MINUTES
Washington State University Board of Regents
September 15, 2023

The Board of Regents of Washington State University (WSU or University) met pursuant to call in Open Meeting at 9:00 a.m. on September 15, 2023, on the WSU Pullman campus, Compton Union Building, Room 204, Pullman, Washington.

Present: Chair Lisa Keohokalole Schauer; Regents Enrique Cerna, Marty Dickinson, Isaac Marroquin, Judi McDonald, Doug Picha, Lura Powell, Jenette Ramos, Heather Redman; President Kirk H. Schulz

Absent: Regents Brett Blankenship, John Schoettler

I. OPENING

A. Report from the Chair of the Board of Regents. Chair Lisa Keohokalole Schauer called the meeting to order. Chair Schauer announced that the public comment period would be held at the conclusion of the Board's regular business.

Chair Schauer reported on Regents' participation in campus and system events since June which included dinner with the WSU Foundation Board of Directors Executive Committee; the groundbreaking of the U.S. Department of Agriculture-Agricultural Research Service Plants Biosciences Research Building on the Pullman campus; dedication of the renovated Medicine Building on the WSU Spokane campus; the community reception on the WSU Tri-Cities campus for the exhibit "Selections from Our Stories, Our Lives: Irwin Nash Photographs of Yakima Valley Migrant Labor;" the Taylor Sports Complex groundbreaking; and Regent Ramos' keynote address at the ASWSU Multicultural Fundraising Dinner that evening. Additionally, Student Regent Isaac Marroquin was welcomed to the Board and the start of National Hispanic Heritage Month was recognized.

B. Report from the President of the University. President Kirk Schulz provided the following updates:

Start of 2023-2024 Academic Year – President Schulz reported that he and Chair Schauer were on the WSU Vancouver campus on the first day of classes to greet students, and acknowledged each campus' unique way of welcoming students back to campus.

Fundraising Record Set – President Schulz reported that the WSU Foundation set a fundraising record for the second in a row and acknowledged the contributions of Foundation staff, chancellors, deans, and others who helped achieve this accomplishment.

Capital Projects – President Schulz reported on several capital and infrastructure projects in progress across the WSU System that are a strategic investment in the university's land grant mission:

- Groundbreaking of the U.S. Department of Agriculture-Agricultural Research Service Plans Sciences Building on the Pullman campus – a $120+ million federal investment that will support and advance agricultural research.
- Upcoming ceremonial groundbreaking of the Schweitzer Engineering Hall on the Pullman campus – a philanthropic and state-supported facility.
- Fundraising is underway to support a new science building on the Pullman campus for the College of Arts and Sciences.
- Ribbon cutting for the renovated Medicine Building on the WSU Spokane campus – made possible by state and philanthropic support.
- Groundbreaking for the Taylor Sports Complex – an indoor practice facility on the Pullman campus.

Institute for Northwest Energy Futures – President Schulz reported that Dr. Noel Schulz was named the inaugural director of the Institute. Dr. Schulz will work with the Office of Research, Government Relations, and WSU Tri-Cities Chancellor Sandra Haynes to develop this energy program.

Washington State Academy of Sciences – President Schulz reported that six faculty were recently inducted into the Washington State Academy of Sciences: Santanu Bose, Professor, Veterinary Microbiology and Pathology; Amanda Boyd, Associate Professor, Elson S. Floyd College of Medicine; Nairanjana Dasgupta, Professor, Mathematics and Statistics; Mary Paine, Professor, Pharmaceutical Sciences; Tahira Probst, Professor, Psychology; and Mechthild Tegeder, Professor, Plant Biology.

Cougar Cage – President Schulz reported that donations have launched Cougar Cage, a competitive program allowing faculty, staff, and students the opportunity to request funding for research equipment or materials, support for scholarships, classrooms or lab space upgrades, or minor renovations to improve functionality. The selection committee is most interested in research projects that have the potential for transformative impact and can position WSU as a leader in their respective fields. Recently, the third event was recently held; three recipients will be awarded a total of $160,000.

WSU Athletics – President Schulz reported that WSU is currently one of three universities in the country with nationally ranked football, volleyball, and soccer teams. Diligent, thorough, and intentional work continues on finding WSU's next conference home.

C. Report from the WSU Pullman Chancellor. Provost and Executive Vice President and WSU Pullman Chancellor Elizabeth Chilton provided an update on Pullman campus activities, the leadership team, and community engagement.

Pullman Advisory Council – Chancellor Chilton reported that WSU Pullman has established its first chancellor's advisory council. The Pullman Advisory Council currently consists of six members, with intentions to expand. Members include Matt Forge, CEO, Pullman Regional Hospital; Jordan Frost, Athletics Director, Issaquah High School and former Student Regent; Melanie Lange, co-chair and Realtor, Coldwell Banker Tomlinson; Tony Poston, co-chair and Executive Director, Cougs First; Nick Pitsilionis, owner, Black Cypress; and Stephanie Schweitzer, community member and volunteer.

Community Engagement – Chancellor Chilton reported continuing community engagement and strengthening relationships will continue to be a priority during her tenure, promoting the success of both WSU and Pullman.

Academic Year 2023-2024 – Chancellor Chilton shared that priorities for the academic year include keeping a student-first approach to campus programming and continued engagement with the Associated Students of Washington State University (ASWSU) and the Graduate and Professional Student Association (GPSA); enhancing the campus focus on inclusion, diversity, equity, and access; promoting student success; and finding ways to support collaborative opportunities for arts programming.

Student engagement in clubs and organizations has increased, with participation levels showing to be higher than they were prior to the start of the pandemic in 2020.

II. CONSENT AGENDA. Chair Schauer reported that there were four items on the Consent Agenda.

A) Approval of Minutes – May 5, 2023, Board of Regents Meeting
B) Approval of Minutes – June 9, 2023, Board of Regent Retreat
C) Approval of Minutes – August 11, 2023, Board of Regents Special Meeting
D) Approval of Minutes – August 25, 2023, Board of Regents Special Meeting

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

III. REPORTS FROM SHARED GOVERNANCE GROUPS. Representatives from each of the University Shared Governance Groups provided an update on their respective areas.

- WSU Advancement
  - WSU Foundation Board of Directors (WSUF) chair Lisa King and WSU Alumni Association President Lester Barbero made a joint statement of support for WSU academics, research, athletics, and alumni and friends.
  - Chair Lisa King reported that the Board of Directors would ratify at least five new members at the fall meeting and invited all to attend the Foundations' fall recognition gala on October 12 in Pullman.
  - Vice President for Advancement and CEO Mike Connell shared that the Foundation secured $167.9 million in philanthropic support in FY23 – the strong fundraising year in WSU's history. On July 31, Advancement implemented a new CRM to help manage over 500,000 alumni and donor records. Outside consulting has been engaged for staff and volunteer training to assist with campaign preparedness. On July 1, 2022, the endowment was valued at $634 million. Over the year, $17 million in contributions was added, the net performance gain was $48 million, and the endowment distributed $34.7 million for student support and operational expenses. The ending value on June 30, 2023, was $662.9 million with an investment return of 7.5%. Peer benchmarking will be available in the spring of 2024. Regent Redman and non-Regent representative Scott Carson were acknowledged for their participation on the WSUF Investment Committee. Updates to the investment and spending policies will presented to the Regents later this year for approval.
  - President Barbero shared that this year's Alumni Association (AA) Board of Directors is one of the most diverse boards assembled, representing all six campuses, multicultural chapters, former student government leaders, current students, and veterans. The Board is working with student groups to implement a reimaged Homecoming pep rally on October 13. Three Feast events are planned throughout October and November. Summer AA events experienced increased participation across the 54 chapters. Alaska Airlines is unveiling its "Go Cougs" branded plan on September 23.
- Faculty Senate – Chair Eric Sheldon shared the 2023-2024 Faculty Senate executive officers which include Tracy Klein, chair-elect; Christine Horne, past chair; Matt Hudelson, executive sectary. Faculty Senate has been highly engaged in several initiatives brought forward by the President, which include the US New and World Report Taskforce, Taskforce on Artificial Intelligence, and several others. Primary goals for this year include examining processes and reviewing new course and degree proposals and piloting a revised process for course proposal review which is scheduled to launch later this year. Additionally,

addressing the results of the Collaborative on Academic Careers in Higher Education (COACHE) survey related to shared governance will be a focus area.

- ASWSU Pullman – President Luke Deschenes reported that ASWSU's goals for this year include working with GPSA to improve transportation services on campus for students, provide fentanyl testing strips to students paired with Narcan training, explore campus improvement opportunities for Ruby Street Park, and rebuild student involvement and engagement as a whole. President Deschenes also shared student concern regarding the conference realignment.
- GPSA – President Ajay Barman shared that the GPSA executive committee worked throughout the summer to establish a meeting and event schedule and started the fall semester with a full senate with 72 senators. Through a recent survey, two key areas of concern were identified as areas of focus; these include student housing and mental health support. State legislative work will include GPSA partnering with ASWSU to advocate for mental health support.
- Administrative and Professional Advisory Council (APAC) – Chair Angie Senter shared that APAC held its annual retreat in July, where time was dedicated to auditing the strategic plan. In an effort to create communication channels between AP staff and WSU leadership, President Schulz and Provost Chilton participated in APAC's first meeting of the year; meetings with additional leadership are planned throughout the year. APAC will continue its work around DEI, employee health and wellness, and promoting the employee tuition waiver program.

IV. EXECUTIVE AND GOVERNANCE COMMITTEE REPORT. Chair Schauer reported the committee heard one information item, the Principals of Trusteeship presentation by Kevin Reilly, Senior Consultant and Senior Fellow with the Association of Governing Boards.

Chair Schauer further reported that the committee reviewed and discussed one Action Item and submitted the following for Board consideration:

2024 Board of Regents Revised Meeting Schedule

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

It was moved and seconded that the Board of Regents adopt resolution 230915-692 and approve the revised 2024 meeting schedule as follows:

Date	Location
January 25-26, 2024	Seattle
March 7-8, 2024	Tri-Cities
May 2-3, 2024	Spokane

June 6-7, 2024	Vancouver (Retreat)
September 19-20, 2024	Pullman
November 14-15, 2024	Seattle

Carried.

V. STRATEGIC AND OPERATIONAL EXCELLENCE COMMITTEE REPORT. Acting Committee Chair Regent Dickinson reported that the Strategic and Operational Excellence Committee reviewed and discussed two Information Items:

- System Equity, Diversity, and Inclusive Excellence Update presented by Vice Chancellor for Equity and Inclusion Excellence Lisa Guerrero;
- WSU Strategic Plan Implementation presented by Vice President for Strategy, Planning, and Analysis Chris Hoyt.

Regent Dickinson further reported that the committee reviewed two action items and submitted the following for Board consideration:

President's 2023-2024 Annual System Objectives

It was moved and seconded that the Board of Regents approve the President's 2023-2024 Annual System Objectives. Carried. (Exhibit A)

WSU Pullman Strategic Plan

It was moved and seconded that the Board of Regents approve the 2023-2028 WSU Pullman Strategic Plan. Carried. (Exhibit B)

VI. ACADEMIC AND STUDENT AFFAIRS COMMITTEE REPORT. Committee Chair Regent Picha reported that the Academic and Student Affairs Committee reviewed two information items:

- Fall 2023 System Enrollment Update presented by WSU Provost and Executive President Elizabeth Chilton and Vice Provost of Enrollment Management Saichi Oba;
- Undocumented Student Support Update presented by Vice Chancellor, Student Affairs Ellen Taylor.

Regent Picha further reported that the committee reviewed one Future Action Item, which was recommended to be moved to an action:

- NWCCU Year Six Accreditation Report presented by WSU Provost and Executive President Elizabeth Chilton and Associate Vice President for Health Sciences Academic Programs Craig Parks.

Submit NWCCU Request for an Educational Location at the University of Nairobi

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

It was moved and seconded that the Board of Regents approve submitting a request to NCWWU to establish an educational location at the University of Nairobi. Carried.

VII. FINANCE AND COMPLIANCE COMMITTEE REPORT. Committee Chair Regent Ramos reported that the Finance and Administration Committee reviewed and discussed two Information Items:

- Proposed Academic Year 2024-2025 Tuition Rates presented by Executive Vice President for Finance and Administration/CFO Leslie Brunelli and Executive Director for Budget, Planning, and Analysis Kelley Westhoff;
- Athletics Budget Update Fiscal Year 2023 Update presented by Brunelli, Athletic Director Pat Chun, and Assistant Vice President for Business and Financial Services Jon Haarlow.

Regent Ramos further reported that the committee reviewed and discussed five Future Action Items:

- Center, Project Budget Approval presented by Brunelli, Yang, Chilton, Chun, and Associate Vice President for Facility Services Olivia Yang;
- WSU Pullman, Athletics, Champions Center, Design Approval presented by Brunelli, Yang, Chilton, Chun;
- WSU Pullman, USDA Agricultural Research Services, Plant Biosciences Research Building, Design Approval presented by Brunelli, Yang, Chilton;
- Proposed Amendments to the WSU Voluntary Investment Program presented by Brunelli and Vice President and Chief Human Resource Officer Theresa Elliot-Cheslek;
- Leased Space for WSU's Institute for Northwest Energy Futures presented by Brunelli, Senior Associate Vice President for Finance and Administration/Deputy CFO Matt Skinner, and WSU Tri-Cities Chancellor Sandr Haynes.

Regent Ramos further reported that the committee reviewed ten action items and submitted the following for Board consideration:

Amended Athletics Budget for Fiscal Year 2024

It was moved and seconded by the Board of Regents to approve the Amended Fiscal Year 2024 Athletics budget. Carried. (Exhibit C)

WSU Vancouver, Fiscal Year 2024 Student Technology Fee Committee Allocations

It was moved and seconded that the Board of Regents approve the allocations as recommended by the Vancouver Student Technology Fee Committee for the 2024 fiscal year. Carried. (Exhibit D)

Proposed Revisions to WAC 504-45 (Public Records)

It was moved and seconded that the Board of Regents approve the proposed revisions to the Washington Administrative Code (WAC) Chapter 504-45 – Public Records. Carried. (Exhibit E)

WSU Pullman, College of Agricultural, Human, and Natural Resource Sciences, Knott Dairy Center Renovation, Project Budget Approval

It was moved and seconded that the Board of Regents approve the WSU Pullman, CAHNRS Knott Dairy Center Renovation with a total budget not to exceed $10,000,000 and authorize the project to proceed 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 (resolution 230915-686). Carried. (Exhibit F)

WSU Spokane, Biomedical and Health Sciences Building Phase II, Project Budget Approval

It was moved and seconded that the Board of Regents approve the WSU Spokane, Biomedical and Health Sciences Building Phase ll project budget not to exceed $7,000,000 and authorize the project to proceed 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 this phase of the project within the budget (resolution 230915-687). Carried. (Exhibit G)

WSU Pullman, College of Veterinary Medicine, Bustad Hall Renovation (Simulation-Based Education Program) Project Budget Approval

It was moved and seconded that the Board of Regents approve the WSU Pullman, CVM, Bustad Hall renovation (simulation-based education program) with a total project budget not to exceed $8,000,000 and authorize the project to proceed 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 budget (resolution 230915-688). Carried. (Exhibit H)

WSU Pullman, Taylor Sports Complex, Project Budget Approval

It was moved and seconded that the Board of Regents approve the WSU Pullman, Taylor Sports Complex project with a total budget not to exceed $ 27,500,000, 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 (resolution 230915-689). Carried. (Exhibit I)

WSU Pullman, Taylor Sports Complex, Design Approval

It was moved and seconded that the Board of Regents approve the schematic design for the WSU Pullman, Taylor Sports Complex. Carried. (Exhibit J)

WSU State Minor Capital Contracts Budget Approval

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

It was moved and seconded that the Board of Regents approve the WSU State Minor Capital Contracts and authorize the contracts to proceed 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 projects within the budgeted amounts (resolution 230915-690). Carried. (Exhibit K)

WSU Pullman, Voiland College of Engineering & Architecture, Schweitzer Engineering Hall, Increase Project Budget Approval

It was moved and seconded that the Board of Regents increase the WSU Pullman, VCEA Schweitzer Engineering project budget and further delegate authority to the President or designee to enter all contracts necessary for this phase of the project with a total project budget not to exceed $44,800,000 (resolution 230915-691). Carried. (Exhibit L)

WSU Pullman, Voiland College of Engineering & Architecture, Schweitzer Engineering Hall, Increase Budget Approval

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

It was moved and seconded that the Board of Regents approve the WSU Pullman, Schweitzer Engineering Hall budget increase and further delegate authority to the President or designee to enter all contracts necessary for this phase of the project with a total project budget not to exceed $76,200,000 (resolution 230915-693). Carried. (Exhibit M)

VIII. OTHER BUSINESS. Chair Schauer reported the Regents met in Executive Session on Thursday, September 14, with legal counsel to discuss pending litigation involving the university and the performance of a public employee. The Board would not be taking action as a result of those discussions.

IX. PUBLIC COMMENT PERIOD. The following comments were made to the Board:

- WSU alumnus Darin Watkins, proposed day to honor former president, Elson S. Floyd;
- WSU faculty member William Engels, WSU divestment from fossil fuels;
- WSU student Gil Rezin, WSU divestment from fossil fuels;
- WSU alumnus Simon Smith; WSU divestment comparison.

WSU Alumnus Mark Swanson requested to make a comment but was not present at the time of the public comment period.

X. ADJOURNMENT. The meeting adjourned at 11:34 a.m.

Approved by the Board of Regents at its meeting held on November 17, 2023.

Signed Copies Available in the Office of the System President

2023-2024 ANNUAL SYSTEM OBJECTIVES

The following annual objectives are designed to advance WSU towards the realization of our mission, vision, and strategic goals. Objectives have been organized in two primary categories: Presidential Priorities and System Priorities. Over the next year, President Kirk Schulz will personally oversee the progress of Presidential Priorities while System Priorities will be stewarded by assigned leads.

Progress will be demonstrated to the WSU system in two ways. First, an Implementation Report will be updated prior to each scheduled Board of Regents meeting. This report will contain an indicator of overall progress towards strategy completion, as well as contextual updates. Second, quantifiable metrics will be presented through dashboard visualizations that will be available on the strategic plan website at strategicplan.wsu.edu (available mid-November 2023).

PRESIDENTIAL PRIORITIES

Objective 1: Leverage the OneWSU system by establishing flexible and cost-effective solutions for the benefit of our students and faculty that more effectively utilize all our campus resources

- ***Lead:*** Kirk Schulz
- ***Strategies:***
  - Review WSU policies and processes with the intent to facilitate the opportunity for current students to access programs and courses across multiple campus locations
  - Enable prospective students to complete a single undergraduate application that will allow admission to all WSU campuses by Fall 2025
- ***Aligns to:***
  - System Strategic Plan Goal 2, Student Experience
  - System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
  - Enrollment Management Plan
  - WSU System Operating Principles: OneWSU and Operational Excellence

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Objective 2: Improve the recognition of WSU's brand and enhance its reputation on a national level by implementing a sustainable marketing program

- ***Leads:*** Kirk Schulz, Phil Weiler
- ***Strategies:***
  - Conduct a quantitative market research study to establish a benchmark for brand awareness and reputation among internal and external audiences
  - Using results from the research study, develop and execute a multi-year brand marketing strategy to reinforce areas of strength and address areas of concern
  - Evaluate the staffing and service needs required to sustain an on-going system-wide marketing program
  - Establish a recurring budget to support an on-going WSU marketing program
- ***Metric:***
  - Media Quality Index (MQI) target: 58.5
  - Engagement rate targets: Facebook, 6.75%; X, 4%
- ***Dashboard visualizations:***
  - Media Quality Index score (earned media)
  - Engagement rate (social media)
- ***Aligns to:***
  - System Strategic Plan Goal 1, Research, Innovation, and Creativity
  - System Strategic Plan Goal 2, Student Experience
  - System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
  - System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure

PRESIDENTIAL PRIORITIES (CONTINUED)

Objective 3: Raise $150M in new philanthropic funds

- ***Lead:*** Kirk Schulz, Mike Connell
- ***Strategies:***
  - Successfully recruit and engage volunteers in support of philanthropic initiatives at WSU
  - Engage with WSU Foundation volunteers
  - Cultivate and steward Principal Giving prospects and donors, in support of transformational gifts to WSU
  - Implement Advance CRM (customer relationship management) technology for improved efficiency and efficacy of prospect management, gift receipting, and donor stewardship
  - Collaborate with Advancement leadership to provide substantive training focused on fundraising for WSU System leadership (Chancellors, Vice Presidents, Deans, and appropriate academic leaders) and development professionals in the context of WSU's campaign
  - Leverage the role of the system president to offer innovative and meaningful engagement to stakeholders, through in-person engagement in important markets, and individualized phone, email, video conference, and mail interactions
- ***Metric:*** Total dollars raised in FY2024
- ***Dashboard visualization:*** Dollars raised each month, starting in July
- ***Aligns to:***
  - System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
  - WSU System Operating Principle: Fiscal Stewardship
  - WSU Campus Strategic Plans

Objective 4: Expand WSU's presence in East Africa

- ***Lead:*** Kirk Schulz
- ***Strategies:***
  - Establish an additional educational location at the University of Nairobi
  - Offer WSU's Ph.D. in Biomedical Sciences degree at the University of Nairobi
- ***Aligns to:***
  - System Strategic Plan Goal 1, Research, Innovation, and Creativity
  - System Strategic Plan Goal 3, Outreach, Extension, Service, & Engagement
  - WSU Campus Strategic Plans
  - Enterprise Risk Management Plan, Top 20, International engagement and delivery of education and research risk

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Objective 5: Find a new conference home for WSU Cougar Athletics

- ***Lead:*** Kirk Schulz
- ***Aligns to:***
  - System Strategic Plan Goal 2, Student Experience
  - System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure

STRATEGIC DIRECTION 1: STUDENT ACCESS AND SUCCESS

Objective 1: Stabilize total undergraduate student enrollment and grow new student enrollment

- ***Lead:*** Saichi Oba
- ***Strategies:***
  - Increase funding for general and need-based scholarships that are administered centrally. Identify strategies to replace waivers with scholarships to increase net tuition revenue
  - Translate recruitment and financial aid materials into Spanish
  - Promote and incentivize EDI training and education
- ***Metrics:***
  - Stabilization in total undergraduate enrollment levels from Fall 2023 to Fall 2024
  - Increase new undergraduate enrollment by 4% from Fall 2023 to Fall 2024
- ***Dashboard visualization:*** Total and new undergraduate enrollment
- ***Aligns to:***
  - System Strategic Plan Goal 2, Student Experience
  - WSU Campus Strategic Plans
  - Enrollment Management Plan
  - Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

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Objective 2: Decrease undergraduate retention gap between the overall university student population and special categories of students (first-generation, low-income, and people of color.

- ***Lead:*** Bill Davis
- ***Strategies:***
  - In partnership with Institutional Research and other units, identify campus peers who have closed retention gaps for students from our special categories of students
  - Each campus interviews peer institution leadership and identifies retention strategies that have evidence from assessment of sustained decreases in retention gaps
  - Align strategies with the First Scholars Framework and implement high priority strategies at different campuses
- ***Metric:*** A decrease in the retention gap by 1%
- ***Dashboard visualization:*** First to second year retention (overall, and by special categories of students)
- ***Aligns to:***
  - System Strategic Plan Goal 2, Student Experience
  - WSU Campus Strategic Plans
  - Enrollment Management Plan
  - Enterprise Risk Management Plan, Top 20, Enrollment trends and future projections risk

STRATEGIC DIRECTION 2: ACADEMIC AND RESEARCH EXCELLENCE

Objective 3: Increase research competitiveness and national standing

- ***Lead:*** Chris Keane/Kim Christen
- ***Strategies:***
  - Grow the research and development support system to increase large multidisciplinary research proposals and creative activities
  - Expand PNNL and other National Laboratory collaborations to develop new initiatives that focus on environmental sciences, life/health sciences, and/or other emergent research areas that complement and extend WSU's research strengths nationally
  - Develop a systemwide plan for enhancing WSU research, scholarship, and creative activity in the full range of scholarly disciplines, including the arts and humanities. The plan should include prioritized areas for internal investment
  - Develop a multi-year plan to strengthen, grow, and diversify research-active faculty and faculty-led collaborations/proposals.
- ***Metric:***
  - Advance three positions from 78th in FY21 to 75th in FY24 as measured by the NSF's higher education research and development survey
- ***Dashboard visualization:*** Total R&D expenditures (5-year historical)
- ***Aligns to:***
  - System Strategic Plan Goal 1, Research, Innovation, and Creativity
  - WSU System Operating Principles: Fiscal Stewardship
  - WSU Campus Strategic Plans

STRATEGIC DIRECTION 3: IMPACT, COMMUNITY, AND GLOBAL ENGAGEMENT

Objective 4: Build and strengthen WSU's systems and processes to support WSU's application and recognition as a Carnegie Classified Community-Engaged Institution for the 2026 Cycle

- ***Lead:*** Laura Hill/Ben Calabretta
- ***Strategies:***
  - Develop and execute communication plan
  - Convene and charge task force members
  - Compile 50% of data required for Carnegie submission
- ***Aligns to:***
  - System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
  - WSU System Operating Principle: Community Partnerships
  - WSU Campus Strategic Plans

STRATEGIC DIRECTION 4: DIVERSITY, EQUITY, INCLUSION, AND BELONGING

Objective 5: Reduce faculty and staff race/ethnicity data reporting unknowns

- ***Lead:*** Lisa Guerrero
- ***Strategies:***
  - Develop a comprehensive, multi-faceted faculty and staff communication campaign about the importance and need for demographic reporting
  - Following the communication effort and rollout of the improved identity categories, directed communications to go out to supervisors at the college, departmental, and unit-level asking them to encourage employees to complete the race/ethnicity reporting
- ***Metrics:***
  - Reduction of reporting unknowns for faculty from 32.7% to 10%
  - Reduction of reporting unknowns for staff from 23.3% to 10%
- ***Dashboard visualization:*** Faculty and staff demographic breakdown by race/ethnicity and gender
- ***Aligns to:***
  - System Strategic Plan Goal 4, Institutional Effectiveness and infrastructure
  - WSU Core Value: Equity, Diversity, Inclusion, and Belonging
  - WSU Campus Strategic Plans
  - Enterprise Risk Management Plan, Top 20, Diversity, Equity, and Inclusion and Compensation risks

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Objective 6: Advance equity, diversity, and inclusion through continuation of the Cluster Hire in Racism and Social Inequality in the Americas Program

- ***Lead:*** Elizabeth Chilton, Lisa Guerrero
- ***Strategies:***
  - Conduct established proposal selection process each new academic year
  - Lead selected department search committee members through trainings on how to conduct recruitment and retention practices more equitably and impactfully
  - Continue network cohort meetings with each new group of faculty hired through the cluster hire program.
  - Design and administer an assessment structure for the program beginning in the third year of the program
- ***Metric:*** Number of new faculty hired for the Fall 2024 Cluster Hire Program
- ***Aligns to:***
  - System Strategic Plan Goal 1, Research, Innovation, and Creativity
  - System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
  - WSU Core Value: Equity, Diversity, Inclusion, and Belonging
  - WSU Campus Strategic Plans
  - Enterprise Risk Management Plan, Top 20, Diversity, Equity, and Inclusion risk

OPERATIONAL PRIORITY 1: FUNDING AND FISCAL STABILITY

Objective 7: Improve financial planning and resource allocation process through implementation of a system-wide budget planning process

- ***Lead:*** Leslie Brunelli
- ***Strategies:***
  - Complete external audit of financial statements for FY23, with prior year findings resolved, by 2023 calendar year end for presentation to the Board of Regents in January 2024
  - Revise both the Management Discussion and Analysis and financial health metrics for clarity and use in strategic planning
  - Provide relevant comparator data using IPEDS and Moody's financial ratio analysis
  - Review current reporting capabilities to build new financial reporting tools for all funds, budget-to-actual variance, and quarterly financial statements
  - Examine University funds balances to align budget and cash management expectations
  - Develop quarterly financial report template for WSU leadership
  - Create budget development calendar to include evaluation of enrollment trends and net tuition revenue, budget hearings, assessment of strategic reallocation, and establishment of all-funds budget
  - Develop a comprehensive budget document for communication and execution of financial plan
  - Begin development of core funds budget model
- ***Aligns to:***
  - System Strategic Plan Goal 4, Institutional Effectiveness and infrastructure
  - WSU System Operating Principles: Fiscal Stewardship and Operational Excellence

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Objective 8: Develop a long-term financial plan for Intercollegiate Athletics and achieve a balanced operating budget for the 2023-2024 fiscal year

- ***Lead:*** Leslie Brunelli, Pat Chun
- ***Strategies:***
  - Develop FY24 budget using current revenue expectations, including PAC-12 media shortfall, and FY23 budget-to-actual variance. Note that operating budget is expected to be in balance except for projected $4M PAC-12 variance
  - Establish monthly meetings to monitor budget execution and reinforce expectations for sound budget management. Additional meetings include representatives from the Board of Regents and Faculty Senate
  - Report current financial performance to Board of Regents at each Finance & Administration Committee.
  - Effective stewardship of donor-funded capital projects for the Taylor Indoor Practice Facility and the Champions Center
  - Assess conference alignment implications for future budget planning
- ***Aligns to:***
  - System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure

OPERATIONAL PRIORITY 2: ONEWSU SYSTEM DEVELOPMENT AND SYSTEM PLANNING

Objective 9: Increase access to actionable data that empowers WSU staff to gain valuable insights and make informed and timely decision-making

- ***Lead:*** Chris Hoyt
- ***Strategies:***
  - Establish the institutional metrics that the WSU system will use in support of its mission and institutional priorities
  - Develop and disseminate an annual report of trends in higher education to inform institutional decision-making and planning. The report will include macro and micro trends and document WSU's strategic position within each trend
  - Execute Phase 2 of the Data Management Program (DMP) by expanding WSU's data governance communities of practice and evaluating enterprise data management solutions
- ***Aligns to:***
  - System Strategic Plan Goal 1, Research, Innovation, and Creativity
  - System Strategic Plan Goal 2, Student Experience
  - System Strategic Plan Goal 3, Outreach, Extension, Service, and Engagement
  - System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
  - WSU System Operating Principles: Data-informed Decision-making and Operational Excellence
  - Enterprise Risk Management Plan, Top 20, Data governance and institutional oversight risk

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Objective 10: Create a strategic sustainability plan for the university system that will set measurable goals and targets for reducing the system's environmental impact, promote sustainable practices, and ensure a more resilient and equitable future for all stakeholders

- ***Lead:*** Jeanne Weiler
- ***Strategies:***
  - Establish a Presidential Sustainability Task Force
  - Create an application process to form sub-committees focused on development of four core strategic goals
  - Sub-committees to develop measurable core initiatives and action plans (three per sub-committee) focused on the four core strategies
  - Presentation of Sustainability Action Plan to President and Board of Regents
  - Adoption by Board of Regents of System-wide Sustainability Action Plan
- ***Aligns to:***
  - System Strategic Plan Goal 4, Institutional Effectiveness and Infrastructure
  - WSU System Operating Principle: Wellbeing

Exhibit B

WSU Pullman Strategic Plan

FINAL VERSION FOR BOARD OF REGENTS REVIEW

September 15, 2023

LAND ACKNOWLEDGEMENT

Washington State University (WSU) acknowledges that its locations statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. WSU Pullman is located on the homelands of the Nimiipuu (Nez Perce) Tribe and Palus people. The University expresses its deepest respect for and gratitude towards these original and current caretakers of the region. At WSU, 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.

WSU Pullman is not only the oldest and largest campus of the WSU system—as the flagship and fully residential campus, it serves as the cornerstone of innovation, creativity, research, and Cougar spirit for the system. Originally established as the "Washington Agricultural College, Experiment Station, and School of Science," WSU has expanded tremendously over the course of its 132-year history, establishing four additional physical campuses across the state and a Global campus that serves students remotely from around the world.

When the legislature approved WSU's original multi-campus system in 1989, they did so with the expectation that all campuses would develop focus areas directed at the needs of their distinct student bodies and communities. Following the completion of the WSU System Strategic Plan in 2020 and the subsequent OneWSU Initiative, it became clear that it was critical to have the first-ever WSU Pullman strategic plan in place, especially under a new dedicated campus leadership structure.

The attached report represents the work of a 21-member strategic planning committee. The committee conducted 28 listening and feedback sessions and a campus-wide survey. As a result, they identified five focus areas:

- Equitable Student Success
- Innovation in Research and Creative Activities
- Employee Development, Wellness, and Belonging
- Community Engagement
- Institutional Effectiveness and Accessibility

In the following strategic plan, each of these areas is outlined with concrete goals and objectives – and metrics designed to review our progress. This fall, I will work with the WSU Pullman Strategic Plan Advisory Council to develop the baseline numbers for our metrics, our annual goal, and the associated report cards and annual report that will detail WSU Pullman's progress toward achieving its goals. As with all strategic planning efforts, the plan will undergo an annual review and feedback cycle to ensure its metrics are still accurately reporting the needs of WSU Pullman faculty, staff, students, and community members.

At our core, we are the flagship campus of Washington state's land-grant institution. In that role, we have a special responsibility to support the mission of the WSU system. We must continue to ensure that education is accessible to all and that the impact of the innovative research and creative activity that happens at WSU Pullman is felt within our local community and around the globe.

Go Cougs!

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

HISTORY OF WSU PULLMAN

Nestled in the rolling hills of the Palouse, Washington State University was originally established in 1890 as the state's agricultural and science college. Two short years later, the Washington Agricultural School and Technical College welcomed an inaugural class of 59 students. For more than a century WSU saw unprecedented growth, establishing itself as the state college and land-grant university of Washington.

Over the past 30 years alone, WSU has seen incredible growth—going from a single flagship campus in Pullman to an evolving system of interconnected campuses in the growing population centers of Everett, Spokane, Tri-Cities, and Vancouver. In 2015, WSU added a new medical school to the system within the Health Sciences campus in Spokane, and in 2018, Academic Outreach and Innovation was elevated as WSU's sixth campus (WSU Global) formally led by a Chancellor.

Established under the mission of a true public service institution—to provide education to all, conduct scholarly inquiry that benefits society, and share expertise that boosts the lives of individuals and communities—WSU continues to have a tremendous impact on the communities it serves. WSU has a very strong brand and cultural presence across the state; as the WSU system grows and evolves, we seek opportunities for both strengthening and expanding that impact.

WSU PULLMAN TODAY

The largest of the six campuses in the WSU system, WSU Pullman saw a student enrollment of more than 19,000 in the fall of 2021. The campus serves as the headquarters for seven of the university's ten academic colleges and is the only residential campus in the WSU system. The campus is a bustling hub of research and creative activity centered in an agricultural and rural setting. WSU Pullman serves both the WSU system and its local community by:

- Being the largest employer in Whitman County, with nearly 5,000 permanent employees
- Standing as the only fully residential, public research university in eastern Washington
- Serving as the home of (to name a few):
    - Cougar Athletics
    - The Jordan Schnitzer Museum of Art WSU—the only university art museum in eastern Washington and the only art museum in Whitman County
    - Northwest Public Broadcasting, a service that reaches more than 3.6 million people throughout the northwest
    - One of only 32 accredited veterinary schools in the country
- Supporting the full range of academic disciplines and engaging in high quality sponsored research.

One of the most distinctive qualities of WSU Pullman is our culture and traditions and our ability to foster a strong sense of belonging. We encourage our students, faculty, and staff to ask themselves, "What if…?" when developing solutions to some of the world's most pressing challenges and problems. This no-limits mentality allows everyone the opportunity to find themselves and their purpose at WSU Pullman. It is why world-renowned researchers, artists, and athletes come to WSU Pullman. Like all of WSU's campuses and state-wide locations, everyone is welcome, respectful differences of thought are encouraged, and individuals have the opportunity to dedicate themselves to their passions and to societal needs.

WSU PULLMAN'S STRATEGIC PLAN

When the legislature approved WSU's original multi-campus system, they did so with the expectation that all campuses would develop focus areas directed at the needs of their local communities. Due to limitations in infrastructure, many campuses found themselves dependent on the flagship campus to provide expertise—restricting their ability to pursue degree and research programs that would appeal to local constituencies and take advantage of community resources.

WSU is expanding its outreach through the growth of a unified system infrastructure known as OneWSU. This system supports the campuses as they evolve their individual identities and serve their constituencies, while also maintaining the quality of the WSU educational and experiential brand across the state. Like many public university systems, WSU seeks to provide appropriate level of autonomy of each campus location, while at the same time ensuring consistent branding, quality, and mission. Through the OneWSU system structure, WSU's six campuses, six research and learning centers, and 39 extension centers join in a commitment to a set of OneWSU operating principles, establishing an overarching philosophy that unites the WSU system and consistently guides the institution's day-to-day actions.

Key to the success of the OneWSU initiative is identifying the unique strengths and contributions of each campus in our system. Our flagship campus has a special role in our system and, building on the System Strategic Plan, this Pullman Strategic plan embraces the renewed opportunity to create an identity that best supports the needs of Pullman. With the appointment of an inaugural Chancellor of the Pullman campus and the establishment of a leadership structure for the campus, this Strategic Plan charts a course for success for the campus in the years to come.

PLANNING PROCESS

Appointed by President Schulz and Provost Chilton, the WSU Pullman Strategic Planning Committee began the work of developing a five-year strategic plan for the Pullman campus in January 2022. Over the course of two months, the committee tri-chairs hosted 28 listening and feedback sessions with faculty, staff, students, and community members. Additionally, the committee released a campus-wide feedback survey that garnered nearly 1,000 responses. Data and responses were compiled and reviewed by the tri-chairs, who determined five focus areas for the Pullman Strategic Plan:

- Equitable Student Success
- Innovation in Research and Creative Activities
- Employee Development, Wellness, and Belonging
- Community Engagement
- Institutional Effectiveness and Accessibility

These five areas encompass the entire WSU Pullman experience and are reflective of the priorities described by faculty, staff, students, and community members.

Following the establishment of the five focus areas, the committee broke into subgroups to develop goals, objectives, and intended outcomes for each area. The goals and objectives were refined and finalized, and supporting information was added to complete the plan.

GOALS AND OBJECTIVES

Equitable Student Success – *Aligns with the WSU System Strategic Plan, Goal 2*

Goal 1: WSU Pullman will provide a safe and exceptional residential undergraduate, professional, and graduate student experience that supports the success of and provides opportunities for all Cougs.

Objectives:

- Create a student experience that prepares Cougs for life beyond WSU.
- Establish a campus-wide seamless approach to student support, both in and out of the classroom.
- Prioritize degree programs that continue to meet the needs of society and student interest and foster post-graduation success.
- Ensure that WSU Pullman's academic policies remain informed by best pedagogical and student success practices.
- Work across academic and student affairs to develop a comprehensive, campus-wide program that builds out-of-the-classroom experiences to prepare students for a lifetime of learning.

Proposed Metrics:

- WSU Pullman first-year student retention rates (broken out by class year)
    - Include sub-metrics for first-gen, low-income, and students of color
- WSU Pullman four- and six-year graduation rates
- Doctoral degrees awarded at WSU Pullman

Goal 2: WSU Pullman will capitalize on its residential campus status to build upon a campus environment that fosters student personal growth, belonging, and safety.

Objectives:

- Ensure that all students have access to resources to meet their basic needs, including, but not limited to, housing, food, technology, safety, and support services.
- Invest in the comprehensive and holistic health and wellbeing of all students by providing services and resources that are accessible, inclusive, and contribute to the success and ensure the safety of our diverse student community.
- Provide faculty and staff with the resources they need to serve and support students effectively.
- Develop a sense of belonging and affinity to WSU Pullman through increased community building opportunities.

Proposed Metric:

- WSU Pullman student engagement satisfaction rate

Intended Outcome:
WSU Pullman is a vibrant, accessible, and technologically advanced campus that values diversity and inclusiveness and attracts deeply committed students who become lifelong ambassadors for the campus. Students are supported inside and outside of the classroom, are able to achieve their educational goals within a safe and secure learning environment, and feel a strong sense of belonging at WSU Pullman.

Innovation in Research and Creative Activities – *Aligns with the WSU System Strategic Plan, Goal 1*

Goal 1: WSU Pullman will foster an environment that encourages innovation, partnership, and disciplinary, inter- and transdisciplinary scholarship, establishing the campus as a hub of expertise in diverse areas of scholarly inquiry.

Objectives:

- Ensure that WSU supports a diverse portfolio of research, including basic, applied, and engaged scholarship, with an emphasis in cultivating areas of unique campus expertise.
- Increase engagement of faculty and students with industry partners and other external stakeholders.
- Enhance a sense of community that promotes and celebrates scholarly inquiry and external engagement.

Proposed Metric:

- WSU Pullman research expenditures

Goal 2: WSU Pullman will promote a culture that recognizes and celebrates the diverse forms of scholarship that lead to the betterment of society.

Objectives:

- Enhance recognition of the scholarly impact of faculty service, teaching, outreach, and community engagement.
- Promote the role of the arts on the WSU Pullman campus.
- Communicate research outcomes in accessible ways that include helping stakeholders understand the importance, value, and potential application of fundamental research and help market the campus and its people.

Proposed Metric:

- Number of faculty awards, prizes, grants, and commissions.

Intended Outcome:
WSU Pullman is developing and enhancing innovative research and creative activity that directly supports its communities and stakeholders. It stands as a premier research campus where all students, staff, and faculty can attain their aspirations and experience affinity to and a sense of belonging within WSU Pullman.

Employee Development, Wellness, and Belonging – *Aligns with the WSU System Strategic Plan, Goal 4*

Goal 1: WSU Pullman will recruit and retain a diverse workforce that advances its land-grant mission of serving the public good.

Objectives:

- Implement effective recruitment and retention strategies, utilizing practices designed to secure a more diverse candidate pool and new hires.
- Promote inclusion, diversity, equity, and a culture of belonging for faculty, staff, and students
- Enhance existing networking and mentoring programs to ensure employee success.

Proposed Metric:

- *Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.*

Goal 2: WSU Pullman will establish a working environment and ethos that supports the wellness of all employees and creates enhanced opportunities for professional development and career advancement.

Objectives:

- Develop a compensation structure that is competitive, equitable, and tied to employee performance.
- Collaboratively coordinate a comprehensive suite of training programs that are presented in an accessible manner and made available to all employees.
- Coordinate a program that supports (fiscally and logistically) professional development opportunities for employees.

Proposed Metrics:

- *Pending comprehensive review of the recently released Employee Engagement Survey and COACHE Survey results.*

Intended Outcome:
WSU Pullman has a diverse workforce of highly talented, productive, engaged, and successful employees. It is staffed appropriately to support its operations and is providing an environment in which employees thrive.

Community Engagement – *Aligns with the WSU System Strategic Plan, Goals 3 and 4*

Goal 1: WSU Pullman will foster a warm and inclusive community that welcomes students, faculty, staff, visitors, and alumni to the Palouse, and provides them with lifelong learning opportunities and sense of belonging.

Objectives:

- Invest in the ongoing revitalization efforts of Pullman and the surrounding community.
- Support and encourage local business development through alumni relationships.
- Continue to nurture collaborative partnerships among the University, the City of Pullman, Whitman County, and local business and healthcare partners.

Proposed Metric:

- Number of WSU Pullman students participating in community engagement (service, service-learning, educational outreach)

Goal 2: WSU Pullman will serve Pullman, the greater Palouse region, and beyond through our land-grant mission of research, education, and outreach to support the common good.

Objectives:

- Create ongoing engagement opportunities with key community stakeholders to continually develop and refine the ways in which WSU Pullman can best contribute to the social and economic development of the Palouse.
- Improve social and industry connectivity between the University, Pullman and Moscow communities, and the region.
- Foster the Palouse region as a gold standard for rural community, culture, and arts.
- Engage community leaders in celebrating the cultural diversity of our communities and fostering a community where socially marginalized populations feel welcomed and valued.

Proposed Metric:

- Percentage of WSU Pullman course that utilize service-learning in their curriculum

Intended Outcome:

Centered in a true college town, WSU Pullman is the standard for rural excellence. Through strong partnerships in the region, WSU Pullman has created a welcoming environment for all who visit, and its commitment to belonging has inspired those who visit to stay as permanent residents.

Institutional Effectiveness and Accessibility – *Aligns with the WSU System Strategic Plan, Goal 4*

Goal 1: WSU Pullman will foster an accessible physical and cultural environment that promotes collaboration and innovation.

Objectives:

- Address significant and growing deferred maintenance by consolidating functions, optimizing underutilized spaces, and ensuring that the campus footprint is an appropriate size for its functions.
- Develop a master plan that addresses campus circulation challenges and barriers to access, enhances information technology, and considers future demands that will meet the needs of a diverse body of faculty, staff, and students.
- Create a series of physical learning hubs or communal areas throughout the WSU Pullman campus to facilitate communities of diverse learners.
- Ensure availability of and access to appropriate facilities that enable success in scholarly activity.

Proposed Metric:

- Percentage of WSU Pullman laboratory spaces, classrooms, and conference rooms equipped for accessibility and virtual collaboration.

Goal 2: WSU Pullman will align resources, processes, and policies with strategic priorities in an inclusive, well-articulated, and publicized process that is facilitated by the analysis and interpretation of data.

Objectives:

- Create a simple, transparent, inclusive, and accessible process to engage stakeholders in assessing facility and infrastructure needs.
- Prioritize improved data quality and collection processes, ensuring that all employees have access to and understand how to utilize the WSU's data resources.
- Ensure that all strategic decisions are data-informed.
- Prioritize transparent and open communications, both internally and externally.

Proposed Metric:

- WSU Pullman percentage of space utilization per capita.

Intended Outcome:

WSU Pullman is a well-informed and engaged community responsive to continually increasing access and equity. Planning processes and procedures at the institution are structured to enhance institutional effectiveness, efficiency, and success and prioritize the inclusion of input from community stakeholders.

CONCLUSION

This Strategic Plan for WSU Pullman builds on the work of the System Strategic Plan and advances a set of goals and objectives specifically for the Pullman campus. Key to the success of this plan is the identification of quantitative and qualitative data sources to ensure that we are meeting our goals. Successful strategic planning requires continual assessment and refresh, and we intend to engage in a annual review of our metrics once established.

It is also important to note that while this plan focuses on the Pullman campus, we are a university with a single accreditation and a single faculty—we are OneWSU. As such, it is our responsibility to continue to collaborate with our colleagues across the system to ensure the success of the institution and guarantee that we are fulfilling our land-grant mission to serve the state of Washington.

A special thank you to all faculty, staff, students, and community members who participated in the process of putting this plan together and for your contributions to our success.

WSU PULLMAN STRATEGIC PLANNING COMMITTEE

First Name	Last Name	Affiliation or Area	Email
Ali	Bretthauer	Administrative Professional Advisory Council	a.bretthauer@wsu.edu
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WSU PULLMAN STRATEGIC PLAN ADVISORY COUNCIL

The WSU Pullman Strategic Plan Advisory Council will be responsible for overseeing the implementation of the Pullman Strategic Plan. The Council will serve in an ongoing advisory role to the Chancellor and will be responsible for tracking WSU Pullman's progress towards its goals and desired outcomes and for the production of an annual progress report. Council members will aid in aligning colleges, units, and areas with the Pullman plan.

The Council will be comprised of:

Standing members: Senior leaders responsible for, or have significant engagement with, the goal areas. In partnership with the goal leads, standing members will advise on metric targets, progress toward goals, make recommendations on enhancements to the plan, and provide counsel to the WSU Pullman Chancellor and their respective leadership team.

Goal leads: Goal leads serve as liaisons between the Advisory Council and the unit(s), college(s), committees, or task forces assigned to make progress on their respective goal area objectives. They are responsible for communicating to the Council the strategies and timelines that will be employed to achieve the system goal and objectives. They are also responsible for status reporting on progress made and for contributing to progress reports that will be provided to institutional leadership and the Board of Regents. Goal leads will lead a small team of subject matter experts and will be initially responsible for recommending the metrics associated with the objectives for their goal area.

Membership:

Standing members:

- **Equitable Student Success:** Ellen Taylor, Vice Chancellor, Student Affairs, WSU Pullman
- **Innovation in Research and Creative Activities:** Chris Keane, Vice President and Vice Chancellor, Research
- **Employee Development, Wellness, and Belonging:** Theresa Elliot-Cheslek, Vice President, Human Resource Services and Chief Human Research Officer
- **Community Engagement:** Chris Mulick, Interim Vice President, External Affairs and Government Relations
- **Institutional Effectiveness and Accessibility:** Vicky Murray, Associate Vice President, Public Safety, Business Affairs, and Campus Operations

Goal leads and teams

- **Equitable Student Success**
  - *Lead:* Sola Adesope, Associate Dean, College of Education
  - Tammy Barry, Vice Provost, Graduate and Professional Education
  - Michelle Lewis, Assistant Vice President, Enrollment Management
  - Lori Manzanares, Assistant Director, Dean of Students
  - Nick Garner, Director of Student-Athlete Innovation, Cougar Athletics
- **Innovation in Research and Creative Activities**
  - *Lead:* Mike Wolcott, Regents Professor, VCEA
  - Squeak Meisel, Chair, Department of Fine Arts
  - DJ Lee, Regents Professor, College of Arts and Sciences
  - Sita Pappu, Assistant Vice President, Office of Commercialization
- **Employee Development, Wellness, and Belonging**
  - *Lead:* Lisa Guerrero, Vice Chancellor, Equity and Inclusive Excellence, WSU Pullman
  - Angie Senter, Chair, APAC
  - Jennifer Klein, Interim Sr. Associate Vice President, Human Resource Services
  - Laura Lavine, Chair, Department of Entomology
- **Community Engagement**
  - *Lead:* Trymaine Gaither, Interim Director, Community and Public Relations, WSU Pullman
  - Ben Calabretta, Interim Director, Community and Civic Engagement, Student Affairs
  - Zoe Higheagle Strong, Vice Provost for Native American Relations and Tribal Liaison to the President
  - Mariah Maki, Executive Director, WSU Alumni Association
  - Bryan Kraft, Assistant Vice President, Innovation and Research Engagement
  - Megan Vining, Recreation Manager, Pullman Parks and Recreations
- **Institutional Effectiveness and Accessibility**
  - *Lead:* Kiara Drake, Assistant Director, Civil Rights and ADA Coordinator
  - Don Hulst, Executive Director, Facility Information Resource Management
  - Matthew Jeffries, Director, Campus Climate and Community Building, Student Affairs
  - Jon Manwaring, Assistant Director, Learning Innovations, Academic Outreach and Innovation

Ex-officio members

- Fran Hermanson, Executive Director, Institutional Research
- Chris Hoyt, Vice President, Strategy, Planning, and Analysis
- Hailey James, Campus Chief of Staff (administrative manager)
- Haley Klemmetson, Executive Assistant (administrative support)
- Marketing and communications representative

Exhibit C

Amended WSU Athletics Budget

FY24 Budget Forecast as of August 18, 2023

REVENUES:	June BOR	Jul-23	Variance	
Ticket Sales	10.1	10.3	0.2	A.
Contributions/Endowments	11.1	11.4	0.3	B.
NCAA/Pac-12	38.1	38.1	0.0	C.
Royalties/Advert/Sponsor	4.3	4.2	(0.1)	D.
Direct Institutional Support	2.4	2.4	0.0	E.
Waviers/Student Fees	4.3	4.2	(0.1)	F.
Other Revenue	8.7	8.8	0.1	G.
Total Revenue	**79.0**	**79.4**	0.4	
EXPENSES:				
Compensation	30.3	30.3	0.0	H.
Scholarships	12.9	12.9	0.0	I.
Sport Programs	12.7	12.7	0.0	J.
Marketing/Fund Raising	1.8	1.8	0.0	K.
Debt Payments	10.0	10.0	0.0	L.
Direct Admin/Dues	4.6	4.6	0.0	M.
Other Expense	11.1	11.1	0.0	N.
Total Expenses	**83.4**	**83.4**	0.0	
Net Income from Operations	**(4.4)**	**(4.0)**	**0.4**	
Pac-12 Shortfall	**0.0**	**0.0**	**0.0**	
Total	**(4.4)**	**(4.0)**	**0.4**	

A. Ticket Sales and sales fees

B. Annual Fund, Program donations tied to expense, Capital donations tied to expense, endowment distributio

C. Pac-12 Media Distribution, Pac-12 Conference Operations Distribution, NCAA Revenue

D. Royalty and Sponsorship Revenue

E. Annual Direct Campus Support for Pac-12 Affiliation Fees

F. Gender Equity Waivers and S&A Fees

G. Ticket Facility Fees, Parking, Bowl Revenue, Facility Rentals, Concessions, Camps, Game Guarantees, In-Kind,

H. Salaries and Benefits

I. Fall/Spring/Summer Financial Aid and Waivers

J. Team Travel, Recruiting, Team Equipment, Gameday Expense, Student Athlete Meals, Medical Expenses

K. Marketing and Fundraising expenses

L. Annual Debt Service

M. Business Office, Administration, Pac-12 Affiliation Fees

N. Custodial, Maintenance, Program Administrative costs, Camps, Bowl Expense, Excellence Accounts

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

FY19-FY24 Review

Washington State University						
REVENUES:	**FY19**	**FY20**	**FY21**	**FY22**	**FY23 (8/30)**	**FY24 (8/30)**
Ticket Sales	9.5	8.6	0.0	9.3	10.2	10.3
Contributions/Endowments	12.4	10.7	8.5	10.7	12.7	11.4
NCAA/Pac-12	34.2	34.7	22.5	38.7	35.8	38.1
Royalties/Advert/Sponsor	4.6	4.3	3.4	4.9	4.6	4.2
Institutional Support	0.0	0.0	0.0	0.0	1.4	2.4
Waivers/Student Fees	5.2	5.2	4.8	5.0	4.4	4.2
Other Revenue	5.8	6.6	0.8	6.4	8.0	8.8
Total Revenue	**71.7**	**70.1**	**40.0**	**75.0**	**77.1**	**79.4**
EXPENSES:						
Compensation	27.7	28.5	25.6	29.1	29.5	30.3
Scholarships	11.0	10.5	11.4	12.2	12.3	12.9
Sport Programs	11.4	10.7	7.4	13.2	16.7	12.7
Marketing/Fund Raising	1.8	1.3	1.2	1.5	2.7	1.8
Debt Payments	9.2	9.2	10.0	10.8	10.0	10.0
Direct Admin/Dues	4.7	4.6	4.6	3.6	4.6	4.6
Other Expense	10.3	12.5	4.8	12.6	13.3	11.1
Total Expenses	**76.1**	**77.3**	**65.0**	**83.0**	**89.0**	**83.4**
Net Income from Operations	**(4.4)**	**(7.2)**	**(25.0)**	**(8.0)**	**(11.9)**	**(4.0)**
Proceeds from Financing/Savings from Debt Refinance			**35.6**	**10.0**	**1.0**	**0.0**
Net Income After Financing	**(4.6)**	**(7.1)**	**10.6**	**2.0**	**(10.9)**	**(4.0)**

* General Revenue Bond had $1M payment for FY2023 (FY23 total Athletics debt service of $11M). In 2021, WSU borrowed $37.8M, of which $1.9M was capitalized interest to cover payments in FY22 and FY23, for net bond proceeds of $35.6M

June-23	FY19	FY20	FY21	FY22	FY23
Cash Deficit without Capital Contributions and Donations at 6/30	(89.8)	(95.6)	(81.7)	(89.6)	(102.0)
Capital Donation Cash Balance at 6/30	13.3	8.9	15.2	38.0	42.3
Cash Deficit after Capital Contributions and Donations at 6/30	**(76.5)**	**(86.7)**	**(66.5)**	**(51.6)**	**(59.7)**

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

Exhibit D

WSU Vancouver, Fiscal Year 2024
Student Technology Fee Committee Allocations

REQUEST TITLE	APPROVED AMOUNT
Free Printing	$2,500.00
Earbuds	$212.00
Student Loaner Laptops	$13,480.00
VFSC Podium Equipment	$4,560.00
Virtual Computer	$13,966.00
WiFi Modernization	$88,000.00
Electronic Reader Board	$5,580.00
Total	**$128,298.00**

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-020 Agency description—Contact information—Public records officer. (1) Washington State University is an institution of higher education, authority for which is located in chapter 28B.30 RCW. The system administrative offices and the main campus of the university are located at Pullman, Washington. Other campuses are located at Spokane, Tri-Cities, Vancouver, and Everett, Washington. There is also a global (online) campus. Agricultural research centers are located at Mt. Vernon, Prosser, Puyallup, Vancouver, and Wenatchee, Washington. Cooperative extension offices are maintained at the county seats of all counties in the state. The university also has operations offices at Seattle and Olympia, Washington.

(2) Any person wishing to request access to public records of the university, or seeking assistance in making such a request, should contact the university's public records office located at the Pullman administrative offices. Current contact information and additional information regarding release of public records, including costs, are available on the university's website at https://wsu.edu.

(3) The public records officer oversees compliance with the act, but another university staff member may process the request. Therefore, these rules refer to the public records officer or "designee." The public records officer or designee and the university provide the "fullest assistance" to requestors; ensure that public records are protected from damage or disorganization; and prevent fulfilling public records requests from causing excessive interference with essential functions of the university.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-020, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-020, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-020, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-030 Availability of public records. (1) Hours for inspection of records. Public records are available for inspection and copying by appointment during normal business hours of the university. For the purposes of this chapter, the normal business hours for the public records office are from 8:00 a.m. to noon and from 1:00 p.m. to

5:00 p.m., Monday through Friday, excluding the university's holidays and scheduled and emergency closure periods. Records must be inspected at the offices of the university.

(2) Index of records. An index of final orders, declaratory orders, interpretive statements, and policy statements entered after June 30, 1990, is available at the office of the university's rules coordinator at the Pullman campus. The university posts links to many of these records on its website at https://wsu.edu.

(3) Organization of records. The university maintains its records in a reasonably organized manner. The university takes reasonable actions to protect records from damage and disorganization. A requestor must not take university records from university offices without the permission of the public records officer or designee. Certain records are available on the university's website at https://wsu.edu. Requestors are encouraged to view the documents available on the website prior to submitting a records request.

(4) Making a request for public records.

(a) Any person wishing to inspect or copy public records of the university should make the request in writing on the university's public records portal, using the request form on the university's website, or by letter or email addressed to the public records officer

or designee. The university also honors in-person requests received by the public records office during normal business hours. The public records office records in-person verbal requests in writing and confirms the substance of the request with the requestor. The following information must be included in the request:

(i) Name of the person requesting records, unless the requestor wishes to remain anonymous;

(ii) Mailing address of requestor;

(iii) Other contact information, including telephone number and any email address;

(iv) Identification of the public records adequate for the public records officer or designee to locate the records; and

(v) The date of the request.

(b) If the requestor wishes to have copies of the records made instead of simply inspecting them, they should so indicate and make arrangements to pay for copies of the records or a deposit. Pursuant to RCW 42.56.120, standard photocopies or electronically produced copies are provided at the rates established in WAC 504-45-070. A requestor may also refer to the university's website at https://wsu.edu for current rates.

(c) A form is available for use by requestors at the public records office and on the university's website at https://wsu.edu. [Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-030, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-030, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-030, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-040 Processing of public records requests—General.

(1) Providing "fullest assistance." The university is charged by statute with adopting rules which provide for how it is to "provide full access to public records," "protect records from damage or disorganization," "prevent excessive interference with the essential functions of the agency," provide "fullest assistance" to requestors, and provide the "most timely possible action" on public records requests. The public records officer or designee processes requests in the order allowing the most requests to be processed in the most efficient manner. This may include grouping requests to help ensure university resources are being used efficiently, for example, when an

individual requestor, or one or more requestors from the same organization, makes multiple records requests.

(2) Acknowledging receipt of request. Within five business days of receipt of the request, the public records officer or designee does one or more of the following:

(a) Makes the records available for inspection or copying;

(b) If copies are requested and payment for the copies, if any, is made or terms of payment are agreed upon, sends the copies to the requestor;

(c) Provides a reasonable estimate of when records will be available;

(d) If the request is unclear or does not sufficiently identify the requested records, requests clarification from the requestor. Such clarification may be requested and provided by telephone, email, or mail. Based upon that clarification, the public records officer or designee may revise the estimate of when records will be available; or

(e) Denies the request.

(3) Consequences of failure to respond. If the university does not respond in writing within five business days of receipt of the request for disclosure, the requestor should consider contacting the

public records officer or designee to determine the reason for the failure to respond.

(4) Protecting rights of others. In the event that the requested records contain information that may affect rights of others and may be exempt from disclosure, the public records officer or designee may, prior to providing the records, give notice to such others whose rights may be affected by the disclosure. Such notice should be given so as to make it possible for those other persons to contact the requestor and ask them to revise the request, or, if necessary, seek an order from a court to prevent or limit the disclosure. The notice to the affected persons includes a copy of the request.

(5) Records exempt from disclosure. Some records are exempt from disclosure, in whole or in part. If the university believes that a record is exempt from disclosure and should be withheld, the public records officer or designee states the specific exemption and provides a brief explanation of why the record or a portion of the record is being withheld. If only a portion of a record is exempt from disclosure, but the remainder is not exempt, the public records officer or designee redacts the exempt portions, provides the nonexempt portions, and indicates to the requestor why portions of the record are being redacted.

(6) Inspection of records.

(a) Consistent with other demands, the university must promptly provide space to inspect public records. No member of the public may remove a document from the viewing area or disassemble or alter any document. The requestor must indicate which documents they wish the university to copy.

(b) The requestor must claim or review the assembled records within 30 days of the university's notification to them that the records are available for inspection or copying. The university notifies the requestor in writing of this requirement and informs the requestor that they should contact the university to make arrangements to claim or review the records. If the requestor or a representative of the requestor fails to claim or review the records within the 30-day period or make other arrangements, the university may close the request. Other public records requests can be processed ahead of a subsequent request by the same person for the same or almost identical records, which can be processed as a new request.

(7) Providing copies of records. After inspection is complete, the public records officer or designee makes any copies of records requested by the requestor or arranges for copying.

(8) Providing records in installments. When the request is for a large number of records, the public records officer or designee provides access for inspection and copying in installments, if they reasonably determine that it would be practical to provide the records in that way. If, within 30 days, the requestor fails to inspect the entire set of records or one or more of the installments, the public records officer or designee may stop searching for the remaining records and close the request.

(9) Completion of inspection. When the inspection of the requested records is complete and all requested copies are provided, the public records officer or designee indicates that the university has completed a diligent search for the requested records and made any located nonexempt records available for inspection.

(10) Closing withdrawn or abandoned request. The public records officer or designee may close the request and indicate to the requestor that the university has closed the request when the requestor:

(a) Withdraws the request;

(b) Fails to provide clarification within 30 days of a request for clarification;

(c) Fails to fulfill their obligations to inspect the records, which includes opening and downloading the records within 30 days; or

(d) Fails to pay the deposit or final payment for the requested copies within 30 days.

(11) Later discovered documents. If, after the university has informed the requestor that it has provided all available records, the university becomes aware of additional responsive documents existing at the time of the request, it must promptly inform the requestor of the additional documents and make them available for inspection or provide copies upon payment on an expedited basis.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-040, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-040, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-040, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-050 Processing of public records requests—Electronic records. (1) Requesting electronic records. The process for

requesting electronic public records is the same as for requesting paper public records.

(2) Providing electronic records. When a requestor requests records in an electronic format, the public records officer or designee provides the nonexempt records or portions of such records that are reasonably locatable in an electronic format that is used by the agency and is generally commercially available, or in a format that is reasonably translatable from the format in which the agency keeps the record.

(3) Customized access to databases. With the consent of the requestor, the university may provide customized access under RCW 43.105.355 if the record is not reasonably locatable or not reasonably translatable into the format requested. The university may charge a fee consistent with RCW 43.105.355 for such customized access. (See WAC 504-45-070.)

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-050, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-050, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-050, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-060 Exemptions. (1) The Public Records Act provides that a number of types of records are exempt from public inspection and copying. In addition, records are exempt from disclosure if any "other statute" exempts or prohibits disclosure. Requestors should be aware of the following exemptions, outside the Public Records Act, that restrict the availability of some records held by the university for inspection and copying. This is not an exhaustive list as numerous exemptions exist outside the act. The university's failure to list an exemption here does not affect the efficacy of any exemption.

(a) RCW 5.60.060 - Privileged communications;

(b) 20 U.S.C. 1232g - Family Education Rights and Privacy Act (FERPA);

(c) 42 U.S.C. 405 (c)(2)(vii)(1) - Social Security numbers;

(d) 45 C.F.R. parts 106 and 164 - Health Insurance Portability and Accountability Act of 1996 (HIPAA);

(e) Chapter 19.108 RCW and RCW 4.24.601 - Uniform Trade Secrets Act; and

(f) Chapter 10.97 RCW - Regarding criminal history information.

(2) The university is prohibited by statute from providing lists of individuals for commercial purposes.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-060, filed 11/20/17, effective 12/21/17; WSR 07-04-027, § 504-45-060, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-070 Costs of providing public records. (1) Costs for public records. There is no fee for inspecting public records. The following fees apply to copies of public records:

(a) Ten cents per page for records scanned into electronic format;

(b) Five cents for every four electronic files or attachments uploaded to an email, cloud storage service, or other electronic delivery system;

(c) Ten cents per gigabyte for transmitting records electronically;

(d) Fifteen cents per page for photocopies of public records and/or printed copies of electronic public records when requested;

(e) The actual cost of any digital storage media or device provided by the agency, the actual cost of any container or envelope used to mail the copies to the requestor, and the actual postage or delivery charge;

(f) For body worn camera footage, staff redaction time as provided in RCW 42.56.240 (14)(f); and

(g) Under RCW 42.56.130, the university may charge other copy fees authorized by statutes outside chapter 42.56 RCW.

(2) In addition to the charge imposed for providing public records and for the use by any person of university equipment, the university may include a customized service charge. The university charges for customized services pursuant to RCW 42.56.120(3). The customized service charge may reimburse the university up to the actual cost of providing the services in this section. The university provides the requestor the opportunity to amend their request in order to avoid or reduce the cost of a customized service charge. The university may require a deposit in an amount not to exceed 10 percent of the estimated cost of providing records for a request, or 10 percent of the estimated cost of staff redaction time for body worn camera footage, including a customized service charge. If the university makes a request available on a partial or installment

basis, the university may charge for each part of the request as it is provided.

(3) Payment. Payment may be made by credit or debit card, cash, check, or money order to the university. For payments made by credit or debit card, a service fee equivalent to the cost of processing the payment is charged.

(a) All required fees must be paid in advance of release of the copies or an installment of copies, or in advance of when a deposit is required. The university notifies the requestor of when payment is due.

(b) The university closes a request when a requestor fails by the payment date to pay in the manner prescribed for records, an installment of records, or a required deposit.

(4) Pursuant to RCW 42.56.120(2), the university declares that it would be unduly burdensome for it to calculate the actual costs it charges for providing copies of public records for the following reasons:

(a) Funds were not allocated for performing a study to calculate such actual costs and the agency lacks the necessary funds to perform a study and calculations;

(b) Staff resources are insufficient to perform a study and to calculate such actual costs; and

(c) A study would interfere with and disrupt other essential agency functions.

(5) The university's public records office publishes a schedule of fees on the university's website consistent with this rule. The university reserves the right to change its fees as allowed by RCW 42.56.120.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-070, filed 11/20/17, effective 12/21/17; WSR 13-24-028, § 504-45-070, filed 11/25/13, effective 12/26/13; WSR 07-04-027, § 504-45-070, filed 1/29/07, effective 3/1/07.]

AMENDATORY SECTION (Amending WSR 17-23-138, filed 11/20/17, effective 12/21/17)

WAC 504-45-080 Review of denials of public records. (1) Petition for internal administrative review of denial of access. Any person who objects to the initial denial or partial denial of a records request may petition in writing (including email) to the public records officer for a review of that decision. The petition

must include a copy of, or reasonably identify, the written statement by the public records officer or designee denying the request.

(2) Consideration of petition for review. The public records officer immediately refers the petition to their supervisor, or a designee in the supervisor's absence, who considers the petition and either affirms or reverses such denial within two business days following the university's receipt of the petition, or within such other time as the university and the requestor mutually agree.

(3) Review by the attorney general's office. Pursuant to RCW 42.56.530, if the university denies a requestor access to public records because it claims the record is exempt in whole or in part from disclosure, the requestor may request the attorney general's office review the matter. The attorney general has adopted rules on such requests in WAC 44-06-160.

(4) Judicial review. Any person may request court review of denials of public records requests pursuant to RCW 42.56.550 at the conclusion of two business days after the initial denial regardless of any internal administrative appeal.

[Statutory Authority: RCW 28B.30.150. WSR 17-23-138, § 504-45-080, filed 11/20/17, effective 12/21/17; WSR 08-08-055, § 504-45-080, filed

3/27/08, effective 4/27/08; WSR 07-04-027, § 504-45-080, filed 1/29/07, effective 3/1/07.]

Exhibit F

WSU Pullman, College of Agricultural, Human, and Natural Resource Sciences
Knott Dairy Center Renovation, Project Budget

Project Schedule:

Design	October 2023 – May 2024
Construction	March 2024 - May 2025

Project Budget:

Professional Services	$762,000
Construction	$7,897,400
Project Management	$635,000
Equipment/Furnishings	$575,600
Other	$130,000
Total Project Budget	**$10,000,000**

Source of Funds:

State Capital	$10,000,000
Total Source of Funds	**$10,000,000**

Exhibit G

WSU Spokane, Biomedical and Health Sciences Building Phase ll
Project Budget

Project Schedule:

Design	July 2023-May 2024
Construction	March 2024-July 2024

Project Budget:

Design	$2,500,000
Construction (incl. contingency & sales tax)	$4,000,000
Project Management Fees	$500,000
Total Project Budget	$7,000,000

Source of Funds:

FY 2023-25 State Funds	$7,000,000
Total Source of Funds	$7,000,000

Exhibit H

WSU Pullman, College of Veterinary Medicine - Bustad Hall Renovation (Simulation-Based Education Program) Project Budget

Project Schedule:

May 2023	Regents Future Action for Project Budget Approval
September 2023	Regents Action for Project Budget Approval Regents Future Action for Design Approval
November 2023	Regents Action for Design Approval
April 2024 - June 2025	Construction

Project Budget:

Construction (incl. contingency & sales tax)	$5,650,000
Professional Services	$600,000
Project Management	$550,000
Moveable Equipment/Furnishings	$1,200,000
Total Project Budget	$8,000,000

Source of Funds:

FY2023-25 State Funds	$8,000,000

Exhibit I

WSU Pullman, Taylor Sports Complex
Project Budget

Project Schedule:

September 2022	Regents Future Action for Design Phase
November 2022	Regents Approval of Design Phase
December 2022 – February 2023	Design Builder Procurement
Spring 2023	Design Begins
May 2023	Regents Action for Design Phase Budget Increase Regents Future Action for Project Budget, and Design Approval
September 2023	Regents Action for Project Budget and Design Approval
Fall 2023	Construction Begins

Project Budget

Design and Preconstruction Services	2,200,000
Early Material Procurement	6,000,000
Construction (including contingency & sales tax)	14,500,000
Project Administration	900,000
Moveable Equipment/Furnishings	700,000
Other	400,000
Design and Construction Project Budget	**$24,700,000**

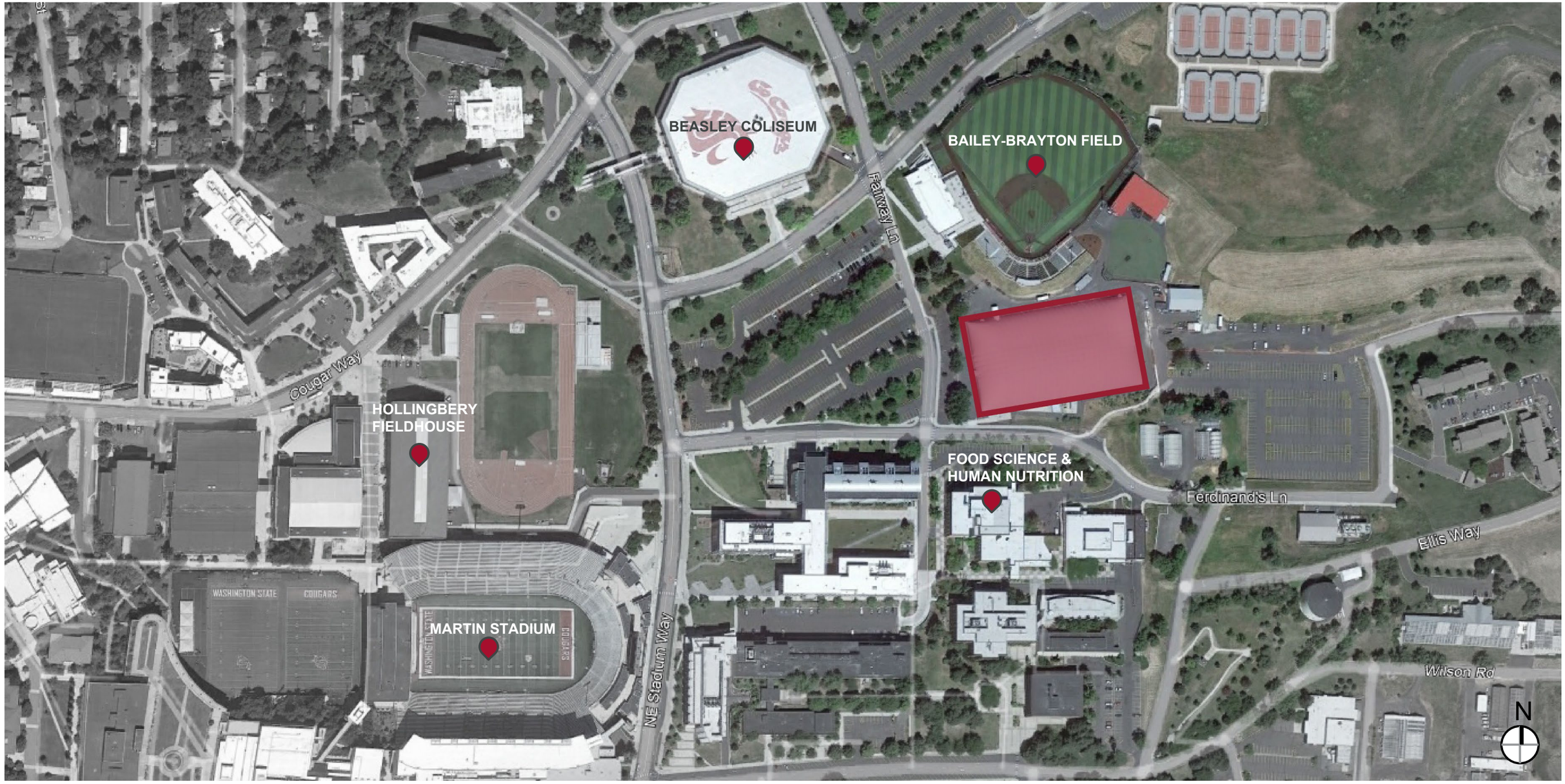
Source of Funds

WSU Athletics has obtained gross donated cash and pledges of $27.5 million for the Taylor Sports Complex. The project budget will be funded from available donated cash on hand for the project. Based on pledge schedule the total project budget is 24,700,000.

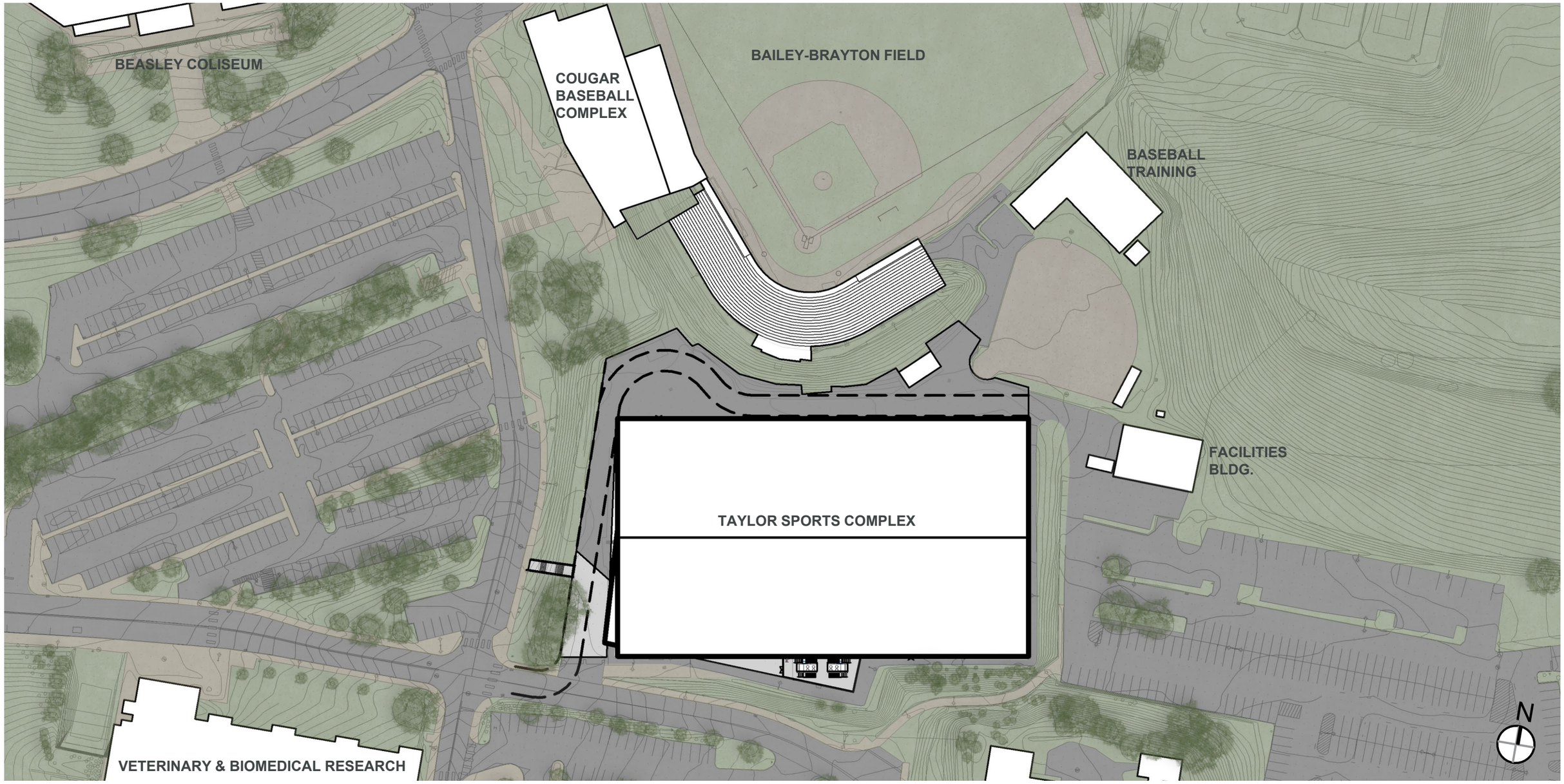
Exhibit J

WASHINGTON STATE UNIVERSITY

TAYLOR SPORTS COMPLEX

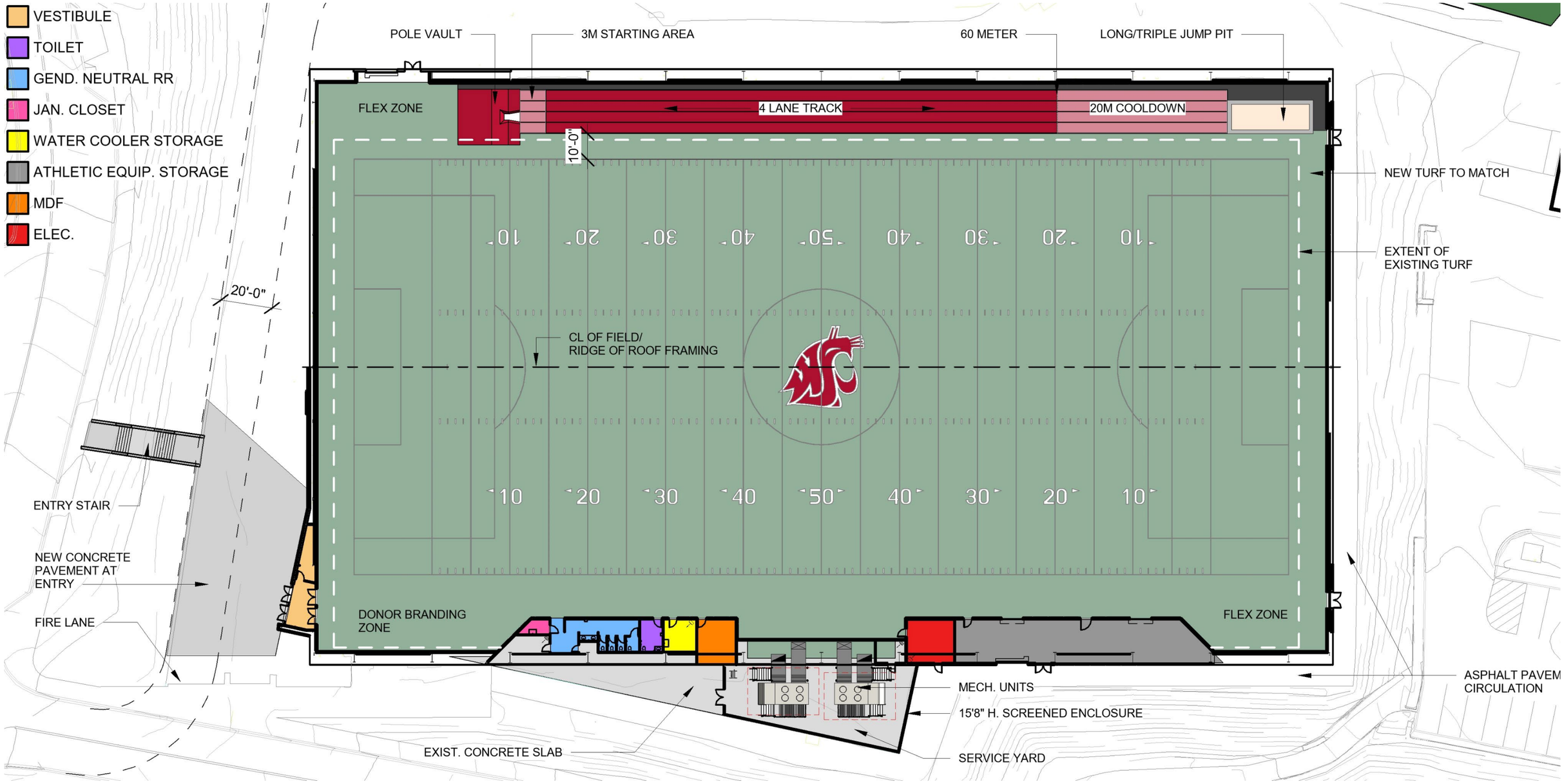


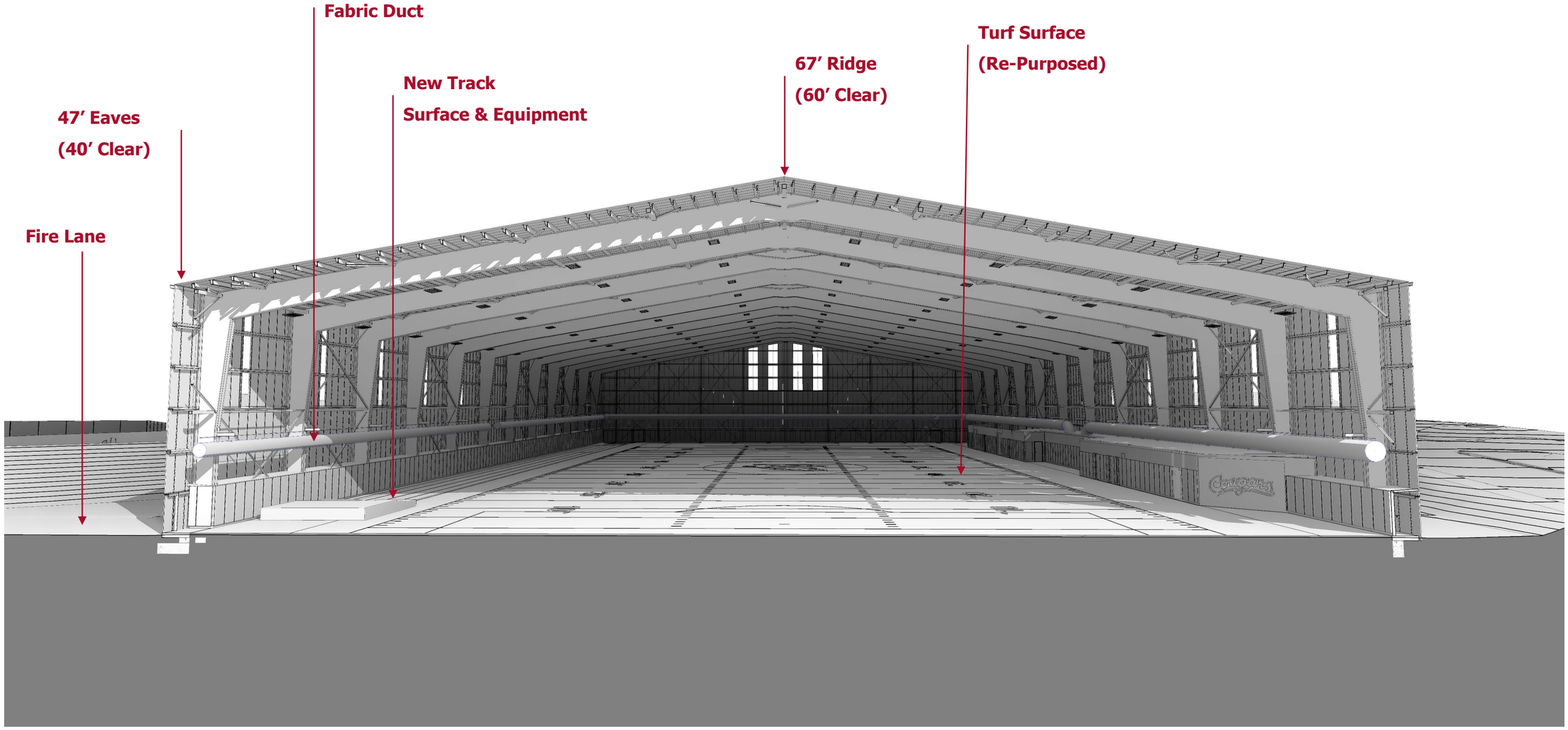
Site Context



Site Plan

GARCO DESIGN WEST ARCHITECTS AECOM


VESTIBULE
TOILET
GEND. NEUTRAL RR
JAN. CLOSET
WATER COOLER STORAGE
ATHLETIC EQUIP. STORAGE
MDF
ELEC.
POLE VAULT
3M STARTING AREA
60 METER
LONG/TRIPLE JUMP PIT
FLEX ZONE
4 LANE TRACK
20M COOLDOWN
10'-0"
NEW TURF TO MATCH
EXTENT OF EXISTING TURF
20'-0"
CL OF FIELD/ RIDGE OF ROOF FRAMING
ENTRY STAIR
NEW CONCRETE PAVEMENT AT ENTRY
FIRE LANE
DONOR BRANDING ZONE
FLEX ZONE
ASPHALT PAVEM
CIRCULATION
MECH. UNITS
15'8" H. SCREENED ENCLOSURE
EXIST. CONCRETE SLAB
SERVICE YARD


Fabric Duct
47′ Eaves
(40′ Clear)
New Track
Surface & Equipment
67′ Ridge
(60′ Clear)
Turf Surface
(Re-Purposed)
Fire Lane

Interior Rendering

GARCO DESIGN WEST ARCHITECTS AECOM

Interior Rendering

GARCO DESIGN WEST ARCHITECTS AECOM

CROSSWALK
CROSSWALK

Exterior Rendering

GARCO DESIGN WEST ARCHITECTS AECOM

Entry Rendering

GARCO DESIGN WEST ARCHITECTS AECOM

N

E

S

W
TAYLOR SPORTS COMPLEX

WSU Brick Blend

Anthracite Gray Metal Panel

(Mini-Wave, Color to Match Baseball)

Translucent Panels

Secondary Gray Metal Panel

(Mini Micro-Rib)

Exhibit K

WSU State Minor Capital Contracts

Project	Line Items	Building	Line Item Cost	Total Budget
Infrastructure - Electrical	5kV feeders	multiple	$ 2,000,000	$ 5,150,000
	GWSP Generator O/H or Replacement	GWSP	$ 1,000,000	
	Remove OH power at Dairy Road	multiple	$ 500,000	
	Replace starter and update controls	Well 6	$ 150,000	
	Transformer renewal on upper floors	Webster	$ 500,000	
	Dodgen Electrical Power Supply Stabilization (UPS and Generator)	Dodgen	$ 1,000,000	
Infrastructure - Chiller/Metering	CHW Reserve (plant renewal, replace tower media, distribution pump rebuilds, clean CHW tank)	multiple	$ 500,000	$ 4,219,000
	Replace Chiller	SCUE	$ 1,169,000	
	Energy Metering	multiple	$ 1,800,000	
	Meter domestic water at housing facilities (MCR Funding)	multiple	$ 375,000	
	Meter domestic water at housing facilities (Chiller Tax Funding)	multiple	$ 375,000	
Building Systems - HVAC/BAS	Plumbing and Fire Life Safety renewal	FSHN	$ 700,000	$ 8,725,000
	Lighting, water pressure and air-handling renewal	Webster	$ 675,000	
	HVAC Renewal	ETRL	$ 2,000,000	
	Plumbing and heating renewal	Wilson-Short	$ 1,200,000	
	Electrical, BAS and Steam renewal	Holland	$ 2,500,000	
	BAS Network Upgrade	Multiple Buildings - Pullman	$ 123,000	
	BAS Panel Upgrade & Desigo	Multiple Buildings - Pullman	$ 985,000	
	BAS Network Upgrade	Multiple Buildings - Prosser/Puyallup	$ 117,000	
	BAS Panel Upgrade & Desigo	Multiple Buildings - Prosser/Puyallup	$ 125,000	
	BAS improvements	Multiple Buildings - Spokane	$ 300,000	
Roofs	REPLACE ROOF OVER SHOPS	McCluskey Shops	$ 1,700,000	$ 2,300,000
	BUR (Built-Up Roofing) Renewal	Animal Science Lab	$ 600,000	
Tri-Cities and RECs	Install emergency washing in 4021, a restroom in 4011 and tie both into septic	Chemical Storage and Vehicle Storage Buildings	$ 40,000	$ 3,745,132
	HVAC and Interiors	East Building - WSU Tri-Cities	$ 895,000	
	Replace All Circulation Pumps in Penthouse (13)	Consolidated Information Center - WSU Tri-Cities	$ 30,000	
	Greenhouse improvements	Prosser Site	$ 700,000	
	Replace heating (heat pump)	J W Kalkus Office Lab Bldg - Puyallup	$ 505,368	
	Master gardener parking lot security lighting or water line repairs	Master Gardener Building - Puyallup	$ 90,000	
	Repair Roof and Fascia	Annex Lab - Wenatchee	$ 67,382	
	roof repairs	Vehicle Storage Building - Mt Vernon	$ 67,382	
	Repair HVAC System	ARTB	$ 35,000	
	Shop Improvements	Lind	$ 100,000	
	New environmental technology for climate controlled plant growth facilities	Puyallup	$ 325,000	
	Classroom remodel	Floyd Building	$ 590,000	
	Demo Relocatable Bldgs - Build Shelter for WSU Medicine Rural Outreach Vehicle	Tri-Cities	$ 200,000	
	Install linear irrigation system	Othello	$ 100,000	

Exhibit L

WSU Pullman, Voiland College of Engineering & Architecture
Schweitzer Engineering Hall Increase Project Budget

Estimated Project Budget:

Construction	$67,618,200
Professional Services	$3,928,800
Project Management	$2,664,700
Moveable Equipment/Furnishings	$3,610,800
Other	$2,177,500
Total Project Budget	**$80,000,000**

Source of Funds

State ($30Mfor building + $10M for utilities)	$40,000,000
Donation ($36.2M pledged to date)	$40,000,000
Total Estimated Source of Funds	**$80,000,000**

Project Schedule:

BOR Design Budget Approval*	November 2022
Progressive Design Build Team Selection Process	January-April 2023
Design	May 2023 – May 2024
Construction (includes utilities)	March 2024 – May 2026

**Previous Board approval to proceed to design with the funding available*

Exhibit M

WSU Pullman, Voiland College of Engineering & Architecture
Schweitzer Engineering Hall, Increase Budget

Estimated Project Budget:

Construction	$67,618,200
Professional Services	$3,928,800
Project Management	$2,664,700
Moveable Equipment/Furnishings	$3,610,800
Other	$2,177,500
Total Project Budget	**$80,000,000**

Source of Funds

State ($30Mfor building + $10M for utilities)	$40,000,000
Donation ($36.2M pledged to date)	$40,000,000
Total Estimated Source of Funds	**$80,000,000**

Project Schedule:

BOR Design Budget Approval*	November 2022
Progressive Design Build Team Selection Process	January-April 2023
Design	May 2023 – May 2024
Construction (includes utilities)	March 2024 – May 2026

**Previous Board approval to proceed to design with the funding available*