414(v). A Qualified Organization Catch-up Deferral is subject to the Annual Additions Limit under Section 4.4(b) but is not subject to the Elective Deferral Limit under Section 4.4(a).

(e) Catch-up Ordering. A Participant who is eligible may elect to contribute both Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals. The Plan Administrator will treat any such amounts as first attributable to Qualified Organization Catch-up Deferrals.

4.2 Salary Reduction Minimum. A Participant's Salary Reduction Agreement must provide for minimum contributions of at least \$15.00 per pay period; provided, that a Participant is not required to make Elective Deferrals which exceed \$200 per Taxable Year.

4.3 Leave of Absence. During a leave of absence from WSU with pay, VIP Contributions will continue to be made in accordance with the Salary Reduction Agreement. No VIP Contributions will be made during a leave of absence without pay.

4.4 Maximum Contribution. VIP Contributions for a Participant for any calendar year, together with contributions for the Participant under any other plan subject to Code Sections 402(g) or 403(b), shall not exceed the Elective Deferral Limit and the Annual Additions Limit, except as permitted by Code Section 414(v) as to age 50 Catch-up Deferrals.

(a) Annual Elective Deferral Limitation. A Participant's Elective Deferrals for a Taxable Year may not exceed the Elective Deferral Limit. Age 50 Catch-up Deferrals and Qualified Organization Catch-up Deferrals are not subject to the Elective Deferral Limit.

(i) Definition of Elective Deferral Limit. The Elective Deferral Limit is the Code Section 402(g) limitation on each Participant's Elective Deferrals for each Taxable Year. The Elective Deferral Limit is \$~~22~~49,500 in 202~~30~~, and in future years is subject to adjustment by the IRS normally in multiples of \$500 under Code Section 402(g)(4). However, in no event shall a Participant's Elective Deferrals exceed the Participant's Compensation for the Taxable Year. If the Participant's Taxable Year is not a calendar year, the Plan Administrator must apply the Code Section 402(g) limitation in effect for the calendar year in which the Participant's Taxable Year begins.

(ii) Definition of Excess Deferral. A Participant's Excess Deferral is the amount of Elective Deferrals for a Taxable Year which exceeds the Elective Deferral Limit.

(iii) Suspension after Reaching Limit. If the Plan Administrator determines a Participant's Elective Deferrals to the Plan for a Taxable Year would exceed the Elective Deferral Limit, the Plan Administrator will suspend the Participant's Elective Deferrals, if any, until the following January 1 and will pay to the Participant in cash the portion of the Elective Deferrals which would result in the Participant's Elective Deferrals for the Taxable Year exceeding the Elective Deferral Limit.

(iv) Correction. If the Plan Administrator determines a Participant's Elective Deferrals already contributed to the Plan for a Taxable Year exceed the Elective Deferral Limit, the Plan Administrator will distribute the Excess Deferrals as adjusted for Allocable Income, no later than April 15 of the following Taxable Year (or if later, the date permitted under Code Sections 7503 or 7508A).

(v) 415 Interaction. If the Plan Administrator distributes the Excess Deferrals by the April 15 deadline under Section 4.4(a)(iv), the Excess Deferrals are not an Annual Addition under Section 4.4(b), and the Plan Administrator may make the distribution irrespective of any other provision under this Plan or under the Code. Elective Deferrals distributed to a Participant as an Excess Amount in accordance with Section 4.4(b) are not taken into account in determining the Participant's Elective Deferral Limit.

(vi) More than One Plan. If a Participant participates in another plan subject to the Code Section 402(g) limitation under which the Participant makes elective deferrals pursuant to a 401(k) Plan, elective deferrals under a SARSEP, elective contributions under a SIMPLE IRA or salary reduction contributions to a 403(b) plan (irrespective of whether WSU maintains the other plan), the Participant may provide to the Plan Administrator a written claim for Excess Deferrals made to the Plan for a Taxable Year. The Participant must submit the claim no later than the March 1 following the close of the particular Taxable Year and the claim must specify the amount of the Participant's Elective Deferrals under this Plan which are Excess Deferrals. The Plan Administrator may require the Participant to provide reasonable evidence of the existence of and the amount of the Participant's Excess Deferrals. If the Plan Administrator receives a timely claim which it approves, the Plan Administrator will distribute the Excess Deferrals as adjusted for Allocable Income the Participant has assigned to this Plan, under this Section 4.4(a)(vi). If a Participant has Excess Deferrals because of making Elective Deferrals to this Plan and other WSU plans (but where the Elective Deferral Limit is not exceeded based on the Participant's Elective Deferrals to any single plan), the Participant for

purposes of this Section 4.4(a)(vi) is deemed to have notified the Plan Administrator of this Plan of the Excess Deferrals.

(vii) Definition of Allocable Income. Allocable Income means Earnings allocable to the Excess Deferrals for and through the end of the Taxable Year in which the Participant made the Excess Deferral. To calculate Allocable Income for the Taxable Year, the Plan Administrator will use a uniform method which reasonably reflects the manner used by the Plan Administrator to allocate Earnings to Participants' Accounts or the "alternative method" under Treas. Reg. Section 1.402(g)-1(e)(5)(iii).

(viii) Roth and Pre-Tax Deferrals. If a Participant who will receive a distribution of Excess Deferrals, in the Taxable Year for which the corrective distribution is made, has contributed both Pre-Tax Deferrals and Roth Deferrals, the Plan Administrator operationally will determine the Elective Deferral Account source(s) from which it will direct the Fund Sponsor to make the corrective distribution. The Plan Administrator also may permit the affected Participant to elect the source(s) from which the Fund Sponsor will make the corrective distribution. However, the amount of a corrective distribution of Excess Deferrals to any Participant from the Pre-Tax Deferral or Roth Deferral sources under this Section 4.4(a)(viii) may not exceed the amount of the Participant's Pre-Tax Deferrals or Roth Deferrals for the Taxable Year of the correction.

(b) Annual Code Section 415 Limit. The amount of Annual Additions which the Plan Administrator may allocate under this Plan to a Participant's Account for a Limitation Year may not exceed the Annual Additions Limit.

(i) Prevention. If the Annual Additions the Plan Administrator otherwise would allocate under the Plan to a Participant's Account for the Limitation Year would exceed the Annual Additions Limit, the Plan Administrator will not allocate the Excess Amount, but instead will take any reasonable, uniform action the Plan Administrator determines necessary to avoid allocation of an Excess Amount including: (1) suspending or limiting a Participant's additional Mandatory Contributions or Elective Deferrals; (2) reducing WSU's future Plan Contribution(s); or (3) suspending or limiting the allocation to a Participant of any Plan Contribution previously made to the Plan (exclusive of Elective Deferrals). If the Plan Administrator allocates to a Participant an Excess Amount, the Plan Administrator must dispose of the Excess Amount in accordance with Section 4.12(b)(ix).

(ii) Aggregation of WSU 403(b) Plans. If Annual Additions are credited to any other WSU Code Section 403(b) Plan in addition to those credited under this Plan for a Limitation Year, the sum of the Participant's Annual Additions for the Limitation Year under the other plan and this Plan may not exceed the Annual Additions Limit.

(iii) Aggregation where Participant Controls any Employer. If a Participant is in control of any other employer for a Limitation Year, the sum of the Participant's Annual Additions for the Limitation Year under this Plan, any other WSU Code Section 403(b) plan, any defined contribution plans maintained by the controlled employers, and any Code Section 403(b) plans of any other employers may not exceed the Annual Additions Limit for the Limitation Year. The Plan Administrator determines "control" under Code Sections 414(b) or 414(c), as modified by Code Section 415(h), in accordance with the rules of Treas. Reg. Section 1.415(f)-1(f). A "defined contribution plan" means a defined contribution plan qualified under Code Sections 401(a) or 403(a), a Code Section 403(b) plan, or a simplified employee pension plan under Code Section 408(k). The Plan Administrator will provide written or electronic notice to Participants that explains the limitation in this Section 4.12(b)(iii) in a manner calculated to be understood by the average Participant and informs Participants of their responsibility to provide information to the Plan Administrator that is necessary to satisfy this Section. The notice will advise Participants that the application of the limitations in this Section will take into account information supplied by the Participant and that failure to provide necessary and correct information to the Plan Administrator could result in adverse tax consequences to the Participant, including the inability to exclude contributions to the Plan under Code Section 403(b). The notice will be provided annually, beginning no later than the year in which the Employee becomes a Participant.

(iv) Ordering Rules. If a Participant's Annual Additions under this Plan and any other plans aggregated with the Plan under this Section 4.12(b) result in an Excess Amount, such Excess Amount will consist of the Amounts last allocated. If the Plan Administrator allocates an Excess Amount to a Participant on an allocation date of this Plan which coincides with an allocation date of another plan, the Excess Amount attributed to this Plan will equal the product of: (1) the total Excess Amount allocated as of such date, multiplied by (2) the ratio of (a) the Annual Additions allocated to the Participant as of such date for the Limitation Year under the Plan to (b) the total Annual Additions allocated to the Participant as of such date for the Limitation Year under this Plan and the other aggregated plans.

(v) Definition of Annual Addition. An Annual Addition means the VIP Contributions credited to a Participant's Account under this Plan and employer contributions, elective deferrals, employee contributions, mandatory contributions, allocations under a simplified employee pension plan and forfeitures credited to any other plan aggregated with the Plan under this Section 4.12(b); provided that Age 50 Catch-up Contributions, distributed Excess Deferrals under Section 4.12(a)(v) and certain other amounts described in Treas. Reg. Section 1.415(c)-1(b) are excluded. For purposes of the dollar limitation under Section 4.12(b)(vi), Annual Additions also include amounts allocated to an individual medical account (as defined in Code Section 415(l)(2)) included as part of a pension or annuity plan

maintained by WSU and contributions paid or accrued attributable to post-retirement medical benefits allocated to the separate account of a key-employee (as defined in Code Section 419A(d)(3)) under a WSU welfare benefit fund (as defined in Code Section 419(e)).

(vi) Definition of Annual Additions Limit. The Annual Additions Limit is the lesser of: (i) \$~~665~~7,000 in 202~~30~~ and as adjusted in future Limitation Years under Code Section 415(d)), or (ii) 100% of the Participant's Compensation for the Limitation Year.

(vii) Definition of Excess Amount. An Excess Amount is an excess of a Participant's Annual Additions for a Limitation Year over the Annual Additions Limit.

(viii) Definition of Limitation Year. The Limitation Year means the calendar year. However, if the Participant is in control of an employer under Section 4.12(b)(iii), the Limitation Year is the Limitation Year as defined in the defined contribution plan controlled by the Participant.

(ix) Correction of Excess Amount. If a Participant's Account exceeds the Annual Additions Limit for the Limitation Year, then the Plan may correct such excess in accordance with Section 9.7(b). Alternatively, the Plan Administrator may hold the Excess Amount in a separate account. The Excess Amount held in the separate account is includible in the Participant's gross income or the taxable year in which the VIP Contributions exceed the Annual Additions Limit. This separate account will be treated as a separate contract to which Code Section 403(c) (or another application provision of the Code) applies. Amounts in the separate account may be distributed at any time, notwithstanding any other provisions of the Plan.

4.5 Rollover Contributions and Transfers.

(a) Eligible Rollover Contributions. To the extent provided in the Annuity Contracts and Custodial Account agreements, a Participant who is entitled to receive an Eligible Rollover Distribution from another Eligible Retirement Plan may request to have all or a portion of the Eligible Rollover Distribution paid directly or indirectly to the Plan. Such rollover contributions shall be made in the form of cash only. The Fund Sponsor may require such documentation from the distributing plan as it deems necessary to effectuate the rollover in accordance with Code Section 402 and to confirm that such other plan is an Eligible Retirement Plan.

(i) Eligible Rollover Distribution. An Eligible Rollover Distribution means any distribution of all or any portion of the Participant's Account Balance, except: (a) any distribution which is one of a series of substantially equal periodic payments (not less frequently than annually) made for the life (or life expectancy) of the Participant or the joint lives (or joint life expectancies) of the Participant and

the Participant's designated beneficiary, or for a specified period of ten (10) years or more; (b) any required minimum distribution under Section 6.3; (c) the portion of any distribution which is not includible in gross income (determined without regard to the exclusion for net unrealized appreciation with respect to employer securities); (d) any hardship distribution; (e) any distribution which otherwise would be an Eligible Rollover Distribution, but where the total distributions to the Participant during that calendar year are reasonably expected to be less than \$200 (treating a Participant's Roth deferral amount as separate plan for purposes of the \$200 amount); (f) any corrective distribution of excess amounts under Code Section 402(g), 401(k), 401(m), and/or 415(c) and income allocable thereto; (g) any loans that are treated as deemed distributions under Code Section 72(p) (h) dividends paid on employer securities described in Code Section 408(k); (i) the costs of life insurance coverage (P.S. 58 costs); (j) prohibited allocations treated as deemed distributions under Code Section 409(p); and (k) permissible withdrawals from a EACA described in Code Section 414(w). A portion of a distribution shall not fail to be an Eligible Rollover Distribution merely because the portion consists of after-tax employee contributions which are not includible in gross income. However, such portion may be transferred only to (i) an IRA or (ii) a qualified plan described in Code Sections 401(a) or 403(a), or (iii) a tax-sheltered annuity described in Code Section 403(b) that agrees to separately account for amounts so transferred, including separately accounting for the portion of such distribution which is includible in gross income and the portion of such distribution which is not so includible.

(ii) Eligible Retirement Plan. An Eligible Retirement Plan means an IRA, an annuity plan described in Code Section 403(a), a qualified trust described in Code Section 401(a), an arrangement described in Code Section 403(b), or an eligible deferred compensation plan described in Code Section 457(b) sponsored by a governmental employer which accepts the Participant's or alternate payee's Eligible Rollover Distribution. With regard to a Participant's designated Roth account, an Eligible Retirement Plan is a Roth IRA or another designated Roth account. In the case of a Beneficiary described in Section 6.5(c)(3), an Eligible Retirement Plan is limited to an IRA that has been established on behalf of the Beneficiary as an inherited IRA (within the meaning of Code Section 408(d)(3)(C)).

(iii) Separate Accounts. The Fund Sponsor shall establish and maintain for the Participant a separate Account for any Eligible Rollover Distribution paid to the Plan. No such rollover shall be taken into account in applying the limits of Section 4.4.

(iv) Roth Rollovers. A rollover contribution to the Plan may include Roth elective deferrals made to another plan, as adjusted for earnings in such plan; provided that such amounts must be directly rolled from the other plan to this Plan

and the other plan must be a qualified plan under Code Section 401(a), a Code Section 403(b) plan or a government Code 457(b) plan.

4.6 Vesting of Contributions. Each contract and certificate issued in accordance with the provisions of the Plan is the property of the Participant. Amounts attributable to VIP Contributions are immediately vested and shall be nonforfeitable. However, VIP Contributions based on a mistake of fact shall be returned to WSU if WSU so requests as provided in Section 8.6(a).

4.7 Account Statement. At least once a year the Fund Sponsor(s) will send each Participant a report summarizing the status of his or her Account. A Participant may obtain similar reports or illustrations upon Separation from Service or at any other time by writing directly to the Fund Sponsor(s).

4.8 No Reversion. Under no circumstances will any VIP Contributions revert to, be paid to, or inure to the benefit of, directly or indirectly, the WSU, except as provided in the second sentence of Section 10.5.

4.9 Military Service. This Section 4.9 applies to an Employee who: (1) has completed Qualified Military Service under USERRA; (2) the Employer has rehired under USERRA; and (3) is a Participant entitled to make-up contributions under Code Section 414(u). This Section 4.9 also applies to an Employee who dies or becomes disabled while performing Qualified Military Service.

(a) Compensation. For purposes of this Section 4.9, the Plan Administrator will determine an affected Participant's Compensation as follows. A Participant during his or her period of Qualified Military Service is deemed to receive Compensation equal to that which the Participant would have received had he or she remained employed by WSU, based on the Participant's rate of pay that would have been in effect for the Participant during the period of Qualified Military Service. If the Compensation during such period would have been uncertain, the Plan Administrator will use the Participant's actual average Compensation for the twelve (12) month period immediately preceding the period of Qualified Military Service, or if less, for the period of employment.

(b) Elective Deferrals. During a Participant's period of Qualified Military Service, the Plan Administrator must allow a Participant to make up Elective Deferrals to his or her Account. The Participant may make up the maximum amount of Elective Deferrals which he or she under the Plan terms would have been able to contribute during the period of Qualified Military Service (less any such amounts the Participant actually contributed during such period) and the Participant must be permitted to contribute any lesser amount as the Plan would have permitted. The Participant must make up any contribution under this Section 4.9(b) commencing on his or her Re-Employment Commencement Date and not later than five (5) years following the Re-employment Commencement Date (or if less, a period equal to three (3) times the length of the Participant's Qualified Military Service triggering such make-up contribution).

(c) Limitations. Contributions under this Section 4.9 are Annual Additions under Section 4.4(b) and are subject to the Elective Deferral Limit under Section 4.4(a) in the year to which such contributions are allocated, but not in the year in which such contributions are made.

(d) Differential Wage Payments. The Plan is not treated as failing to meet the requirements of any provision described in this Section 4.9 by reason of any contribution or benefit which is based on a Differential Wage Payment. The preceding sentence applies only if all Employees performing service in the uniformed services described in Code Section 3401(h)(2)(A) are entitled to receive Differential Wage Payments on reasonably equivalent terms and, if eligible to participate in a retirement plan maintained by the Employer, to make contributions based on the payments on reasonably equivalent terms (taking into account Code Sections 410(b)(3), (4), and (5)). The Plan Administrator operationally may determine, for purposes of any provision described in this Section 4.9, whether to take into account any Elective Deferrals, attributable to Differential Wage Payments.

(e) No Earnings. A Participant making any make-up contribution under this Section 4.9 is not entitled to an allocation of any Earnings on any such contribution prior to the time that WSU timely deposits the Participant's own make-up Elective Deferrals to the Plan.

(f) HEART Act Death Benefits. If a Participant dies while performing Qualified Military Service, the Participant's Beneficiary is entitled to any additional benefits (other than benefit accruals relating to the period of Qualified Military Service) provided under the Plan as if the Participant had resumed employment and then terminated employment on account of death.

4.10 Contribution Transmission. WSU will transmit to the Fund Sponsors all VIP Contributions as soon as is administratively practicable and within any time period required under applicable law.

SECTION 5. FUND SPONSORS AND FUNDING VEHICLES

5.1 The Fund Sponsors and Funding Vehicles. VIP Contributions are invested in one or more of the Funding Vehicles made available to Participants under this Plan and in accordance with any applicable law restricting investments by Participants not residing in the United States. A Participant or Beneficiary may allocate VIP Contributions among Funding Vehicles in any whole number percentages totaling one hundred percent (100%). Participants and Beneficiaries are solely responsible for the investment of their Account. If a Participant or Beneficiary fails to direct the investments of his or her Account, the Account will be invested in a Funding Vehicle selected by WSU for such non-directing Participants and Beneficiaries. WSU's current choice of Fund Sponsor(s) and Funding Vehicles is not intended to limit future additions or deletions by WSU of Fund Sponsors and Funding Vehicles. The Plan Administrator shall maintain a list of all

Fund Sponsors under the Plan. Such list is hereby incorporated as part of the Plan. The Fund Sponsor(s) and WSU shall exchange such information as may be necessary to satisfy section 403(b) of the Code or other requirements of applicable law. In the case of a Fund Sponsor that is not eligible to receive contributions under the Plan (including a Fund Sponsor that has ceased to be a Fund Sponsor eligible to receive contributions under the Plan), WSU shall keep the Fund Sponsor informed of the name and contact information of the Plan Administrator in order to coordinate information necessary to satisfy section 403(b) of the Code or other requirements of applicable law. In the event the Plan terms and the Funding Vehicles are in conflict, the Plan terms are controlling; provided that as to the timing or form of any Plan distribution, such timing or form must be permitted under the Funding Vehicle as well as under the Plan.

5.2 Allocation of Contributions. A Participant may allocate VIP Contributions among Funding Vehicles in any whole number percentages that equal 100 percent.

5.3 Funding Vehicle Exchange. A Participant may exchange all or a part of his or her Account between Funding Vehicles offered by a Plan Sponsor, subject to Fund Sponsor and/or Funding Vehicle contractual requirements, and to Code Section 403(b) and the regulations thereunder. However, effective on and following the execution of this Plan, an investment exchange to an investment with a Fund Sponsor that is not eligible to receive VIP Contributions under Section 5.1 is not permitted.

5.4 Third Party Trading. The Participant, or his or her Beneficiary in the event of the Participant's death, is responsible for directing all funds invested under this Plan, and cannot assign that responsibility to another party, except that a Participant or Beneficiary may assign that responsibility to a third party that has been given a power of attorney and directions may be given by the legal representative of a Participant or Beneficiary who is under a legal disability. Any investment direction under this section 5.4 must be given in accordance with applicable law and any reasonable Plan Administrator or Fund Sponsor requirements.

SECTION 6. BENEFITS

6.1 Benefits in General. The Participant is entitled to receive benefits under any of the Funding Vehicles at any time and in any form offered by the Fund Sponsors, not inconsistent with Code Section 403(b) and the regulations thereunder, and subject to the written consent of the Participant's spouse or state registered domestic partner under RCW 26.60 et seq ("domestic partner"), if any, in accordance with Section 6.5. However, distributions may be paid only after a Participant attains age 59 1/2, severs from employment with WSU and all Related Employers, dies or becomes disabled, or in the case of hardship. Hardship distributions are subject to the rules and restrictions set forth in Section 6.3. Distributions to a Participant made prior to attaining age 59 1/2 may be subject to early withdrawal penalties under the Code.

6.2 Death Benefits. On the death of a Participant, the entire value of the Participant's Account (or of the remaining Account) is payable to the Participant's Beneficiary or Beneficiaries. The Beneficiary may make an Election as to the time and form of payment under any payment option available under the Funding Vehicles, provided such payment options are consistent with

Code Sections 403(b), 401(a)(9) and the regulations thereunder. A Beneficiary will make such Elections directly to the Fund Sponsor(s). However, to the extent such Account has previously been applied to purchase an annuity, payments shall be made only if and to the extent provided by the form of annuity. All death benefits are further subject to the required minimum distribution requirements of Section 6.4.

6.3 Hardship Distributions. Hardship distributions under Section 6.1 shall be approved only if ~~the Plan Administrator determines that~~ the Participant has an immediate and heavy financial need or unforeseeable emergency, and the distribution is necessary to satisfy the need. In such cases, there shall be paid to such Participant out of his or her Account only such portion of the amount requested as is necessary to prevent or alleviate the hardship. The Plan Administrator's determination shall be final and binding. ~~No amount attributable to income credited after December 31, 1988 on VIP Contributions shall be available for distribution on account of hardship.~~

The following are deemed to be immediate and heavy financial needs of the Participant: (a) medical expenses described in Code section 213(d) incurred by the Participant or his or her spouse, dependents, or primary beneficiary; (b) purchase (excluding mortgage payments) of a principal residence for the Participant; (c) payment of tuition, room and board for the next 12 months of post-secondary education for the Participant, his or her spouse, his or her children, his or her dependents, or primary beneficiary; (d) the payment of amounts necessary to prevent the eviction of the Participant from his or her principal residence or the foreclosure on the mortgage of his or her principal residence; (e) burial or funeral expenses for the Participant's deceased parent, spouse, children, dependents or primary beneficiary; (f) expenses for the repair of damage to the Participant's principal residence described in section 165 of the Code; or (g) expenses and losses (including loss of income) incurred by a Participant on account of a disaster declared by FEMA, provided the Participant's principal residence or principal place of employment at the time of the disaster was located in an area designated by FEMA for individual disaster assistance. For purposes of this Section 6.3, a "primary beneficiary" is an individual who is a named beneficiary under the Plan (whether by Participant designation or application of the Plan terms) and who has an unconditional right, on the Participant's death, to all or a portion of the Participant's Account. Under Secure 2.0 Act, and effective January 1, 2023, a Participant may self-certify they have a safe harbor event that constitutes a deemed hardship for purposes of taking a hardship withdrawal. They also may self-certify that the distribution is not in excess of the amount required to satisfy the financial need, and that they have no alternative means available to satisfy the financial need.

Hardship distributions will be deemed to be necessary to satisfy an immediate and heavy financial need of the Participant only to the extent that: (a) the distribution does not exceed the amount of the applicable need under the second paragraph of Section 6.3 including any amounts necessary to pay any federal, state or local taxes or penalties reasonable expected to result from the distribution; (b) the Participant has reasonably obtained all distributions, other than hardship distributions, ~~and all nontaxable loans currently available under the Plan and any other plan maintained by WSU or any Related Employer.~~ Plan To obtain a hardship distribution after 2019, a Participant must represent in writing that he or she has insufficient cash or liquid assets

reasonably available to satisfy the need and the Plan Administrator must not have actual knowledge to the contrary.

6.4 Minimum Distribution Requirements.

(a) Applicable Law. All distributions under this Plan will be made in accordance with Code Sections 403(b)(10) and 401(a)(9), as each is amended and in effect from time to time, and regulations thereunder. Notwithstanding anything to the contrary in this Section 7.3, required minimum distributions are subject to changes made under the SECURE Act and any regulations or other binding guidance issued thereunder.

(b) Lifetime Required Minimum Distributions. Participants who attained age 70 ½ in 2019 or earlier, ~~72 ½ prior to December 31, 2022~~ January 1, 2020, must have received distribution or commence distribution of his or her Account no later than April 1 following the calendar year in which the Participant attained age 70 ½ or, if later, April 1 following the calendar year in which the Participant Separates from Service. For Participants who attain age 70½ in 2020, 2021 or 2022 after December 31, 2022 in 2020 or later, required minimum distributions must begin no later than April 1 of the calendar year following the calendar year in which the Participant attains age 72, or, if later, by April 1 following the calendar year in which the Participant Separates from Service. For Participants who attain age 72 in 2023 or later the required minimum distributions must begin no later than April 1 of the calendar year following the calendar year in which the Participant attains age 73, or, if later, by April 1 following the calendar year in which the Participant Separates from Service. The annual lifetime minimum distribution amount will be calculated in accordance with Treas. Reg. §§1.401(a)(9)-~~2~~ and 1.401(a)(9)-5. The entire Account of each Participant will be distributed over a period not to exceed the life (or life expectancy) of the Participant or over the lives (or life expectancies) of the Participant and Designated Beneficiary. Notwithstanding the above, the Account for each Participant as of December 31, 1986, will be distributed in accordance with Treas. Reg. Section 1.403(b)-6(e)(6).

(c) Death Required Minimum Distributions. The annual death minimum distribution amount will be calculated in accordance with Treas. Reg. §§1.401(a)(9)-3 and 1.401(a)(9)-5.

(i) Death Before the Required Beginning Date. If the Participant dies prior to January 1, 2020 and before benefit payments are required to begin under Section 6.3(b), any benefits payable to a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by December 31 of the calendar year which contains the fifth (5th) anniversary of the Participant's death; or (b) beginning no later than December 31 of the calendar year following the calendar year of the Participant's death, over a period not exceeding the life expectancy of the Designated Beneficiary. If the Designated Beneficiary is the surviving spouse, payment may be delayed until the date the Participant would have attained age 70½.

If the Participant dies ~~ds~~ in 2020, 2021 or 2022 ~~or later~~, and before benefit payments ~~were~~are required to begin under Section 6.3(b), any benefits payable to (or for the benefit of) a Designated Beneficiary will be paid, as the Designated Beneficiary elects: ~~(ae)~~ by the end of the tenth (10th) full calendar year after the Participant's death; or ~~(bd)~~ beginning no later than the end of the first (1st) full calendar year after the Participant's death over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the designated Beneficiary. If the Designated Beneficiary is the surviving spouse, the spouse may Elect to defer commencement of payments until the date the Participant would have attained age 72. Special rules apply as to payments to other (non-spouse) Designated Beneficiaries (10-Year rule). If the Beneficiary is not a Designated Beneficiary, or if a Designated Beneficiary fails to make a payment Election, payment will be made within five (5) years as described in Section 6.3(c)(i)(a).

If the Participant dies in 2023 or later and before benefit payments are required to begin under Section 6.3(b), any benefits payable to (or for the benefit of) a Designated Beneficiary will be paid, as the Designated Beneficiary elects: (a) by the end of the tenth (10th) full calendar year after the Participant's death; or (b) beginning no later than the end of the first (1st) full calendar year after the Participant's death over the life of the designated Beneficiary or over a period not exceeding the life expectancy of the designated Beneficiary . If the Designated Beneficiary is the surviving spouse, the spouse may Elect to defer commencement of payments until the date the Participant would have attained age 73. Special rules apply as to payments to other (non-spouse) Designated Beneficiaries (10-Year rule). If the Beneficiary is not a Designated Beneficiary, or if a Designated Beneficiary fails to make a payment Election, payment will be made within five (5) years as described in Section 6.3(c)(i)(a).

(ii) Death After the Required Beginning Date. Upon the Participant's death after the time benefits are required to begin under Section 6.3(b), any remaining benefits will be distributed at least as rapidly as under the method of distribution in effect at the time of the Participant's death. Minimum distributions will be calculated based on the longer life expectancy of the Participant or his or her Designated Beneficiary. If there is no Designated Beneficiary, the minimum distributions will be based on the Participant's remaining life expectancy.

(d) Separate Treatment of Contracts and Accounts. In applying the foregoing minimum distribution rules, each Annuity Contract or Custodial Account shall be treated as an IRA and distribution shall be made in accordance with the provisions of Treas. Reg. §1.408-8, except as provided in Treas. Reg. §1.403(b)-6(e).

6.5 Application for Benefits; Spousal Consent. Procedures for receipt of benefits are initiated by writing directly to the Fund Sponsors. Benefits will be payable by the Fund Sponsors upon receipt of a satisfactorily completed application for benefits and supporting documents. The necessary forms will be provided to the Participant, the surviving spouse, or the Beneficiary by

the Fund Sponsors. Any required consent of the Participant's spouse must be in writing, must acknowledge the effect of the Election or action to which the consent applies, and must be witnessed by a notary public or a Plan representative. Unless the consent expressly provides that the Participant may make further Elections without further consent of the spouse, the consent will be effective only with respect to the specific Election to which the consent relates. Spousal consent will be effective only with respect to that spouse. Spousal consent will not be required if it is established to the satisfaction of the Plan Administrator that there is no spouse, or that the spouse cannot be located.

6.6 Loans. Subject to the Code and terms of the Funding Vehicles, Plan loans are available to Participants before the commencement of benefit payments. Plan loans are subject to the spousal consent requirements of Section 6.5.

(a) Information Coordination Concerning Loans. Each Fund Sponsor is responsible for all information reporting and tax withholding required by applicable federal and state law in connection with distributions and loans. To minimize the instances in which Participants have taxable income as a result of loans from the Plan, the Plan Administrator shall take such steps as may be appropriate to coordinate the limitations on loans set forth in (b) below, including the collection of information from Fund Sponsors, and transmission of information requested by any Fund Sponsor, concerning the outstanding balance of any loans made to a Participant under the Plan or any other plan of WSU or any Related Employer. The Plan Administrator shall also take such steps as may be appropriate to collect information from Fund Sponsors, and transmission of information to any Fund Sponsor, concerning any failure by a Participant to repay timely any loans made to a Participant under the Plan or any other plan of WSU or any Related Employer.

(b) Maximum Loan Amount. No loan to a Participant under the Plan may exceed the lesser of:

\$50,000, reduced by the excess of (i) the highest outstanding balance on loans from the Plan to the Participant during the one-year period ending on the day before the date the loan is made over (ii) the outstanding balance on any loan from the Plan to the Participant on the date the loan is made or

one half of the present value of the Participant's Account.

For purposes of this Section 6.6(b), any loan from any other plan maintained by WSU and any Related Employer shall be treated as if it were a loan made from the Plan.

(c) Loan Terms. All Plan loans will require level amortization of principal and interest with quarterly (or more frequent) payments and over a payment term not exceeding five (5) years except where the loan is for the acquisition of the Participant's principal residence where a longer term may be available. Loan repayment will be by means of payroll deduction, AC or other means acceptable to the Plan Administrator and the Fund Sponsors. Plan loans will be treated as a directed investment of the borrower's Account as and when consistent with Fund Sponsor requirements.

6.7 Direct Rollover of Eligible Rollover Distributions.

(a) Direct Rollover. A Participant or the Beneficiary of a deceased Participant (or a Participant's spouse or former spouse who is an alternate payee under a domestic relations order, as defined in Code Section 414(p)(1)(B)) who is entitled to an Eligible Rollover Distribution from the Plan may make an Election to have any portion of that distribution paid directly to an Eligible Retirement Plan specified by the Participant or Beneficiary in a Direct Rollover. In the case of a distribution to a Designated Beneficiary who at the time of the Participant's death was neither the spouse of the Participant nor the spouse or former spouse of the participant who is an alternate payee under a domestic relations order, a Direct Rollover is payable only to an IRA that has been established on behalf of the Beneficiary as an inherited IRA (within the meaning of Code Section 408(d)(3)(C)).

(b) Rollover and Tax Notice. Each Fund Sponsor within a reasonable time period (and within any period prescribed by applicable law) before making an initial Eligible Rollover Distribution, will provide an explanation to the Participant of his or her right to elect a Direct Rollover and the income tax withholding consequences of not electing a Direct Rollover.

(c) Election. A Participant (including for this purpose, a former Employee) may elect, at the time and in the manner prescribed by the Fund Sponsor, to have any portion of his or her Eligible Rollover Distribution from the Plan paid directly to an Eligible Retirement Plan specified by the Participant in a Direct Rollover. For purposes of this Section 6.7, a Participant includes as to their respective interests: (1) a Participant's surviving spouse, (2) the Participant's spouse or former spouse who is an alternate payee under a QDRO, or (3) any other Beneficiary of a deceased Participant who is a Designated Beneficiary under Treas. Reg. Section 1.401(a)(9)-4.

(d) Rollover and Withholding Notice. At least 30 days and not more than 180 days prior to the distribution of an Eligible Rollover Distribution, the Plan must provide a written notice (including a summary notice as permitted under applicable IRS guidance) explaining to the distributee the rollover option, the applicability of mandatory 20% federal withholding to any amount not directly rolled over, and the recipient's right to roll over within 60 days after the date of receipt of the distribution ("rollover notice"). A recipient of an Eligible Rollover Distribution (whether he/she elects a Direct Rollover or elects to receive the distribution), also may elect to receive distribution at any administratively practicable time which is earlier than 30 days following receipt of the rollover notice. The provisions of this Section 6.7(d) do not apply to distributions to a Beneficiary described in Section 6.7(c)(3).

(e) Default Rollover. The Fund Sponsor, in the case of a Participant who does not respond timely to the rollover notice, may make a Direct Rollover of the Participant's Account in lieu of distributing the Participant's Account.

(f) Definitions. The following definitions apply to this Section 6.7:

(i) Direct Rollover. A Direct Rollover means a payment by the Plan to the Eligible Retirement Plan the distributee specifies in his or her Direct Rollover election or in the case of an automatic rollover, to the IRA that the Plan designates.

(ii) Eligible Retirement Plan. An Eligible Retirement Plan means as defined in Section 4.5(a)(ii).

(iii) Eligible Rollover Distribution. An Eligible Rollover Distribution means as defined in Section 4.5(a)(i).

SECTION 7. ADMINISTRATION

7.1 Plan Administrator. WSU is the Plan Administrator, and has designated the WSU Human Resource Services to be responsible for the day to day administration of the Plan.

7.2 Authority of the Plan Administrator. The Plan Administrator has all the powers and authority conferred upon it herein and further shall have final authority to determine, in its discretion, all questions concerning eligibility and contributions under the Plan, to interpret all terms of the Plan, including any uncertain terms, to adopt Plan policies and procedures, and to decide any disputes arising under and all questions concerning administration of the Plan. Any determination made by the Plan Administrator shall be given deference, if it is subject to judicial review, and shall be overturned only if it is arbitrary and capricious. In exercising these powers and authority, the Plan Administrator will at all times exercise good faith, apply standards of uniform application, and refrain from arbitrary action.

7.3 Delegation of Authority. The Plan Administrator may delegate any power or powers to one or more other employees of WSU, or to any agent or independent contractor of WSU. Any such delegation shall be in writing, and may be obtained from the Plan Administrator.

SECTION 8. MISCELLANEOUS

8.1 Non-Alienation of Retirement Rights or Benefits. Except as otherwise provided in this Section 8, to the fullest extent permitted by law, no benefit under the Plan may at any time be subject in any manner to alienation, encumbrance, the claims of creditors or legal process. No Participant or Beneficiary will have the power in any manner to transfer, assign, alienate, or in any way encumber his or her Account or benefits under the Plan, or any part thereof, and any attempt to do so will be void and of no effect. The Plan Administrator will comply with any judgment, decree or order (including a property settlement agreement) that relates to the provision of child support, alimony payments, or the marital property rights of a spouse or former spouse, child or other dependent of a Participant and made pursuant to the domestic relations law of any state. Such payment shall be made without regard to whether the Participant is eligible for a distribution of benefits under the Plan. The Plan Administrator may pay from a Participant's Account an amount

the Plan Administrator determines is lawfully demanded under a levy issued by the IRS with respect to a Participant or Beneficiary, or is sought to be collected by the U.S. Government under a judgment resulting from an unpaid tax assessment against the Participant or Beneficiary.

8.2 Plan Does Not Affect Employment. Nothing in this Plan is a commitment or agreement by WSU or by any Employee to continue his or her employment with WSU, or by WSU to rehire a retired Participant, and nothing in this Plan is a commitment on the part of WSU to continue the rate of compensation of any Employee for any period. All Employees will remain subject to discharge to the same extent as if the Plan had never been put into effect.

8.3 Claims of Other Persons. The Plan does not give any Participant, Beneficiary or any other person, firm, or entity of any type, any legal or equitable right against WSU or against its past present or future officers, employees, or Board members, except for the rights that are specifically provided for in this Plan or created in accordance with the terms and provisions of this Plan.

8.4 Contracts and Certificates. In the event there is any inconsistency or ambiguity between the terms of the Plan and the terms of the contracts between the Fund Sponsors and WSU and/or the Participants and any certificates issued to a Participant under the Plan, the terms of the Plan control.

8.5 Requests for Information. Any request for information concerning eligibility, participation, contributions, or other aspects of the operation of the Plan should be in writing and directed to the Plan Administrator via WSU Human Resource Services. Requests for information concerning the Fund Sponsors, the Funding Vehicles, their terms, conditions and interpretations thereof, claims thereunder, any requests for review of such claims and service of legal process, may be directed in writing to the Fund Sponsors.

8.6 Mistaken Contributions or other Plan Failures.

(a) Mistake of Fact. If any VIP Contribution (or any portion of a contribution) is made to the Plan by a mistake of fact, then within one (1) year after the payment of the Plan Contribution, the Plan Administrator may return the amount of the mistaken contribution (net of any investment loss, but not increased by any investment income or gains) to WSU. Thereafter, the Plan Administrator will determine if any or all of such amount should be refunded to the affected Participant.

(b) Other Failures. If any VIP Contribution exceeds the Plan or Code limits or is otherwise not in accordance with the Plan terms, or if there are other Plan related failures, the Plan Administrator will make correction in accordance with the Plan and with the Employee Plans Compliance Resolution System under Rev. Proc. 2019-19 or any other successor or applicable guidance.

8.7 Governing Law. Except as provided under federal law, the provisions of the Plan are governed by and construed in accordance with the laws of the State of Washington.

SECTION 9. AMENDMENT AND TERMINATION

9.1 Amendment and Termination. The Board reserves the right at any time to amend or terminate the Plan, in whole or in part, or to discontinue any further VIP Contributions under the Plan. If the Plan is terminated or if VIP Contributions are discontinued, the Plan Administrator will notify all Participants, all Accounts will remain nonforfeitable, and all Salary Reduction Agreements that have been entered into will become void with respect to Compensation yet to be paid.

9.2 Distribution Upon Termination of the Plan. WSU may provide that, in connection with a termination of the Plan and subject to any restrictions contained in the Annuity Contracts and Custodial Account agreements, all Accounts will be distributed, provided that WSU and any Related Employer on the date of termination do not make contributions to an alternative Code Section 403(b) contract that is not part of the Plan during the period beginning on the date of Plan termination and ending twelve (12) months after the distribution of all assets from the Plan, except as permitted by Code Section 403(b) and the regulations thereunder.

9.3 Limitation. Notwithstanding the provisions of Section 9.1, the Board shall not make any amendment to the Plan that operates to recapture for WSU any contributions previously made under this Plan except to the extent permitted by Section 8.6.

ACTION ITEM #5

Leased Space for WSU's Institute for Northwest Energy Futures (Leslie Brunelli/Matt Skinner/Sandra Haynes)

November 16-17, 2023

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Leased Space for WSU's Institute for Northwest Energy Futures

PROPOSED: That the Board of Regents authorize and delegate authority to the President or his designee to execute or commence a lease-to-purchase agreement to acquire essential office and laboratory space near the WSU Tri-Cities campus, with a lease period of four years from execution or commencement of the agreement, with total lease-to-purchase payments not to exceed \$5.4 million, plus applicable inspection closing costs, and excluding annual taxes, utilities, and operating maintenance costs.

SUBMITTED BY: Leslie Brunelli, Executive Vice President, Finance and Administration/CFO

SUPPORTING
INFORMATION:

Background

As part of the 2023-25 State Operating budget, WSU received new funding of \$7.7 million for the biennium to form the Institute for Northwest Energy Futures (INEF).

Centered at Washington State University's Tri-Cities campus, the INEF will leverage scientific expertise throughout the WSU system, research partners such as the Pacific Northwest National Laboratory, and extramural public and private funders to guide this transformation while maintaining safe, economic, and reliable energy systems that reduce greenhouse gas emissions and produce more equitable social outcomes.

The INEF initiative will integrate new and existing insights in engineering, environmental studies, economics, and society to produce the objective research and analysis public and private decision makers need. This will leverage capabilities in power, hydrogen, and fuels technologies with expertise in economics, environmental and social science, data analytics, transportation logistics, and carbon management.

The institute will serve to bridge the gap between science and practice through its systems approach to researching and analyzing clean energy transition plans for policy makers and industry and communication of those plans to consumers.

Funding received will support the hire of essential faculty and staff to support the INEF and will enable WSU to acquire essential office and laboratory space near the WSU Tri-Cities campus via a lease-to-purchase agreement.

The property is adjacent to the campus, just northwest of the Wine Science Center at 2892 Pauling Ave. The facility was built in 2011 and includes 16,825 square feet of office, high bay, and lab space, and is located on a 5.1 acre lot. WSU is in active negotiation of the agreement.

Source of Funds

The lease-to-own payments will be made over four years and will not exceed \$5.4 million. Upon completion of the lease-to-own payments, ownership of the building will transfer to WSU. Taxes, utilities, and operating maintenance costs will be paid separately. The lease-to-own payments and the other costs of the facility will be paid with new state funding received for this purpose in support of the INEF.

BOARD OF REGENTS

Leased Space for WSU's Institute for Northwest Energy Futures

Resolution #231117-698

WHEREAS, RCW 28B.30.095, RCW 28B.30.100, and RCW 28B.30.150 vest the governance and management of Washington State University (WSU) in the Board of Regents of WSU (Board); and

WHEREAS, the Board, by virtue of RCW 28B.10.528, has the authority to delegate by resolution to the President of WSU, or designee, any of the powers and duties vested in or imposed upon the Board by law; and

WHEREAS, the Board has delegated broad authority to the President or designee to act in matters relating to the general business and financial affairs of WSU;

NOW, THEREFORE, IT IS RESOLVED that the Board:

Authorizes and delegates authority to the President or his designee to execute or commence a lease-to-purchase agreement to acquire essential office and laboratory space near the WSU Tri-Cities campus, with a lease period of four years from execution or commencement of the agreement, with total lease-to-purchase payments not to exceed \$5.4 million, plus applicable inspection closing costs, and excluding annual taxes, utilities, and operating maintenance costs.

Signed the 17th day of November, 2023.

Chair, Board of Regents

Secretary, Board of Regents