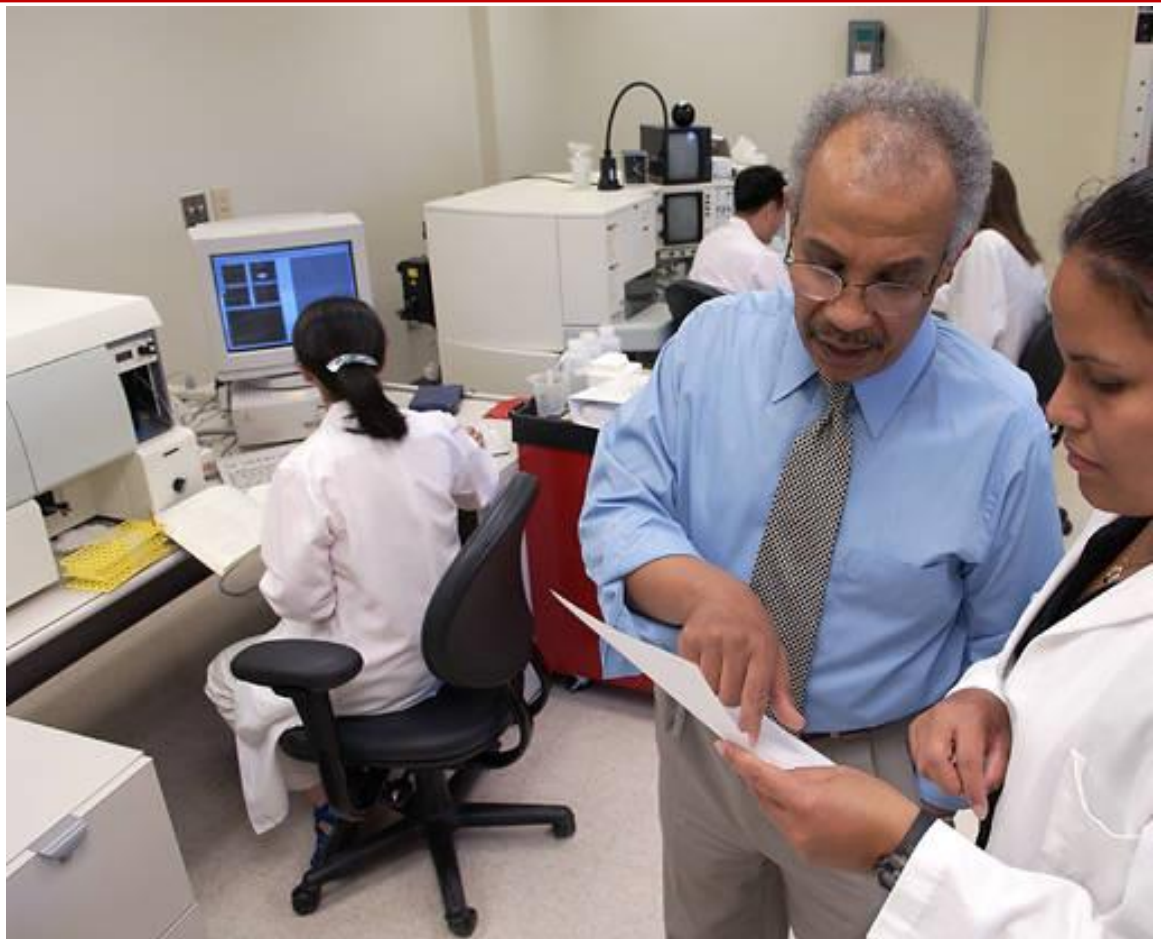


# WASHINGTON STATE UNIVERSITY

*World Class. Face to Face.*

## *Investing in a Healthy Washington*



## 2017-2019 Operating Budget Request

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## **Executive Summary**

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As Washington's land grant research university, Washington State University continues to play a unique role in serving the needs of a growing and evolving state. With Washington continuing to lag behind other states in terms of participation in public four-year higher education, WSU has continued to push system-wide enrollment ever higher to approach 30,000. It has done so not only through campuses in Pullman, Vancouver, the Tri-Cities, Spokane and a growing presence in Everett but through satellite academic programs in Bremerton, Walla Walla, and Yakima. A pioneer in online education, WSU's Global Campus has contributed to this growth by expanding its fleet of offerings to 21 undergraduate and graduate degrees.

WSU also has targeted growth for areas of highest employer demand. Degree production in engineering and computer science alone has grown by over 60 percent since 2012. As with the rest of Washington's public baccalaureate institutions, WSU has done so while still performing well above national averages when it comes to graduation rates and time to degree.

The university's research enterprise continues to produce new discoveries that support *Results Washington* goals for Healthy and Safe Communities, Sustainable Energy, and a Clean Environment. And its commitment to public service and the *Results Washington* goal of a Prosperous Economy is embodied in WSU Extension's presence in all 39 Washington counties and the university's operation of 25 Small Business Development Centers across the state.

The university extends its commitment to Washington further in its 2017-19 operating budget request by requesting funds to begin producing more primary care doctors for underserved regions through the Elson S. Floyd College of Medicine and more STEM graduates to support the state's advanced manufacturing sector.

This request leverages existing WSU strengths to enhance overall educational attainment for students, degree production in Washington's highest demand fields, and economy driving research discoveries.

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**Statutory Authority**

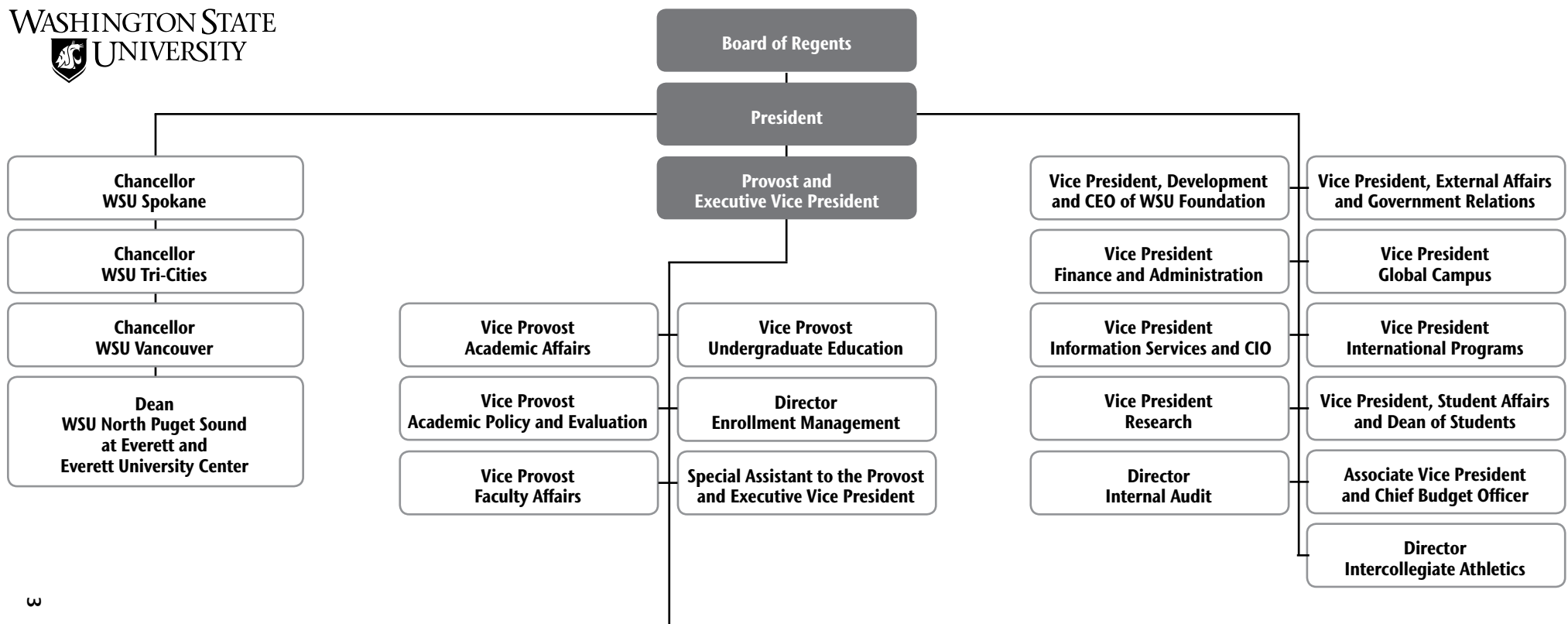
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Washington State University, chartered by the first Washington State legislature on March 28, 1890, operates under the authority granted within the provisions of RCW 28B. As the state's only land-grant university, it was authorized by two federal laws, the Morrill and Hatch Acts, and concurrent state legislation. State and federal laws directed the institution's activities into three areas: instruction in liberal and practical arts; research in fundamental and applied knowledge; and extension, to make available learning and results of research. In 1989 the legislature directed Washington State University to operate campuses in Spokane, the Tri-Cities and Vancouver (RCW 28B.45). In 1998 RCW 28B was amended to stipulate that WSU Spokane would be located at the Riverpoint Higher Education Park and that WSU be the administrative and fiscal agent for the Park. In 2011 RCW 28B was again amended to assign to WSU the management and leadership of the University Center of North Puget Sound in Everett, effective July 1, 2014.

Washington State University is governed by a Board of Regents of ten members, including one student, appointed by the Governor and confirmed by the State Senate. The Governor is a non-voting, ex-officio advisory member of the Board and the President of the University serves as its Secretary. The Board elects one member as President, as well as a Treasurer who need not be a member. The Board meets at such times as determined by the members.

The Board of Regents is authorized under state law to maintain full control of the University and its property. It has the authority and responsibility to enact regulations for the governance of the institution; to direct the disposition of all funds appropriated to or belonging to the University; to receive and expend identified federal funds; to receive and expend - according to governing terms - gifts, grants, and conveyances from private sources; to acquire lands by lease or purchase; to establish and maintain agricultural research and extension programs; and to further the application of principles of physical science to industrial pursuits. Board members serve without compensation but are reimbursed as provided by statute for expenses incurred in connection with Board service.

Washington State University's chief executive officer, the President, is chosen by and is directly responsible to the Board of Regents for the administrative direction and supervision of all operations of the institution.



3

### College of Agricultural, Human and Natural Resource Sciences

- Agriculture and Natural Resources (Extension)
- Animal Science
- Apparel, Merchandising, Design, and Textiles
- Biological Systems Engineering
- Community and Economic Development (Extension)
- Crop and Soil Sciences
- Design and Construction, School of \*
- Economic Sciences, School of
- Entomology
- Environment, School of the \*\*
- Food Science, School of
- Horticulture
- Human Development
- Institute of Biological Chemistry
- International Research and Agricultural Development
- Plant Pathology
- Youth and Family (Extension)

### College of Arts and Sciences

- Anthropology
- Asian Program
- Biological Sciences, School of
- Chemistry
- Criminal Justice and Criminology
- Critical Culture, Gender, and Race Studies
- Digital Technology and Culture Program
- English
- Environment, School of the \*\*
- Fine Arts
- Foreign Languages and Cultures
- History
- Mathematics and Statistics
- Music, School of
- Physics and Astronomy
- Politics, Philosophy, and Public Affairs, School of
- Psychology
- Sociology

### Carson College of Business

- Accounting
- Finance and Management Science
- Hospitality Business Management, School of
- Management, Information Systems and Entrepreneurship
- Marketing and International Business

### Murrow College of Communication

#### College of Education

- Educational Leadership, Sports Studies, and Educational/Counseling Psychology
- Teaching and Learning

### Voiland College of Engineering and Architecture

- Chemical Engineering and Bioengineering, School of
- Civil and Environmental Engineering
- Design and Construction, School of \*
- Electrical Engineering and Computer Science, School of
- Engineering and Computer Science (Tri-Cities)
- Engineering and Computer Science (Vancouver), School of
- Mechanical and Materials Engineering, School of

### Graduate School

### Honors College

### Libraries

### Elson S. Floyd College of Medicine

- Speech and Hearing Sciences

### College of Nursing

- Undergraduate Programs
- Graduate Programs

### College of Pharmacy

- Experimental and Systems Pharmacology
- Pharmaceutical Sciences
- Pharmacotherapy

### College of Veterinary Medicine

- Global Animal Health, School for
- Integrative Physiology and Neuroscience
- Molecular Biosciences, School of
- Veterinary Clinical Sciences
- Veterinary Microbiology and Pathology

\*Jointly administered by VCEA and CAHNRS

\*\*Jointly administered by Arts & Sciences and CAHNRS

## 365 - Washington State University

### A001 Administration

This activity is the executive leadership of the university and is composed of the Board of Regents, President's Office, Faculty Senate, Government Relations, Vice President for Finance and Administration, Assistant Attorney General, and the Executive Vice President and Provost.

| Account   | FY          | FY          | Biennial Total |
|---|-------------|-------------|----------------|
| <b>FTE</b>  |             |             |                |
| 001-1 State   | 50.5        | 50.3        | 50.4           |
| 148-6 Non-Appropriated  | 5.7         | 5.7         | 5.7            |
| <b>FTE Total</b>  | <b>56.2</b> | <b>56.0</b> | <b>56.1</b>    |
| <b>001 General Fund</b>   |             |             |                |
| 001-1 State   | \$9,416,000 | \$9,484,000 | \$18,900,000   |
| <b>148 Institutions of Higher Education - Dedicated Local Account</b> |             |             |                |
| 148-6 Non-Appropriated  | \$3,822,000 | \$3,747,000 | \$7,569,000    |
| <b>149 Inst of HI ED-Operating Fees Acct</b>                          |             |             |                |
| 149-6 Non-Appropriated  | \$2,000     | \$1,000     | \$3,000        |

**Statewide Result Area:** World Class Education

**Statewide Strategy:** Provide convenient and efficient post-secondary education

#### Expected Results

The administration activity provides executive leadership to the university and strengthens the ability of the university to achieve its goals efficiently and effectively.

### A002 Community Outreach

As a land-grant institution, the University provides services to the general public such as economic development, lectures, and conferences. Two major programs, the Cooperative Extension program and the Small Business Development Center, provide technical and other assistance to small businesses, individuals, and communities. KWSU radio and television provide educational programming throughout Washington.

Appropriation Period: 2017-19 Activity Version: C6 - 2017-19 Biennial Budget

| Account  | FY           | FY           | Biennial Total |
|--|--------------|--------------|----------------|
| <b>FTE</b>   |              |              |                |
| 001-1 State  | 223.9        | 214.7        | 219.3          |
| 148-6 Non-Appropriated   | 154.2        | 154.2        | 154.2          |
| 143-6 Non-Appropriated   | 42.4         | 42.4         | 42.4           |
| <b>FTE Total</b>   | <b>420.5</b> | <b>411.3</b> | <b>415.9</b>   |
| <b>001 General Fund</b>  |              |              |                |
| 001-1 State  | \$30,007,000 | \$31,722,000 | \$61,729,000   |
| <b>148 Institutions of Higher Education - Dedicated Local Account</b>                    |              |              |                |
| 148-6 Non-Appropriated   | \$27,242,000 | \$26,883,000 | \$54,125,000   |
| <b>143 Inst of Higher Educ Morrill-Bankhead-Jones Act Acct - Federal Approps Account</b> |              |              |                |
| 143-6 Non-Appropriated   | \$4,535,000  | \$4,530,000  | \$9,065,000    |
| <b>149 Inst of HI ED-Operating Fees Acct</b>   |              |              |                |
| 149-6 Non-Appropriated   | \$7,600,000  | \$6,957,000  | \$14,557,000   |

**Statewide Result Area: World Class Education**

**Statewide Strategy: Increase access to high-quality post-secondary education programs**

### Expected Results

Community Outreach improves the economic vitality of the state's businesses and improves educational and cultural opportunities for individuals.



Appropriation Period: 2017-19 Activity Version: C6 - 2017-19 Biennial Budget

| 000069 The dollar amount of externally sponsored public service (in millions). |        |                   |        |
|--|--------|-------------------|--------|
| Biennium   | Period | Actual            | Target |
| 2015-17  | Q8     | See OFM Dashboard |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| 2013-15  | Q8     |                   |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| Performance Measure Status: Draft  |        |                   |        |

### A003 Instruction

The University provides undergraduate and graduate education in the liberal arts and natural sciences, as well as in agriculture, engineering, business, health sciences, veterinary medicine, and education.

Appropriation Period: 2017-19 Activity Version: C6 - 2017-19 Biennial Budget

| Account   | FY             | FY             | Biennial Total |
|---|----------------|----------------|----------------|
| <b>FTE</b>  |                |                |                |
| 08A-1 State   | 205.7          | 205.7          | 205.7          |
| 001-1 State   | 976.8          | 1,169.6        | 1,073.2        |
| 148-6 Non-Appropriated  | 621.8          | 621.8          | 621.8          |
| 149-6 Non-Appropriated  | 2,318.5        | 2,330.8        | 2,324.7        |
| <b>FTE Total</b>  | <b>4,122.8</b> | <b>4,327.9</b> | <b>4,225.4</b> |
| <b>08A Education Legacy Trust Account</b>                             |                |                |                |
| 08A-1 State   | \$16,998,000   | \$16,997,000   | \$33,995,000   |
| <b>001 General Fund</b>   |                |                |                |
| 001-1 State   | \$143,670,000  | \$156,388,000  | \$300,058,000  |
| <b>148 Institutions of Higher Education - Dedicated Local Account</b> |                |                |                |
| 148-6 Non-Appropriated  | \$87,093,000   | \$87,490,000   | \$174,583,000  |
| <b>149 Inst of HI ED-Operating Fees Acct</b>                          |                |                |                |
| 149-6 Non-Appropriated  | \$206,406,000  | \$210,717,000  | \$417,123,000  |

**Statewide Result Area: World Class Education**

**Statewide Strategy: Provide convenient and efficient post-secondary education**

### Expected Results

The instruction activity improves the quality and productivity of the state's workforce and improves the value of a university education.

| 000035 The total number of Bachelor's degrees conferred. |        |                   |        |
|--|--------|-------------------|--------|
| Biennium   | Period | Actual            | Target |
| 2015-17  | Q8     | See OFM Dashboard |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| 2013-15  | Q8     |                   |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| Performance Measure Status: Draft                        |        |                   |        |

| 000037 The total number of Bachelor's degrees conferred in High Need / Demand / Cost disciplines. |        |                   |        |
|---|--------|-------------------|--------|
| Biennium  | Period | Actual            | Target |
| 2015-17   | Q8     | See OFM Dashboard |        |
|   | Q7     |                   |        |
|   | Q6     |                   |        |
|   | Q5     |                   |        |
|   | Q4     |                   |        |
|   | Q3     |                   |        |
|   | Q2     |                   |        |
|   | Q1     |                   |        |
| 2013-15   | Q8     |                   |        |
|   | Q7     |                   |        |
|   | Q6     |                   |        |
|   | Q5     |                   |        |
|   | Q4     |                   |        |
|   | Q3     |                   |        |
|   | Q2     |                   |        |
|   | Q1     |                   |        |
| Performance Measure Status: Draft   |        |                   |        |

| 000046 First-year freshman retention rates. |        |                   |        |
|---|--------|-------------------|--------|
| Biennium                                    | Period | Actual            | Target |
| 2015-17                                     | Q8     | See OFM Dashboard |        |
|   | Q7     |                   |        |
|   | Q6     |                   |        |
|   | Q5     |                   |        |
|   | Q4     |                   |        |
|   | Q3     |                   |        |
|   | Q2     |                   |        |
|   | Q1     |                   |        |
| 2013-15                                     | Q8     |                   |        |
|   | Q7     |                   |        |
|   | Q6     |                   |        |
|   | Q5     |                   |        |
|   | Q4     |                   |        |
|   | Q3     |                   |        |
|   | Q2     |                   |        |
|   | Q1     |                   |        |
| Performance Measure Status: Draft           |        |                   |        |

| 000048 The percentage of bachelor's degrees awarded to students not exceeding 125% of the number of credits required for the degree. |        |                   |        |
|--|--------|-------------------|--------|
| Biennium   | Period | Actual            | Target |
| 2015-17  | Q8     | See OFM Dashboard |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| 2013-15  | Q8     |                   |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| Performance Measure Status: Draft  |        |                   |        |

| 000050 The percentage of degree programs documenting improvements based on assessment of student learning outcomes. |        |                   |        |
|---|--------|-------------------|--------|
| Biennium  | Period | Actual            | Target |
| 2015-17   | Q8     | See OFM Dashboard |        |
|   | Q7     |                   |        |
|   | Q6     |                   |        |
|   | Q5     |                   |        |
|   | Q4     |                   |        |
|   | Q3     |                   |        |
|   | Q2     |                   |        |
|   | Q1     |                   |        |
| 2013-15   | Q8     |                   |        |
|   | Q7     |                   |        |
|   | Q6     |                   |        |
|   | Q5     |                   |        |
|   | Q4     |                   |        |
|   | Q3     |                   |        |
|   | Q2     |                   |        |
|   | Q1     |                   |        |
| Performance Measure Status: Draft   |        |                   |        |

| 000042 Six-year graduation rates for first-time, full-time freshman. |        |                   |        |
|--|--------|-------------------|--------|
| Biennium   | Period | Actual            | Target |
| 2015-17  | Q8     | See OFM Dashboard |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| 2013-15  | Q8     |                   |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| Performance Measure Status: Draft                                    |        |                   |        |

| 000044 Three-year graduation rates for Washington transfers with an AA degree. |        |                   |        |
|--|--------|-------------------|--------|
| Biennium   | Period | Actual            | Target |
| 2015-17  | Q8     | See OFM Dashboard |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| 2013-15  | Q8     |                   |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| Performance Measure Status: Draft  |        |                   |        |

**A004 Research**

Washington State University provides research programs in close relationship with its instruction and public service programs. The Agricultural Research Center provides scientific analysis and practical solutions to problems affecting farmers, processors, merchandisers, exporters, and consumers of agricultural products. Grants and contracts provided by federal, state, and private sources allow the university to conduct vital research and training to benefit the people of Washington.

| Account  | FY             | FY             | Biennial Total |
|--|----------------|----------------|----------------|
| <b>FTE</b>   |                |                |                |
| 315-1 State  | 4.9            | 4.9            | 4.9            |
| 001-1 State  | 347.7          | 336.9          | 342.3          |
| 145-6 Non-Appropriated   | 1,407.0        | 1,407.0        | 1,407.0        |
| 148-6 Non-Appropriated   | 43.3           | 43.3           | 43.3           |
| 143-6 Non-Appropriated   | 42.6           | 42.6           | 42.6           |
| <b>FTE Total</b>   | <b>1,845.5</b> | <b>1,834.7</b> | <b>1,840.1</b> |
| <b>315 Dedicated Marijuana Account</b>   |                |                |                |
| 315-1 State  | \$681,000      | \$681,000      | \$1,362,000    |
| <b>001 General Fund</b>  |                |                |                |
| 001-1 State  | \$44,535,000   | \$47,458,000   | \$91,993,000   |
| <b>145 Institutions of Higher Education - Grant and Contracts Account</b>                |                |                |                |
| 145-6 Non-Appropriated   | \$203,165,000  | \$203,165,000  | \$406,330,000  |
| <b>148 Institutions of Higher Education - Dedicated Local Account</b>                    |                |                |                |
| 148-6 Non-Appropriated   | \$5,419,000    | \$5,455,000    | \$10,874,000   |
| <b>143 Inst of Higher Educ Morrill-Bankhead-Jones Act Acct - Federal Approps Account</b> |                |                |                |
| 143-6 Non-Appropriated   | \$4,285,000    | \$4,290,000    | \$8,575,000    |
| <b>149 Inst of HI ED-Operating Fees Acct</b>   |                |                |                |
| 149-6 Non-Appropriated   | \$13,615,000   | \$12,572,000   | \$26,187,000   |

**Statewide Result Area: World Class Education**

**Statewide Strategy: Provide access to high-quality research opportunities**

**Expected Results**

The research activity improves the economic vitality of businesses and individuals and improves the health of Washington citizens.

| 000039 The total number of advanced degrees conferred. |        |                   |        |
|--|--------|-------------------|--------|
| Biennium   | Period | Actual            | Target |
| 2015-17  | Q8     | See OFM Dashboard |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| 2013-15  | Q8     |                   |        |
|  | Q7     |                   |        |
|  | Q6     |                   |        |
|  | Q5     |                   |        |
|  | Q4     |                   |        |
|  | Q3     |                   |        |
|  | Q2     |                   |        |
|  | Q1     |                   |        |
| Performance Measure Status: Draft                      |        |                   |        |

| 000068 The dollar amount of externally sponsored research<br>(in millions). |        |                   |        |
|---|--------|-------------------|--------|
| Biennium  | Period | Actual            | Target |
| 2015-17   | Q8     | See OFM Dashboard |        |
|   | Q7     |                   |        |
|   | Q6     |                   |        |
|   | Q5     |                   |        |
|   | Q4     |                   |        |
|   | Q3     |                   |        |
|   | Q2     |                   |        |
|   | Q1     |                   |        |
| 2013-15   | Q8     |                   |        |
|   | Q7     |                   |        |
|   | Q6     |                   |        |
|   | Q5     |                   |        |
|   | Q4     |                   |        |
|   | Q3     |                   |        |
|   | Q2     |                   |        |
|   | Q1     |                   |        |
| Performance Measure Status: Draft   |        |                   |        |



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**Grand Total**

|       | FY 2018       | FY 2019       | Biennial Total  |
|-------|---------------|---------------|-----------------|
| FTE's | 6,445.0       | 6,629.9       | 6,537.5         |
| GFS   | \$227,628,000 | \$245,052,000 | \$472,680,000   |
| Other | \$580,863,000 | \$583,485,000 | \$1,164,348,000 |
| Total | \$808,491,000 | \$828,537,000 | \$1,637,028,000 |

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington

**Indirect Cost Allocation**

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**Allocation Method Description:** WSU allocated indirect costs in a two step method. Step one was to allocate indirect costs for Primary Support and Libraries over Instruction, Research, and Community Outreach. Step 2 was to allocate Plant Operations, Computing, and Institutional Support (other than program 081) over the four activities of Instruction, Research, Community Outreach, and Executive Administration (Program 081). The summary for all funds is shown below.

**2017-19 Biennium**

| <b>Activity</b>    | <b>% Allocation Received</b> | <b>Dollars Allocated</b> |                    |                    |
|--------------------|------------------------------|--------------------------|--------------------|--------------------|
|                    |                              | <b>FY 2018</b>           | <b>FY 2019</b>     | <b>Total</b>       |
| Instruction        | 76%                          | 151,718,000              | 158,073,000        | 309,791,000        |
| Research           | 10%                          | 19,422,000               | 18,931,000         | 38,353,000         |
| Community Outreach | 13%                          | 25,606,000               | 25,017,000         | 50,623,000         |
| Administration     | 1%                           | 2,313,000                | 2,282,000          | 4,595,000          |
| <b>Total</b>       | <b>100%</b>                  | <b>199,059,000</b>       | <b>204,303,000</b> | <b>403,362,000</b> |

# Strategic Plan 2014-2019

President Elson S. Floyd, Ph.D.



WASHINGTON STATE  
UNIVERSITY



## Introduction

The 2014-19 strategic plan builds on the previous five-year plan, recognizing the core values and broad mission of Washington State University. Goals and strategies were developed to achieve significant progress toward WSU's aspiration of becoming one of the nation's leading land-grant universities, preeminent in research and discovery, teaching, and engagement. The plan emphasizes the institution's unique role as an accessible, approachable research institution that provides opportunities to an especially broad array of students while serving Washington state's broad portfolio of social and economic needs. While providing exceptional leadership in traditional land-grant disciplines, Washington State University adds value as an integrative partner for problem solving due to its innovative focus on applications and its breadth of program excellence. The plan explicitly recognizes the dramatic changes in public funding that have occurred over the duration of the previous strategic plan, along with the need for greater institutional nimbleness, openness, and entrepreneurial activity that diversifies the University's funding portfolio. In addition, the plan reaffirms WSU's land-grant mission by focusing greater attention system-wide on increasing access to educational opportunity, responding to the needs of Washington state through research, instruction, and outreach, and contributing to economic development and public policy.

While the new plan retains the four key themes of the previous plan, its two central foci include offering a truly transformative educational experience to undergraduate and graduate students and accelerating the development of a preeminent research portfolio. Campuses, colleges, and other units will develop their own strategic plans that align with this plan and will make decisions and investments according to structures, principles, and processes set forth herein.

Washington State University's long-standing commitment to provide students with a transformational experience will continue with a focus on enhancing the quality and relevance of the learning experience, providing more personalized student services, expanding learning opportunities outside the classroom, and developing a more cohesive student community. The undergraduate experience will build upon WSU's nationally recognized writing, general education, and undergraduate research programs. Support for a transformational graduate experience will emphasize opportunities to engage in mentored research and outreach. Changes in the student experience will include increases in the size and diversity of the undergraduate student body. Enrollment growth will occur as a result of increased freshman and transfer admissions, as well as significant improvements in student retention.

Continued pursuit of a preeminent research portfolio will occur as a result of strategic investment in research infrastructure, increased faculty research effort, and continued emphasis on WSU's research strengths. In addition, the University will build out emerging areas of research excellence and interdisciplinary collaboration while emphasizing its unique responsibility to address the particular needs of Washington state. WSU's research portfolio will be characterized by continued growth of research expenditures, expansion in scholarly outputs, enhancement in the development of intellectual property, and growth in graduate student enrollment, particularly doctoral students. Our progress will be measured by and against the research productivity of outstanding American universities, and most notably against members of the Association of American Universities (AAU) member institutions. This profile requires a broad portfolio of excellence that spans science, technology, engineering, math, humanities, and social sciences.



## ➔ Vision

Washington State University will be one of the nation's leading land-grant universities, preeminent in research and discovery, teaching, and engagement.

## ➔ Mission

Washington State University is a public research university committed to its land-grant heritage and tradition of service to society. Our mission is threefold:

- To **advance** knowledge through creative research, innovation, and creativity across a wide range of academic disciplines.
- To **extend** knowledge through innovative educational programs in which students and emerging scholars are mentored to realize their highest potential and assume roles of leadership, responsibility, and service to society.
- To **apply** knowledge through local and global engagement that will improve quality of life and enhance the economy of the state, nation, and world.

## ➔ Values

- **Quality and Excellence:** We are committed to providing quality and excellence in all our endeavors.
- **Integrity, Trust, and Respect:** We are committed to ensuring trust and respect for all persons in an environment that cultivates individual and institutional integrity in all that we do.
- **Research, Innovation, and Creativity:** We are committed to the pursuit of inquiry and discovery and to the creation and dissemination of knowledge.
- **Land-Grant Ideals:** We are committed to the land-grant ideals of access, engagement, leadership, and service to bring the practical benefits of education to the state, nation, and global community.
- **Diversity and Global Citizenship:** We embrace a worldview that recognizes and values the importance of domestic and global diversity, global interdependence, and sustainability.
- **Freedom of Expression:** We are committed to the free exchange of ideas in a constructive and civil environment, including the canons of academic freedom in research, teaching, and outreach.
- **Stewardship and Accountability:** We are committed to serving as ethical and responsible stewards of University resources.



## ➤ Theme 1: Exceptional Research, Innovation, and Creativity

- Goal 1:** Increase productivity in research, innovation, and creativity to address the grand challenges and opportunities of the future.
- Goal 2:** Further develop WSU's unique strengths and opportunities for research, innovation, and creativity based on its locations and land-grant mandate to be responsive to the needs of Washington state.
- Goal 3:** Advance WSU's reach both nationally and internationally in existing and emerging areas of achievement.

### ➔ Theme 1 Sub-goals

- 1.a. Grow and diversify extramural research funding.
- 1.b. Attract, retain, and develop high-quality research faculty members system-wide.
- 1.c. Develop and sustain the physical and technological infrastructure, resources, and expertise to support increased research and scholarly productivity system-wide, with particular emphasis on core laboratories and academic computing.
- 1.d. Build upon WSU's current and emerging areas of research excellence and international reputation.
- 1.e. Increase engagement and productivity of graduate students, postdoctoral associates, and undergraduates in mentored research, innovative projects, and creative endeavors.

## ➤ Theme 2: Transformative Student Experience

- Goal 1:** Provide an excellent teaching and learning opportunity to a larger and more diverse student population.
- Goal 2:** Provide a university experience centered on student engagement, development, and success, which prepares graduates to lead and excel in a diverse United States and global society.
- Goal 3:** Improve curricular and student support infrastructure to enhance access, educational quality, and student success in a growing institution.

### ➔ Theme 2 Sub-goals

- 2.a. Enhance student engagement and achievement in academics and cocurricular activities.
- 2.b. Increase the size, diversity, and academic preparedness of the undergraduate and graduate student populations in Pullman and at the urban campuses.
- 2.c. Produce graduates who are highly sought by post-baccalaureate and post-graduate employers and graduate/professional programs.
- 2.d. Align student recruitment, admissions, and retention system-wide to enhance access, inclusiveness, and student success.



## ➤ Theme 3: Outreach and Engagement

- Goal 1:** Increase access to and breadth of WSU's research, scholarship, creative, academic, and extension programs throughout Washington and the world.
- Goal 2:** Expand and enhance WSU's engagement with institutions, communities, governments, and the private sector.
- Goal 3:** Increase WSU faculty, staff, and students' contributions to economic vitality, educational outcomes, and quality of life at the local, state, and international levels.

### ➔ Theme 3 Sub-goals

- 3.a. Increase the impact of WSU research, scholarship, creative, and outreach activities on quality of life and economic development within the state and region.
- 3.b. Increase access to the WSU system for place-bound, non-traditional, first-generation, and other underserved and underrepresented students.
- 3.c. Contribute to economic security, stability, social justice, and public policy through research, education, the arts, extension, and citizen-based and public policy engagement.
- 3.d. Increase WSU's global presence and impact worldwide.
- 3.e. Improve WSU's reputation with external constituencies.

## ➤ Theme 4: Institutional Effectiveness: Diversity, Integrity, and Openness

- Goal 1:** Create and sustain a university community that is diverse, inclusive, and equitable.
- Goal 2:** Cultivate a system-wide culture of organizational integrity, effectiveness, and openness that facilitates pursuit of the institution's academic aspirations.
- Goal 3:** Steward and diversify resources invested by students, the public, and private stakeholders in a responsible way to ensure economic viability of the institution.

### ➔ Theme 4 Sub-goals

- 4.a. Recruit, retain, and advance a diverse intellectual mix of faculty, staff, and students, including women and those from underrepresented groups.
- 4.b. Maintain respectful, inclusive, and equitable behavior in all university environments.
- 4.c. Increase employee productivity and satisfaction.
- 4.d. Strengthen administrative accountability, innovation, creativity, openness, transparency, and collaboration to advance the University's mission.
- 4.e. Utilize institutional strategic plans, valid and reliable data, and evaluation indicators to align investments of resources with institutional priorities.
- 4.f. Expand, diversify, and effectively steward funding to advance the University's mission.



## ➤ Appendix

### 2014-19 Strategic Plan Performance Indicators

#### ➔ Introduction

The strategic plan includes an implementation plan and the establishment of an implementation committee to ensure that initiatives are developed and executed to realize the plan's goals. Quantitative metrics (benchmarks) identified for each sub-goal, located in column 3 of the tables, will be calculated on an annual basis. The implementation committee will work with the Office of the Provost to define quantitative targets and annual rates of progress (milestones) for these benchmarks. Other evidence for assessing progress is included in column 4 but will not always be collected and reported annually. The implementation committee will also collaborate with various academic and support units to identify targeted initiatives to advance the institution in achieving the specific goals and sub-goals included in the plan. An important activity during the initial stages of the plan's implementation, and led by the Vice President for Research, will involve identifying WSU's strategic areas of research excellence and emerging areas requiring additional investment to achieve national and international prominence. With the assistance of the implementation committee, an annual report of progress will be issued by the Office of the Provost at the conclusion of each calendar year. Campuses, colleges, and other units will be expected to identify and report annually on their progress toward metrics consistent with, and whose attainment will contribute to, the institution-level plan.

## ➤ Theme 1: Exceptional Research, Innovation, and Creativity

**Goal 1:** Increase productivity in research, innovation, and creativity to address the grand challenges and opportunities of the future.

**Goal 2:** Further develop WSU's unique strengths and opportunities for innovation, discovery, and creativity based on its location and land-grant mandate to be responsive to the needs of Washington state.

**Goal 3:** Advance WSU's reach both nationally and internationally in existing and emerging areas of achievement.

| Theme 1 Sub-goals   | Potential Initiatives and Tactics   | Quantitative Metrics  | Other types of evidence<br>(qualitative, progress indicators, diagnostics) |
|---|---|---|--|
| <b>Sub-goal 1.a.</b><br>Grow and diversify extramural research funding. | <ul style="list-style-type: none"> <li>Invest in strengthening the most successful centers and institutes.</li> <li>Enhance administrative infrastructure to support grants and contracts procurement and management.</li> <li>Cultivate mutually beneficial strategic alliances with partners in the United States and abroad, to extend WSU faculty expertise and to address gaps in equipment, infrastructure, and/or expertise.</li> <li>Foster greater collaboration across colleges, campuses, and disciplines through use of incentives and eliminating barriers to the pursuit of large opportunities.</li> </ul> | 1. Total research and development expenditures (reported to NSF) and rank among public institutions<br><br>2. Federal research and development expenditures (reported to NSF) and rank among public institutions<br><br>3. Number of cross-disciplinary and multi-institution grant interdisciplinary awards (tracked by eREX and org/budget numbers, OGRD) |  |





| Theme 1 Sub-goals   | Potential Initiatives and Tactics  | Quantitative Metrics   | Other types of evidence<br>(qualitative, progress indicators, diagnostics)   |
|---|--|--|--|
| <b>Sub-goal 1.b.</b><br>Attract, retain, and develop high-quality research faculty members system-wide.   | <ul style="list-style-type: none"> <li>Recruit high-quality faculty through opportunistic searches, targeted hiring of senior faculty, and expanding the number of endowed chairs.</li> <li>Define and enforce high scholarship expectations across all academic units.</li> <li>Expand research and creative outputs typically associated with the arts, humanities, and design disciplines.</li> <li>Facilitate hiring that creates critical mass for high-priority initiatives.</li> <li>Invest in professional development activities aimed at increasing research productivity.</li> </ul>  | 4. Number of refereed publications per faculty FTE<br>5. Number of publications, juried or adjudicated shows, and performances by arts and humanities faculty (college reports)<br>6. Number of prestigious faculty awards<br>7. Citations per faculty member (H Index)<br>8. Number of National Academy members | <ul style="list-style-type: none"> <li>National/international invitations for research/teaching papers and presentations, shows, and performances (college reports)</li> <li>ADVANCE data on external mentors</li> </ul>   |
| <b>Sub-goal 1.c.</b><br>Develop and sustain the physical and technological infrastructure, resources, and expertise to support increased research and scholarly productivity system-wide, with particular emphasis on core laboratories and academic computing. | <ul style="list-style-type: none"> <li>Develop funding mechanisms to maintain equipment and provide necessary staff support in core labs.</li> <li>Continue to invest in modern research buildings structured to facilitate collaboration.</li> <li>Enhance academic computing capability on all campuses.</li> <li>Invest in communication tools enabling virtual collaboration on a global scale.</li> </ul>   | 9. Total capital expenditures on academic infrastructure<br>10. Square footage allocated to research and development per tenure-track faculty FTE<br>11. Number of labs, classrooms, and conference rooms equipped for virtual collaboration   | <ul style="list-style-type: none"> <li>State funded building projects</li> <li>Sponsored project infrastructure awards</li> <li>Annual report from Information Technology on investments and upgrades</li> </ul>   |
| <b>Sub-goal 1.d.</b><br>Build upon WSU's current and emerging areas of research excellence and international reputation.  | <ul style="list-style-type: none"> <li>Invest in identified areas of research excellence, such as health sciences at the human-animal interface, clean technology, food security, and biomedical research.</li> <li>Assess and respond to emerging opportunities through strategic investment in new areas of research excellence (e.g., promoting and sustaining health, water resources, computing, and data analysis).</li> <li>Continue the expansion of health science research programs, with emphasis on the build-out of programs and facilities on the Spokane campus.</li> <li>Establish a stimulus fund for investment in priority research initiatives.</li> </ul> | 12. Sponsored research expenditures in identified areas of research excellence<br>13. Sponsored research awards expenditures in emerging areas of research excellence<br>14. Sponsored research awards to projects that engage multiple units  | <ul style="list-style-type: none"> <li>Faculty hires in priority areas (college reports)</li> <li>Faculty hires in emerging areas of research excellence (college reports)</li> <li>Media tracking by University Communications of coverage for areas of emphasis</li> </ul> |
| <b>Sub-goal 1.e.</b><br>Increase engagement and productivity of graduate students, postdoctoral associates, and undergraduates in mentored research, innovative projects, and creative endeavors.   | <ul style="list-style-type: none"> <li>Expand graduate student enrollment and engagement at the urban campuses.</li> <li>Enhance opportunities for graduate student research awards and scholarships.</li> <li>Reward graduate students for high scholarship and creative activities.</li> </ul>   | 15. Number of publications coauthored by graduate students, postdoctoral associates, and undergraduate students  | <ul style="list-style-type: none"> <li>Number of presentations at SURCA and GPSA annual research presentation events and professional meetings</li> <li>Number of Honors theses completed (Honors College report)</li> </ul>   |



## ➤ Theme 2: Transformative Student Experience

- Goal 1:** Provide an excellent teaching and learning opportunity to a larger and more diverse student population.
- Goal 2:** Provide a university experience centered on student engagement, development, and success, which prepares graduates to lead and excel in a diverse United States and global society.
- Goal 3:** Improve curricular and student support infrastructure to enhance access, educational quality, and student success in a growing institution.

| Theme 2 Sub-goals  | Potential Initiatives and Tactics  | Quantitative Metrics  | Other types of evidence<br>(qualitative, progress indicators, diagnostics)   |
|--|--|---|--|
| <b>Sub-goal 2.a.</b><br>Enhance student engagement and achievement in academics and cocurricular activities. | <ul style="list-style-type: none"> <li>• Enhance the physical and technological infrastructure to support and facilitate innovation in teaching and learning.</li> <li>• Augment the resources and technical expertise available to faculty and staff to improve teaching and learning.</li> <li>• Increase, recognize, and reward innovation in teaching, learning, and student life.</li> <li>• Improve retention through an enriched set of student experiences.</li> <li>• Provide support services that facilitate the achievement of high academic performance expectations in a focused area of study.</li> <li>• Provide inclusive, responsive, and student-led cocurricular activities, including registered student organizations, student government, and Residence Life activities.</li> </ul> | 16. Percent of undergraduate degrees with all six program assessment elements in place, including use of student learning assessment results in decision-making or planning<br>17. Percent of graduate degree programs using student learning assessment results in decision-making or planning<br>18. Bachelor's degrees awarded (total, high-demand fields, low-income students)<br>19. Graduate degrees awarded (master's, doctoral, professional, high-demand and STEM fields)<br>20. Number of internship or practicum experiences (National Survey of Student Engagement and college reports)<br>21. Percentage of classrooms meeting benchmark quality standards | <ul style="list-style-type: none"> <li>• Honors enrollment</li> <li>• Students on President's Honor Roll (3.5 and above) each semester</li> <li>• Student satisfaction: percent of seniors and graduate students satisfied with academic experience (Educational Benchmarking Incorporated Survey)</li> <li>• National Survey of Student Engagement, alumni surveys, senior survey</li> <li>• Research, scholarly, and creative activities conducted with a faculty member outside of course or program requirements (National Survey of Student Engagement)</li> <li>• Course-based civic engagement activities (National Survey of Student Engagement)</li> <li>• UCORE assessments of quality (Office of Assessment of Teaching and Learning)</li> <li>• International Programs' report on clubs, international internships, Global Case Competition, community service activities</li> <li>• eLearning and other relevant grants</li> <li>• Percent of students satisfied with facilities and equipment in classrooms and labs</li> <li>• Housing services survey (Educational Benchmarking Incorporated)</li> <li>• Number of graduate students on external fellowships (Graduate School)</li> <li>• LibQual and other library service assessments</li> </ul> |



| Theme 2 Sub-goals   | Potential Initiatives and Tactics  | Quantitative Metrics   | Other types of evidence<br>(qualitative, progress indicators, diagnostics)  |
|---|--|--|---|
| <b>Sub-goal 2.b.</b><br>Increase the size, diversity, and academic preparedness of the undergraduate and graduate student populations in Pullman and at the urban campuses. | <ul style="list-style-type: none"> <li>• Build a stronger support structure to recruit and retain transfer students.</li> <li>• Develop stronger outreach and recruitment for high-achieving underrepresented students.</li> <li>• Invest in effective recruiting programs for high-achieving out-of-state students.</li> <li>• Invest in graduate student recruitment and mentoring initiatives and programs for underrepresented groups.</li> </ul>  | 22. Total university enrollment (bachelor's, master's, doctoral, professional)<br><br>23. Percent of student body from underrepresented groups (undergraduate, graduate, professional)   |   |
| <b>Sub-goal 2.c.</b><br>Produce graduates who are highly sought by post-baccalaureate and post-graduate employers and graduate/ professional programs.                      | <ul style="list-style-type: none"> <li>• Assess and respond to emerging opportunities through strategic investment in new programs.</li> <li>• Broaden student engagement with cultures, ideas, and artistic expression of people of our diverse nation and world.</li> <li>• Facilitate student engagement in high-impact learning experiences.</li> <li>• Expand international dual degree programs in graduate education.</li> <li>• Devise four-year pathways for students that integrate career and personal development activities with academic degree plans.</li> <li>• Ensure that faculty have ready access to information regarding student achievement of fundamental competencies valued by employers (writing, critical thinking, problem-solving, etc.).</li> </ul> | 24. Alumni survey: percent of graduates employed within 1 year in a job relevant to their degree   | <ul style="list-style-type: none"> <li>• Career Center reports:<br/>—employer activity at career expos, hiring, interviews<br/>—internship data<br/>—Student activity as logged in the career database</li> <li>• Evidence of relevant programming (college reports)</li> <li>• National Survey of Student Engagement survey items on global perspectives</li> <li>• Info Literacy module results from the Educational Benchmarking Incorporated (Housing) reports</li> <li>• Common Reading and Freshman Focus assessments</li> <li>• Office of International Programs' report on global competencies of students</li> </ul> |
| <b>Sub-goal 2.d.</b><br>Align student recruitment, admissions, and retention system-wide to enhance access, inclusiveness, and student success.                             | <ul style="list-style-type: none"> <li>• Support and encourage engagement in wellness, safety, artistic, and civic programs and activities.</li> <li>• Support and encourage programming that cultivates and supports healthy decision making and academic skills.</li> <li>• Augment the resources and technical expertise to support and assess data-informed enrollment management and student support programming.</li> <li>• Support innovations in advising technology and processes that increase time spent advising relative to time spent on enrollment logistics.</li> </ul>  | 25. Freshmen retention rate (all students, low income, underrepresented groups, first generation)<br><br>26. Four-year graduation rate (all students, low income, underrepresented groups, first generation)<br><br>27. Six-year graduation rate (all students, low income, underrepresented groups, first generation)<br><br>28. Percent of students who complete:<br>—master's degree within four years as compared to peers in similar disciplines<br>—doctoral degree within eight years as compared to peers in similar disciplines<br><br>29. Average SAT of incoming freshmen | <ul style="list-style-type: none"> <li>• Student progress indicators on state dashboard (Public Centralized Higher Education Enrollment System)</li> <li>• Percent of direct-from-high-school students completing college-level math and English within two years</li> <li>• Percent of first-year students who complete a full or part-time load in first year</li> <li>• Course completion (percentage of credit hours completed out of those attempted)</li> </ul>   |



## ➤ Theme 3: Outreach and Engagement

- Goal 1:** Increase access to and breadth of WSU's research, scholarship, creative, academic, and extension programs throughout Washington and the world.
- Goal 2:** Expand and enhance WSU's engagement with institutions, communities, governments, and the private sector.
- Goal 3:** Increase WSU faculty, staff, and students' contributions to economic vitality, educational outcomes, and quality of life at the local, state, and international levels.

| Theme 3 Sub-goals  | Potential Initiatives and Tactics  | Quantitative Metrics  | Other types of evidence<br>(qualitative, progress indicators, diagnostics)  |
|--|--|---|---|
| <b>Sub-goal 3.a.</b><br>Increase the impact of WSU research, scholarship, creative, and outreach activities on quality of life and economic development within the state and region. | <ul style="list-style-type: none"> <li>• Increase integration of extension and continuing education activities throughout the institution to bolster the reach and impact of WSU.</li> <li>• Increase the amount and impact of intellectual property resulting from WSU research.</li> <li>• Develop new strategies for outreach in urban areas of Washington and the western United States.</li> <li>• Increase capacity to support effective program impact assessment.</li> <li>• Repurpose and repackage extension programs into continuing education and for-credit offerings through the Global Campus.</li> </ul>   | 30. Estimated annual economic impact of WSU activities<br>31. Number of start-up businesses from WSU research and outreach<br>32. Total research and development expenditures from industry (reported to NSF)<br>33. Patents applied for/awarded<br>34. Number of participants in non-credit educational programs offered by Global Campus and WSU Extension<br>35. Total annual expenditures in Extension<br>36. Royalties and other revenue from commercialization activities | <ul style="list-style-type: none"> <li>• Impact statements from WSU Extension</li> <li>• Digital collection numbers from WSU Libraries</li> <li>• WSU Research and Exchange Repository</li> <li>• Engagement in state and regional Extension and continuing education activities (WORQs)</li> <li>• Extension contacts with industry to increase awareness of WSU programs</li> <li>• Internships from alumni and constituency representatives</li> </ul> |
| <b>Sub-goal 3.b.</b><br>Increase access to the WSU system for place-bound, non-traditional, and other underserved and underrepresented students.                                     | <ul style="list-style-type: none"> <li>• Respond to the unique educational needs of urban campus communities and regions through academic and research programs.</li> <li>• Prepare faculty to effectively utilize alternative, technology, and distributed delivery methods in instruction.</li> <li>• Cultivate faculty and staff ability and motivation to cognitively and affectively connect with a diverse student audience.</li> <li>• Significantly expand the number and diversity of online degree programs offered through the Global Campus.</li> <li>• Support full access for students with disabilities through appropriate and timely accommodations for housing and dining, academic coursework, and cocurricular experiences.</li> </ul> | 37. Enrollment in and numbers of Global Campus programs and courses<br>38. Total undergraduate and graduate enrollment (minority, first-generation, low-income)<br>39. Urban campus enrollment (Spokane, Tri-Cities, Vancouver)<br>40. Enrollment at other sites (e.g., Bremerton, Everett)   |   |



| Theme 3 Sub-goals   | Potential Initiatives and Tactics   | Quantitative Metrics  | Other types of evidence<br>(qualitative, progress indicators, diagnostics)   |
|---|---|---|--|
| <p><b>Sub-goal 3.c.</b><br/>Contribute to economic security, stability, social justice, and public policy through research, education, the arts, extension, and citizen-based and public policy engagement.</p> | <ul style="list-style-type: none"> <li>• Increase and recognize engagement of WSU faculty, students, and professional staff with institutions, communities, governments, other educational partners, and the for-profit and nonprofit sectors.</li> <li>• Encourage and incentivize short-term faculty-industry exchange programs.</li> <li>• Enhance extension program delivery to underrepresented audiences.</li> </ul>  | <p>41. Number of academic units or programs with advisory boards that include alumni and constituency representatives</p> <p>42. Service hours, service courses, and service learning projects linked to the Center for Civic Engagement and similar programs</p> <p>43. Total annual university operating and capital expenditures</p> | <ul style="list-style-type: none"> <li>• International Programs-led projects that allow faculty, students, and staff to become involved globally (Global Campus)</li> <li>• Research and engagement activities with institutions, communities, governments, and the private sector (center reports, OGRD)</li> <li>• Office of Economic Development reports</li> <li>• Number of programs including community internships</li> <li>• Number of faculty conducting research that involves community partners (college reports)</li> <li>• Service hours spent on engagement activities (e.g., CEE, Cougsync, NEW Pathways to Success)</li> <li>• IP service learning metrics</li> </ul> |
| <p><b>Sub-goal 3.d.</b><br/>Increase WSU's global presence and impact worldwide.</p>  | <ul style="list-style-type: none"> <li>• Increase opportunities to engage in intercultural exchange and outreach for faculty, students, and international partners.</li> <li>• Expand WSU's footprint across the globe in strategic areas of excellence and impact (e.g., health, agriculture, and sustainability).</li> </ul>  | <p>44. International student enrollment</p> <p>45. Number of faculty participating in international activities</p> <p>46. Number of students participating in study abroad and other significant international experiences</p>  | <ul style="list-style-type: none"> <li>• Immersion opportunities for students whether abroad or local (IP report)</li> <li>• International Programs-led projects that allow faculty, students, and staff across the institution to become involved globally (IP report)</li> <li>• Internships that offer intercultural opportunities (IP report)</li> <li>• Number of grants with international/intercultural foci (IP Report)</li> </ul>   |
| <p><b>Sub-goal 3.e.</b><br/>Improve WSU's reputation with external constituencies.</p>  | <ul style="list-style-type: none"> <li>• Increase strategic communication with key external stakeholders and between internal stakeholders about the impact of WSU research, education, and outreach.</li> <li>• Increase and recognize engagement of WSU faculty, students, and professional staff with institutions, communities, governments, and the for-profit and nonprofit sector.</li> <li>• Continue to develop and actively participate in strategic coalitions at the local, state, and national levels.</li> <li>• Work collaboratively with federal, state, and local policy leaders to engage WSU in research, education, and outreach that addresses important policy issues.</li> </ul> | <p>47. USNWR institutional reputation score</p>   | <ul style="list-style-type: none"> <li>• WSU's ranking and reputation scores in reputable national and global university rankings</li> <li>• Periodic surveys conducted by WSU to assess its image and reputation within Washington state</li> </ul>   |



## ➤ Theme 4: Institutional Effectiveness: Diversity, Integrity, and Openness

**Goal 1:** Create and sustain a university community that is diverse, inclusive, and equitable.

**Goal 2:** Cultivate a system-wide culture of organizational integrity, effectiveness, and openness that facilitates pursuit of the institution's academic aspirations.

**Goal 3:** Steward and diversify resources invested by students, the public, and private stakeholders in a responsible way to ensure economic viability of the institution.

| Theme 4 Sub-goals  | Potential Initiatives and Tactics  | Quantitative Metrics   | Other types of evidence<br>(qualitative, progress indicators, diagnostics)   |
|--|--|--|--|
| <b>Sub-goal 4.a.</b><br>Recruit, retain, and advance a diverse intellectual mix of faculty, staff, and students, including women and those from underrepresented groups. | <ul style="list-style-type: none"> <li>Assure diversity and inclusion efforts are visibly and consistently supported at the highest levels of leadership (president, provost, chancellors, deans).</li> <li>Continue mentoring of assistant and associate professors and successful programs from Advance aimed at the hiring and advancement of women and underrepresented faculty.</li> <li>Develop and implement social media tools to improve outreach to underrepresented groups.</li> <li>Assess and reward data-informed efforts by colleges and areas to improve recruitment outreach to underrepresented groups.</li> </ul> | 48. Number of faculty from underrepresented groups<br>49. Number of staff from underrepresented groups<br>50. Faculty and staff retention rates<br>51. Number of women and faculty from underrepresented groups tenured or promoted to associate/full professor (rolling ten-year average) | <ul style="list-style-type: none"> <li>Pell grant-eligibility data</li> <li>McNair scholar participation rates</li> <li>Percent of student body that is first-generation</li> <li>Percent of students and faculty in physical and life sciences, math, and engineering who are women or from underrepresented groups</li> <li>Annual progress on AA/EEO goals</li> </ul> |
| <b>Sub-goal 4.b.</b><br>Maintain respectful, inclusive, and equitable behavior in all university environments.   | <ul style="list-style-type: none"> <li>Maintain and strengthen units, programs, and spaces that promote community building, intercultural exchange, and a diversity of voices.</li> <li>Develop and implement system-wide training.</li> <li>Recognize contributions to an inclusive and respectful work environment in employee performance evaluations.</li> </ul>   | 52. Key indicators from biennial institution-wide Employee Engagement Survey   |  |



| Theme 4 Sub-goals  | Potential Initiatives and Tactics  | Quantitative Metrics  | Other types of evidence<br>(qualitative, progress indicators, diagnostics)  |
|--|--|---|---|
| <b>Sub-goal 4.c.</b><br>Increase employee productivity and satisfaction.   | <ul style="list-style-type: none"><li>• Improve functionality of information technology systems for administrative processes, student services, and research.</li><li>• Recognize productivity in employee performance evaluations.</li><li>• Communicate openly and with appropriate timeliness on issues of relevance to students, faculty, staff, and external constituencies.</li><li>• Reduce the administrative burden on high-performing faculty and staff.</li><li>• Regularly review current work environments and processes for improvement.</li><li>• Use data/information gathered from the employee engagement survey to improve work environment.</li><li>• Provide resources for university-wide professional leadership development.</li></ul> | 53. Average employee satisfaction rating from Employee Engagement Survey (faculty, staff) | <ul style="list-style-type: none"><li>• Financial support directed toward professional development of faculty and staff (Office of the Provost and Human Resources tracking)</li><li>• Key indicators from regular institution-wide climate survey and other routine surveys (e.g., COACHE survey for faculty; HRS surveys)</li></ul> |
| <b>Sub-goal 4.d.</b><br>Strengthen administrative accountability, innovation, creativity, openness, and collaboration to advance the University's mission. | <ul style="list-style-type: none"><li>• Undertake regular evaluation of academic units, programs, centers, and institutes to ensure resource alignment is consistent with university goals and productivity.</li><li>• Conduct evaluation and implement improvement of administrative processes to ensure maximum efficiency and effectiveness.</li><li>• Remove administrative barriers that prevent entrepreneurial innovation.</li><li>• Improve administrative and academic analytics capabilities to improve decision making.</li><li>• Improve day-to-day communication from university and college level administration.</li></ul>  |   | <ul style="list-style-type: none"><li>• Institutional Effectiveness Council subgroup reports—evidence of streamlined procedures</li><li>• WSU Annual Financial Report</li></ul>   |



| Theme 4 Sub-goals  | Potential Initiatives and Tactics  | Quantitative Metrics   | Other types of evidence<br>(qualitative, progress indicators, diagnostics)  |
|--|--|--|---|
| <b>Sub-goal 4.e.</b><br>Utilize institutional strategic plans, valid and reliable data, and evaluation indicators to align investments of resources with institutional priorities. | <ul style="list-style-type: none"><li>• Engage key constituencies in decision making, governance, and strategic planning.</li><li>• Report annually on progress toward goals of strategic plan.</li><li>• Focus on harnessing individuals and units to partner on large, programmatic initiatives that advance WSU's intended institutional profile.</li><li>• Establish a clear process for eliminating programs that no longer demonstrate viability.</li><li>• Map institutional priorities to state and federal plans such as the Student Achievement Council.</li></ul> |  | <ul style="list-style-type: none"><li>• Institutional Effectiveness Council annual report</li><li>• Strategic plan implementation committee annual report</li></ul> |
| <b>Sub-goal 4.f.</b><br>Expand, diversify, and effectively steward funding to advance the University's mission.  | <ul style="list-style-type: none"><li>• Expand revenue from summer session, online education, and not-for-credit offerings.</li><li>• Maintain development resources at levels of campaign to assure annual fund raising in excess of \$100 million per year.</li><li>• Develop private-public partnerships to access outside capital and increase the impact of WSU.</li></ul>  | 54. Annual private support (\$ million)<br>55. Endowment assets (\$ million) |   |



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**Recommendation Summary**

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**State of Washington**  
**Recommendation Summary - All Campuses**

|   |   | Annual<br>Average FTE's | General<br>Fund State | Other Funds      | Total Funds      |
|---|---|-------------------------|-----------------------|------------------|------------------|
| Dollars in Thousands                        |   |                         |                       |                  |                  |
| <b>2015-17 Current Biennium Total</b>       |   | <b>6,258.5</b>          | <b>389,232</b>        | <b>1,150,346</b> | <b>1,539,578</b> |
| CL 5A                                       | Agreement with WFSE   | -                       | 53                    | 91               | 144              |
| CL 5B                                       | Agreement with PSE  | -                       | 3                     | 4                | 7                |
| CL 5D                                       | Agreement with Police Guild   | -                       | 10                    | 17               | 27               |
| CL 92C                                      | Archives/Records Management   | -                       | (3)                   | (4)              | (7)              |
| CL 92J                                      | CTS Central Services  | -                       | 1                     | 1                | 2                |
| CL 92S                                      | Workers Compensation  | -                       | 277                   | 452              | 729              |
| CL 92T                                      | Time, Leave and Attendance System                                       | -                       | (30)                  | (49)             | (79)             |
| CL 92X                                      | Self-Insurance Liability Premium  | -                       | 59                    | 97               | 156              |
| CL 9D                                       | Pension and DRS Rate Changes  | -                       | 3                     | 13               | 16               |
| CL 9J                                       | Nonappropriated Fund Adjustment   | (78.8)                  | -                     | 511              | 511              |
| CL 9V                                       | Operating Cost/Exist Capital Proj                                       | 2.5                     | -                     | -                | -                |
| CL ASPE                                     | Organic Agriculture Systems   | -                       | 580                   | 44               | 624              |
| CL CAP                                      | College Affordability Program   | -                       | 16,552                | (16,552)         | -                |
| CL CAPB                                     | CAP Tuition Backfill  | -                       | 1,536                 | -                | 1,536            |
| CL CS1                                      | Compensation State Support  | -                       | 3,662                 | (3,662)          | -                |
| CL CSS                                      | Computer Science/Engineering  | -                       | (370)                 | -                | (370)            |
| CL E3                                       | Expansion of Programs at Everett  | 1.8                     | 370                   | 1                | 371              |
| CL G05                                      | Biennialize Employee PEB Rate   | -                       | 832                   | 1,714            | 2,546            |
| CL GGG                                      | Nonrep Job Class Specific   | -                       | -                     | 2                | 2                |
| CL GL9                                      | General Wage Incr-State Employees                                       | -                       | 1,823                 | 4,886            | 6,709            |
| CL GZA2                                     | Moore v HCA Settlement  | -                       | -                     | (5,092)          | (5,092)          |
| CL HBBR                                     | Honey Bee Biology Researcher  | -                       | 135                   | -                | 135              |
| CL M2                                       | Medical Education   | (6.3)                   | (2,500)               | -                | (2,500)          |
| <b>Total Carry Forward Level</b>            |   | <b>6,177.8</b>          | <b>412,225</b>        | <b>1,132,820</b> | <b>1,545,045</b> |
| Percent Change from Current Biennium        |   | -1.3%                   | 5.9%                  | -1.5%            | 0.4%             |
| M2 1M                                       | Marijuana Research Funding  | 4.9                     | -                     | 1,086            | 1,086            |
| M2 9V                                       | Maintenance & Operations for New Facilities                             | 20.4                    | 4,288                 | -                | 4,288            |
| M2 GH                                       | Graduate Health Insurance   | -                       | 575                   | -                | 575              |
| M2 9J                                       | Nonappropriated Fund Adjustment   | 262.6                   | -                     | 23,424           | 23,424           |
| <b>Total Maintenance Level</b>              |   | <b>6,465.7</b>          | <b>417,088</b>        | <b>1,157,330</b> | <b>1,574,418</b> |
| Percent Change from Current Biennium        |   | 3.3%                    | 7.2%                  | 0.6%             | 2.3%             |
| PL MD                                       | Medical Education - Elson S. Floyd College of Medicine                  | 42.0                    | 10,800                | 6,426            | 17,226           |
| PL RC                                       | Retention and Compensation for Faculty, Staff and Graduate Students     | -                       | 37,022                | -                | 37,022           |
| PL S3                                       | Center for Engineering & Science in Advanced Manufacturing & Materials  | 18.9                    | 5,000                 | 592              | 5,592            |
| PL T4                                       | Maintenance & Operations for New Facilities                             | 7.6                     | 1,570                 | -                | 1,570            |
| PL U5                                       | Research for Spokane - One Health Initiative                            | 3.3                     | 1,200                 | -                | 1,200            |
| PL W1                                       | Collective Bargaining - WSU Police Guild                                | -                       | -                     | -                | -                |
| PL W2                                       | Collective Bargaining - Public School Employees (PSE)                   | -                       | -                     | -                | -                |
| PL W3                                       | Collective Bargaining - Washington Federation of State Employees (WFSE) | -                       | -                     | -                | -                |
| <b>Subtotal - Performance Level Changes</b> |   | <b>71.8</b>             | <b>55,592</b>         | <b>7,018</b>     | <b>62,610</b>    |
| <b>2017-19 Total Proposed Budget</b>        |   | <b>6,537.5</b>          | <b>472,680</b>        | <b>1,164,348</b> | <b>1,637,028</b> |
| Percent Change from Current Biennium        |   | 4.5%                    | 21.4%                 | 1.2%             | 6.3%             |

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**Recommendation Summary**

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**State of Washington**  
**Recommendation Summary - Pullman / Spokane**

| Dollars in Thousands                        |   | Annual<br>Average FTE's | General<br>Fund State | Other Funds      | Total Funds      |
|---|---|-------------------------|-----------------------|------------------|------------------|
| <b>2015-17 Current Biennium Total</b>       |   | <b>5,770.1</b>          | <b>337,019</b>        | <b>1,083,690</b> | <b>1,420,709</b> |
| CL 5A                                       | Agreement with WFSE   | -                       | 53                    | 91               | 144              |
| CL 5B                                       | Agreement with PSE  | -                       | 3                     | 4                | 7                |
| CL 5D                                       | Agreement with Police Guild   | -                       | 10                    | 17               | 27               |
| CL 92C                                      | Archives/Records Management   | -                       | (3)                   | (4)              | (7)              |
| CL 92J                                      | CTS Central Services  | -                       | 1                     | 1                | 2                |
| CL 92S                                      | Workers Compensation  | -                       | 245                   | 452              | 697              |
| CL 92T                                      | Time, Leave and Attendance System                                       | -                       | (30)                  | (49)             | (79)             |
| CL 92X                                      | Self-Insurance Liability Premium  | -                       | 59                    | 97               | 156              |
| CL 9D                                       | Pension and DRS Rate Changes  | -                       | 3                     | 13               | 16               |
| CL 9J                                       | Nonappropriated Fund Adjustment   | (69.1)                  | -                     | 5,011            | 5,011            |
| CL 9V                                       | Operating Cost/Exist Capital Proj                                       | 2.5                     | -                     | -                | -                |
| CL ASPE                                     | Organic Agriculture Systems   | -                       | 580                   | 44               | 624              |
| CL CAP                                      | College Affordability Program   | -                       | 13,651                | (13,651)         | -                |
| CL CAPB                                     | CAP Tuition Backfill  | -                       | 1,387                 | -                | 1,387            |
| CL CS1                                      | Compensation State Support  | -                       | 3,662                 | (3,662)          | -                |
| CL CSS                                      | Computer Science/Engineering  | -                       | (370)                 | -                | (370)            |
| CL E3                                       | Expansion of Programs at Everett  | 1.8                     | 370                   | 1                | 371              |
| CL G05                                      | Biennialize Employee PEB Rate   | -                       | 741                   | 1,525            | 2,266            |
| CL GGG                                      | Nonrep Job Class Specific   | -                       | -                     | 2                | 2                |
| CL GL9                                      | General Wage Incr-State Employees                                       | -                       | 1,160                 | 4,495            | 5,655            |
| CL GZA2                                     | Moore v HCA Settlement  | -                       | -                     | (5,092)          | (5,092)          |
| CL HBBR                                     | Honey Bee Biology Researcher  | -                       | 135                   | -                | 135              |
| CL M2                                       | Medical Education   | (6.3)                   | (2,500)               | -                | (2,500)          |
| <b>Total Carry Forward Level</b>            |   | <b>5,699.0</b>          | <b>356,176</b>        | <b>1,072,985</b> | <b>1,429,161</b> |
| Percent Change from Current Biennium        |   | -1.2%                   | 5.7%                  | -1.0%            | 0.6%             |
| M2 1M                                       | Marijuana Research Funding  | 4.9                     | -                     | 1,086            | 1,086            |
| M2 9V                                       | M & O Maintenance Level   | 20.4                    | 4,288                 | -                | 4,288            |
| M2 GH                                       | Graduate Student Health Insurance                                       | -                       | 540                   | -                | 540              |
| M2 9J                                       | Non-Appropriated Fund Adjustment ML                                     | 232.5                   | -                     | 17,383           | 17,383           |
| <b>Total Maintenance Level</b>              |   | <b>5,956.8</b>          | <b>361,004</b>        | <b>1,091,454</b> | <b>1,452,458</b> |
| Percent Change from Current Biennium        |   | 3.2%                    | 7.1%                  | 0.7%             | 2.2%             |
| PL MD                                       | Medical Education   | 42.0                    | 10,800                | 6,426            | 17,226           |
| PL RC                                       | Retention and Compensation  | -                       | 32,712                | -                | 32,712           |
| PL S3                                       | Center for Engineering & Science in Advanced Manufacturing & Materials  | 11.9                    | 3,392                 | 470              | 3,862            |
| PL T4                                       | M&O for New Facilities  | 7.6                     | 1,570                 | -                | 1,570            |
| PL U5                                       | Research for Spokane - One Health Initiative                            | 3.3                     | 1,200                 | -                | 1,200            |
| PL W1                                       | Collective Bargaining - WSU Police Guild                                | -                       | -                     | -                | -                |
| PL W2                                       | Collective Bargaining - Public School Employees (PSE)                   | -                       | -                     | -                | -                |
| PL W3                                       | Collective Bargaining - Washington Federation of State Employees (WFSE) | -                       | -                     | -                | -                |
| <b>Subtotal - Performance Level Changes</b> |   | <b>64.8</b>             | <b>49,674</b>         | <b>6,896</b>     | <b>56,570</b>    |
| <b>2017-19 Total Proposed Budget</b>        |   | <b>6,021.6</b>          | <b>410,678</b>        | <b>1,098,350</b> | <b>1,509,028</b> |
| Percent Change from Current Biennium        |   | 4.4%                    | 21.9%                 | 1.4%             | 6.2%             |

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**State of Washington**  
**Recommendation Summary - Tri-Cities**

| Dollars in Thousands                        |   | Annual<br>Average FTE's | General<br>Fund State | Other Funds   | Total Funds   |
|---|---|-------------------------|-----------------------|---------------|---------------|
| <b>2015-17 Current Biennium Total</b>       |   | <b>144.2</b>            | <b>17,177</b>         | <b>20,403</b> | <b>37,580</b> |
| CL 5A                                       | Agreement with WFSE   | -                       | -                     | -             | -             |
| CL 5B                                       | Agreement with PSE  | -                       | -                     | -             | -             |
| CL 5D                                       | Agreement with Police Guild   | -                       | -                     | -             | -             |
| CL 92C                                      | Archives/Records Management   | -                       | -                     | -             | -             |
| CL 92J                                      | CTS Central Services  | -                       | -                     | -             | -             |
| CL 92S                                      | Workers Compensation  | -                       | 10                    | -             | 10            |
| CL 92T                                      | Time, Leave and Attendance System                                       | -                       | -                     | -             | -             |
| CL 92X                                      | Self-Insurance Liability Premium  | -                       | -                     | -             | -             |
| CL 9D                                       | Pension and DRS Rate Changes  | -                       | -                     | -             | -             |
| CL 9J                                       | Nonappropriated Fund Adjustment   | (3.4)                   | -                     | (1,500)       | (1,500)       |
| CL 9V                                       | Operating Cost/Exist Capital Proj                                       | -                       | -                     | -             | -             |
| CL ASPE                                     | Organic Agriculture Systems   | -                       | -                     | -             | -             |
| CL CAP                                      | College Affordability Program   | -                       | 885                   | (885)         | -             |
| CL CAPB                                     | CAP Tuition Backfill  | -                       | 82                    | -             | 82            |
| CL CS1                                      | Compensation State Support  | -                       | -                     | -             | -             |
| CL CSS                                      | Computer Science/Engineering  | -                       | -                     | -             | -             |
| CL E3                                       | Expansion of Programs at Everett  | -                       | -                     | -             | -             |
| CL G05                                      | Biennialize Employee PEB Rate   | -                       | 30                    | 62            | 92            |
| CL GGG                                      | Nonrep Job Class Specific   | -                       | -                     | -             | -             |
| CL GL9                                      | General Wage Incr-State Employees                                       | -                       | 216                   | 132           | 348           |
| CL GZA2                                     | Moore v HCA Settlement  | -                       | -                     | -             | -             |
| CL HBBR                                     | Honey Bee Biology Researcher  | -                       | -                     | -             | -             |
| CL M2                                       | Medical Education   | -                       | -                     | -             | -             |
| <b>Total Carry Forward Level</b>            |   | <b>140.8</b>            | <b>18,400</b>         | <b>18,212</b> | <b>36,612</b> |
| Percent Change from Current Biennium        |   | -2.4%                   | 7.1%                  | -10.7%        | -2.6%         |
| M2 1M                                       | Marijuana Research Funding  | -                       | -                     | -             | -             |
| M2 9V                                       | M & O Maintenance Level   | -                       | -                     | -             | -             |
| M2 GH                                       | Graduate Student Health Insurance                                       | -                       | 7                     | -             | 7             |
| M2 9J                                       | Non-Appropriated Fund Adjustment ML                                     | 8.7                     | -                     | 2,460         | 2,460         |
| <b>Total Maintenance Level</b>              |   | <b>149.5</b>            | <b>18,407</b>         | <b>20,672</b> | <b>39,079</b> |
| Percent Change from Current Biennium        |   | 3.7%                    | 7.2%                  | 1.3%          | 4.0%          |
| PL MD                                       | Medical Education   | -                       | -                     | -             | -             |
| PL RC                                       | Retention and Compensation  | -                       | 1,515                 | -             | 1,515         |
| PL S3                                       | Center for Engineering & Science in Advanced Manufacturing & Materials  | -                       | -                     | -             | -             |
| PL T4                                       | M&O for New Facilities  | -                       | -                     | -             | -             |
| PL U5                                       | Research for Spokane - One Health Initiative                            | -                       | -                     | -             | -             |
| PL W1                                       | Collective Bargaining - WSU Police Guild                                | -                       | -                     | -             | -             |
| PL W2                                       | Collective Bargaining - Public School Employees (PSE)                   | -                       | -                     | -             | -             |
| PL W3                                       | Collective Bargaining - Washington Federation of State Employees (WFSE) | -                       | -                     | -             | -             |
| <b>Subtotal - Performance Level Changes</b> |   | <b>-</b>                | <b>1,515</b>          | <b>-</b>      | <b>1,515</b>  |
| <b>2017-19 Total Proposed Budget</b>        |   | <b>149.5</b>            | <b>19,922</b>         | <b>20,672</b> | <b>40,594</b> |
| Percent Change from Current Biennium        |   | 3.7%                    | 16.0%                 | 1.3%          | 8.0%          |

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**State of Washington**  
**Recommendation Summary - Vancouver**

| Dollars in Thousands                        |   | Annual<br>Average FTE's | General<br>Fund State | Other Funds   | Total Funds   |
|---|---|-------------------------|-----------------------|---------------|---------------|
| <b>2015-17 Current Biennium Total</b>       |   | <b>344.3</b>            | <b>35,036</b>         | <b>46,253</b> | <b>81,289</b> |
| CL 5A                                       | Agreement with WFSE   | -                       | -                     | -             | -             |
| CL 5B                                       | Agreement with PSE  | -                       | -                     | -             | -             |
| CL 5D                                       | Agreement with Police Guild   | -                       | -                     | -             | -             |
| CL 92C                                      | Archives/Records Management   | -                       | -                     | -             | -             |
| CL 92J                                      | CTS Central Services  | -                       | -                     | -             | -             |
| CL 92S                                      | Workers Compensation  | -                       | 22                    | -             | 22            |
| CL 92T                                      | Time, Leave and Attendance System                                       | -                       | -                     | -             | -             |
| CL 92X                                      | Self-Insurance Liability Premium  | -                       | -                     | -             | -             |
| CL 9D                                       | Pension and DRS Rate Changes  | -                       | -                     | -             | -             |
| CL 9J                                       | Nonappropriated Fund Adjustment   | (6.3)                   | -                     | (3,000)       | (3,000)       |
| CL 9V                                       | Operating Cost/Exist Capital Proj                                       | -                       | -                     | -             | -             |
| CL ASPE                                     | Organic Agriculture Systems   | -                       | -                     | -             | -             |
| CL CAP                                      | College Affordability Program   | -                       | 2,016                 | (2,016)       | -             |
| CL CAPB                                     | CAP Tuition Backfill  | -                       | 67                    | -             | 67            |
| CL CS1                                      | Compensation State Support  | -                       | -                     | -             | -             |
| CL CSS                                      | Computer Science/Engineering  | -                       | -                     | -             | -             |
| CL E3                                       | Expansion of Programs at Everett  | -                       | -                     | -             | -             |
| CL G05                                      | Biennialize Employee PEB Rate   | -                       | 61                    | 127           | 188           |
| CL GGG                                      | Nonrep Job Class Specific   | -                       | -                     | -             | -             |
| CL GL9                                      | General Wage Incr-State Employees                                       | -                       | 447                   | 259           | 706           |
| CL GZA2                                     | Moore v HCA Settlement  | -                       | -                     | -             | -             |
| CL HBBR                                     | Honey Bee Biology Researcher  | -                       | -                     | -             | -             |
| CL M2                                       | Medical Education   | -                       | -                     | -             | -             |
| <b>Total Carry Forward Level</b>            |   | <b>338.0</b>            | <b>37,649</b>         | <b>41,623</b> | <b>79,272</b> |
| Percent Change from Current Biennium        |   | -1.8%                   | 7.5%                  | -10.0%        | -2.5%         |
| M2 1M                                       | Marijuana Research Funding  | -                       | -                     | -             | -             |
| M2 9V                                       | M & O Maintenance Level   | -                       | -                     | -             | -             |
| M2 GH                                       | Graduate Student Health Insurance                                       | -                       | 28                    | -             | 28            |
| M2 9J                                       | Non-Appropriated Fund Adjustment ML                                     | 21.4                    | -                     | 3,581         | 3,581         |
| <b>Total Maintenance Level</b>              |   | <b>359.4</b>            | <b>37,677</b>         | <b>45,204</b> | <b>82,881</b> |
| Percent Change from Current Biennium        |   | 4.4%                    | 7.5%                  | -2.3%         | 2.0%          |
| PL MD                                       | Medical Education   | -                       | -                     | -             | -             |
| PL RC                                       | Retention and Compensation  | -                       | 2,795                 | -             | 2,795         |
| PL S3                                       | Center for Engineering & Science in Advanced Manufacturing & Materials  | 7.0                     | 1,608                 | 122           | 1,730         |
| PL T4                                       | M&O for New Facilities  | -                       | -                     | -             | -             |
| PL U5                                       | Research for Spokane - One Health Initiative                            | -                       | -                     | -             | -             |
| PL W1                                       | Collective Bargaining - WSU Police Guild                                | -                       | -                     | -             | -             |
| PL W2                                       | Collective Bargaining - Public School Employees (PSE)                   | -                       | -                     | -             | -             |
| PL W3                                       | Collective Bargaining - Washington Federation of State Employees (WFSE) | -                       | -                     | -             | -             |
| <b>Subtotal - Performance Level Changes</b> |   | <b>7.0</b>              | <b>4,403</b>          | <b>122</b>    | <b>4,525</b>  |
| <b>2017-19 Total Proposed Budget</b>        |   | <b>366.4</b>            | <b>42,080</b>         | <b>45,326</b> | <b>87,406</b> |
| Percent Change from Current Biennium        |   | 6.4%                    | 20.1%                 | -2.0%         | 7.5%          |

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Investing in a Healthy Washington  
Maintenance Level Decision Package – M2-1M

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**Marijuana Research Funding**

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**AGENCY RECOMMENDATION SUMMARY**

The Laws of 2015, Ch. 4, § 206 appropriated a minimum of \$681,000 to WSU from the dedicated marijuana account beginning July 1, 2016; however, the 2015-17 operating budget bill set a lower amount at \$138,000 (Laws of 2015, Ch. 4 § 967). WSU is requesting the difference between these two amounts – \$543,000 – as a maintenance-level adjustment.

**FISCAL DETAILS**

|  | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
|--|----------------|----------------|----------------|----------------|
| <b>Operating Expenditures</b>            |                |                |                |                |
| Fund 315-1 - Dedicated Marijuana Account | 543,000        | 543,000        | 543,000        | 543,000        |
| <b>Total Cost</b>                        | <b>543,000</b> | <b>543,000</b> | <b>543,000</b> | <b>543,000</b> |
|  |                |                |                |                |
| <b>Staffing</b>                          | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| <b>FTE's</b>                             | <b>4.9</b>     | <b>4.9</b>     | <b>4.9</b>     | <b>4.9</b>     |
|  |                |                |                |                |
| <b>Expenditures by Object</b>            |                |                |                |                |
| Salaries                                 | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| Faculty                                  | 163,000        | 163,000        | 163,000        | 163,000        |
| A/P                                      | 81,000         | 81,000         | 81,000         | 81,000         |
| TA/GA                                    | 36,000         | 36,000         | 36,000         | 36,000         |
| Classified                               | 30,000         | 30,000         | 30,000         | 30,000         |
| Benefits                                 | 92,000         | 92,000         | 92,000         | 92,000         |
| Goods/Services                           | 103,000        | 103,000        | 103,000        | 103,000        |
| Travel                                   | 21,000         | 21,000         | 21,000         | 21,000         |
| Equipment                                | 17,000         | 17,000         | 17,000         | 17,000         |
| <b>Total Expenditures</b>                | <b>543,000</b> | <b>543,000</b> | <b>543,000</b> | <b>543,000</b> |

**PACKAGE DESCRIPTION**

Funds from the dedicated marijuana account will allow WSU to pursue research projects and partnerships to study marijuana use and its short- and long-term effects. If additional funds are awarded, WSU would first conduct an internal peer reviewed grant competition whereby WSU researchers would request funds for study of the most timely and pertinent topics in this quickly evolving research field.

**Decision Package Justification and Impacts**

Pursuant to the Laws of 2016, Ch. 36, § 604, WSU submits the following as part of its budget request:

***A list of intended state, federal, and privately funded marijuana research, including***

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## **Marijuana Research Funding**

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### ***cost, duration, and scope.***

WSU is well positioned to contribute expertise in cannabis-related research, ranging from studying marijuana's recreational and medical use to agricultural research, and encompassing components such as pesticides, genomics and chemical constituents, individual and social effects, and economic and policy effects, among others. WSU currently conducts complimentary marijuana research in most of the following areas.

- Prenatal and perinatal effects of cannabis
- Effects of adolescent/adult cannabis exposure on brain development and function
- Cannabis and psychosis
- Cannabis use disorder, addiction, and treatment
- Alcohol and marijuana
- Use patterns, prevention, and policy
- Medical use of marijuana: epilepsy
- Medical use of marijuana: multiple sclerosis
- Medical use of marijuana: pain and various disorders
- Endocannabinoid system and cannabinoid pharmacology
- Chemical analysis of cannabis and cannabinoids

Additional funding would allow expansion of WSU's research efforts. The cost, duration, and scope of such research would depend upon the proposals submitted and accepted by state, federal and private granting agencies.

### ***Plans for partnerships with other universities, state agencies, or private entities, including entities outside the state, for purposes related to researching short-term and long-term effects of marijuana use.***

It is important to note that WSU's marijuana research planning efforts stem from existing areas of strength, and the university would build on those strengths, would use its existing research to bridge disciplines across the WSU system and would establish research relationships with federal, state, industry and academic partners.

In addition to internal collaborations and the continued pursuit to partner with federal agencies (e.g., NIH) as well as foundations (e.g., Robert Wood Johnson Foundation), several WSU researchers have already established collaborations with colleagues at other academic institutions or are in the planning/exploratory phases of establishing such partnerships. Current and potential academic partnerships span several universities, including Bastyr University, Colorado State University, University of British Columbia, University of Kentucky and University of Washington.

Active or proposed collaborations with the University of Washington relating to cannabis include multiple projects addressing risky behavior among students, behavioral health in American Indian communities and the efficacy of drug treatment programs.

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
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**Marijuana Research Funding**

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WSU is also engaging with state agencies and entities within Washington, including the Washington State Department of Social & Health Services, the Washington State Department of Labor and Industries, Spokane Regional Health District and clinics such as Spokane Treatment Solutions – CRC Health.

Business and industry partnerships on marijuana use research are also in development. Current and potential partnerships include those with La Jolla Alcohol Research, Inc., RTI International, Green Wellness, the Center for the Study of Cannabis and Social Policy, and international partners such as The Public Health Research Institute of India.

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Maintenance Level Decision Package – M2-9V

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**Maintenance & Operations for New Facilities (Maintenance Level)**

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**AGENCY RECOMMENDATION SUMMARY**

Washington State University requests funding for operations and maintenance of new facilities that will be fully completed during the 2017-19 biennium and incremental funding for facilities that were completed during the 2015-17 biennium but only marginally funded. Full cost funding for new facilities is essential to maintain the buildings at a sufficient level to effectively support their intended purposes and avoid exacerbating the deferred maintenance backlog.

The first part of this operating request is to provide funding for the Everett Academic Center building scheduled for completion in May 2017. The second part of this request is to fully fund the cost of operating and maintaining the new buildings that were completed and occupied in 2015-17. These include the Clean Technology Laboratory, the Prosser Viticulture and Enology Building and the Prosser Agriculture Technology Building. In 2015-17, the university received only partial funding for the maintenance and operations of these newly constructed facilities. This package also includes a request for funding the incremental cost to fund the increased operations and maintenance for the Troy Hall Renovation. The Troy Hall project is slated for completion in spring 2017 and no incremental funding was provided for 2015-17.

The methodology used to calculate the requested funding rates for the buildings is explained below. The maintenance level cost details are reflected in Attachment E at the end of this document.

**FISCAL DETAILS**

|                               | <b>FY 2018</b>   | <b>FY 2019</b>   | <b>FY 2020</b>   | <b>FY 2021</b>   |
|-------------------------------|------------------|------------------|------------------|------------------|
| <b>Operating Expenditures</b> |                  |                  |                  |                  |
| Fund 001 - State General Fund | 2,129,000        | 2,159,000        | 2,159,000        | 2,159,000        |
| <b>Total Cost</b>             | <b>2,129,000</b> | <b>2,159,000</b> | <b>2,159,000</b> | <b>2,159,000</b> |
|                               |                  |                  |                  |                  |
| <b>Staffing</b>               | <b>FY 2018</b>   | <b>FY 2019</b>   | <b>FY 2020</b>   | <b>FY 2021</b>   |
| <b>FTE's</b>                  | <b>20.3</b>      | <b>20.5</b>      | <b>20.5</b>      | <b>20.5</b>      |
|                               |                  |                  |                  |                  |
| <b>Expenditures by Object</b> | <b>FY 2018</b>   | <b>FY 2019</b>   | <b>FY 2020</b>   | <b>FY 2021</b>   |
| Salaries                      |                  |                  |                  |                  |
| Faculty                       | -                | -                | -                | -                |
| A/P                           | 152,000          | 154,000          | 154,000          | 154,000          |
| TA/GA                         | -                | -                | -                | -                |
| Classified                    | 785,000          | 796,000          | 796,000          | 796,000          |
| Benefits                      | 362,000          | 366,000          | 366,000          | 366,000          |
| Goods/Services                | 830,000          | 843,000          | 843,000          | 843,000          |
| Travel                        | -                | -                | -                | -                |
| Equipment                     | -                | -                | -                | -                |
| <b>Total Expenditures</b>     | <b>2,129,000</b> | <b>2,159,000</b> | <b>2,159,000</b> | <b>2,159,000</b> |



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## **Maintenance & Operations for New Facilities (Maintenance Level)**

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### **PACKAGE DESCRIPTION**

The university used the national Association of Higher Education Facilities Officers (APPA) staffing guidelines and defined service levels to determine an appropriate level of funding essential to protect and prolong the life of new facilities. The utilities calculation, however, was based on actual costs adjusted for projected future costs (fuel, electricity, natural gas, etc.). University utilities also include the building-related operation and maintenance of telecommunications and data networks. The university has included these costs in the rates to support the new facilities.

APPA defines five levels of service with guidelines for staffing requirements to provide each of the levels of service. The levels include:

- Showpiece Facility
- Comprehensive Stewardship
- Managed Care
- Reactive Management
- Crisis Response

The university is requesting funding to provide maintenance at the Comprehensive Stewardship level. Comprehensive Stewardship is characterized as: maintenance activities appear organized, with direction. Equipment and building components are usually functional and in operating condition. Service and maintenance calls are responded to in timely manner. All regulatory submittals and requirements meet submission dates. Buildings and equipment are regularly upgraded, keeping them current with modern standards and usage. Funding at the Comprehensive Stewardship level is necessary to maintain and operate the technical facilities being constructed and the demanding programs being supported within them.

Because of funding constraints, the university is currently operating facilities at a level between Reactive Management and Crisis Response. APPA describes these suboptimal categories as managing facilities with: worn-out systems requiring staff to react to systems that are performing poorly or not at all (e.g. fans lock up, heating, ventilation and air conditioning systems fail). A significant amount of time is spent procuring parts and services due to the high number of emergency situations. Preventive maintenance work consists of simple tasks (e.g. filter changing, greasing and fan belt replacement) and is done inconsistently.

In addition, the resulting building system failures directly impact the university's ability to provide academic instruction and research. We have already experienced this across a wide-range of building systems, primarily in building heating, ventilation and air conditioning systems and building roofs. For example, unscheduled heating/cooling coil replacements impacted eight different buildings and cost almost \$500,000 during this last biennium alone. Not included in this cost is the additional energy consumed by the buildings and the disruption to the clients due to the "unscheduled" nature of these types of events. Another example is the repair of roofs and damaged building interiors in lieu

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### **Maintenance & Operations for New Facilities (Maintenance Level)**

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of roof maintenance which resulted in an additional \$300,000 during the last biennium. While these two examples are not inclusive of the full cost of inadequate maintenance funding they serve as examples of the real impact to the university not just in total cost but in impact to the university's teaching and research functions.

The practice of using average actual expenditures as a legislative funding rate institutionalizes a lack of inflationary adjustments to previously provided budgets along with subsequent budget cuts for facility maintenance and operations. Using actual rates, rather than recognizing the true costs of operating existing buildings, especially hastens the decline of the newer, research-intensive buildings. Historical expenditures reflect the severe underfunding of facility maintenance that has resulted from years of cuts and decades without inflation funding. These expenditures are not a valid measure of what is actually needed to operate and maintain the state's investment in university facilities in a responsible and effective manner.

Washington State University hopes to continue to work with OFM and legislative staff to address the results of using a funding model that has no recognition of inflation. Funding new facilities operations and maintenance at current marginal rates ensures that new buildings will more quickly encounter deferred maintenance and the overall university deferred maintenance backlog will continue to grow unchecked despite efforts to address it through major capital preservation funding appropriations. Existing and new buildings will deteriorate more quickly and with inadequate maintenance funding the problems continue to grow at such a rate that capital infusions can only serve to slow, not stem, the backlog growth.

As mentioned in the opening paragraphs above, part of this operating budget funding request is to provide the full costs of maintenance and operations of newly constructed buildings that were completed and occupied in 2015-17. The Legislature provided only marginal funding for their maintenance and operations. The impacted facilities include the Clean Technology Lab, the Prosser Viticulture and Enology Building and the Prosser Agriculture Technology Building and the incremental cost to fund the increased operations and maintenance cost for the Troy Hall Renovation. The following section was included in the university's 2015-17 request and describes the circumstances under which incremental funding for Troy Hall is needed.

Troy Hall was constructed in the 1920's and has never had a major renovation nor were any of its building systems renewed at the end of their service life. The space was unsuitable and the building systems were insufficient to support the required laboratory spaces. As a result, the building was vacated and closed in 2010. After renovation, the new space and sophisticated building systems will require a higher level of maintenance. As a result, there will be maintenance and operations costs over and above previous funding levels. The renovation is now scheduled for completion in April 2017. It will be occupied and incurring costs for the rest of this fiscal year and needs full cost funding for 2017-19 and future years. This request (**Attachment E**) includes the incremental costs needed to cover full costs of the newly renovated building.

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**Maintenance & Operations for New Facilities (Maintenance Level)**

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The Troy Hall Renovation project includes replacing existing heating, ventilation and air conditioning systems and adds additional building systems to support more sophisticated laboratory spaces. This results in an increase in maintenance cost due to an increase in hours and technical expertise necessary to perform the work. Specifically, WSU is replacing simplistic 4-pipe fan coil systems controlled by pneumatic thermostats maintained by building mechanics with direct digitally controlled systems incorporating fan walls with variable speed drives for supply and a variable air volume distribution system. Perimeter spaces will incorporate modern technologies such as chilled beams/inductive cooling. Air supply and ventilation systems will be integrated with fume hood and laboratory exhaust systems requiring attention to maintain laboratory safety. The renovation will also add additional building systems such as DI water production and distribution to support the laboratory operations.

Without incremental funding for maintenance and operations, this building's heating, cooling and ventilation systems will lose effectiveness and efficiency and eventually fail to support the buildings use as instructional and laboratory space. In addition, it will encounter deferred maintenance sooner and deteriorate more quickly than if an appropriate level of maintenance funding is available when it is reopened and fully occupied.

**Agency 365 – Washington State University  
2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Maintenance Level Decision Package – M2-9V

**Maintenance & Operations for New Facilities (Maintenance Level)**

|  |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
|--|----------------|------------------------------------|---------------------|---|---------------------|---------------------------------------|-------|---|-------|-------------------------|-------------|-------------|
| Attachment E   |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
| Maintenance & Operations Costs   |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
| For New Facilities Projected to Come On-Line in 2017-19                          |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
| Institution:   |                | Washington State University - #365 |                     |   |                     |                                       |       |   |       |                         |             |             |
| Total gross square feet of campus facilities supported by State Funds:           |                |                                    |                     |   |                     | 10,496,500                            |       |   |       |                         |             |             |
| Total net assignable square feet supported by State Funds:                       |                |                                    |                     |   |                     | 6,730,000                             |       |   |       |                         |             |             |
| MAINTENANCE LEVEL  |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
|  | Capital Budget | Total Project Gross                | Gross Square Feet   |   | Projected Occupancy | Projected Percentage of Year Occupied |       | Proposed State-Supported Cost Per Square Foot** |       | Requested State Support |             |             |
| Project Name   | Project Code   | Square Feet*                       | Replaced by Project | Renovated in Project  | Date                | FY 18                                 | FY 19 | FY 18   | FY 19 | FY 18                   | FY 19       | TOTAL       |
| New Request for Building to be Fully Completed in 2017-19                        |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
| Everett Academic Center  | 91000026       | 95,737                             |                     |   | Jun-17              | 100%                                  | 100%  | 11.41   | 11.72 | \$1,092,000             | \$1,122,000 | \$2,214,000 |
|  |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
|  |                |                                    |                     |   |                     |                                       |       |   |       | \$1,092,000             | \$1,122,000 | \$2,214,000 |
|  |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
| State Funded Construction - Under-Funded Projects from 2015-17 *                 |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
| 4 Projects - See Detail by project on Page 2                                     |                |                                    |                     |   |                     |                                       |       |   |       | \$1,037,000             | \$1,037,000 | \$2,074,000 |
|  |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
| 2017-19 WSU REQUEST FOR MAINTENANCE & OPERATIONS COSTS OF NEW BUILDINGS ON-LINE: |                |                                    |                     |   |                     |                                       |       |   |       | \$2,129,000             | \$2,159,000 | \$4,288,000 |
|  |                |                                    |                     |   |                     |                                       |       |   |       |                         |             |             |
|  |                | Proposed Rate per GSF              |                     |   |                     |                                       |       |   |       |                         |             |             |
| Component  |                | FY 18                              | FY 19               | Estimation Basis for Proposed Rate                                  |                     |                                       |       |   |       |                         |             |             |
| 091 - Utilities  |                | \$2.75                             | \$2.83              | Actual FY16 costs, plus projected rate increases and 2.8% inflation |                     |                                       |       |   |       |                         |             |             |
| 092 - Bldg & Utilities Maintenance   |                | \$3.46                             | \$3.55              | FY18 Service Level Rates based on APPA levels and 2.8% inflation    |                     |                                       |       |   |       |                         |             |             |
| 093 - Custodial & Grounds Svcs.  |                | \$3.98                             | \$4.09              | FY18 Service Level Rates based on APPA levels and 2.8% inflation    |                     |                                       |       |   |       |                         |             |             |
| 094 - Ops & Maintenance Support  |                | \$1.22                             | \$1.25              | FY18 Service Level Rates, FY16 actuals and 2.8% inflation           |                     |                                       |       |   |       |                         |             |             |
| TOTAL  |                | \$11.41                            | \$11.72             |   |                     |                                       |       |   |       |                         |             |             |

**Agency 365 – Washington State University  
2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Maintenance Level Decision Package – M2-9V

**Maintenance & Operations for New Facilities (Maintenance Level)**

Attachment E

Maintenance & Operations Costs

For New Facilities Already On-Line - Under-Funded Calculations

Institution: #365 - Washington State University

MAINTENANCE LEVEL - Under-Funded Projects - Original Request 2015-17

|                                  | Capital Budget | Total<br>Project Gross<br>Square Feet* | Gross Square Feet      |                         | Occupancy | Projected Percentage of Year<br>Occupied |       | Proposed State-Supported Cost<br>Per Square Foot** |          | Requested State Support |             |              |
|----------------------------------|----------------|--|------------------------|-------------------------|-----------|--|-------|--|----------|-------------------------|-------------|--------------|
| Project Name                     | Project Code   | Square Feet*                           | Replaced<br>by Project | Renovated<br>in Project | Date      | FY 16                                    | FY 17 | FY 16  | FY 17    | FY 16                   | FY 17       | TOTAL        |
| PACCAR Clean Technology Lab      | 30000069       | 96,196                                 | 0                      | 0                       | Oct-15    | 75%                                      | 100%  | \$ 12.88   | \$ 13.26 | \$929,000               | \$1,276,000 | \$2,205,000  |
| Troy Hall Renovation (Marginal)  | 20061030       | 38,641                                 | 0                      | 38,641                  | Jan-17    | 0%                                       | 50%   | \$ 5.72  | \$ 5.89  | \$0                     | \$114,000   | \$114,000    |
| Prosser - Viticulture / Enology  | 30000500       | 3,650                                  | 0                      | 0                       | Jul-15    | 100%                                     | 100%  | \$ 12.88   | \$ 13.26 | \$47,000                | \$48,000    | \$95,000     |
| Prosser - Agriculture Technology | 30000518       | 13,000                                 | 0                      | 0                       | Jul-15    | 100%                                     | 100%  | \$ 12.88   | \$ 13.26 | \$167,000               | \$172,000   | \$339,000    |
|                                  |                |  |                        |                         |           |  |       |  |          | \$1,143,000             | \$1,610,000 | \$ 2,753,000 |

MAINTENANCE LEVEL - Legislative Funded 2015-17

|                                  | Capital Budget | Total<br>Project Gross<br>Square Feet* | Gross Square Feet      |                         | Occupancy | Projected Percentage of Year<br>Occupied |       | Funded State-Supported Cost<br>Per Square Foot** |         | Previously Funded State Support |           |              |
|----------------------------------|----------------|--|------------------------|-------------------------|-----------|--|-------|--|---------|---------------------------------|-----------|--------------|
| Project Name                     | Project Code   | Square Feet*                           | Replaced<br>by Project | Renovated<br>in Project | Date      | FY 16                                    | FY 17 | FY 16  | FY 17   | FY 16                           | FY 17     | TOTAL        |
| PACCAR Clean Technology Lab      | 30000069       | 96,196                                 | 0                      | 0                       | Oct-15    | 75%                                      | 100%  | \$ 6.08  | \$ 6.08 | \$586,000                       | \$586,000 | \$1,172,000  |
| Troy Hall Renovation (Marginal)  | 20061030       | 38,641                                 | 0                      | 38,641                  | Jan-17    | 0%                                       | 50%   | \$ -   | \$ -    | \$0                             | \$0       | \$0          |
| Prosser - Viticulture / Enology  | 30000500       | 3,650                                  | 0                      | 0                       | Jul-15    | 100%                                     | 100%  | \$ 6.08  | \$ 6.08 | \$22,000                        | \$22,000  | \$44,000     |
| Prosser - Agriculture Technology | 30000518       | 13,000                                 | 0                      | 0                       | Jul-15    | 100%                                     | 100%  | \$ 6.08  | \$ 6.08 | \$79,000                        | \$79,000  | \$158,000    |
|                                  |                |  |                        |                         |           |  |       |  |         | \$687,000                       | \$687,000 | \$ 1,374,000 |

MAINTENANCE LEVEL - 2017-19 Budget Request

|                                  | Capital Budget | Total<br>Project Gross<br>Square Feet* | Gross Square Feet      |                         | Occupancy | Projected Percentage of Year<br>Occupied |       | Shortage State-Supported Cost<br>Per Square Foot** |         | WSU 2017-19 Requested |             |              |
|----------------------------------|----------------|--|------------------------|-------------------------|-----------|--|-------|--|---------|-----------------------|-------------|--------------|
| Project Name                     | Project Code   | Square Feet*                           | Replaced<br>by Project | Renovated<br>in Project | Date      | FY 18                                    | FY 19 | FY 18  | FY 19   | FY 18                 | FY 19       | TOTAL        |
| PACCAR Clean Technology Lab      | 30000069       | 96,196                                 | 0                      | 0                       | Oct-15    | 100%                                     | 100%  | \$ 7.17  | \$ 7.17 | \$690,000             | \$690,000   | \$1,380,000  |
| Troy Hall Renovation (Marginal)  | 20061030       | 38,641                                 | 0                      | 38,641                  | Jan-17    | 100%                                     | 100%  | \$ 5.72  | \$ 5.89 | \$228,000             | \$228,000   | \$456,000    |
| Prosser - Viticulture / Enology  | 30000500       | 3,650                                  | 0                      | 0                       | Jul-15    | 100%                                     | 100%  | \$ 7.17  | \$ 7.17 | \$26,000              | \$26,000    | \$52,000     |
| Prosser - Agriculture Technology | 30000518       | 13,000                                 | 0                      | 0                       | Jul-15    | 100%                                     | 100%  | \$ 7.17  | \$ 7.17 | \$93,000              | \$93,000    | \$186,000    |
|                                  |                |  |                        |                         |           |  |       |  |         | \$1,037,000           | \$1,037,000 | \$ 2,074,000 |

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Maintenance Level Decision Package – ML-GH

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**Graduate Health Insurance**

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**AGENCY RECOMMENDATION SUMMARY**

WSU requests a maintenance level adjustment to offset the rising cost of health insurance benefits for Graduate Student Assistants (GSAs). Health care costs for graduate assistants are estimated to increase at least 15% per assistantship over the course of the biennium. With over 1,200 graduate assistants paid on state funds, the total impact for the FY17-19 biennium is \$575,000.

**FISCAL DETAILS**

|                               | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
|-------------------------------|----------------|----------------|----------------|----------------|
| <b>Operating Expenditures</b> |                |                |                |                |
| Fund 001 - State General Fund | 186,000        | 389,000        | 389,000        | 389,000        |
| <b>Total Cost</b>             | <b>186,000</b> | <b>389,000</b> | <b>389,000</b> | <b>389,000</b> |
|                               |                |                |                |                |
| <b>Staffing</b>               | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| FTE's                         | -              | -              | -              | -              |
|                               |                |                |                |                |
| <b>Expenditures by Object</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| Benefits                      | 186,000        | 389,000        | 389,000        | 389,000        |
| <b>Total Expenditures</b>     | <b>186,000</b> | <b>389,000</b> | <b>389,000</b> | <b>389,000</b> |

**PACKAGE DESCRIPTION**

WSU graduate students appointed on assistantships provide instructional or research support of 20 hours per week. This work contributes to WSU strategic plan goals of exceptional research and transformative student experiences. Competition for qualified graduate assistant applicants is high in the state of Washington and across the country.

As an element of the compensation package to recruit graduate assistants, the GSA insurance is often critical in the decision to attend WSU. WSU graduate student assistants, who are full time students, may enroll in the plan at no cost to themselves and they may opt to purchase coverage for eligible spouses and dependents. Medical insurance benefits are an integral element of their compensation package, serving to help with both recruitment and retention.

The state budgeting process systematically addresses rising costs of health benefits for state employees, but graduate assistants are not included in these increases. WSU respectfully requests maintenance level funding to cover cost escalations in graduate health insurance, a program which is critical for enabling WSU to attract and retain high quality graduate students. These graduate students are essential elements in a robust teaching and research institution.

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**Decision Package Summary**

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Below, listed in priority order, are the proposals that WSU offers for consideration to the 2017 Legislature for the 2017-2019 biennial operating budget.

**Medical Education – The Elson S. Floyd College of Medicine** **\$10.8 M**

Washington State University requests \$10.8 million of state funding in the 2017-2019 biennium to support the implementation of the medical education program of the Elson S. Floyd College of Medicine. Receipt of preliminary accreditation in October 2016 would allow the Elson S. Floyd College of Medicine to begin accepting its first class of 60 students for the fall of 2017. This is the next step in WSU's continuing commitment to address Washington's critical shortage of primary care physicians and the uneven distribution of physicians across the state. Funding this proposal will contribute to access to high-quality and affordable health care for all Washingtonians.

**Results Washington:** Healthy and Safe Communities

**Retention and Compensation for Faculty, Staff and Graduate Students** **\$37.0 M**

Washington State University seeks \$37 million for merit-based retention and compensation increases of 4 percent in both years of the biennium to ease a chronic recruitment and retention problem among the university's faculty and staff ranks. Retaining top-quality faculty enables WSU to meet its land-grant mission and to renew its commitment to serve its students, the citizens and the state of Washington.

**Results Washington:** World-Class Education, Prosperous Economy

**Center for Engineering and Science in Advanced Manufacturing & Materials** **\$5.0 M**

Washington State University is requesting \$5 million in the 2017-19 biennium to expand capacity for high-demand engineering instruction at WSU locations in Vancouver and Everett, deliver new Bremerton-based engineering electives to support the maritime industry, and establish a new Center for Engineering and Science in Advanced Manufacturing & Materials (CESAMM) to meet the workforce needs of industries critical to the Washington state economy.

**Results Washington:** World-Class Education, Prosperous Economy

**Maintenance and Operations for New Facilities** **\$1.6 M**

Washington State University is requesting maintenance and operations funding for the Digital Classroom Building, which will be completed in June 2017. This Pullman academic building is being constructed with non-state funds and was included in the 2015-17 operating budget request to give notice that it was in design and construction and is now slated for completion at the beginning of the 2017-19 biennium.

**Results Washington:** World-Class Education

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**Decision Package Summary**

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**Research for Spokane – One Health Initiative**

**\$1.2 M**

Washington State University is seeking \$1.2 million in the 2017-2019 biennium to fund a One Health Initiative that has the capability to dramatically impact lives in the state, the nation, and the world. One Health is a collaborative effort of multiple disciplines working to achieve optimal health for people, animals, and the environment. The university's land-grant status and research foci provide a solid base from which to build this crucial new endeavor and will allow WSU to leverage its considerable strengths across many academic disciplines.

***Results Washington:*** Healthy and Safe Communities



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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-MD

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**Medical Education – Elson S. Floyd College of Medicine**

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**AGENCY RECOMMENDATION SUMMARY**

Washington State University requests \$10.8 million of state funding in the 2017-2019 biennium to support the implementation of the medical education program of the Elson S. Floyd College of Medicine. Receipt of preliminary accreditation in October 2016 would allow the Elson S. Floyd College of Medicine to begin accepting its first class of 60 students for the fall of 2017. This is the next step in WSU's continuing commitment to address Washington's critical shortage of primary care physicians and the uneven distribution of physicians across the state. This funding directly advances the *Results Washington* goal of Healthy and Safe Communities, contributing to access to high-quality and affordable health care for all Washingtonians.

\*The table below depicts not only the \$7.2 million in annual funding at full ramp up for 60 first year and 60 second year students but also subsequent funding that would be requested for the 2019-21 biennium to support third and fourth year medical education. It does not include any incremental increase in class size that may be requested beyond the 60 requested here.

**FISCAL DETAILS**

|                                       | <b>FY 2018</b>   | <b>FY 2019</b>    | <b>FY 2020</b>    | <b>FY 2021</b>    |
|---------------------------------------|------------------|-------------------|-------------------|-------------------|
| <b>Operating Expenditures</b>         |                  |                   |                   |                   |
| <u>1st &amp; 2nd student cohorts</u>  |                  |                   |                   |                   |
| Fund 001 - State General Fund         | 3,600,000        | 7,200,000         | 7,200,000         | 7,200,000         |
| Fund 149 - Tuition (Operating Fees)   | 2,100,000        | 4,326,000         | 4,456,000         | 4,589,000         |
| <u>*3rd &amp; 4th student cohorts</u> |                  |                   |                   |                   |
| Fund 001 - State General Fund         |                  |                   | 3,600,000         | 7,200,000         |
| Fund 149 - Tuition (Operating Fees)   |                  |                   | 2,228,000         | 4,590,000         |
| <b>Total Cost</b>                     | <b>5,700,000</b> | <b>11,526,000</b> | <b>17,484,000</b> | <b>23,579,000</b> |
|                                       |                  |                   |                   |                   |
| <b>Staffing</b>                       | <b>FY 2018</b>   | <b>FY 2019</b>    | <b>FY 2020</b>    | <b>FY 2021</b>    |
| <b>FTE's</b>                          | <b>26.0</b>      | <b>58.0</b>       | <b>80.0</b>       | <b>104.0</b>      |
|                                       |                  |                   |                   |                   |
| <b>Expenditures by Object</b>         |                  |                   |                   |                   |
| Salaries                              | <b>FY 2018</b>   | <b>FY 2019</b>    | <b>FY 2020</b>    | <b>FY 2021</b>    |
| Faculty                               | 3,200,000        | 6,600,000         | 9,700,000         | 13,000,000        |
| A/P                                   | 450,000          | 800,000           | 1,275,000         | 1,955,000         |
| Classified                            | -                | 330,000           | 330,000           | 330,000           |
| Benefits                              | 1,050,000        | 2,296,000         | 3,429,000         | 4,594,000         |
| Goods/Services                        | 1,000,000        | 1,500,000         | 2,600,000         | 3,500,000         |
| Travel                                | -                | -                 | 150,000           | 200,000           |
| <b>Total Expenditures</b>             | <b>5,700,000</b> | <b>11,526,000</b> | <b>17,484,000</b> | <b>23,579,000</b> |

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-MD

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**Medical Education – Elson S. Floyd College of Medicine**

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State investment is based on a \$60,000 per student funding rate and class sizes of 60 students. An initial tuition rate of \$35,000 is assumed with 3% annual increases.

| FY      | Student FTE | State Investment | State Investment Per Student | Tuition Rate | Total Tuition | Total State + Tuition |
|---------|-------------|------------------|------------------------------|--------------|---------------|-----------------------|
| FY 2018 | 60          | \$ 3,600,000     | \$ 60,000                    | \$ 35,000    | \$ 2,100,000  | \$ 5,700,000          |
| FY 2019 | 120         | \$ 7,200,000     | \$ 60,000                    | \$ 36,050    | \$ 4,326,000  | \$ 11,526,000         |
| FY 2020 | 180         | \$ 10,800,000    | \$ 60,000                    | \$ 37,132    | \$ 6,684,000  | \$ 17,484,000         |
| FY 2021 | 240         | \$ 14,400,000    | \$ 60,000                    | \$ 38,245    | \$ 9,179,000  | \$ 23,579,000         |

**PACKAGE DESCRIPTION**

WSU was awarded \$2.5 million in one-time funding in the 2015-17 biennium to support the development of curriculum, faculty, and administrative structure required by the Liaison Committee on Medical Education (LCME) - the body responsible for accrediting medical schools in the US and Canada. In December 2015 LCME reviewed the foundational documents submitted by the Elson S. Floyd College of Medicine and a site visit was conducted in June 2016. A decision on preliminary accreditation of the college is expected in October 2016. WSU looks to achieve provisional accreditation status prior to seating the 3<sup>rd</sup> class of students, and achieve full accreditation prior to seating the 5<sup>th</sup> class.

The requested funding for the 2017-19 biennium will support the design and teaching of curriculum, administration of the medical education program, learning management systems, and library resources required by the LCME. If accredited, WSU expects to recruit and admit a charter class of 60 students beginning fall of 2017.

Funding this request will mean that at least 60 students from the state of Washington will have access to in-state medical education each year who would otherwise have to leave the state to pursue a medical degree. The Elson S. Floyd College of Medicine will develop recruitment and retention strategies for medical students from groups under-represented in medicine. This will be accomplished by establishing pipeline programs and pathways for K-12 and higher education students throughout the state in rural and under-served communities leading to greater diversity.

The overarching impact of the college will be to increase the highly trained physician workforce in rural, medically underserved, and otherwise challenging environments, leading to improved overall wellness in communities throughout the state. The community-based model of medical education will be delivered by diverse faculty in multiple campus locations and in currently untapped clinical sites across the state of Washington. Overall wellness in communities throughout the state of Washington will be increased by the integration of direct interprofessional patient care services, population health research, technology commercialization, and faculty-led student service learning projects brought about by the college.

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**Medical Education – Elson S. Floyd College of Medicine**

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Washington communities in and around the WSU campuses at Spokane, Everett, Tri-Cities, and Vancouver will see students educated at those campuses returning to their home communities to practice. Upon entering the healthcare workforce, college graduates will have access to a technologically advanced virtual medicine network that will facilitate the coordination of patient care.

At the current appropriation level, the Elson S. Floyd College of Medicine cannot achieve accreditation and therefore its mission. The requested per student per year funding is a necessary component of support for public medical schools and it is a key revenue stream that allows the college tuition to be competitive with other public community-based medical schools. Lower levels of state per student per year funding would place additional pressure on raising tuition and increased reliance on philanthropy to fund college operations. Both circumstances would be seen as weaknesses by the LCME and could jeopardize accreditation.

This request package supplies the initial startup funding request for the college and will allow WSU to hire needed faculty and staff, to develop curriculum, to recruit the charter class, and to operate the education program of the Elson S. Floyd College of Medicine while progressing from preliminary accreditation, through provisional accreditation, and finally, to achieving full accreditation.

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**Retention and Compensation for Faculty, Staff, and Graduate Students**

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**AGENCY RECOMMENDATION SUMMARY**

Washington State University seeks \$37 million for merit-based retention and compensation increases of 4 percent in both years of the biennium to ease a chronic recruitment and retention problem among the university's faculty and staff ranks. Retaining top-quality faculty enables WSU to meet its land-grant mission and to renew its commitment to serve its students, the citizens and the state of Washington. The retention of excellent faculty and staff also supports the University as it strives to achieve the *Results Washington* goals of World-Class Education and a Prosperous Economy.

Washington State University compensation must become more competitive in order to recruit and retain the best faculty and staff necessary to produce a college-prepared workforce and the related research innovations essential to driving Washington's future. This request supports the Governor's *Results Washington* goal of increasing the average earnings of Washington workers and will help slow the loss of talented workers from WSU and the state, while providing a much needed economic stimulus.

The presence of tenure-track faculty in classrooms is critical to providing students with the best instruction, access to research, and mentoring opportunities that often define their academic career. Quality staff support students throughout their learning experience with advising, financial aid, course registration, libraries, custodial, and campus safety, as well as core services such as payroll, accounting, and information technology. When over 80% of state funding supports salary and benefits, it is clear that the faculty and staff of the institution will be the key drivers of success in meeting or exceeding the *Results Washington* postsecondary goals of access and degree completion.

WSU's strategic plan embraces exceptional research, innovation, and creativity. High quality faculty, graduate assistants, and support staff need to be recruited and retained to drive this goal forward along with the other initiatives of the strategic plan for transformative student experiences, outreach and engagement, and institutional effectiveness.

Funding this decision package will enable WSU to improve compensation for faculty and staff based on merit, performance, professional development, and market demands. Separately, WSU requests that the statewide grid be enhanced to allow for increases of 4 percent and 4 percent for classified employees over the course of the biennium.

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Health Washington  
Performance Level Decision Package – PL-RC

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**Retention and Compensation for Faculty, Staff, and Graduate Students**

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**FISCAL DETAILS**

|                               | <b>FY 2018</b>    | <b>FY 2019</b>    | <b>FY 2020</b>    | <b>FY 2021</b>    |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Operating Expenditures</b> |                   |                   |                   |                   |
| Fund 001 - State General Fund | 12,179,000        | 24,843,000        | 24,843,000        | 24,843,000        |
| <b>Total Cost</b>             | <b>12,179,000</b> | <b>24,843,000</b> | <b>24,843,000</b> | <b>24,843,000</b> |
|                               |                   |                   |                   |                   |
| <b>Staffing</b>               | <b>FY 2018</b>    | <b>FY 2019</b>    | <b>FY 2020</b>    | <b>FY 2021</b>    |
| <b>FTE's</b>                  | -                 | -                 | -                 | -                 |
|                               |                   |                   |                   |                   |
| <b>Expenditures by Object</b> | <b>FY 2018</b>    | <b>FY 2019</b>    | <b>FY 2020</b>    | <b>FY 2021</b>    |
| Salaries                      |                   |                   |                   |                   |
| Faculty                       | 6,845,000         | 13,963,000        | 13,963,000        | 13,963,000        |
| A/P                           | 2,963,000         | 6,044,000         | 6,044,000         | 6,044,000         |
| TA/GA                         | 774,000           | 1,579,000         | 1,579,000         | 1,579,000         |
| Classified                    |                   |                   |                   |                   |
| Benefits                      | 1,597,000         | 3,257,000         | 3,257,000         | 3,257,000         |
| Goods/Services                |                   |                   |                   |                   |
| Travel                        |                   |                   |                   |                   |
| Equipment                     |                   |                   |                   |                   |
| <b>Total Expenditures</b>     | <b>12,179,000</b> | <b>24,843,000</b> | <b>24,843,000</b> | <b>24,843,000</b> |

**PACKAGE DESCRIPTION**

It is the talented people of Washington State University that produce a college-prepared workforce and the related research innovations essential to driving Washington's globally competitive, knowledge-based economy. These faculty and staff form the foundation of success upon which Washington State University will grow, serving students and their families across the state and nation.

However, other states seek to strategically target these talented employees to lure them from the state of Washington. Despite the great dedication and loyalty shown by WSU employees, the compensation packages and support capabilities offered by other states are often too good to pass up. WSU and the state of Washington must attract and then retain a talented workforce, stopping the flow of valued employees to other states.

The state's 2013-15 investment in higher education allowed WSU to reallocate funding internally to further augment base salaries and provide merit increases to address the most pressing needs. The 2015- 17 funded increases helped address the inflationary gap across the board for all employee types.

Despite these shared efforts, WSU's compensation for faculty continues to lag behind university peers by any measure. Among Global Challenge States:

- For all faculty, WSU ranks last - **more than 15% behind** the peer average
- For full professors, **WSU lags more than 16% behind** the peer average
- For associate professors, WSU was **more than 14% behind** the peer average
- For assistant professors, WSU **trailed the peer average by 5% percent**

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**Retention and Compensation for Faculty, Staff, and Graduate Students**

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This persistent retention problem has caused loyal faculty and staff to respond to new opportunities they might otherwise have ignored. When the university loses such employees, it faces a much higher compensation market in order to replace those individuals with others of equal talent. This biennial budget is an opportunity to renew WSU's commitment to its employees and send a message to valued faculty and staff, as well as the national job market, that the state of Washington values, and is committed to, its talented higher education workforce and that it will protect and enhance its world-class universities by making compensation more competitive and by providing ongoing support needed to maintain WSU as a leading research institution.

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-S3

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**Center for Engineering and Science in Advanced Manufacturing & Materials**

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**AGENCY RECOMMENDATION SUMMARY**

Washington State University is requesting \$5 million in the 2017-19 biennium to expand capacity for high-demand engineering instruction at WSU locations in Vancouver and Everett, deliver new Bremerton-based engineering electives to support the maritime industry, and establish a new Center for Engineering and Science in Advanced Manufacturing & Materials (CESAMM) to meet the workforce needs of industries critical to the Washington state economy.

**FISCAL DETAILS**

|                                     | <b>FY 2018</b>   | <b>FY 2019</b>   | <b>FY 2020</b>   | <b>FY 2021</b>   |
|-------------------------------------|------------------|------------------|------------------|------------------|
| <b>Operating Expenditures</b>       |                  |                  |                  |                  |
| Fund 001 - State General Fund       | 2,500,000        | 2,500,000        | 2,500,000        | 2,500,000        |
| Fund 149 - Tuition (Operating Fees) | 121,000          | 471,000          | 806,000          | 897,000          |
| <b>Total Cost</b>                   | <b>2,621,000</b> | <b>2,971,000</b> | <b>3,306,000</b> | <b>3,397,000</b> |
|                                     |                  |                  |                  |                  |
| <b>Staffing</b>                     | <b>FY 2018</b>   | <b>FY 2019</b>   | <b>FY 2020</b>   | <b>FY 2021</b>   |
| <b>FTE's</b>                        | <b>18.4</b>      | <b>19.5</b>      | <b>20.5</b>      | <b>20.8</b>      |
|                                     |                  |                  |                  |                  |
| <b>Expenditures by Object</b>       | <b>FY 2018</b>   | <b>FY 2019</b>   | <b>FY 2020</b>   | <b>FY 2021</b>   |
| Salaries                            |                  |                  |                  |                  |
| Faculty                             | 1,240,000        | 1,240,000        | 1,240,000        | 1,240,000        |
| A/P                                 | 234,000          | 276,000          | 312,000          | 320,000          |
| TA/GA                               | 16,000           | 16,000           | 16,000           | 16,000           |
| Classified                          | 55,000           | 76,000           | 101,000          | 107,000          |
| Benefits                            | 468,000          | 490,000          | 510,000          | 516,000          |
| Goods/Services                      | 486,000          | 633,000          | 776,000          | 814,000          |
| Travel                              | 35,000           | 68,000           | 100,000          | 109,000          |
| Equipment                           | 87,000           | 172,000          | 251,000          | 275,000          |
| <b>Total Expenditures</b>           | <b>2,621,000</b> | <b>2,971,000</b> | <b>3,306,000</b> | <b>3,397,000</b> |

**PACKAGE DESCRIPTION**

WSU has played a significant role in helping meet the technical workforce needs of the state's flourishing advanced manufacturing industries, including aerospace, maritime, food processing, medical device, and clean technology. WSU is a leading producer of highly regarded mechanical engineers in the Northwest. Staffing companies that design and manufacture high tech products in these industries require a combination of professionals in all engineering disciplines offered by WSU. Company leaders have shared that a combination of problem-solving skills and systems-level thinking is vital for staying competitive in rapidly changing industries.

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**Center for Engineering and Science in Advanced Manufacturing & Materials**

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Meanwhile, these industries are facing a rapidly aging workforce. The Boeing Company alone has stated that 48% of its current Washington workforce, some 77,000 employees strong, will be eligible to retire in the next four years. This dynamic is repeated across the other 1,425 aerospace and related companies and manufacturers large and small. Washington must increase its production of ready-to-work engineers if it is to maintain its dominant advanced manufacturing presence.

With the university's established engineering programs at WSU Vancouver and growing two-plus-two engineering programs in Everett and Bremerton, WSU has an unprecedented opportunity to strengthen and expand its relationship with advanced manufacturing industries of all types. This proposal not only expands overall degree production but borrows from multiple engineering disciplines to create new collaborative educational and research opportunities to:

1. Produce graduates who are recognized for their ability to make significant contributions to this thriving sector of the economy,
2. Foster research that is relevant to the needs and interests of industry,
3. Conduct translational research and explore commercialization opportunities,
4. Serve as a gateway for industry to engage with the larger WSU system beyond entry points in Everett, Vancouver and Bremerton,
5. Enhance the strong ties WSU enjoys with local community colleges, especially in Everett, Edmonds and Bremerton, to help optimize the delivery of a high-quality, low-cost education,
6. Explore opportunities for drawing on local talent to enhance WSU's program delivery (e.g., tap into skilled retirees, Boeing Fellows, or civic-minded experts from various companies to provide mentoring for projects),
7. Assess, consider, propose, and possibly help implement new courses, certificates, and degree programs that would help meet the professional-development needs of those working in advanced manufacturing and aerospace,
8. Assess, consider, propose, and possibly help implement new courses and degree programs for those seeking to post-baccalaureate employment in advanced manufacturing or aerospace, and
9. Provide a highly visible presence in the Puget Sound region that informs the larger community about the beneficial activities of the State's only land grant university.

The CESAMM will support the delivery of a polytechnic approach to undergraduate instruction by integrating theory and actual practice with real-world partners. This approach is experiencing a revival across the best engineering-centered institutions in the world. The most innovative engineering baccalaureate institutions are adopting, creating, or returning to an educational experience that is mindful of the advantages to be gained by engaging both mind and hands. The approach at CESAMM will develop technical expertise and theoretical understanding through hands-on, experiential, project- and studio-based learning and, when possible, with a customer-based focus.



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**Center for Engineering and Science in Advanced Manufacturing & Materials**

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This can be accomplished largely within the existing programs of study. New elements of pedagogy, introduced through modification of the content of existing courses, will take a track approach to technical electives, and employ special topics courses as a means of piloting changes. New courses may be added at such time as the need for such courses is apparent.

Specifically, this funding request will fund the following expansion under the CESAMM:

1. Increase current capacity of mechanical, software, and electrical engineering slots at WSU North Puget Sound Everett by over 90 students annually at full capacity;
2. Increase the current capacity of software engineering slots at WSU Vancouver by 26 students per year at full capacity;
3. Establish five additional maritime industry electives at WSU Bremerton and available to the entire WSU system via videoconference; and
4. Establish undergraduate instructional capacity and a professional certificate in supply chain management and logistics in Vancouver and Everett; and
5. Provide funding to secure a building, in partnership with the Port and City of Everett, in which student projects and advanced manufacturing research will be established over time.

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-T4

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**Maintenance and Operations for New Facilities (Performance Level)**

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**AGENCY RECOMMENDATION SUMMARY**

Washington State University is requesting maintenance and operations funding for the Digital Classroom Building, which will be completed in June 2017. This Pullman academic building is being constructed with non-state funds and was included in the 2015-17 operating budget request to give notice that it was in design and construction and is now slated for completion at the beginning of the 2017-19 biennium.

The 2004 supplemental appropriations act (ESHB 2573, Sec. 907) recognized that “one incentive to attracting non-state funding of facilities might be the state sharing in the ongoing operating and maintenance costs through the operating budget and sharing future capital maintenance costs.” The 2002 House of Representatives capital budget committee interim workgroup on higher education facilities asked institutions to request maintenance and operations funding before construction begins on buildings constructed with federal or private resources. This decision package is intended to serve as that formal notification and request for state funding.

**FISCAL DETAILS**

|                               | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
|-------------------------------|----------------|----------------|----------------|----------------|
| <b>Operating Expenditures</b> |                |                |                |                |
| Fund 001 - State General Fund | 774,000        | 796,000        | 796,000        | 796,000        |
| <b>Total Cost</b>             | <b>774,000</b> | <b>796,000</b> | <b>796,000</b> | <b>796,000</b> |
| <b>Staffing</b>               | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| <b>FTE's</b>                  | <b>7.5</b>     | <b>7.7</b>     | <b>7.7</b>     | <b>7.7</b>     |
| <b>Expenditures by Object</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| Salaries                      |                |                |                |                |
| Faculty                       | -              | -              | -              | -              |
| A/P                           | 59,000         | 61,000         | 61,000         | 61,000         |
| TA/GA                         | -              | -              | -              | -              |
| Classified                    | 288,000        | 295,000        | 295,000        | 295,000        |
| Benefits                      | 134,000        | 137,000        | 137,000        | 137,000        |
| Goods/Services                | 293,000        | 303,000        | 303,000        | 303,000        |
| Travel                        | -              | -              | -              | -              |
| Equipment                     | -              | -              | -              | -              |
| <b>Total Expenditures</b>     | <b>774,000</b> | <b>796,000</b> | <b>796,000</b> | <b>796,000</b> |

**PACKAGE DETAILS**

Maintenance and operation funds are requested for an innovative digital classroom facility being built on the Pullman campus. The classroom building was designed and is being constructed with WSU local funds, with an estimated completion date of June 2017.

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## **Maintenance and Operations for New Facilities (Performance Level)**

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This will be a technology-rich building with robust facility systems and flexible infrastructure. It will position Washington State University to accommodate a surge in student population, to energize and enable the faculty, and to address the tremendous advances that have been made in understanding the way today's students learn. This is directly aligned with Governor Inslee's *Results Washington* Goal 1 – World-Class Education<sup>1</sup> including the sub-goal of increasing the number of students enrolled in online and hybrid courses in public four-year institutions.

Much research has been done about the impact of university facilities on teaching effectiveness<sup>2</sup>. As a result, many institutions are designing new classroom buildings with some seating in semi-circle (parliament style) or in-the-round format with the instructor in the middle and projection screens on all wall surfaces. Students and faculty are more engaged in this type of arrangement. This is in stark contrast to the old style of large auditorium with rows upon rows of seating and the faculty member and projection screens in the front of the room. Flexibility in teaching spaces is the key to greater student engagement in the classroom. Newer facility designs enable faculty to move around the room easily, give students directions or a short lecture, and then have the option to form small groups of students to work on course materials in the same room or in adjacent break out rooms. Traditional lecture halls were not built for this type of flexible space use that encourages active learning.

The average age of the Pullman campus instructional buildings exceeds 50 years. Structurally, it would either be impossible or highly cost prohibitive to retrofit existing buildings and lecture halls to accommodate modern teaching methods. This is due to the types of technology needed, ceiling heights required to accommodate modern network wiring, modern heating and ventilation systems, flat floors versus slanted floors and the newer types of furniture and seating arrangements.

The Digital Classroom Building's design, infrastructure, equipment, and furnishings will allow faculty to use many new methods of teaching, enabling, for example, use of the "flipped classroom" in which the typical lecture and homework elements of a course are reversed. Short video lectures are viewed by students at home before the class session, while in-class time is devoted to exercises, projects, or discussions.

The new facility will also allow blended and hybrid courses to be taught in which some traditional face-to-face "seat time" is replaced by online learning activities. The purpose of a hybrid course is to take advantage of the best features of both face-to-face and online learning; it is designed to integrate the two so that they reinforce, complement, and elaborate on one another. The blending of on campus and online students is enriching to both groups. The blended courses typically require some kind of online interaction between the two groups of students.

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<sup>1</sup> <http://www.results.wa.gov/what-we-do/measure-results/world-class-education>

<sup>2</sup> <http://pkallsc.org/assets/files/LSCGuide-PlanningforAssessing.pdf>

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## **Maintenance and Operations for New Facilities (Performance Level)**

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The Digital Classroom Building will provide media and digital instrumentation for faculty to convert their curriculum and materials to new modalities and spaces for students to work on technology-rich projects. The approximately 80,000 square foot facility will provide an array of classroom sizes and breakout rooms to accommodate small groups as well as large theatre or parliament style seating possibilities.

This technology-rich facility will greatly enhance WSU's teaching efforts at a level expected by students and stakeholders and will encourage students to be more engaged and interested in their educational process, thereby helping both retention and degree production.

Maintenance and operations costs for this building will be approximately \$774,000 per year. No source of funding has been identified for these annual operating costs. OFM's higher education operating budget instructions indicate that "at performance level, institutions may request, and the governor and legislature may decide to provide, state support for instructional or research facilities that were constructed with non-state funds." The University respectfully requests consideration for funding maintenance and operations in 2017-19 for the Digital Classroom building.

**Agency 365 – Washington State University  
2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-T4

**Maintenance and Operations for New Facilities (Performance Level)**

|  |                |                       |                   |   |            |                              |       |                               |       |                         |           |             |
|--|----------------|-----------------------|-------------------|---|------------|------------------------------|-------|-------------------------------|-------|-------------------------|-----------|-------------|
| Attachment E   |                |                       |                   |   |            |                              |       |                               |       |                         |           |             |
| Maintenance & Operations Costs   |                |                       |                   |   |            |                              |       |                               |       |                         |           |             |
| For New Facilities Projected to Come On-Line in 2017-19  |                |                       |                   |   |            |                              |       |                               |       |                         |           |             |
| Performance Level decision packages may be submitted and considered for instructional or research facilities constructed with non-state funds. |                |                       |                   |   |            |                              |       |                               |       |                         |           |             |
| Institution: Washington State University - #365  |                |                       |                   |   |            |                              |       |                               |       |                         |           |             |
| Total gross square feet of campus facilities supported by State Funds:   |                |                       |                   |   | 10,496,500 |                              |       |                               |       |                         |           |             |
| Total net assignable square feet supported by State Funds:   |                |                       |                   |   | 6,730,000  |                              |       |                               |       |                         |           |             |
| PERFORMANCE LEVEL  |                |                       |                   |   |            |                              |       |                               |       |                         |           |             |
|  | Capital Budget | Total                 | Gross Square Feet |   | Projected  | Projected Percentage of Year |       | Proposed State-Supported Cost |       | Requested State Support |           |             |
|  |                | Project Gross         | Replaced by       | Renovated in  | Occupancy  | Occupied                     |       | Per Square Foot**             |       |                         |           |             |
| Project Name   | Project Code   | Square Feet*          | Project           | Project   | Date       | FY 18                        | FY 19 | FY 18                         | FY 19 | FY 18                   | FY 19     | TOTAL       |
| Digital Classroom Building   | N/A            | 83,456                |                   |   | Jul-17     | 100%                         | 100%  | 9.28                          | 9.54  | \$774,000               | \$796,000 | \$1,570,000 |
|  |                |                       |                   |   |            |                              |       |                               |       |                         |           |             |
|  |                |                       |                   |   |            |                              |       |                               |       |                         |           |             |
|  |                |                       |                   |   |            |                              |       |                               |       | \$774,000               | \$796,000 | \$1,570,000 |
|  |                | Proposed Rate per GSF |                   |   |            |                              |       |                               |       |                         |           |             |
| Component  |                | FY 18                 | FY 19             | Estimation Basis for Proposed Rate                                  |            |                              |       |                               |       |                         |           |             |
| 091 - Utilities  |                | \$2.14                | \$2.20            | Actual FY16 costs, plus projected rate increases and 2.8% inflation |            |                              |       |                               |       |                         |           |             |
| 092 - Bldg & Utilities Maintenance   |                | \$2.59                | \$2.66            | FY18 Service Level Rates based on APPA levels and 2.8% inflation    |            |                              |       |                               |       |                         |           |             |
| 093 - Custodial & Grounds Svcs.  |                | \$3.46                | \$3.56            | FY18 Service Level Rates based on APPA levels and 2.8% inflation    |            |                              |       |                               |       |                         |           |             |
| 094 - Ops & Maintenance Support  |                | \$1.09                | \$1.12            | FY18 Service Level Rates, FY16 actuals and 2.8% inflation           |            |                              |       |                               |       |                         |           |             |
| TOTAL  |                | \$9.28                | \$9.54            |   |            |                              |       |                               |       |                         |           |             |

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-U5

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**Research for Spokane – One Health Initiative**

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**AGENCY RECOMMENDATION SUMMARY**

Washington State University is seeking \$1.2 million in the 2017-2019 biennium to fund a One Health Initiative that has the capability to dramatically impact lives in the state, the nation, and the world. One Health is a collaborative effort of multiple disciplines working to achieve optimal health for people, animals, and the environment. The university's land-grant status and research foci provide a solid base from which to build this crucial new endeavor and will allow WSU to leverage its considerable strengths across many academic disciplines.

This funding initiative directly advances the *Results Washington* goal of Healthy and Safe Communities, contributing to the provision of high-quality, affordable healthcare and the ability to be safe and protected in communities across Washington. This request further aligns with the WSU strategic themes of Exceptional Research, Innovation and Creativity and Outreach and Engagement.

**FISCAL DETAILS**

|                               | FY 2018        | FY 2019        | FY 2020        | FY 2021        |
|-------------------------------|----------------|----------------|----------------|----------------|
| <b>Operating Expenditures</b> |                |                |                |                |
| Fund 001 - State General Fund | 400,000        | 800,000        | 800,000        | 800,000        |
| <b>Total Cost</b>             | <b>400,000</b> | <b>800,000</b> | <b>800,000</b> | <b>800,000</b> |
|                               |                |                |                |                |
| <b>Staffing</b>               | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| <b>FTE's</b>                  | <b>1.5</b>     | <b>5.0</b>     | <b>5.0</b>     | <b>5.0</b>     |
|                               |                |                |                |                |
| <b>Expenditures by Object</b> |                |                |                |                |
| Salaries                      | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| Faculty                       | 299,000        | 528,000        | 528,000        | 528,000        |
| A/P                           | -              | -              | -              | -              |
| TA/GA                         | -              | 60,000         | 60,000         | 60,000         |
| Classified                    | -              | -              | -              | -              |
| Benefits                      | 89,700         | 207,360        | 207,360        | 207,360        |
| Goods/Services                | 11,300         | 4,640          | 4,640          | 4,640          |
| Travel                        | -              | -              | -              | -              |
| Equipment                     | -              | -              | -              | -              |
| <b>Total Expenditures</b>     | <b>400,000</b> | <b>800,000</b> | <b>800,000</b> | <b>800,000</b> |

In acknowledgment of WSU's historic strengths in agriculture, veterinary medicine, engineering and the social sciences, and in recognition of WSU's developing expertise in human health (nursing, pharmacy and medicine), WSU seeks to optimize synergies among these disciplines with the One Health Initiative. Towards this end, the university is developing expertise in One Health arenas such as:

- Working to optimize food production in support of human health
- Working with the School of Global Animal Health to ameliorate the development of antimicrobial resistance expressed in humans
- Seeking to understand--and capitalize on--the observation that some people thrive in challenging conditions, while most develop health issues

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**Research for Spokane – One Health Initiative**

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In order to successfully accomplish this synergy, the university needs to augment its developing capacity in population health. The university's goal is to promote and maintain health at a population level. To achieve these goals, WSU is requesting three tenured/tenure track faculty positions in order to support the development and refinement of a One Health core of excellence at WSU. Each position is complemented with a postdoctoral fellow and/or graduate students. It is the university's expectation that these positions will attract considerable grant funding, allowing WSU to leverage the state funds and hire a fourth faculty member within the four years of this legislative ask.

The positions are described as follows:

- Professor rank, MD with Masters in Public Health (MPH)
- Associate professor rank, MD with MPH
- Associate professor rank, PhD

The requested positions will be housed in the Elson S. Floyd College of Medicine and will work with existing faculty to realize the aspirations described above. In addition, these faculty would work to educate students in multiple disciplines about population-level health.

In the 21st Century, it is crucial for students in the health professions to have a population-level focus, in addition to the traditional focus on patients and their families. Many current health issues arise in communities (e.g., antimicrobial resistance) or are supported by communities (e.g., obesity). Understanding population-level factors will allow our students to be influential in promoting health at population levels. This approach promises significant economic impact. First, it will allow WSU to continue to develop into a leader in One Health, which resonates with WSU's traditional land grant status by further connecting university faculty and students to communities. Second, improving and maintaining the health of populations holds perhaps the greatest promise in reducing the twin economic burdens of disease and health care.

As a leader in One Health, WSU will be positioned to receive significant and sustained funding from a variety of federal and private sources. These grant funds will further leverage the state funding and expand WSU's reach in One Health. With a relatively small state investment, this is an opportunity for WSU and the state of Washington to become recognized leaders in population health, not simply in research expertise but in the practical application of results to improve the lives of Washingtonians. There is tremendous potential to improve the health and well-being of the citizens of the state with a modest allocation of funds to launch this One Health Initiative.

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-W1

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**Collective Bargaining – Police Guild**

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**AGENCY RECOMMENDATION SUMMARY**

Washington State University is bargaining with the Police Guild representing police positions in bargaining unit number 4.

**FISCAL DETAILS**

|                               | FY 2018        | FY 2019        | FY 2020        | FY 2021        |
|-------------------------------|----------------|----------------|----------------|----------------|
| <b>Operating Expenditures</b> |                |                |                |                |
| Fund 001 - State General Fund |                |                |                |                |
| <b>Total Cost</b>             | -              | -              | -              | -              |
|                               |                |                |                |                |
| <b>Staffing</b>               | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| <b>FTE's</b>                  | -              | -              | -              | -              |
|                               |                |                |                |                |
| <b>Expenditures by Object</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| Salaries                      |                |                |                |                |
| Faculty                       |                |                |                |                |
| A/P                           |                |                |                |                |
| TA/GA                         |                |                |                |                |
| Classified                    |                |                |                |                |
| Benefits                      |                |                |                |                |
| Goods/Services                |                |                |                |                |
| Travel                        |                |                |                |                |
| Equipment                     |                |                |                |                |
| <b>Total Expenditures</b>     | -              | -              | -              | -              |

**PACKAGE DESCRIPTION**

This decision package is included here to provide a means to request state funding to implement labor agreements.



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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-W2

**Collective Bargaining – Public School Employees**

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**AGENCY RECOMMENDATION SUMMARY**

Washington State University is bargaining with the Public School Employees representing positions in bargaining unit numbers 16 and 18.

**FISCAL DETAILS**

|                               | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
|-------------------------------|----------------|----------------|----------------|----------------|
| <b>Operating Expenditures</b> |                |                |                |                |
| Fund 001 - State General Fund |                |                |                |                |
| <b>Total Cost</b>             | -              | -              | -              | -              |
|                               |                |                |                |                |
| <b>Staffing</b>               | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| <b>FTE's</b>                  | -              | -              | -              | -              |
|                               |                |                |                |                |
| <b>Expenditures by Object</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> |
| Salaries                      |                |                |                |                |
| Faculty                       |                |                |                |                |
| A/P                           |                |                |                |                |
| TA/GA                         |                |                |                |                |
| Classified                    |                |                |                |                |
| Benefits                      |                |                |                |                |
| Goods/Services                |                |                |                |                |
| Travel                        |                |                |                |                |
| Equipment                     |                |                |                |                |
| <b>Total Expenditures</b>     | -              | -              | -              | -              |

**PACKAGE DESCRIPTION**

This decision package is included here to provide a means to request state funding to implement labor agreements.

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-W3

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**Collective Bargaining – Washington Federation of State Employees**

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**AGENCY RECOMMENDATION SUMMARY**

Washington State University is bargaining with the Washington Federation of State Employees which represents the following units:

- Bargaining Unit 0001 – Western Washington Research and Extension Units and Wenatchee Tree Fruit Research Center
- Bargaining Unit 0002 – Service Employee Supervisors on the Pullman Campus
- Bargaining Unit 0012 – Dining Services
- Bargaining Unit 0013 – Facilities Operations Construction and Maintenance and Utilities Services
- Bargaining Unit 0015 – College of Sciences Technical Services (Instrument and Electronic Shops)
- Bargaining Unit 0017 – WSU Spokane Facilities Operations

**FISCAL DETAILS**

|                               | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|-------------------------------|---------|---------|---------|---------|
| <b>Operating Expenditures</b> |         |         |         |         |
| Fund 001 - State General Fund |         |         |         |         |
| <b>Total Cost</b>             | -       | -       | -       | -       |
| <b>Staffing</b>               | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| <b>FTE's</b>                  | -       | -       | -       | -       |
| <b>Expenditures by Object</b> | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| Salaries                      |         |         |         |         |
| Faculty                       |         |         |         |         |
| A/P                           |         |         |         |         |
| TA/GA                         |         |         |         |         |
| Classified                    |         |         |         |         |
| Benefits                      |         |         |         |         |
| Goods/Services                |         |         |         |         |
| Travel                        |         |         |         |         |
| Equipment                     |         |         |         |         |
| <b>Total Expenditures</b>     | -       | -       | -       | -       |

**PACKAGE DESCRIPTION**

This decision package is included here to provide a means to request state funding to implement labor agreements.

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## **Authorize Tuition and Fees**

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### **AGENCY RECOMMENDATION SUMMARY**

Washington State University requests that the Legislature grant authority to the Board of Regents to increase or adjust tuition and fees by the amount judged reasonable and necessary by the governing board.

The Board of Regents judiciously exercised the authority granted by the Legislature for the 2015-2017 biennium.

- Tuition levels for resident undergraduates decreased by 5% in FY 2016 and 15% in FY2017 with respect to FY 2015 levels, as required by The Laws of 2015, ch. 36, § 3.
- Tuition levels for graduate and professional students did not increase in the 2015-17 biennium.
- Summer session tuition fees remained frozen at the FY 2012 rate to allow more students to earn needed credits.
- Services and Activities (S&A) fees were recommended by the student-led Services and Activities Fee Committee on each campus. The Board of Regents approved student recommended increases of 3% and 7% in FY 2016 for the Pullman and Spokane campuses respectively; no increases were approved for those campuses in FY 2017. The student-led committee in Vancouver recommended that the S&A fee be increased by 3% in FY 2016 and 6% in FY 2017. The student-led committee in Everett recommended an annual S&A fee of \$512 beginning in FY 2016; the current committee recommended no change in FY 2017.
- In recognition of an economy that is still recovering from recession, the university was cautious when considering increases to course fees and other administrative fees during the past biennium.

The university and the Board of Regents will review and consider tuition and fee increases for the 2017-2019 biennium in a similarly judicious manner.

In accordance with the 2017-19 biennial operating budget instructions, WSU has prepared the following detailed justification and report on tuition and fee groups.

**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-Y1

**Authorize Tuition and Fees**

|  |                          |   |   |
|--|--------------------------|---|---|
| <b>Fee code</b>  |                          | 1100  | 1200  |
| <b>Fee Name</b>  |                          | Resident Undergraduate Tuition  | Non-Resident & Graduate Tuition   |
| <b>Current amount</b> <sup>1</sup>                                 |                          | \$9,324 per year  | \$11,224 - \$52,884 per year  |
| <b>Proposed Amount</b>   | <b>2018</b>              | The WSU Regents will establish tuition fees for resident undergraduate students consistent with RCW 28B.15.067, which states that beginning in 2018-19 tuition may increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years as the wage is determined by the federal bureau of labor statistics. | The WSU Regents will establish tuition fees for graduate, professional, and non-resident undergraduate students consistent with RCW 28B.15.067, and after consideration of any increases to resident undergraduate rates. WSU requests continued authority to increase tuition charges to graduate and professional students, and to nonresident undergraduate students, by amounts judged reasonable and necessary by the governing board. |
|  | <b>2019</b>              | The WSU Regents will establish tuition fees for resident undergraduate students consistent with RCW 28B.15.067, which states that beginning in 2018-19 tuition may increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years as the wage is determined by the federal bureau of labor statistics. | The WSU Regents will establish tuition fees for graduate, professional, and non-resident undergraduate students consistent with RCW 28B.15.067, and after consideration of any increases to resident undergraduate rates. WSU requests continued authority to increase tuition charges to graduate and professional students, and to nonresident undergraduate students, by amounts judged reasonable and necessary by the governing board. |
| <b>Incremental Change</b>  | <b>2018</b> <sup>2</sup> | \$93  | \$112-\$529   |
|  | <b>2019</b> <sup>2</sup> | TBD   | TBD   |
| <b>Expected Implementation Date</b>                                |                          | 7/1/17; 7/1/18  | 7/1/17; 7/1/18  |
| <b>Estimated Additional Revenue</b>                                | <b>2018</b> <sup>3</sup> | \$1,400,000   | \$870,000   |
|  | <b>2019</b> <sup>3</sup> | TBD   | TBD   |
| <b>Justification for increase / Consequences of not increasing</b> |                          | A rate increase would help cover the inflationary cost of core instructional programs at the university, provide funds to retain and recruit qualified faculty, allow the university to continue serving record-level enrollments, and to offer these students a broad range of courses and degree programs.  | WSU has not increased graduate and professional rates for four consecutive years. A rate increase would help cover the cost of the core instructional programs at the university, to retain and recruit qualified faculty, to continue serving the same record-level admissions, and to continue investment in focused areas of graduate and professional education.  |
| <b>Any Change in who pays?</b>                                     |                          | No  | No  |
| <b>Any change in method of determining the fee?</b>                |                          | Beginning in 2018-19 tuition increases will be subject to certain limitations relative to the average growth rate of the median hourly wage in Washington.  | No  |
| <b>RecSum Code for related expenditure request</b>                 |                          | n/a   | n/a   |
| <b>Alternatives considered</b>                                     |                          | WSU makes every effort to protect the interest of students by keeping costs as low as possible while providing high quality education.  | WSU makes every effort to protect the interest of students by keeping costs as low as possible while providing high quality education.  |
| <b>Require statutory change?</b>                                   |                          | No  | No  |

Notes:

<sup>1</sup> Amounts reported for tuition include operating fee + building fee. Summer session rates are for summer 2016.

<sup>2</sup> The amounts in the incremental change row for 2018 represent what a 1% increase in each of the fees or range of fees would be. The actual rates that will be implemented for these fee groups are unknown at this time as all are dependant upon Legislative, WSU Regent, or student committee actions which have not occurred yet. FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known.

<sup>3</sup> FY 2018 row represents the incremental revenue that would be generated from a 1% increase in Tuition, S&A Fees, the Technology Fee and other mandatory fees (fee codes 1100-2300) assuming enrollment levels equal to FY16. The actual rates that will be implemented for these fee groups are unknown at this time as all depend on Legislative, WSU Regent, or student committee actions which have not occurred yet. For other fee groups (fee codes 3100-5200), the incremental revenue represents an increase up to the unofficial fiscal growth factor for 2018 of 4.16%. FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known.

**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-Y1

**Authorize Tuition and Fees**

|  |                          |   |   |
|--|--------------------------|---|---|
| <b>Fee code</b>  |                          | 1300  | 2100  |
| <b>Fee Name</b>  |                          | Summer Session Tuition  | Technology Fee  |
| <b>Current amount <sup>1</sup></b>                                 |                          | \$469 - \$484 per credit hour   | \$40 per year   |
| <b>Proposed Amount</b>   | <b>2018</b>              | The WSU Regents will establish tuition fees after consideration of the increases assumed in the omnibus appropriations act and gathering input from students and other constituents. WSU requests continued authority to increase summer session tuition fees pursuant to RCW 28B.15.067. | Per RCW 28B.15.051, the fee was established per a resolution of the Pullman student government association (ASWSU). ASWSU will annually review the fee and may change or abolish the fee by majority vote.  |
|  | <b>2019</b>              | The WSU Regents will establish tuition fees after consideration of the increases assumed in the omnibus appropriations act and gathering input from students and other constituents. WSU requests continued authority to increase summer session tuition fees pursuant to RCW 28B.15.067. | Per RCW 28B.15.051, the fee was established per a resolution of the Pullman student government association (ASWSU). ASWSU will annually review the fee and may change or abolish the fee by majority vote.  |
| <b>Incremental Change</b>  | <b>2018 <sup>2</sup></b> | \$4-\$5   | <\$1  |
|  | <b>2019 <sup>2</sup></b> | TBD   | TBD   |
| <b>Expected Implementation Date</b>                                |                          | 7/1/17; 7/1/18  | 7/1/17; 7/1/18  |
| <b>Estimated Additional Revenue</b>                                | <b>2018 <sup>3</sup></b> | \$220,000   | \$6,000   |
|  | <b>2019 <sup>3</sup></b> | TBD   | TBD   |
| <b>Justification for increase / Consequences of not increasing</b> |                          | The university has not increased summer session rates since FY 2012. As a self supporting program, summer school rates are set at an adequate level to cover associated costs.  | WSU students may choose to increase the fee in order to fund additional technology purchases or upgrades for the benefit of students.   |
| <b>Any Change in who pays?</b>                                     |                          | No  | No  |
| <b>Any change in method of determining the fee?</b>                |                          | No  | No  |
| <b>RecSum Code for related expenditure request</b>                 |                          | n/a   | n/a   |
| <b>Alternatives considered</b>                                     |                          | WSU makes every effort to protect the interest of students by keeping costs as low as possible while providing high quality education.  | Before the implementation of the WSU technology fee in FY 2016, WSU was the only four-year institution without a technology fee. WSU students chose to adopt the fee to strategically invest in needed technology improvements on the WSU Pullman campus. |
| <b>Require statutory change?</b>                                   |                          | No  | No  |

Notes:

<sup>1</sup> Amounts reported for tuition include operating fee + building fee. Summer session rates are for summer 2016.

<sup>2</sup> The amounts in the incremental change row for 2018 represent what a 1% increase in each of the fees or range of fees would be. The actual rates that will be implemented for these fee groups are unknown at this time as all are dependant upon Legislative, WSU Regent, or student committee actions which have not occurred yet. FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known.

<sup>3</sup> FY 2018 row represents the incremental revenue that would be generated from a 1% increase in Tuition, S&A Fees, the Technology Fee and other mandatory fees (fee codes 1100-2300) assuming enrollment levels equal to FY16. The actual rates that will be implemented for these fee groups are unknown at this time as all depend on Legislative, WSU Regent, or student committee actions which have not occurred yet. For other fee groups (fee codes 3100-5200), the incremental revenue represents an increase up to the unofficial fiscal growth factor for 2018 of 4.16%. FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known.

**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-Y1

**Authorize Tuition and Fees**

|  |                          |  |   |
|--|--------------------------|--|---|
| <b>Fee code</b>  |                          | 2200   | 2300  |
| <b>Fee Name</b>  |                          | S&A Fees   | Other Mandatory Fees  |
| <b>Current amount <sup>1</sup></b>                                 |                          | \$512 - \$560 per year   | \$50 - \$306 per year   |
| <b>Proposed Amount</b>   | <b>2018</b>              | Every spring each campus convenes an S&A Fee Committee comprised primarily of students that makes a rate recommendation to the WSU President. The President, in turn, makes a recommendation to the Board of Regents who ultimately establish this rate. WSU requests continued authority to adopt or increase S&A fees as provided in RCW 28B.15.069. | WSU requests approval to increase or adopt other mandatory fees by amounts judged reasonable and necessary by the governing board.  |
|  | <b>2019</b>              | Every spring each campus convenes an S&A Fee Committee comprised primarily of students that makes a rate recommendation to the WSU President. The President, in turn, makes a recommendation to the Board of Regents who ultimately establish this rate. WSU requests continued authority to adopt or increase S&A fees as provided in RCW 28B.15.069. | WSU requests approval to increase or adopt other mandatory fees by amounts judged reasonable and necessary by the governing board.  |
| <b>Incremental Change</b>  | <b>2018 <sup>2</sup></b> | \$5  | \$.50 - \$3   |
|  | <b>2019 <sup>2</sup></b> | TBD  | TBD   |
| <b>Expected Implementation Date</b>                                |                          | 7/1/17; 7/1/18   | 7/1/17; 7/1/18  |
| <b>Estimated Additional Revenue</b>                                | <b>2018 <sup>3</sup></b> | \$140,000  | \$161,000   |
|  | <b>2019 <sup>3</sup></b> | TBD  | TBD   |
| <b>Justification for increase / Consequences of not increasing</b> |                          | The S&A Fee committee, comprised of a majority of student representatives will make final recommendations for changes to these fees. WSU requests continued authority to adopt or increase S&A fees as provided in RCW 28B.15.069.   | WSU makes every effort to protect the interest of students by keeping costs as low as possible while providing high quality programs. The majority of fees in this group were approved by student vote. |
| <b>Any Change in who pays?</b>                                     |                          | No   | No  |
| <b>Any change in method of determining the fee?</b>                |                          | No   | No  |
| <b>RecSum Code for related expenditure request</b>                 |                          | n/a  | n/a   |
| <b>Alternatives considered</b>                                     |                          | This fee could be increased based on the recommendation of the student led S&A committee.  | Maintaining fees at current levels.   |
| <b>Require statutory change?</b>                                   |                          | No   | No  |

Notes:

<sup>1</sup> Amounts reported for tuition include operating fee + building fee. Summer session rates are for summer 2016.

<sup>2</sup> The amounts in the incremental change row for 2018 represent what a 1% increase in each of the fees or range of fees would be. The actual rates that will be implemented for these fee groups are unknown at this time as all are dependant upon Legislative, WSU Regent, or student committee actions which have not occurred yet. FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known.

<sup>3</sup> FY 2018 row represents the incremental revenue that would be generated from a 1% increase in Tuition, S&A Fees, the Technology Fee and other mandatory fees (fee codes 1100-2300) assuming enrollment levels equal to FY16. The actual rates that will be implemented for these fee groups are unknown at this time as all depend on Legislative, WSU Regent, or student committee actions which have not occurred yet. For other fee groups (fee codes 3100-5200), the incremental revenue represents an increase up to the unofficial fiscal growth factor for 2018 of 4.16%. FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known.

**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-Y1

**Authorize Tuition and Fees**

|  |                          |  |  |
|--|--------------------------|--|--|
| <b>Fee code</b>  |                          | 3100   | 4100   |
| <b>Fee Name</b>  |                          | Course Fees  | Fee based credit / non-credit  |
| <b>Current amount <sup>1</sup></b>                                 |                          | \$2 - \$1,150 per course   | \$0 - \$50,000 per program   |
| <b>Proposed Amount</b>   | <b>2018</b>              | WSU requests continued approval to increase or adopt these fees to the extent needed to cover the reasonable and necessary exceptional cost of the associated course.  | WSU requests continued approval to increase or adopt these fees by amounts judged reasonable and necessary by the governing board.   |
|  | <b>2019</b>              | WSU requests continued approval to increase or adopt these fees to the extent needed to cover the reasonable and necessary exceptional cost of the associated course.  | WSU requests continued approval to increase or adopt these fees by amounts judged reasonable and necessary by the governing board.   |
| <b>Incremental Change</b>  | <b>2018 <sup>2</sup></b> | \$0-\$12   | \$0-\$500  |
|  | <b>2019 <sup>2</sup></b> | TBD  | TBD  |
| <b>Expected Implementation Date</b>                                |                          | 7/1/17; 7/1/18   | 7/1/17; 7/1/18   |
| <b>Estimated Additional Revenue</b>                                | <b>2018 <sup>3</sup></b> | \$99,000   | \$606,000  |
|  | <b>2019 <sup>3</sup></b> | TBD  | TBD  |
| <b>Justification for increase / Consequences of not increasing</b> |                          | WSU makes every effort to protect the interest of students by keeping costs as low as possible. A rate adjustment could be needed to cover the increased cost of providing consumable items like lab supplies, fine arts supplies, and travel for student field trips. | WSU makes every effort to protect the interest of course participants by keeping costs as low as possible. Fees in this category are established with the intent of recouping direct costs of the program. |
| <b>Any Change in who pays?</b>                                     |                          | No   | No   |
| <b>Any change in method of determining the fee?</b>                |                          | No   | No   |
| <b>RecSum Code for related expenditure request</b>                 |                          | n/a  | n/a  |
| <b>Alternatives considered</b>                                     |                          | Because the experience gained in these "hands on" courses is fundamental to a quality educational experience elimination of these courses is not a viable option.  | Maintaining fees at current levels.  |
| <b>Require statutory change?</b>                                   |                          | No   | No   |

Notes:

<sup>1</sup> Amounts reported for tuition include operating fee + building fee. Summer session rates are for summer 2016.

<sup>2</sup> The amounts in the incremental change row for 2018 represent what a 1% increase in each of the fees or range of fees would be. The actual rates that will be implemented for these fee groups are unknown at this time as all are dependant upon Legislative, WSU Regent, or student committee actions which have not occurred yet. FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known.

<sup>3</sup> FY 2018 row represents the incremental revenue that would be generated from a 1% increase in Tuition, S&A Fees, the Technology Fee and other mandatory fees (fee codes 1100-2300) assuming enrollment levels equal to FY16. The actual rates that will be implemented for these fee groups are unknown at this time as all depend on Legislative, WSU Regent, or student committee actions which have not occurred yet. For other fee groups (fee codes 3100-5200), the incremental revenue represents an increase up to the unofficial fiscal growth factor for 2018 of 4.16%. FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known.

**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington  
Performance Level Decision Package – PL-Y1

**Authorize Tuition and Fees**

|  |                          |   |   |
|--|--------------------------|---|---|
| <b>Fee code</b>  |                          | 5100  | 5200  |
| <b>Fee Name</b>  |                          | Admissions fees   | Other Administrative Fees   |
| <b>Current amount <sup>1</sup></b>                                 |                          | \$25 - \$75   | <\$1 - \$550  |
| <b>Proposed Amount</b>   | <b>2018</b>              | WSU requests continued approval to increase or adopt these fees by amounts judged reasonable and necessary by the governing board.  | WSU requests continued approval to increase or adopt these fees by amounts judged reasonable and necessary by the governing board.  |
|  | <b>2019</b>              | WSU requests continued approval to increase or adopt these fees by amounts judged reasonable and necessary by the governing board.  | WSU requests continued approval to increase or adopt these fees by amounts judged reasonable and necessary by the governing board.  |
| <b>Incremental Change</b>  | <b>2018 <sup>2</sup></b> | < \$1   | \$0 - \$6   |
|  | <b>2019 <sup>2</sup></b> | TBD   | TBD   |
| <b>Expected Implementation Date</b>                                |                          | 7/1/17; 7/1/18  | 7/1/17; 7/1/18  |
| <b>Estimated Additional Revenue</b>                                | <b>2018 <sup>3</sup></b> | \$79,000  | \$113,000   |
|  | <b>2019 <sup>3</sup></b> | TBD   | TBD   |
| <b>Justification for increase / Consequences of not increasing</b> |                          | Fee increases could be needed to meet additional costs associated with admissions and enrollment management. The undergraduate application fee has remained flat since 2005 in spite of rising costs and inflation. | The majority of these fees have not increased in the last two biennia. WSU's administrative fees are tied to the cost of providing services that require staff time, supplies and other university resources. |
| <b>Any Change in who pays?</b>                                     |                          | No  | No  |
| <b>Any change in method of determining the fee?</b>                |                          | No  | No  |
| <b>RecSum Code for related expenditure request</b>                 |                          | n/a   | n/a   |
| <b>Alternatives considered</b>                                     |                          | Maintaining fees at current levels.   | Maintaining fees at current levels.   |
| <b>Require statutory change?</b>                                   |                          | No  | No  |

**Notes:**

<sup>1</sup> Amounts reported for tuition include operating fee + building fee. Summer session rates are for summer 2016.

<sup>2</sup> The amounts in the incremental change row for 2018 represent what a 1% increase in each of the fees or range of fees would be. The actual rates that will be implemented for these fee groups are unknown at this time as all are dependant upon Legislative, WSU Regent, or student committee actions which have not occurred yet. FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known.

<sup>3</sup> FY 2018 row represents the incremental revenue that would be generated from a 1% increase in Tuition, S&A Fees, the Technology Fee and other mandatory fees (fee codes 1100-2300) assuming enrollment levels equal to FY16. The actual rates that will be implemented for these fee groups are unknown at this time as all depend on Legislative, WSU Regent, or student committee actions which have not occurred yet. For other fee groups (fee codes 3100-5200), the incremental revenue represents an increase up to the unofficial fiscal growth factor for 2018 of 4.16%. FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known.



**Agency 365 – Washington State University**  
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Investing in a Healthy Washington

**Locally-Authorized Salary Increases (*Attachment A-1*)**

| Estimated Cumulative Value<br>Of Locally-Authorized Salary Increases<br>Initially Reported As GF-S or Operating Fee Expenditures on CIM<br>( <i>Dollars in Thousands</i> ) |                              |   |                           |                           |
|--|------------------------------|---|---------------------------|---------------------------|
|  |                              |   |                           |                           |
|  | Non-Represented<br>Employees | Represented (Collectively-Bargained) Employees<br>(Specify Bargaining Unit) |                           |                           |
|  |                              | (Specify Bargaining Unit)   | (Specify Bargaining Unit) | (Specify Bargaining Unit) |
| FY 14  | \$11,115                     |   |                           |                           |
| FY 15  | \$3,309                      |   |                           |                           |
| FY 16  | \$0                          |   |                           |                           |
| <b>TOTAL</b>   |                              |   |                           |                           |

Please report only the estimated cumulative value of (a) the locally-authorized amounts in excess of the standard state-funded salary increases in the biennial budget; that (b) were reported as a GF-S or 149-6 cost on your institution's most recent CIM submission.

Collective Bargaining Agreement Template (Attachment A-2)

|  |                            |           |                                    |                           |                          |  |
|--|----------------------------|-----------|------------------------------------|---------------------------|--------------------------|--|
| <b>ATTACHMENT A-2</b>  |                            |           |                                    |                           |                          |  |
| <b>Non-Faculty Collective Bargaining Agreement Impact Template</b>   |                            |           |                                    |                           |                          |  |
| <i>Please provide this information for each negotiated compensation adjustment, other than those negotiated by the OFM Labor Relations Office.</i>                   |                            |           |                                    |                           |                          |  |
| <i>This information should be provided in addition to the cost summary by fiscal year and by fund described in the special higher education budget instructions.</i> |                            |           |                                    |                           |                          |  |
| <b>Agency: 365 Washington State University</b>   |                            |           |                                    |                           |                          |  |
|  |                            |           |                                    |                           |                          |  |
| <b>Bargaining Unit Title</b>   | WSU Police Guild           |           |                                    |                           |                          |  |
| <b>Bargaining Unit Code</b>  | 0004                       |           |                                    |                           |                          |  |
|  |                            |           |                                    |                           |                          |  |
| <b>For EACH Increase:</b>  | <b>Increase Amount - %</b> | <b>or</b> | <b>Increase Amount - \$ Amount</b> | <b>Effective Date</b>     | <b>End Date (if Any)</b> |  |
|  |                            |           |                                    |                           |                          |  |
| <b>Describe increase:</b>  |                            |           |                                    |                           |                          |  |
|  |                            |           |                                    |                           |                          |  |
| <i>In addition to the above information, provide additional information for certain types of increases:</i>  |                            |           |                                    |                           |                          |  |
| <b>For Increases to Specific Job Classes:</b>  | <b>Job Class Code</b>      |           | <b>Job Class Title</b>             |                           |                          |  |
| <i>(add rows as needed)</i>  |                            |           |                                    |                           |                          |  |
|  |                            |           |                                    |                           |                          |  |
|  |                            |           |                                    |                           |                          |  |
| OR   |                            |           |                                    |                           |                          |  |
| <b>For longevity pay (increase after certain years of service), seniority pay (increase after certain years in job class), additional leave time</b>                 | <b>Job Class Code</b>      |           | <b>Job Class Title</b>             | <b>Employee ID Number</b> | <b>Employee Name</b>     |  |
| <i>(add rows as needed)</i>  |                            |           |                                    |                           |                          |  |
|  |                            |           |                                    |                           |                          |  |
|  |                            |           |                                    |                           |                          |  |
| OR   |                            |           |                                    |                           |                          |  |
| <b>For assignment pay, special skills pay, shift differentials, locality or geographic pay:</b>  | <b>Job Class Code</b>      |           | <b>Job Class Title</b>             | <b>Employee ID Number</b> | <b>Employee Name</b>     | <b>Expected Number of Hours per Year</b> |
| <i>(add rows as needed)</i>  |                            |           |                                    |                           |                          |  |
|  |                            |           |                                    |                           |                          |  |
|  |                            |           |                                    |                           |                          |  |
|  |                            |           |                                    |                           |                          |  |

Collective Bargaining Agreement Template (Attachment A-2)

|  |                            |                         |                                    |                           |                          |  |
|--|----------------------------|-------------------------|------------------------------------|---------------------------|--------------------------|--|
| ATTACHMENT A-2   |                            |                         |                                    |                           |                          |  |
| <b>Non-Faculty Collective Bargaining Agreement Impact Template</b>   |                            |                         |                                    |                           |                          |  |
| <i>Please provide this information for each negotiated compensation adjustment, other than those negotiated by the OFM Labor Relations Office.</i>                   |                            |                         |                                    |                           |                          |  |
| <i>This information should be provided in addition to the cost summary by fiscal year and by fund described in the special higher education budget instructions.</i> |                            |                         |                                    |                           |                          |  |
| <b>Agency: 365 Washington State University</b>   |                            |                         |                                    |                           |                          |  |
| <b>Bargaining Unit Title</b>   |                            | Public School Employees |                                    |                           |                          |  |
| <b>Bargaining Unit Code</b>  |                            | 0016, 0018              |                                    |                           |                          |  |
| <b>For EACH Increase:</b>  | <b>Increase Amount - %</b> | <b>or</b>               | <b>Increase Amount - \$ Amount</b> | <b>Effective Date</b>     | <b>End Date (if Any)</b> |  |
|  |                            |                         |                                    |                           |                          |  |
| <b>Describe increase:</b>  |                            |                         |                                    |                           |                          |  |
| <i>In addition to the above information, provide additional information for certain types of increases:</i>  |                            |                         |                                    |                           |                          |  |
| <b>For Increases to Specific Job Classes:</b>  | <b>Job Class Code</b>      |                         | <b>Job Class Title</b>             |                           |                          |  |
| <i>(add rows as needed)</i>  |                            |                         |                                    |                           |                          |  |
|  |                            |                         |                                    |                           |                          |  |
|  |                            |                         |                                    |                           |                          |  |
| OR   |                            |                         |                                    |                           |                          |  |
| <b>For longevity pay (increase after certain years of service), seniority pay (increase after certain years in job class), additional leave time</b>                 | <b>Job Class Code</b>      |                         | <b>Job Class Title</b>             | <b>Employee ID Number</b> | <b>Employee Name</b>     |  |
| <i>(add rows as needed)</i>  |                            |                         |                                    |                           |                          |  |
|  |                            |                         |                                    |                           |                          |  |
|  |                            |                         |                                    |                           |                          |  |
| OR   |                            |                         |                                    |                           |                          |  |
| <b>For assignment pay, special skills pay, shift differentials, locality or geographic pay:</b>  | <b>Job Class Code</b>      |                         | <b>Job Class Title</b>             | <b>Employee ID Number</b> | <b>Employee Name</b>     | <b>Expected Number of Hours per Year</b> |
| <i>(add rows as needed)</i>  |                            |                         |                                    |                           |                          |  |
|  |                            |                         |                                    |                           |                          |  |
|  |                            |                         |                                    |                           |                          |  |
|  |                            |                         |                                    |                           |                          |  |

Collective Bargaining Agreement Template (Attachment A-2)

|   |                            |           |                                    |                           |                          |  |
|---|----------------------------|-----------|------------------------------------|---------------------------|--------------------------|--|
| <b>ATTACHMENT A-2</b>   |                            |           |                                    |                           |                          |  |
| <b>Non-Faculty Collective Bargaining Agreement Impact Template</b>  |                            |           |                                    |                           |                          |  |
| <i>Please provide this information for each negotiated compensation adjustment, other than those negotiated by the OFM Labor Relations Office.</i>                                  |                            |           |                                    |                           |                          |  |
| <i>This information should be provided in addition to the cost summary by fiscal year and by fund described in the special higher education budget instructions.</i>                |                            |           |                                    |                           |                          |  |
| <b>Agency: 365 Washington State University</b>  |                            |           |                                    |                           |                          |  |
| <b>Bargaining Unit Title</b> Washington Federation of State Employees (WFSE)  |                            |           |                                    |                           |                          |  |
| <b>Bargaining Unit Code</b> 0001, 0002, 0012, 0013, 0015, 0017  |                            |           |                                    |                           |                          |  |
| <b>For EACH Increase:</b>   | <b>Increase Amount - %</b> | <b>or</b> | <b>Increase Amount - \$ Amount</b> | <b>Effective Date</b>     | <b>End Date (if Any)</b> |  |
|   |                            |           |                                    |                           |                          |  |
| <b>Describe increase:</b>   |                            |           |                                    |                           |                          |  |
|   |                            |           |                                    |                           |                          |  |
| <i>In addition to the above information, provide additional information for certain types of increases:</i>   |                            |           |                                    |                           |                          |  |
| <b>For Increases to Specific Job Classes:</b><br><i>(add rows as needed)</i>  | <b>Job Class Code</b>      |           | <b>Job Class Title</b>             |                           |                          |  |
|   |                            |           |                                    |                           |                          |  |
|   |                            |           |                                    |                           |                          |  |
|   |                            |           |                                    |                           |                          |  |
| <b>OR</b>   |                            |           |                                    |                           |                          |  |
| <b>For longevity pay (increase after certain years of service), seniority pay (increase after certain years in job class), additional leave time</b><br><i>(add rows as needed)</i> | <b>Job Class Code</b>      |           | <b>Job Class Title</b>             | <b>Employee ID Number</b> | <b>Employee Name</b>     |  |
|   |                            |           |                                    |                           |                          |  |
|   |                            |           |                                    |                           |                          |  |
|   |                            |           |                                    |                           |                          |  |
| <b>OR</b>   |                            |           |                                    |                           |                          |  |
| <b>For assignment pay, special skills pay, shift differentials, locality or geographic pay:</b><br><i>(add rows as needed)</i>  | <b>Job Class Code</b>      |           | <b>Job Class Title</b>             | <b>Employee ID Number</b> | <b>Employee Name</b>     | <b>Expected Number of Hours per Year</b> |
|   |                            |           |                                    |                           |                          |  |
|   |                            |           |                                    |                           |                          |  |
|   |                            |           |                                    |                           |                          |  |

Agency 365 – Washington State University  
2017-2019 Operating Budget Request

Investing in a Healthy Washington

State-Supported Tuition Waivers by Purpose (Attachment B-1)

|   |                                    |                    |           |              |               |              |           |              |               |              |
|---|------------------------------------|--------------------|-----------|--------------|---------------|--------------|-----------|--------------|---------------|--------------|
| Attachment B-1  |                                    |                    |           |              |               |              |           |              |               |              |
| State-Supported Tuition Waivers by Purpose  |                                    |                    |           |              |               |              |           |              |               |              |
| For the most part, state-supported waivers are outlined in RCW 28B.15.910(1),(2) and (4).   |                                    |                    |           |              |               |              |           |              |               |              |
| Institution: Washington State University  |                                    |                    |           |              |               |              |           |              |               |              |
|   |                                    |                    | FY 2015   |              |               |              | FY 2016   |              |               |              |
|   | Purpose for Granting<br>The Waiver | RCW                | Residents |              | Non-Residents |              | Residents |              | Non-Residents |              |
|   |                                    |                    | Headcount | \$ (actuals) | Headcount     | \$ (actuals) | Headcount | \$ (actuals) | Headcount     | \$ (actuals) |
| UNDERGRADUATE STUDENTS  |                                    |                    |           |              |               |              |           |              |               |              |
|   | Veterans                           | RCW 28B.15.621     | 433       | 2,495,098    | 32            | 159,004      | 401       | 2,259,815    | 25            | 159,255      |
|   | Fire/Police                        | RCW 28B.15.380     | 6         | 56,845       | -             | -            | 5         | 46,893       | -             | -            |
|   | Gender Equity                      | RCW 28B.15.740     | 51        | 458,961      | 153           | 3,249,095    | 17        | 152,565      | 163           | 3,272,606    |
|   | Merit                              | RCW 28B.15.740     | 556       | 992,173      | 541           | 3,912,283    | 592       | 1,441,094    | 429           | 4,008,717    |
|   | Financial Need                     | RCW 28B.15.740     | 3,441     | 11,548,249   | -             | -            | 4,291     | 12,856,039   | -             | -            |
|   |                                    |                    |           |              |               |              |           |              |               |              |
|   |                                    |                    |           |              |               |              |           |              |               |              |
|   |                                    |                    |           |              |               |              |           |              |               |              |
|   | Subtotal State-Support             |                    | 4,487     | 15,551,326   | 726           | 7,320,381    | 5,306     | 16,756,406   | 617           | 7,440,577    |
|   |                                    |                    |           |              |               |              |           |              |               |              |
| GRADUATE STUDENTS   |                                    |                    |           |              |               |              |           |              |               |              |
|   | Graduate Student Asst.             | RCW 28B.15.014.615 | 913       | 8,677,959    | 868           | 17,028,737   | 834       | 8,192,298    | 952           | 19,024,567   |
|   | Veterans                           | RCW 28B.15.621     | 26        | 194,248      | 3             | 37,536       | 26        | 171,940      | 2             | 9,795        |
|   | Fire/Police                        | RCW 28B.15.380     | 1         | 11,652       | -             | -            | 1         | 11,694       | -             | -            |
|   | Reciprocity Agreement              | RCW 28B.70.050     | -         | -            | 72            | 2,770,947    | -         | -            | 23            | 296,395      |
|   | Financial Need                     | RCW 28B.15.740     | 8         | 65,484       | -             | -            | 20        | 74,711       | -             | -            |
|   | Over 18 Credits                    | RCW 28B.15.100     | 659       | 3,304,094    | 117           | 932,057      | 479       | 2,171,086    | 158           | 1,307,472    |
|   | Other                              | RCW 28B.15.740     | 28        | 151,485      | 71            | 1,427,644    | 15        | 82,050       | 46            | 869,253      |
|   | Subtotal State-Support             |                    | 1,635     | 12,404,923   | 1,131         | 22,196,921   | 1,375     | 10,703,779   | 1,181         | 21,507,483   |
|   |                                    |                    |           |              |               |              |           |              |               |              |
|   |                                    |                    |           |              |               |              |           |              |               |              |
|   |                                    |                    |           |              |               |              |           |              |               |              |
|   |                                    |                    |           |              |               |              |           |              |               |              |
|   | TOTAL STATE SUPPORT                |                    | 6,122     | \$27,956,249 | 1,857         | \$29,517,302 | 6,681     | \$27,460,185 | 1,799         | \$28,948,060 |
|   |                                    |                    |           |              |               |              |           |              |               |              |
| NOTE: Please enter unduplicated headcounts and revenues waived in the cells above. In instances in which a student qualifies for multiple waivers (e.g. a veteran enrolled in excess of 18 credits), please count the student and include all operating fees waived on their behalf on the first row applicable to their situation. |                                    |                    |           |              |               |              |           |              |               |              |

Non-State-Supported Tuition Waivers by Purpose (Attachment B-2)

|   |                                    |                |           |              |               |              |           |              |               |              |
|---|------------------------------------|----------------|-----------|--------------|---------------|--------------|-----------|--------------|---------------|--------------|
| Attachment B-2  |                                    |                |           |              |               |              |           |              |               |              |
| Non-State-Supported Tuition Waivers by Purpose  |                                    |                |           |              |               |              |           |              |               |              |
| Non-state supported waivers are described in RCW 28B.15.915 and 28B.15.910(3).  |                                    |                |           |              |               |              |           |              |               |              |
| Institution: Washington State University  |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                | FY 2015   |              |               |              | FY 2016   |              |               |              |
|   | Purpose for Granting<br>The Waiver | RCW            | Residents |              | Non-Residents |              | Residents |              | Non-Residents |              |
|   |                                    |                | Headcount | \$ (actuals) | Headcount     | \$ (actuals) | Headcount | \$ (actuals) | Headcount     | \$ (actuals) |
| UNDERGRADUATE STUDENTS  |                                    |                |           |              |               |              |           |              |               |              |
|   | Various Discretionary Waivers      | RCW 28B.15.915 | 545       | 1,212,947    | 514           | 2,823,203    | 1,374     | 2,588,963    | 831           | 5,384,636    |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   | Subtotal Non State-Support         |                | 545       | 1,212,947    | 514           | 2,823,203    | 1,374     | 2,588,963    | 831           | 5,384,636    |
|   |                                    |                |           |              |               |              |           |              |               |              |
| GRADUATE STUDENTS   |                                    |                |           |              |               |              |           |              |               |              |
|   | Various Discretionary Waivers      | RCW 28B.15.915 | 16        | 85,308       | 31            | 534,217      | 14        | 72,267       | 54            | 848,272      |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   | Subtotal Non State-Support         |                | 16        | 85,308       | 31            | 534,217      | 14        | 72,267       | 54            | 848,272      |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   |                                    |                |           |              |               |              |           |              |               |              |
|   | TOTAL NON STATE SUPPORT            |                | 561       | \$1,298,255  | 545           | \$3,357,420  | 1,388     | \$2,661,230  | 884           | \$6,232,908  |
|   |                                    |                |           |              |               |              |           |              |               |              |
| NOTE: Please enter unduplicated headcounts and revenues waived in the cells above. In instances in which a student qualifies for multiple waivers (e.g. a veteran enrolled in excess of 18 credits), please count the student and include all operating fees waived on their behalf on the first row applicable to their situation. |                                    |                |           |              |               |              |           |              |               |              |

**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington

**Financial Aid from Non-State Sources (*Attachment B-3*)**

|                       | FY 14     |                | FY15      |                | FY16      |                |
|-----------------------|-----------|----------------|-----------|----------------|-----------|----------------|
|                       | Headcount | \$             | Headcount | \$             | Headcount | \$             |
| Federal Grants        | 8684      | \$ 34,583,710  | 9014      | \$ 36,568,505  | 9280      | \$ 38,051,612  |
| Federal Student Loans | 13672     | \$ 115,047,285 | 14281     | \$ 120,432,743 | 14005     | \$ 119,294,349 |
| Federal PLUS Loans    | 3159      | \$ 39,989,981  | 3387      | \$ 45,782,666  | 3450      | \$ 46,987,525  |
| Private Grants        | -         | \$ -           | -         | \$ -           | -         | \$ -           |
| Private Loans         | 1231      | \$ 15,992,311  | 1332      | \$ 17,336,700  | 1372      | \$ 18,108,839  |
| 4% Aid Fund           | 3742      | \$ 13,141,850  | 3356      | \$ 11,116,311  | 2715      | \$ 10,806,410  |

**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington

**Undergraduate Loan Debt at Graduation (Attachment B-4)**

| Cumulative Undergraduate Student<br>Loan Debt at Graduation  |  |  |  |                               |                                 |                                   |
|--|--|--|--|-------------------------------|---------------------------------|-----------------------------------|
| <b>Institution:</b>  | Washington State University 365            |  |  |                               |                                 |                                   |
| Academic Year  | Total Students Receiving Bachelor's Degree | Number Receiving Bachelor's Degree with Loan Debt* | Percentage Receiving Bachelor's Degree with Loan Debt* | Mean Loan Debt* at Graduation | Median Loan Debt* at Graduation | Total Loan Debt* for All Students |
| 2010-11  | 5222                                       | 3178   | 61%  | \$ 22,157                     | \$ 20,826                       | \$ 70,414,026                     |
| 2011-12  | 5297                                       | 3182   | 60%  | \$ 22,871                     | \$ 21,892                       | \$ 72,775,327                     |
| 2012-13  | 5129                                       | 3237   | 63%  | \$ 23,804                     | \$ 22,033                       | \$ 77,052,156                     |
| 2013-14  | 4934                                       | 3120   | 63%  | \$ 23,834                     | \$ 22,315                       | \$ 74,362,454                     |
| 2014-15  | 5387                                       | 3368   | 63%  | \$ 24,477                     | \$ 22,842                       | \$ 82,438,064                     |
| 2015-16**  | 5945                                       | 3661   | 62%  | \$ 24,429                     | \$ 22,514                       | \$ 89,434,166                     |
| * Loan debt from Federal, State or Private loans received while attending this institution.  |  |  |  |                               |                                 |                                   |
| ** Academic year 2015-2016 is reported <b>year to date</b> and is not comparable; some adjustments in graduation numbers and financial aid packages are still in process.  |  |  |  |                               |                                 |                                   |
| Standard reporting of student indebtedness is limited to graduates who start at the institution as first-time students. All undergraduates, as here requested, include transfers and part-time students who often have significantly lower debt. |  |  |  |                               |                                 |                                   |



**State of Washington**  
Summarized Revenue by Account and Source

9/13/2016  
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Budget Period: 2017-19  
Dollars in thousands  
365 - Washington State University  
Agency Level  
C6 - 2017-19 Biennial Budget  
Supporting Text Excluded

|  | Maintenance Level |               | Performance Level |        | Biennium Totals |               | Total         |
|--|-------------------|---------------|-------------------|--------|-----------------|---------------|---------------|
|  | FY2018            | FY2019        | FY2018            | FY2019 | FY2018          | FY2019        |               |
| <b>062 - WSU Building Account</b>              |                   |               |                   |        |                 |               |               |
| Total - 0424 - Tuition and Fees - S            | 6,476             | 6,476         |                   |        | 6,476           | 6,476         | 12,952        |
| Total - 0499 - Other Revenue - S               | 10                | 10            |                   |        | 10              | 10            | 20            |
| Total - 0621 - Operating Trans In - S          | 12,829            | 13,270        |                   |        | 12,829          | 13,270        | 26,099        |
| <b>062 - WSU Building Account - State</b>      | <b>19,315</b>     | <b>19,756</b> |                   |        | <b>19,315</b>   | <b>19,756</b> | <b>39,071</b> |
| <b>Total - 062 - WSU Building Account</b>      | <b>19,315</b>     | <b>19,756</b> |                   |        | <b>19,315</b>   | <b>19,756</b> | <b>39,071</b> |
| <b>143 - HE Federal Appr Acct</b>              |                   |               |                   |        |                 |               |               |
| Total - 0310 - Dept of Agriculture - F         | 8,820             | 8,820         |                   |        | 8,820           | 8,820         | 17,640        |
| <b>143 - HE Federal Appr Acct - Federal</b>    | <b>8,820</b>      | <b>8,820</b>  |                   |        | <b>8,820</b>    | <b>8,820</b>  | <b>17,640</b> |
| <b>Total - 143 - HE Federal Appr Acct</b>      | <b>8,820</b>      | <b>8,820</b>  |                   |        | <b>8,820</b>    | <b>8,820</b>  | <b>17,640</b> |
| <b>145 - H E - Grants/Contract</b>             |                   |               |                   |        |                 |               |               |
| Total - 0303 - Institute of Museum - F         | 465               | 465           |                   |        | 465             | 465           | 930           |
| Total - 0306 - National Endow Human - F        | 196               | 196           |                   |        | 196             | 196           | 392           |
| Total - 0310 - Dept of Agriculture - F         | 26,757            | 26,757        |                   |        | 26,757          | 26,757        | 53,514        |
| Total - 0311 - Dept of Commerce - F            | 2,132             | 2,132         |                   |        | 2,132           | 2,132         | 4,264         |
| Total - 0312 - Dept of Defense - F             | 5,823             | 5,823         |                   |        | 5,823           | 5,823         | 11,646        |
| Total - 0315 - Dept of Interior - F            | 1,123             | 1,123         |                   |        | 1,123           | 1,123         | 2,246         |
| Total - 0316 - Dept of Justice - F             | 146               | 146           |                   |        | 146             | 146           | 292           |
| Total - 0320 - Dept of Transportatn - F        | 1,452             | 1,452         |                   |        | 1,452           | 1,452         | 2,904         |
| Total - 0343 - Nat Aero & Sp Admini - F        | 178               | 178           |                   |        | 178             | 178           | 356           |
| <b>Total - 0347 - Nat Science Foundati - F</b> | <b>17,250</b>     | <b>17,250</b> |                   |        | <b>17,250</b>   | <b>17,250</b> | <b>34,500</b> |

# State of Washington

## Summarized Revenue by Account and Source

Budget Period: 2017-19  
 Dollars in thousands  
 365 - Washington State University  
 Agency Level  
 C6 - 2017-19 Biennial Budget  
 Supporting Text Excluded

9/13/2016  
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|   | Maintenance Level |                | Performance Level |        | Biennium Totals |                |                |
|---|-------------------|----------------|-------------------|--------|-----------------|----------------|----------------|
|   | FY2018            | FY2019         | FY2018            | FY2019 | FY2018          | FY2019         | Total          |
| Total - 0355 - Fed Rev Non-Assist - F             | 3,201             | 3,201          |                   |        | 3,201           | 3,201          | 6,402          |
| Total - 0359 - Small Business Admin - F           | 2,404             | 2,404          |                   |        | 2,404           | 2,404          | 4,808          |
| Total - 0364 - Veterans Administrat - F           | 3                 | 3              |                   |        | 3               | 3              | 6              |
| Total - 0366 - Environ Protection A - F           | 645               | 645            |                   |        | 645             | 645            | 1,290          |
| Total - 0381 - Dept of Energy - F                 | 11,654            | 11,654         |                   |        | 11,654          | 11,654         | 23,308         |
| Total - 0384 - Dept of Education - F              | 48,482            | 48,482         |                   |        | 48,482          | 48,482         | 96,964         |
| Total - 0393 - Health & Human Svc - F             | 24,416            | 24,416         |                   |        | 24,416          | 24,416         | 48,832         |
| Total - 0398 - US Agy Inter Dev - F               | 820               | 820            |                   |        | 820             | 820            | 1,640          |
| Total - 0409 - Interest Income - S                | 11                | 11             |                   |        | 11              | 11             | 22             |
| Total - 0420 - Charges for Services - S           | 1,298             | 1,298          |                   |        | 1,298           | 1,298          | 2,596          |
| Total - 0424 - Tuition and Fees - S               | 554               | 554            |                   |        | 554             | 554            | 1,108          |
| Total - 0430 - Dedicated Stu Fees - S             | 73                | 73             |                   |        | 73              | 73             | 146            |
| Total - 0440 - Indirect Cost Reimb - S            | 202               | 202            |                   |        | 202             | 202            | 404            |
| Total - 0541 - Contributions Grants - P/L         | 33,508            | 33,508         |                   |        | 33,508          | 33,508         | 67,016         |
| Total - 0546 - Federal Revenue - P/L              | 19,777            | 19,777         |                   |        | 19,777          | 19,777         | 39,554         |
| Total - 0621 - Operating Trans In - S             | 1,352             | 1,352          |                   |        | 1,352           | 1,352          | 2,704          |
| Total - 0622 - Operating Trans Out - S            | (757)             | (757)          |                   |        | (757)           | (757)          | (1,514)        |
| <b>145 - H E - Grants/Contrct - State</b>         | <b>2,733</b>      | <b>2,733</b>   |                   |        | <b>2,733</b>    | <b>2,733</b>   | <b>5,466</b>   |
| <b>145 - H E - Grants/Contrct - Federal</b>       | <b>147,147</b>    | <b>147,147</b> |                   |        | <b>147,147</b>  | <b>147,147</b> | <b>294,294</b> |
| <b>145 - H E - Grants/Contrct - Private/Local</b> | <b>53,285</b>     | <b>53,285</b>  |                   |        | <b>53,285</b>   | <b>53,285</b>  | <b>106,570</b> |
| <b>Total - 145 - H E - Grants/Contrct</b>         | <b>203,165</b>    | <b>203,165</b> |                   |        | <b>203,165</b>  | <b>203,165</b> | <b>406,330</b> |

# State of Washington

## Summarized Revenue by Account and Source

Budget Period: 2017-19  
Dollars in thousands  
365 - Washington State University  
Agency Level  
C6 - 2017-19 Biennial Budget  
Supporting Text Excluded

9/13/2016  
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|   | Maintenance Level |                | Performance Level |        | Biennium Totals |                |                |
|---|-------------------|----------------|-------------------|--------|-----------------|----------------|----------------|
|   | FY2018            | FY2019         | FY2018            | FY2019 | FY2018          | FY2019         | Total          |
| <b>148 - HE - Dedicated Locl</b>                    |                   |                |                   |        |                 |                |                |
| Total - 0402 - Income From Property - S             | 699               | 699            |                   |        | 699             | 699            | 1,398          |
| Total - 0405 - Fines, Forfeits - S                  | 1,413             | 1,413          |                   |        | 1,413           | 1,413          | 2,826          |
| Total - 0409 - Interest Income - S                  | 232               | 232            |                   |        | 232             | 232            | 464            |
| Total - 0416 - Sale of Prop/Other - S               | 129               | 129            |                   |        | 129             | 129            | 258            |
| Total - 0420 - Charges for Services - S             | 36,717            | 36,717         |                   |        | 36,717          | 36,717         | 73,434         |
| Total - 0424 - Tuition and Fees - S                 | 34,083            | 34,083         |                   |        | 34,083          | 34,083         | 68,166         |
| <del>04</del> Total - 0430 - Dedicated Stu Fees - S | 8,914             | 8,914          |                   |        | 8,914           | 8,914          | 17,828         |
| Total - 0440 - Indirect Cost Reimb - S              | 30,805            | 30,805         |                   |        | 30,805          | 30,805         | 61,610         |
| Total - 0450 - Sales/Goods & Supply - S             | 77                | 77             |                   |        | 77              | 77             | 154            |
| Total - 0473 - Costs of Investment - S              | 120               | 120            |                   |        | 120             | 120            | 240            |
| Total - 0499 - Other Revenue - S                    | 13,024            | 13,024         |                   |        | 13,024          | 13,024         | 26,048         |
| Total - 0621 - Operating Trans In - S               | 49,808            | 49,808         |                   |        | 49,808          | 49,808         | 99,616         |
| Total - 0622 - Operating Trans Out - S              | (52,445)          | (52,445)       |                   |        | (52,445)        | (52,445)       | (104,890)      |
| <b>148 - HE - Dedicated Locl - State</b>            | <b>123,576</b>    | <b>123,576</b> |                   |        | <b>123,576</b>  | <b>123,576</b> | <b>247,152</b> |
| <b>Total - 148 - HE - Dedicated Locl</b>            | <b>123,576</b>    | <b>123,576</b> |                   |        | <b>123,576</b>  | <b>123,576</b> | <b>247,152</b> |
| <br><b>149 - Inst of HI ED-Operat</b>               |                   |                |                   |        |                 |                |                |
| Total - 0409 - Interest Income - S                  | 550               | 550            |                   |        | 550             | 550            | 1,100          |
| 0424 - Tuition and Fees - S                         | 231,248           | 231,248        |                   |        |                 |                |                |
| MD - Medical Education - ESFCOM                     |                   |                | 2,100             | 4,326  |                 |                |                |
| S3 - Center for Engr & Sci (CESAMM)                 |                   |                | 121               | 471    |                 |                |                |
| Total - 0424 - Tuition and Fees - S                 | 231,248           | 231,248        | 2,221             | 4,797  | 233,469         | 236,045        | 469,514        |

# State of Washington

## Summarized Revenue by Account and Source

Budget Period: 2017-19  
Dollars in thousands  
365 - Washington State University  
Agency Level  
C6 - 2017-19 Biennial Budget  
Supporting Text Excluded

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|  | Maintenance Level |                | Performance Level |              | Biennium Totals |                |                  |
|--|-------------------|----------------|-------------------|--------------|-----------------|----------------|------------------|
|  | FY2018            | FY2019         | FY2018            | FY2019       | FY2018          | FY2019         | Total            |
| Total - 0473 - Costs of Investment - S                   | (185)             | (185)          |                   |              | (185)           | (185)          | (370)            |
| Total - 0622 - Operating Trans Out - S                   | (6,211)           | (6,163)        |                   |              | (6,211)         | (6,163)        | (12,374)         |
| <b>149 - Inst of HI ED-Operat - State</b>                | <b>225,402</b>    | <b>225,450</b> | <b>2,221</b>      | <b>4,797</b> | <b>227,623</b>  | <b>230,247</b> | <b>457,870</b>   |
| <b>Total - 149 - Inst of HI ED-Operat</b>                | <b>225,402</b>    | <b>225,450</b> | <b>2,221</b>      | <b>4,797</b> | <b>227,623</b>  | <b>230,247</b> | <b>457,870</b>   |
| <br><b>271 - WSU Operating Fees</b>                      |                   |                |                   |              |                 |                |                  |
| Total - 0621 - Operating Trans In - S                    | 1,403             | 1,353          |                   |              | 1,403           | 1,353          | 2,756            |
| <b>271 - WSU Operating Fees - State</b>                  | <b>1,403</b>      | <b>1,353</b>   |                   |              | <b>1,403</b>    | <b>1,353</b>   | <b>2,756</b>     |
| <b>Total - 271 - WSU Operating Fees</b>                  | <b>1,403</b>      | <b>1,353</b>   |                   |              | <b>1,403</b>    | <b>1,353</b>   | <b>2,756</b>     |
| <br><b>347 - WSU Bond Retirement</b>                     |                   |                |                   |              |                 |                |                  |
| Total - 0424 - Tuition and Fees - S                      | 6,476             | 6,476          |                   |              | 6,476           | 6,476          | 12,952           |
| Total - 0621 - Operating Trans In - S                    | 1,799             | 1,799          |                   |              | 1,799           | 1,799          | 3,598            |
| Total - 0622 - Operating Trans Out - S                   | (14,628)          | (15,069)       |                   |              | (14,628)        | (15,069)       | (29,697)         |
| <b>347 - WSU Bond Retirement - State</b>                 | <b>(6,353)</b>    | <b>(6,794)</b> |                   |              | <b>(6,353)</b>  | <b>(6,794)</b> | <b>(13,147)</b>  |
| <b>Total - 347 - WSU Bond Retirement</b>                 | <b>(6,353)</b>    | <b>(6,794)</b> |                   |              | <b>(6,353)</b>  | <b>(6,794)</b> | <b>(13,147)</b>  |
| <br><b>365 - Washington State University - State</b>     | <b>366,076</b>    | <b>366,074</b> | <b>2,221</b>      | <b>4,797</b> | <b>368,297</b>  | <b>370,871</b> | <b>739,168</b>   |
| <b>365 - Washington State University - Federal</b>       | <b>155,967</b>    | <b>155,967</b> |                   |              | <b>155,967</b>  | <b>155,967</b> | <b>311,934</b>   |
| <b>365 - Washington State University - Private/Local</b> | <b>53,285</b>     | <b>53,285</b>  |                   |              | <b>53,285</b>   | <b>53,285</b>  | <b>106,570</b>   |
| <b>Total - 365 - Washington State University</b>         | <b>575,328</b>    | <b>575,326</b> | <b>2,221</b>      | <b>4,797</b> | <b>577,549</b>  | <b>580,123</b> | <b>1,157,672</b> |

## Investing in a Healthy Washington

## Investing in a Healthy Washington

| State of Washington<br>Request for Fees<br>2017-19 Biennium   |                             |          |                                 |                     |                        |                            | AGENCY                                      |         | Code<br>365 |         | Title<br>Washington State University |   |  |
|---|-----------------------------|----------|---------------------------------|---------------------|------------------------|----------------------------|---|---------|-------------|---------|--------------------------------------|---|--|
|   |                             |          |                                 |                     |                        |                            | Incremental Revenue<br>Dollars in Thousands |         |             |         |                                      |   |  |
|   |                             |          |                                 |                     |                        |                            | GF-S  |         | Other Funds |         |                                      |   |  |
| Agy #   | Agency Name                 | Fee Code | Name of Fee                     | Is a bill required? | Z-Draft # (or Pending) | New, Increased, Continued? | FY 2018                                     | FY 2019 | FY 2018     | FY 2019 | Tied to Expenditure Change?          | Fee Payer Position  | Explanation of Change  |
| 365   | Washington State University | 1100     | Resident Undergraduate Tuition  | No                  |                        | Increased                  |   |         | \$1,400     |         | Supports existing expenditures       | The WSU Regents will establish tuition fees for resident undergraduate students consistent with RCW 28B.15.067. Current law allows the resident undergraduate rate, beginning in 2017-18, to increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years. Before adopting increases the Regents will gather input from students and other constituents. | A rate increase may be requested to help cover the cost of the core instructional programs at the university, provide funds to retain and recruit qualified faculty, allow the university to continue serving record-level enrollments, and offer students a broad range of courses and degree programs. |
| 365   | Washington State University | 1200     | Non-Resident & Graduate Tuition | No                  |                        | Increased                  |   |         | \$870       |         | Supports existing expenditures       | The WSU Regents will establish tuition fees for non-resident undergraduate and graduate students consistent with RCW28B.15.067. Before adopting percentage increases the Regents will gather input from students and other constituents.  | A rate increase may be requested to help cover the cost of the core instructional programs at the university, provide funds to retain and recruit qualified faculty, allow the university to continue serving record-level enrollments, and offer students a broad range of courses and degree programs. |
| 365   | Washington State University | 1300     | Summer Session Tuition          | No                  |                        | Increased                  |   |         | \$220       |         | Supports existing expenditures       | The WSU Regents will establish summer session tuition fees. Before adopting percentage increases the Regents will gather input from students and other constituents.  | As a self supporting program, summer school rates are set at an adequate level to cover associated costs.  |
| 365   | Washington State University | 2100     | Technology Fee                  | No                  |                        | Increased                  |   |         | \$6         |         | Supports existing expenditures       | Per RCW 28B.15.051, the fee was established per a resolution of the Pullman student government association (ASWSU)  | ASWSU will annually review the fee and may change or abolish the fee by majority vote.   |
| 365   | Washington State University | 2200     | S&A Fees                        | No                  |                        | Increased                  |   |         | \$140       |         | Supports existing expenditures       | The S&A Fee Committee, comprised primarily of students, makes a rate recommendation to the WSU President. The President, in turn, makes a recommendation to the Board of Regents who ultimately establish this rate.  | The S&A Fee Committee, comprised of a majority of student representatives will make final recommendations for increases in these fees.   |
| 365   | Washington State University | 2300     | Other Mandatory Fees            | No                  |                        | Increased                  |   |         | \$161       |         | Supports existing expenditures       | The majority of fees in this group were approved by student vote including the student recreation center, student union renovation, and stadium renovation fees.  | WSU makes every effort to protect the interest of students by keeping costs as low as possible while providing high quality programs. The majority of fees in this group were approved by student vote.  |
| 365   | Washington State University | 3100     | Course Fees                     | No                  |                        | Increased                  |   |         | \$99        |         | Supports existing expenditures       | Course fees are recommended by the University Fee Committee. WSU makes every effort to protect the interest of students by keeping costs as low as possible.  | Rate adjustments could be necessary to cover the reasonable and necessary exceptional cost of lab supplies, fine art supplies or travel for student field trips.   |
| 365   | Washington State University | 4100     | Fee based credit / non-credit   | No                  |                        | Increased                  |   |         | \$606       |         | Supports existing expenditures       | Fees in this category may increase by amounts judged reasonable and necessary by the governing board. WSU makes every effort to protect the interest of course participants by keeping costs as low as possible.  | Fees in this category are established with the intent of recouping direct costs of the program.  |
| 365   | Washington State University | 5100     | Admissions fees                 | No                  |                        | Increased                  |   |         | \$79        |         | Supports existing expenditures       | Fees in this category may increase by amounts judged reasonable and necessary by the governing board. WSU makes every effort to keep costs as low as possible. The undergraduate application fee has remained flat since 2005 in spite of rising costs and inflation.   | Fee increases could be necessary to meet additional costs associated with admissions and enrollment management.  |
| 365   | Washington State University | 5200     | Other Administrative Fees       | No                  |                        | Increased                  |   |         | \$113       |         | Supports existing expenditures       | Fees in this category may increase by amounts judged reasonable and necessary by the governing board. WSU makes every effort to keep costs as low as possible.  | WSU's administrative fees are tied to the cost of providing services that require staff time, supplies and other university resources.   |
| Additional Comments   |                             |          |                                 |                     |                        |                            |   |         |             |         |                                      |   |  |
| * FY 2018 column represents the incremental revenue that would be generated from a 1% increase in Tuition, S&A Fees, Technology Fee and Other mandatory fees (fee codes 1100-2300) assuming enrollment levels equal to FY16. The actual rates that will be implemented for these fee groups are unknown at this time as all depend on Legislative, WSU Regent, or Student committee actions which have not occurred yet. For other fee groups (fee codes 3100-5200), the incremental revenue represents an increase up to the unofficial fiscal growth factor for 2018 of 4.16% . FY 2019 incremental revenues are indeterminate until the actual rates for FY18 are known. |                             |          |                                 |                     |                        |                            |   |         |             |         |                                      |   |  |

## Investing in a Healthy Washington

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**Agency 365 – Washington State University**  
**2017-2019 Operating Budget Request**

Investing in a Healthy Washington

**Central Service Fund Splits**

| All Columns by Agency must equal 100%                       |         |   |         |         |         |                                     |         |                  |                  |                       |
|---|---------|---|---------|---------|---------|-------------------------------------|---------|------------------|------------------|-----------------------|
|   |         | Subprogram<br>(only used<br>for DSHS in<br>Program<br>030 and<br>040) |         |         |         |                                     |         |                  |                  |                       |
| Agency  | Program | Account and Approp Title  | Auditor | AttGen  | OAH     | Facilities<br>&<br>Services<br>Only | CTS     | Debt<br>Services | Workers'<br>Comp | All Other<br>Services |
| <b>Percent Totals (only applies when one agency chosen)</b> |         |   | 100.00% | 100.00% | 100.00% | 100.00%                             | 100.00% | 100.00%          | 100.00%          | 100.00%               |
| 365-Washington State University                             |         | 001-1 General Fund-State  | 38.00%  | 38.00%  | 38.00%  | 38.00%                              | 38.00%  | 38.00%           | 38.00%           | 38.00%                |
| 365-Washington State University                             |         | 149-6 Inst of Hi Ed-Operating<br>Fees Acct-Non-Appropriated           | 62.00%  | 62.00%  | 62.00%  | 62.00%                              | 62.00%  | 62.00%           | 62.00%           | 62.00%                |

**Agency 365 – Washington State University**  
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**Federal Funding Estimates, Fund 143**

| <b>FEDERAL FUNDING ESTIMATES, Fund 143, Federal Appropriations</b> |                         |                            |                          |                    |
|--|-------------------------|----------------------------|--------------------------|--------------------|
| <b>Fiscal Year</b>   | <b>Fund Description</b> | <b>Federal Fiscal Year</b> | <b>State Fiscal Year</b> | <b>State Match</b> |
| 2016   | Hatch Funds             | 2,755,603                  | 2,775,603                | 2,755,603          |
|  | Regional Research Funds | 1,993,385                  | 1,993,385                | 1,293,955          |
|  | McIntire Stennis Funds  | 471,641                    | 471,641                  | 471,641            |
|  | Animal Health Funds     | 78,478                     | 78,478                   | 0                  |
|  | Smith Lever             | 5,296,455                  | 5,280,620                | 4,411,721          |
|  | Water Research          |                            |                          |                    |
|  | Fiscal Year Totals      | 10,595,562                 | 10,599,727               | 8,932,920          |
| 2017   | Hatch Funds             | 2,755,603                  | 2,775,603                | 2,755,603          |
|  | Regional Research Funds | 1,993,385                  | 1,993,385                | 1,293,955          |
|  | McIntire Stennis Funds  | 471,641                    | 471,641                  | 471,641            |
|  | Animal Health Funds     | 78,478                     | 78,478                   | 0                  |
|  | Smith Lever             | 5,296,455                  | 5,280,620                | 4,411,721          |
|  | Water Research          |                            |                          |                    |
|  | Fiscal Year Totals      | 10,595,562                 | 10,599,727               | 8,932,920          |
| 2018   | Hatch Funds             | 2,755,603                  | 2,775,603                | 2,755,603          |
|  | Regional Research Funds | 1,993,385                  | 1,993,385                | 1,293,955          |
|  | McIntire Stennis Funds  | 471,641                    | 471,641                  | 471,641            |
|  | Animal Health Funds     | 75,000                     | 75,000                   | 0                  |
|  | Smith Lever             | 5,296,455                  | 5,280,620                | 4,411,721          |
|  | Water Research          |                            |                          |                    |
|  | Fiscal Year Totals      | 10,592,084                 | 10,596,249               | 8,932,920          |
| 2019   | Hatch Funds             | 2,755,603                  | 2,775,603                | 2,755,603          |
|  | Regional Research Funds | 1,993,385                  | 1,993,385                | 1,293,955          |
|  | McIntire Stennis Funds  | 471,641                    | 471,641                  | 471,641            |
|  | Animal Health Funds     | 75,000                     | 75,000                   | 0                  |
|  | Smith Lever             | 5,296,455                  | 5,280,620                | 4,411,721          |
|  | Water Research          |                            |                          |                    |
|  | Fiscal Year Totals      | 10,592,084                 | 10,596,249               | 8,932,920          |



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**Federal Funding Descriptions**

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**Fund 143, Federal Appropriations**

Federal formula funding is provided to WSU under several U. S. Department of Agriculture programs including the following:

Hatch Funds - The Hatch Act of 1887 provides funding for agricultural experiment stations in connection with colleges established under the Morrill Act. Funds are distributed to the states on a formula basis and may only be expended upon approved Hatch eligible research projects. There is a matching requirement with these funds.

Regional Research Funds - These are specially earmarked Hatch Funds to be used only for cooperative regional research projects as recommended and approved by a special committee. There is a matching requirement for these funds and they are distributed on a formula basis except for a few special projects.

McIntire Stennis - These funds are provided under the McIntire Stennis Cooperative Forestry Act of 1962. They are earmarked for forestry research by schools of forestry, land grant colleges and state agricultural experiment stations. Funds are distributed by formula and there is a matching requirement.

Animal Health - These funds are received under Title XIV of Public Law 95-113, Section 1433 of the Food and Agriculture Act of 1977, as amended. They are to be used for animal health and disease research on approved projects only. They are received on a formula basis and there is a matching requirement.

Smith Lever - The Smith Lever Act, passed in 1914, provides funding for cooperative extension work through the various land grant institutions. These funds are distributed by formula and there is a matching requirement.

Water Research - WSU also receives Fund 143 monies for the State of Washington Water Research Center from the Department of the Interior. In 1988 Congress established Public Law 101-397, which formally restored the Water Resources Research Act of 1984. The parent funding agency, the U. S. Geological Survey, has indicated that funds will be diverted from those centers and institutes failing to establish a state program to those that can fulfill all obligations. A small base grant is given to each center. Faculty can and are successfully competing for supplemental funds on a regional basis. There is a matching requirement with these funds.

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Investing in a Healthy Washington

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**Federal Funding Estimates, Fund 145-01**

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**Fund 145, Grants and Contracts**

Washington State University conducts many instructional, research, and public service activities through federally funded projects. Projects are funded through grants and contracts with at least 20 federal agencies through a variety of programs. Contracts and grants are awarded for varying time periods and have varying state matching requirements. Estimated federal grant and contract revenue and state matching is shown below.

**FEDERAL FUNDING ESTIMATES, Fund 145-01, Grants and Contracts**

| <b><u>Fiscal<br/>Year</u></b> | <b><u>Federal<br/>Fiscal Year</u></b> | <b><u>State<br/>Fiscal Year</u></b> | <b><u>State<br/>Match</u></b> |
|-------------------------------|---------------------------------------|-------------------------------------|-------------------------------|
| 2016                          | 129,344,090                           | 129,344,090                         | 3,999,159                     |
| 2017                          | 129,344,090                           | 129,344,090                         | 3,999,159                     |
| 2018                          | 133,224,412                           | 133,224,412                         | 3,999,159                     |
| 2019                          | 133,224,412                           | 133,224,412                         | 3,999,159                     |

Note: Includes all Washington State University campuses. Over the last two biennia WSU's federally funded activity has continued to increase and we anticipate continued growth if state resources are available to supplement core funding and the state match. The table above shows a continuation of federal funding at a slightly increasing level, as the sponsoring of such competitively awarded grants and contracts may vary among federal agencies in future years.

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**Local (Non-Budgeted) Fund Summary**

| FUND CODE | FUND NAME                   | 6/30/15<br>FUND BALANCE | 6/30/17<br>ESTIMATED<br>FUND BALANCE | 2017-19<br>ESTIMATED<br>REVENUES | 2017-19<br>ESTIMATED<br>EXPENDITURES | 6/30/19<br>ESTIMATED<br>FUND BALANCE |
|-----------|-----------------------------|-------------------------|--------------------------------------|----------------------------------|--------------------------------------|--------------------------------------|
| 440       | STORES & RECEIVING ACCOUNTS | 2,518,000               | 1,516,000                            | 11,000,000                       | 11,000,000                           | 1,516,000                            |
| 448       | PRINTING REVOLVING FUND     | 1,052,000               | -                                    | 11,000,000                       | 11,000,000                           | -                                    |
| 450       | OTHER FACILITIES            | 3,805,000               | 1,804,000                            | 41,000,000                       | 42,000,000                           | 804,000                              |
| 460       | MOTOR POOL                  | 3,451,000               | 1,714,000                            | 3,600,000                        | 5,200,000                            | 114,000                              |
| 522       | ASSOCIATED STUDENTS         | -                       | -                                    | 181,800,000                      | 181,800,000                          | -                                    |
| 528       | PARKING SERVICES            | 12,950,000              | 14,545,000                           | 13,900,000                       | 12,900,000                           | 15,545,000                           |
| 570       | OTHER ENTERPRISES           | 26,299,000              | 19,978,000                           | 63,100,000                       | 68,600,000                           | 14,478,000                           |
| 573       | HOUSING AND FOOD SERVICE    | 50,693,000              | 21,712,000                           | 121,300,000                      | 130,000,000                          | 13,012,000                           |
| 846       | SCHOLARSHIPS & FELLOWSHIPS  | 67,371,000              | 67,371,000                           | 262,100,000                      | 237,900,000                          | 91,571,000                           |
| 859       | ENDOWMENT                   | 49,771,000              | 58,995,000                           | 2,700,000                        | -                                    | 61,695,000                           |

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**Local (Non-Budgeted) Fund Summary - Fund Explanation**

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**Fund**

**440 Institutions of Higher Education (Stores Account)**

Local fund used to support stores service activities. - Supplies, materials, sale of services for Central Stores, postage stores, alcohol stores, and student stores and services. RCW 43.88.195

**448 Institutions of Higher Education (Printing Account)**

Local fund used to support educational and operational printing and duplicating. - Earnings on investment, supplies, materials and services. RCW 43.88.195.

**450 Institutions of Higher Education (Other Facilities Account)**

Local fund used to support services not required to be accounted for in other funds. - Earnings on investment, income from property, court fees, fines and forfeitures, supplies materials, sale of supplies and services. RCW 43.88.195

**460 Institutions of Higher Education (Motor Pool Account)**

Local fund used to account for Motor Pool support activities. - Earnings on investment, sale of property, supplies, materials, services, sale of supplies and services. RCW 43.88.195

**Fund**

**522 Institutions of Higher Education (Associated Students Account)**

Local fund used to account for locally approved student body activities. - Earnings on investment, supplies, materials, services, fees, sale of supplies and materials. RCW 43.88.195

**528 Institutions of Higher Education (Parking Services Account)**

Local fund used to support parking services. - Earnings on investment, fines, sale of services. RCW 43.88.195

**570 Institutions of Higher Education (Other Enterprises Account)**

Local fund used to account for the business enterprises not properly included in funds 522 and 573 - Department of Treasury, earnings on investment, income from property, supplies, materials, services, fees, dedicated student fees, sale of supplies and services. RCW 43.88.195

**573 Institutions of Higher Education (Housing and Food)**

Local fund used to account for student housing and food services business enterprise activities - Earnings on investment, income from property, supplies, materials, services, board, room meals, fees, sale of supplies and services. RCW 43.88.195

Fund

**846 Institutions of Higher Education (Grants-In-Aid Scholarships and Fellowships)**

This fund consists of gifts, the proceeds of which are provided to students in accordance with donor's instructions. The income from endowment principal established to support student loans is also deposited and accounted for in this fund. - Department of Health and Human Services, Department of Education, earnings on investment, supplies, materials, services, private contributions and grants. RCW 43.88.195

Fund

**859 Institutions of Higher Education (Endowment Local Account)**

This fund is composed of gifts and bequests which the donors have specified must remain intact. Each gift is governed by various restrictions on the investment and use of the funds. - Earnings on investment, private contributions and grants, transfers in, transfers out, capital gains. RCW 43.88.195

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## Fund Balance Management

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### Fund Balance Management

**Please provide a narrative summary of the historic management and uses of accounts 148 and 149, including an explanation of any reserve or working capital policies that govern fund balances in these accounts. If your institution does not have a reserve or working capital policy, please explain why.**

Fund (account) 148 includes self-sustaining activities which promote the education, research, or public service missions of the University. In total WSU has over 2,000 separate accounts of this nature.

Primary fund 148 revenue sources include self-sustaining activities such as summer session, veterinary medical and clinical services, sale of agricultural products and services, conferences and institutes, and facilities and administration (F&A) recoveries on contracts and grants.

The following table illustrates the percentage of expenditures by state program for account 148 funds for the last five years.

| Account 148 Historical Expenditures by State Program |                                  |      |      |      |      |      |
|--|----------------------------------|------|------|------|------|------|
| Pgm #  | Program Title                    | 2012 | 2013 | 2014 | 2015 | 2016 |
| 10   | Instruction                      | 27%  | 29%  | 25%  | 26%  | 25%  |
| 20   | Research                         | 3%   | 2%   | 3%   | 2%   | 6%   |
| 30   | Public Service                   | 14%  | 14%  | 12%  | 10%  | 10%  |
| 40   | Primary Support                  | 31%  | 33%  | 28%  | 23%  | 25%  |
| 50   | Library                          | 3%   | 0%   | 6%   | 4%   | 4%   |
| 60   | Student Services                 | 7%   | 8%   | 8%   | 7%   | 6%   |
| 80   | Institutional Support            | 8%   | 4%   | 11%  | 11%  | 11%  |
| 90   | Plant Operations and Maintenance | 7%   | 9%   | 7%   | 17%  | 12%  |
| Grand Total  |                                  | 100% | 100% | 100% | 100% | 100% |

Examples of some of the key types of self-sustaining activities accounted for in fund 148 by the various state programs are as follows:

**Instruction** includes summer session and WSU's highly ranked online self-sustaining MBA program.

**Public Service** includes conferences and institutes, Beasley Coliseum operations, and the animal diagnostic lab.

**Primary Support** includes activities such as the WSU Creamery, veterinary clinic, and Office of Research.

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**Agency 365 – Washington State University**  
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**Fund Balance Management**

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**Institutional Support** includes the university development office and the Enterprise Systems Group which manages WSU's student information system.

Tuition (account 149) plus state appropriations comprise WSU's core operating funds. More than 80% of state and tuition funding supports salary and benefits of critical employees. Faculty provide students with the very best instruction, access to research, and mentoring opportunities that often define their academic careers. Staff members serve students throughout their learning experience with advising, financial aid, course registration, libraries, custodial, and campus safety, as well as core services such as information technology, payroll, accounting, and compliance.

The following tables summarize expenditures by state program for 149 funds for the last five years.

| <b>Account 149 Historical Expenditures by State Program</b> |                                  |             |             |             |             |             |
|---|----------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Pgm #</b>  | <b>Program Title</b>             | <b>2012</b> | <b>2013</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> |
| 10  | Instruction                      | 61%         | 60%         | 59%         | 63%         | 66%         |
| 20  | Research                         | 1%          | 1%          | 2%          | 2%          | 1%          |
| 30  | Public Service                   | 0%          | 0%          | 0%          | 1%          | 0%          |
| 40  | Primary Support                  | 10%         | 9%          | 9%          | 9%          | 9%          |
| 50  | Library                          | 4%          | 4%          | 3%          | 3%          | 2%          |
| 60  | Student Services                 | 5%          | 5%          | 5%          | 5%          | 5%          |
| 80  | Institutional Support            | 11%         | 12%         | 13%         | 12%         | 12%         |
| 90  | Plant Operations and Maintenance | 8%          | 8%          | 8%          | 4%          | 4%          |
| <b>Grand Total</b>  |                                  | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> |

The WSU Executive Policy Manual addresses budget responsibility in Executive Policy #1. In this policy, vice presidents, deans, directors, principal investigators and other administrators have the authority and responsibility to manage the budgets of the units they administer, including reserve balances.

## ELECTRONIC SUBMITTAL CONFIRMATION FORM

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**Agency Number:** 365

**Agency Name:** Washington State University

Agencies are required to provide electronic access to each decision package in their budget request as part of the submittal process. Confirm Option 1 or 2 below:

Option 1:

- ☐ This agency posts all decision packages for our 2017-19 budget request to our public facing website at the following URL:

URL: <https://budget.wsu.edu/state-budget/2015-17-Biennial-Budget/index.html>

Option 2:

- ☐ This agency does not post decision packages and has forwarded copies via e-mail to [OFM.Budget@ofm.wa.gov](mailto:OFM.Budget@ofm.wa.gov).

These decision packages conform to our agency's ADA accessibility compliance standards.

**Agency Contact:** Joan King

**Contact Phone:** 509-335-9681

**Contact E-mail:** joank@wsu.edu

**Date:** September 16, 2016