



WASHINGTON STATE UNIVERSITY

2019-2021 Biennium Operating Budget Request



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Office of the
President

September 14, 2018

Governor Jay Inslee
Office of Financial Management
300 Insurance Building
3rd Floor – North
PO Box 43113
Olympia, WA 98504-3113

Dear Governor Inslee,

Enclosed you will find Washington State University's operating and capital budget requests for the 2019-2021 biennium. These requests - particularly those to support the Elson S. Floyd College of Medicine and capital requests to promote animal and human health and STEM program facilities - clearly align with and support the *Results Washington* goals promoting World Class Education, a Prosperous Economy and Healthy and Safe Communities.

They also represent a commitment from our state's land grant research university to prepare for a healthier future for our state's growing population; to expand educational opportunity state-wide and to support a student body with needs more diverse than ever.

These requests represent WSU's contribution to a coordinated, state-wide effort with other Washington colleges and universities to leverage our strengths, particularly in the health sciences and STEM program fields.

The supporting documentation for these requests is enclosed. We appreciate your thoughtful consideration and we stand ready to answer questions and to provide additional information as requested.

Sincerely,

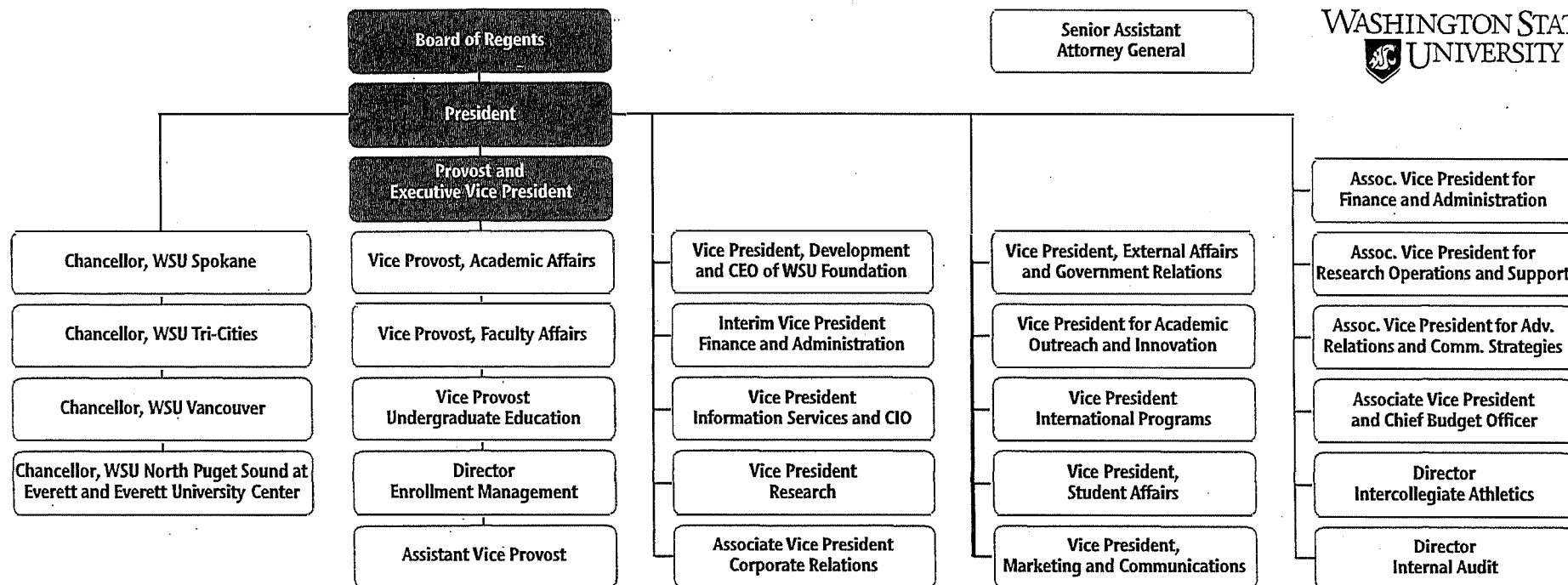
Kirk Schulz, President

Enclosures

cc: Dan Bernardo, Provost and Executive Vice President
Colleen Kerr, Vice President for External Affairs and Government Relations
Joan King, Associate Vice President and Chief Budget Officer
Stacy Pearson, Vice President for Finance and Administration

PULLMAN • SPOKANE • TRI-CITIES • VANCOUVER • EVERETT • GLOBAL • EXTENSION

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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

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

College of Education

Elson S. Floyd College of Medicine

- Biomedical Sciences
- Medical Education and Clinical Sciences
- Nutrition and Exercise Physiology
- Speech and Hearing Sciences

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

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

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.



Strategic Plan 2014-2019

➔ 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.



Strategic Plan 2014-2019

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 (qualitative, progress indicators, diagnostics)
Sub-goal 1.a. Grow and diversify extramural research funding.	<ul style="list-style-type: none"> Invest in strengthening the most successful centers and institutes. Enhance administrative infrastructure to support grants and contracts procurement and management. 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. Foster greater collaboration across colleges, campuses, and disciplines through use of incentives and eliminating barriers to the pursuit of large opportunities. 	1. Total research and development expenditures (reported to NSF) and rank among public institutions 2. Federal research and development expenditures (reported to NSF) and rank among public institutions 3. Number of cross-disciplinary and multi-institution grant interdisciplinary awards (tracked by eREX and org/budget numbers, OGRD)	



Strategic Plan 2014-2019

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



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



Strategic Plan 2014-2019

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



Strategic Plan 2014-2019

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



Strategic Plan 2014-2019

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



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



Strategic Plan 2014-2019

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



Strategic Plan 2014-2019

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

Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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 2020	FY 2021	Biennial Total
FTE	74.4	74.8	74.6
001 General Fund - Basic Account			
001-1 State	\$11,275	\$11,388	\$22,663
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$3,400	\$3,370	\$6,770
489 Pension Funding Stabilization Acct			
489-1 State	\$799	\$768	\$1,567
062 WSU Building Account			
062-1 State	\$12	\$12	\$24

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.

Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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.

Account	FY 2020	FY 2021	Biennial Total
FTE	485.3	504.3	494.8
001 General Fund - Basic Account			
001-1 State	\$24,697	\$25,752	\$50,449
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$24,812	\$24,811	\$49,623
143 Inst of Hi Ed-Federal Approp Acct			
143-6 Non-Appropriated	\$5,631	\$5,631	\$11,262
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$6,099	\$6,124	\$12,223
489 Pension Funding Stabilization Acct			
489-1 State	\$1,285	\$1,281	\$2,566
062 WSU Building Account			
062-1 State	\$26	\$25	\$51

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.

ACT001 - Agency Activity Inventory

Washington State University

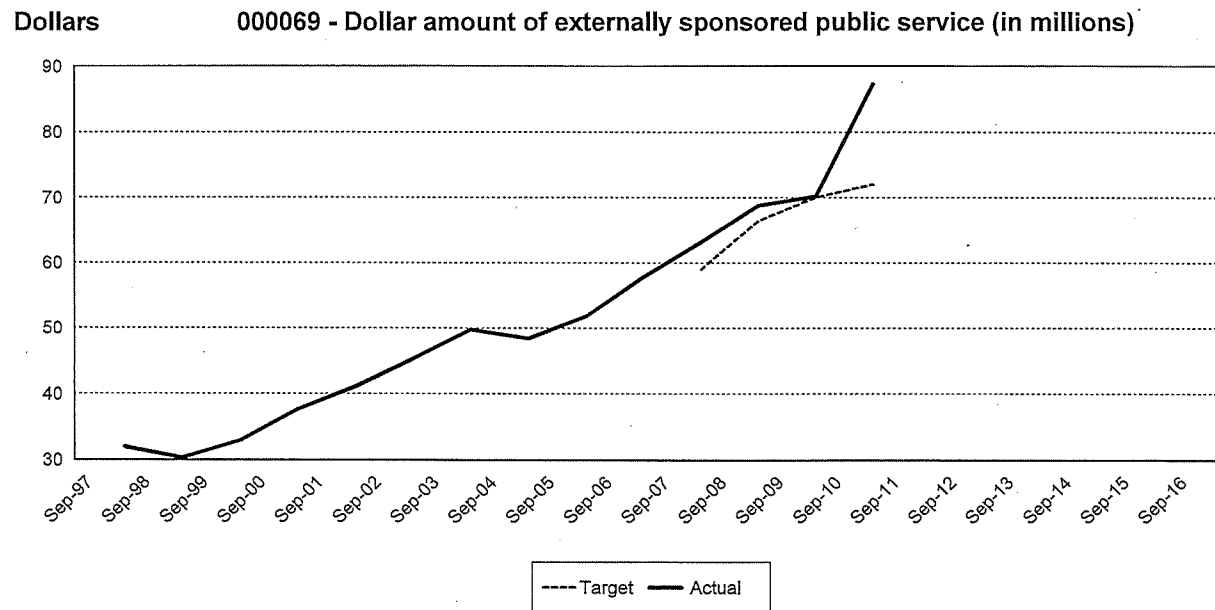
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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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

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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity



Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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.

Account	FY 2020	FY 2021	Biennial Total
FTE	4,156.6	4,315.9	4,236.3
08A Education Legacy Trust Account			
08A-1 State	\$16,998	\$16,997	\$33,995
001 General Fund - Basic Account			
001-1 State	\$170,129	\$186,875	\$357,004
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$99,453	\$99,474	\$198,927
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$237,205	\$240,599	\$477,804
489 Pension Funding Stabilization Acct			
489-1 State	\$11,756	\$11,788	\$23,544
062 WSU Building Account			
062-1 State	\$318	\$319	\$637

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.

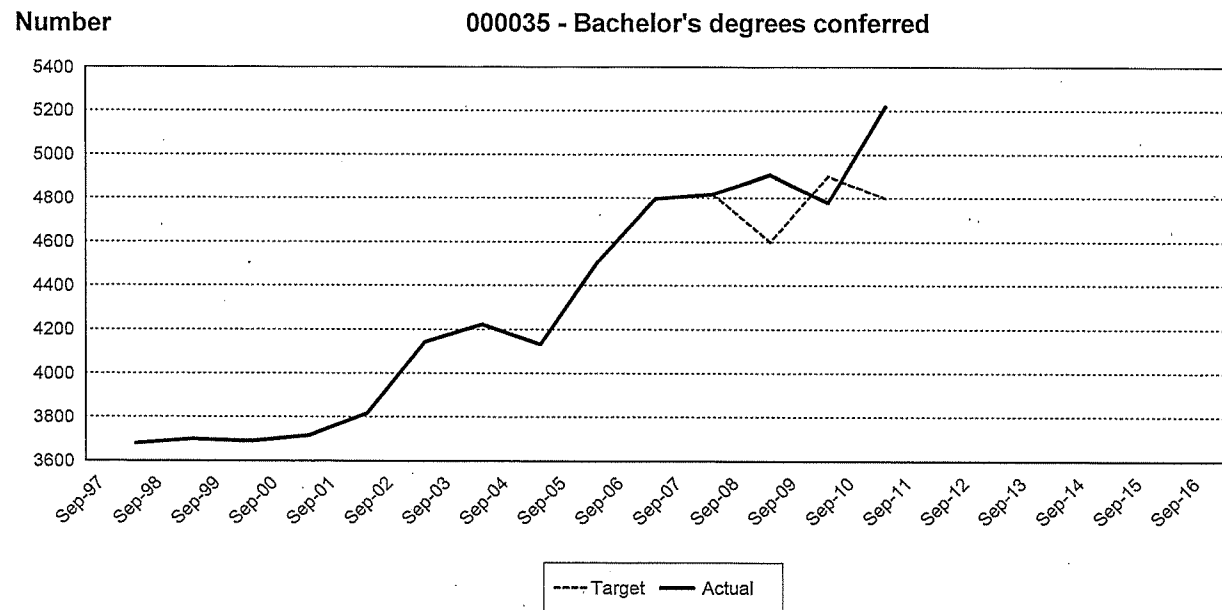
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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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

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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

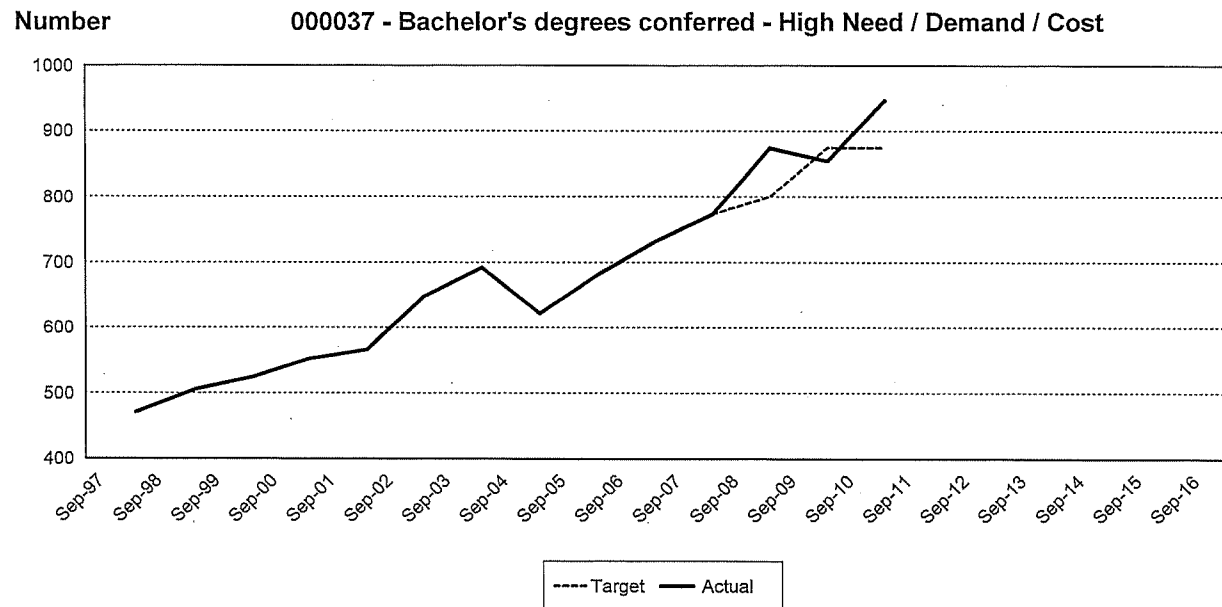


Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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

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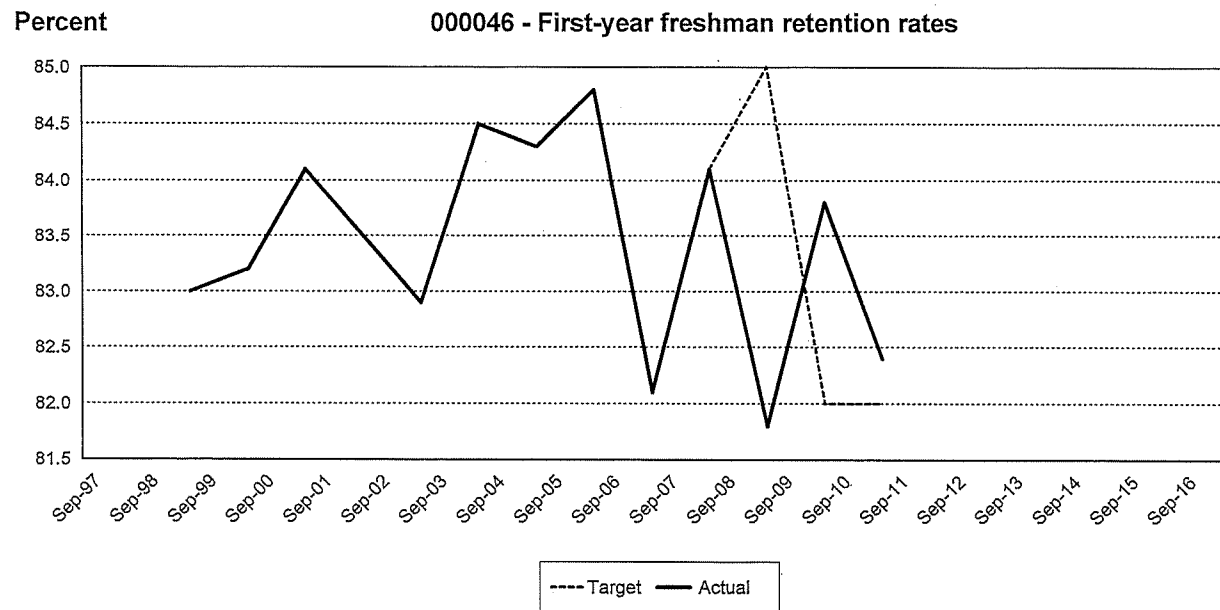
Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity



Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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

Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity



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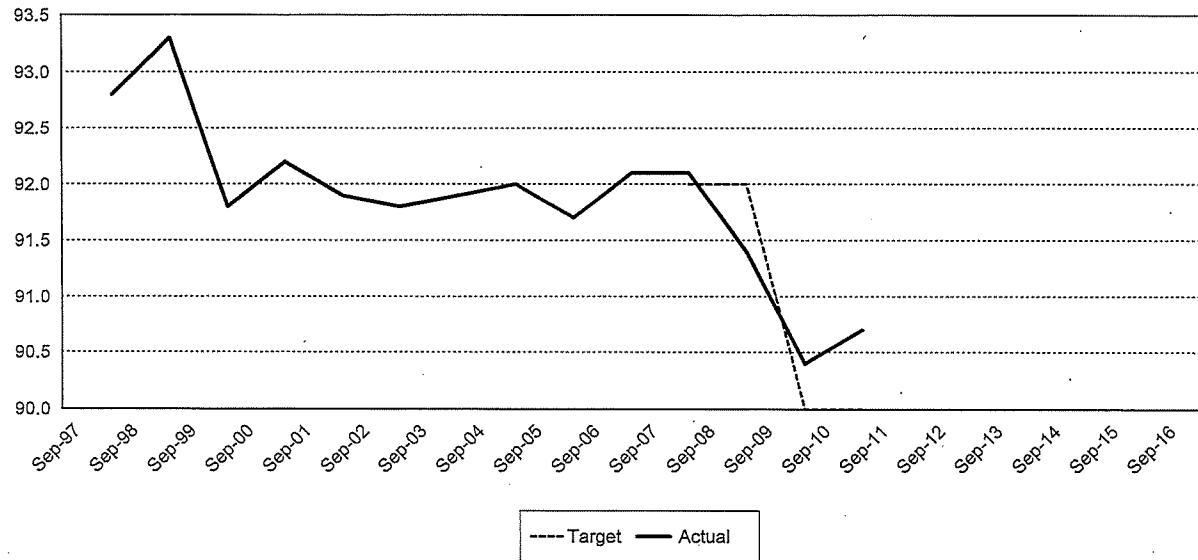
Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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		
	Q7		
	Q6		
	Q5		
	Q4		
	Q3		
	Q2		
	Q1		
Performance Measure Status: Draft			

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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

Percent 000048 - Percent of bachelor's degrees awarded to students not exceeding 125% of required credits for the



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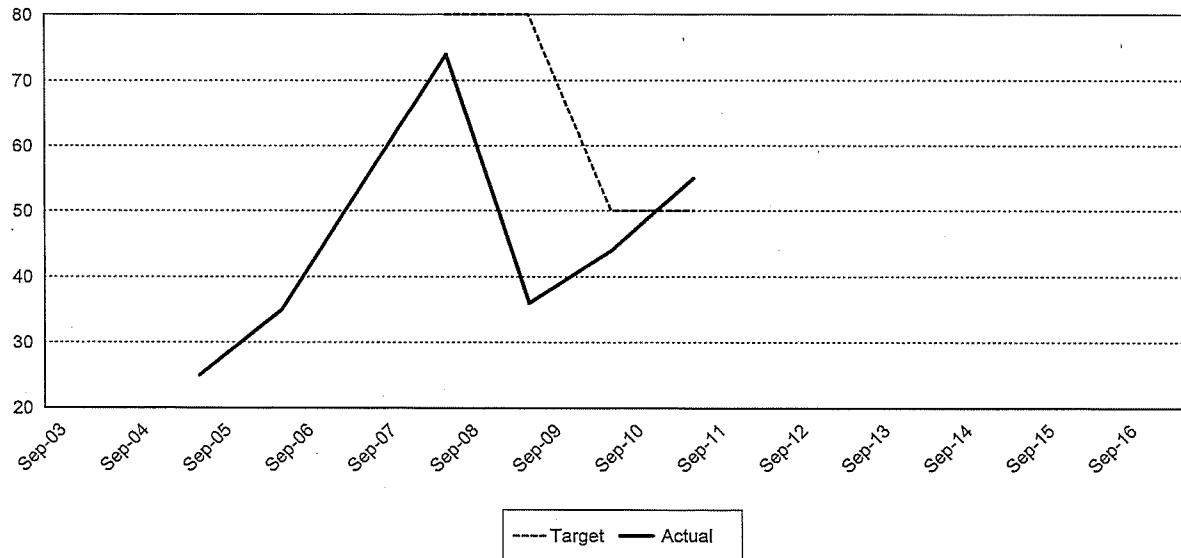
Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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

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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

Percent 000050 - Percent of degree programs documenting improvements based on assessment of student learning outcome

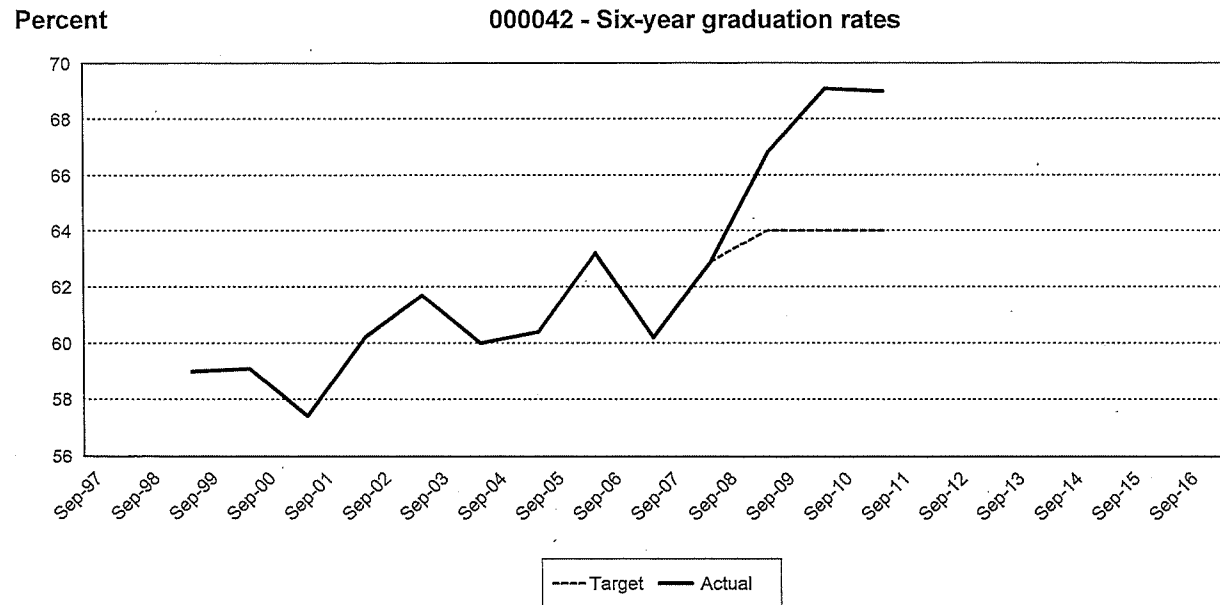


Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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

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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

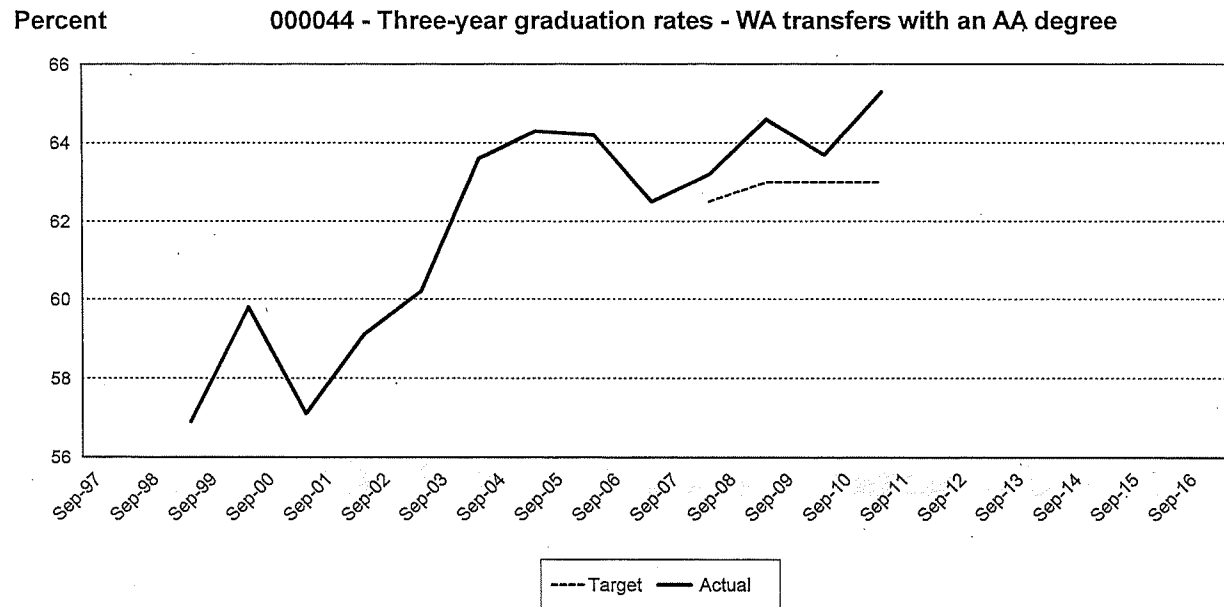


Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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

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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity



Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

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 2020	FY 2021	Biennial Total
FTE	1,891.0	1,919.7	1,905.4
315 Dedicated Marijuana Acct			
315-1 State	\$681	\$681	\$1,362
001 General Fund - Basic Account			
001-1 State	\$38,888	\$40,088	\$78,976
145 Inst of Hi Ed-Grants/Contracts Acct			
145-6 Non-Appropriated	\$226,635	\$226,635	\$453,270
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$7,666	\$7,676	\$15,342
143 Inst of Hi Ed-Federal Approp Acct			
143-6 Non-Appropriated	\$4,612	\$4,612	\$9,224
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$10,605	\$10,906	\$21,511
489 Pension Funding Stabilization Acct			
489-1 State	\$1,637	\$1,640	\$3,277
062 WSU Building Account			
062-1 State	\$40	\$40	\$80

Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

Statewide Result Area: World Class Education

Statewide Strategy: Provide access to high-quality research opportunities

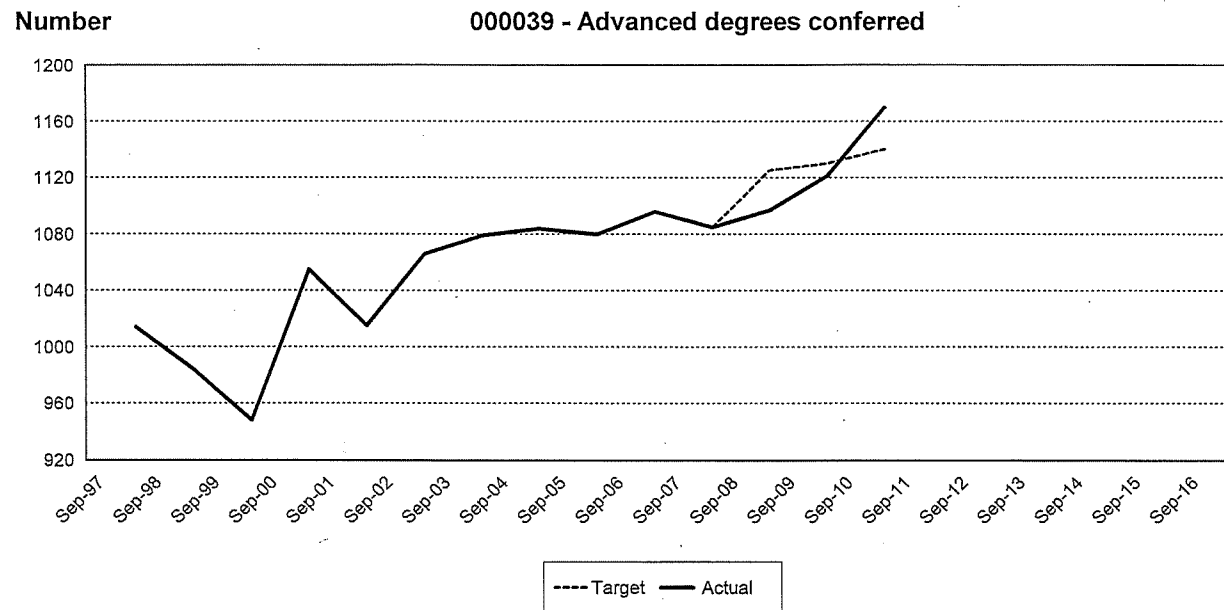
Expected Results

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		
	Q7		
	Q6		
	Q5		
	Q4		
	Q3		
	Q2		
	Q1		
Performance Measure Status: Draft			

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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity



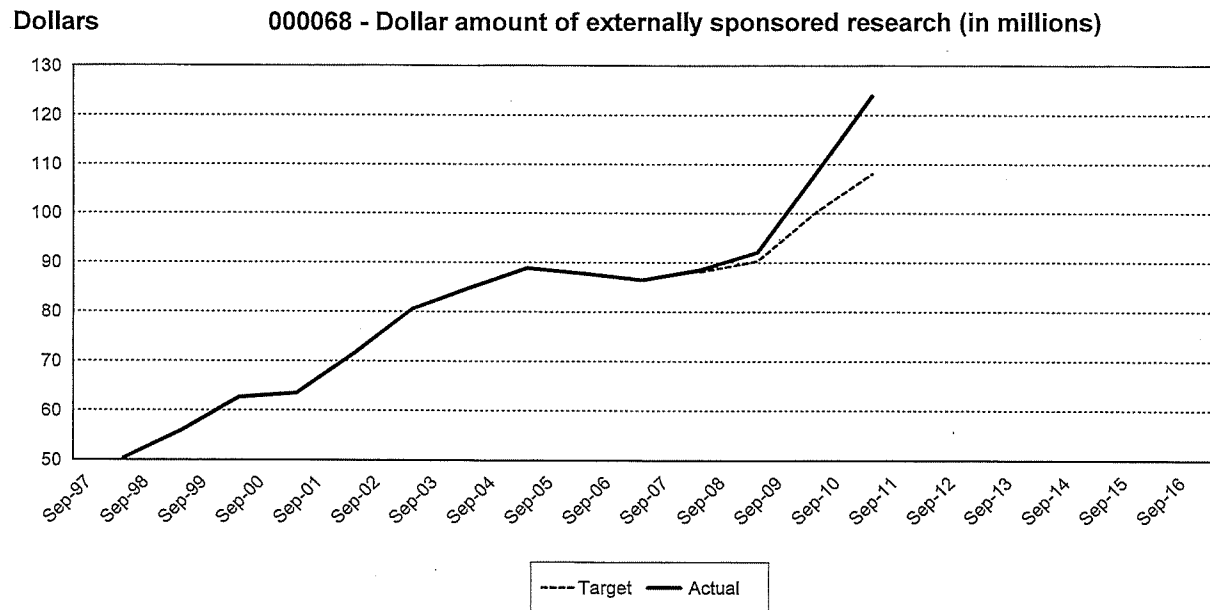
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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity

000068 The dollar amount of externally sponsored research (in millions).			
Biennium	Period	Actual	Target
2015-17	Q8		
	Q7		
	Q6		
	Q5		
	Q4		
	Q3		
	Q2		
	Q1		
Performance Measure Status: Draft			

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Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity



ACT001 - Agency Activity Inventory**Washington State University**

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*Appropriation Period: 2019-21 Activity Version: 19_BBR - 2019-21 Biennial Request Sort By: Activity***Grand Total**

	FY 2020	FY 2021	Biennial Total
FTE's	6,607.3	6,814.7	6,711.0
GFS	\$244,989	\$264,103	\$509,092
Other	\$659,670	\$663,389	\$1,323,059
Total	\$904,659	\$927,492	\$1,832,151

**Agency 365 – Washington State University
2019-21 Operating Budget Request**

Indirect Cost Allocation

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 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.

2019-21 Biennium				
Activity	% Allocation Received	Dollars Allocated		
		FY 2020	FY 2021	Total
Program 01 Instruction	80%	175,394,000	179,642,000	355,036,000
Program 02 Research	9%	18,377,000	19,007,000	37,384,000
Program 03 Public Srv.	10%	21,236,000	21,553,000	42,789,000
Program 081 Executive Administration	1%	2,133,000	2,166,000	4,299,000
Total	100%	217,140,000	222,368,000	439,508,000

Recommendation Summary

Agency: 365 Washington State University

Version: 19_BBR 2019-21 Biennial Request

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
CB T0PL Current Biennium Base	6,498.5	412,948	1,227,627	1,640,575
2017-19 Current Biennium Total	6,498.5	412,948	1,227,627	1,640,575
CL 2009 Gold Star Family Stipends	0.0	89	0	89
CL 2580 Renewable Natural Gas	(0.2)	(58)	0	(58)
CL 5028 Native American Curriculum	0.0	(15)	0	(15)
CL 5474 Elk Hoof Disease	0.0	(350)	0	(350)
CL 6563 Sustainable Aviation Biofuels WG	0.0	20	0	20
CL 92C Archives/Records Management	0.0	(3)	(3)	(6)
CL 92D Audit Services	0.0	3	3	6
CL 92E Legal Services	0.0	25	25	50
CL 92G Administrative Hearings	0.0	19	19	38
CL 92J CTS Central Services	0.0	3	3	6
CL 92K DES Central Services	0.0	(5)	(5)	(10)
CL 92R OFM Central Services	0.0	(29)	(29)	(58)
CL 9D Pension and DRS Rate Changes	0.0	34	8	42
CL 9J Nonappropriated Fund Adjustment	(2.5)	0	248	248
CL B1 Renewable Energy Incentive Program	(1.7)	(410)	0	(410)
CL B3 WA State Academy of Sciences	0.0	74	0	74
CL BSA Move Pension Fund Shift to Agencies	0.0	29	(29)	0
CL CAPB CAP Tuition Backfill	0.0	548	0	548
CL CP1 Adjust CAP Tuition Backfill	0.0	141	0	141
CL G05 Biennialize Employee PEB Rate	0.0	74	126	200
CL GL9 Non-Rep General Wage Increase	0.0	30,722	14,194	44,916
CL GLJ Initiative 1433 Minimum Wage	0.0	163	596	759
CL GLK Non-Rep Targeted Pay Increases	0.0	88	86	174
CL GLU PERS & TRS Plan 1 Benefit Increase	0.0	24	38	62
CL GMSS Growth Management Study	0.0	(600)	0	(600)
CL GZC CTS Fee for Service Adjustment	0.0	2	2	4
CL GZF Paid Family Leave--Employer Premium	0.0	369	585	954
CL HBCM Children's Mental Health Services	0.7	146	0	146
CL JCDR Materials Research (JCDREAM)	1.5	500	0	500
CL MD Medical Student Education	16.0	4,000	0	4,000
CL TREE Tree Fruit Extension Facility	0.0	(75)	0	(75)
CL TUAA Tuition Authority Adjustment	0.0	0	3,036	3,036
CL W1 WSU Collective Bargaining - Police	0.0	48	48	96
CL W2 WSU Collective Bargaining - PSE	0.0	48	47	95
CL W3 WSU Collective Bargaining - WFSE	0.0	54	169	223
CL WPRA Ruckelshaus Center Facilitation	0.0	(50)	0	(50)
Total Carry Forward Level	6,512.4	448,576	1,246,794	1,695,370
Percent Change from Current Biennium	.2%	8.6%	1.6%	3.3%
Maintenance – Other Changes				
ML 1M Marijuana Research Funding	3.2	0	1,086	1,086
ML 9V Capital Project Operating Costs	9.3	2,521	0	2,521
ML 9Z Recast to Activity	0.0	0	0	0
ML NA Nonappropriated Fund Adjustment	96.0	0	66,435	66,435

Recommendation Summary

Agency: 365 Washington State University

Version: 19_BBR 2019-21 Biennial Request

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
Maintenance – Other Total	108.4	2,521	67,521	70,042
Total Maintenance Level	6,620.8	451,097	1,314,315	1,765,412
Percent Change from Current Biennium	1.9%	9.2%	7.1%	7.6%
Policy – Other Changes				
PL DC M&O Digital Classroom	7.2	1,920	0	1,920
PL MC Medical School - Completion Funding	50.8	10,800	6,558	17,358
PL ME Medical School - Expansion Funding	21.5	3,600	2,186	5,786
PL SH Soil Health Initiative	10.3	2,809	0	2,809
Policy – Other Total	89.7	19,129	8,744	27,873
Policy – Comp Changes				
PL RC Retention and Compensation	0.0	38,406	0	38,406
PL W1 WSU Collective Bargaining - Police	0.0	0	0	0
Policy – Comp Total	0.0	38,406	0	38,406
Policy – Central Svcs Changes				
PL AG Additional Legal Services	0.5	460	0	460
Policy – Central Svcs Total	0.5	460	0	460
Subtotal - Policy Level Changes	90.2	57,995	8,744	66,739
2019-21 Total Proposed Budget	6,711.0	509,092	1,323,059	1,832,151
Percent Change from Current Biennium	3.3%	23.3%	7.8%	11.7%

State of Washington
Recommendation Summary - WSU Pullman / Spokane

Dollars in Thousands		Annual Average FTE's	General Fund State	Other Funds	Total Funds
2017-19 Current Biennium Total		5,989.7	355,462	1,159,402	1,514,864
CL 92C	Archives/Records Management	-	(3)	(3)	(6)
CL 92D	Audit Services	-	3	3	6
CL 92E	Legal Services	-	25	25	50
CL 92G	Administrative Hearings	-	19	19	38
CL 92J	CTS Central Services	-	3	3	6
CL 92K	DES Central Services	-	(5)	(5)	(10)
CL 92R	OFM Central Services	-	(29)	(29)	(58)
CL 9D	Pension and DRS Rate Changes	-	32	8	40
CL 9J	Nonappropriated Fund Adjustment	(2.5)	-	248	248
CL B1	Renewable Energy Incentive Program	(1.7)	(410)	-	(410)
CL B3	WA State Academy of Sciences	-	74	-	74
CL BSA	Move Pension Fund Shift to Agencies	-	29	(29)	-
CL CAPB	CAP Tuition Backfill	-	548	-	548
CL CP1	Adjust CAP Tuition Backfill	-	141	-	141
CL G05	Biennialize Employee PEB Rate	-	67	118	185
CL GL9	Non-Rep General Wage Increase	-	26,993	13,090	40,083
CL GLJ	Initiative 1433 Minimum Wage	-	163	596	759
CL GLK	Non-Rep Targeted Pay Increases	-	88	86	174
CL GLU	PERS & TRS Plan 1 Benefit Increase	-	23	38	61
CL GMSS	Growth Management Study	-	(600)	-	(600)
CL GZC	CTS Fee for Service Adjustment	-	2	2	4
CL GZF	Paid Family Leave--Employer Premium	-	369	585	954
CL HBCM	Children's Mental Health Services	0.7	146	-	146
CL JCDR	Materials Research (JCDREAM)	1.5	500	-	500
CL MD	Medical Student Education	16.0	4,000	-	4,000
CL TREE	Tree Fruit Extension Facility	-	(75)	-	(75)
CL TUA	Tuition Authority Adjustment	-	-	2,402	2,402
CL W1	WSU Collective Bargaining - Police	-	48	48	96
CL W2	WSU Collective Bargaining - PSE	-	48	47	95
CL W3	WSU Collective Bargaining - WFSE	-	54	169	223
CL WPRA	Ruckelshaus Center Facilitation	-	(50)	-	(50)
CL 2580	Renewable Natural Gas	(0.2)	(58)	-	(58)
CL 2009	Gold Star Family Stipends	-	89	-	89
CL 6563	Sustainable Aviation Biofuels WG	-	20	-	20
CL 5028	Native American Curriculum	-	(15)	-	(15)
CL 5474	Elk Hoof Disease	-	(350)	-	(350)
Total Carry Forward Level		6,003.5	387,351.0	1,176,823.0	1,564,174.0
Percent Change from Current Biennium		0.2%	9.0%	1.5%	3.3%
ML 1M	Maintenance & Operations for New Facilities	9.3	2,521	-	2,521
ML 90	Marijuana Research Funding	3.2	-	1,086.0	1,086
ML 9V	Capital Project Operating Costs	-	-	-	-
ML 9Z	Recast to Activity	-	-	-	-
ML NA	Nonappropriated Fund Adjustment	96.0	-	59,054.0	59,054
Total Maintenance Level		6,112.0	389,872	1,236,963	1,626,835
Percent Change from Current Biennium		2.0%	9.7%	6.7%	7.4%
PL AG	Additional Legal Services	0.5	460	-	460
PL DC	M&O Digital Classroom	7.2	1,920	-	1,920
PL MC	Medical School - Completion Funding	50.8	10,800	6,558	17,358
PL ME	Medical School - Expansion Funding	21.5	3,600	2,186	5,786
PL RC	Retention and Compensation	-	34,067	-	34,067
PL SH	Soil Health Initiative	10.3	2,809	-	2,809
Subtotal - Performance Level Changes		90.3	53,656	8,744	62,400
2019-21 Total Proposed Budget		6,202.3	443,528	1,245,707	1,689,235
Percent Change from Current Biennium		3.5%	24.8%	7.4%	11.5%

State of Washington
Recommendation Summary - WSU Tri-Cities

Dollars in Thousands		Annual Average FTE's	General Fund State	Other Funds	Total Funds
2017-19 Current Biennium Total		149.5	18,900	20,950	39,850
CL 92C	Archives/Records Management	-	-	-	-
CL 92D	Audit Services	-	-	-	-
CL 92E	Legal Services	-	-	-	-
CL 92G	Administrative Hearings	-	-	-	-
CL 92J	CTS Central Services	-	-	-	-
CL 92K	DES Central Services	-	-	-	-
CL 92R	OFM Central Services	-	-	-	-
CL 9D	Pension and DRS Rate Changes	-	1	-	1
CL 9J	Nonappropriated Fund Adjustment	-	-	-	-
CL B1	Renewable Energy Incentive Program	-	-	-	-
CL B3	WA State Academy of Sciences	-	-	-	-
CL BSA	Move Pension Fund Shift to Agencies	-	-	-	-
CL CAPB	CAP Tuition Backfill	-	-	-	-
CL CP1	Adjust CAP Tuition Backfill	-	-	-	-
CL G05	Biennialize Employee PEB Rate	-	1	2	3
CL GL9	Non-Rep General Wage Increase	-	1,261	373	1,634
CL GLJ	Initiative 1433 Minimum Wage	-	-	-	-
CL GLK	Non-Rep Targeted Pay Increases	-	-	-	-
CL GLU	PERS & TRS Plan 1 Benefit Increase	-	-	-	-
CL GMSS	Growth Management Study	-	-	-	-
CL GZC	CTS Fee for Service Adjustment	-	-	-	-
CL GZF	Paid Family Leave--Employer Premium	-	-	-	-
CL HBCM	Children's Mental Health Services	-	-	-	-
CL JCDR	Materials Research (JCDREAM)	-	-	-	-
CL MD	Medical Student Education	-	-	-	-
CL TREE	Tree Fruit Extension Facility	-	-	-	-
CL TUAA	Tuition Authority Adjustment	-	-	208	208
CL W1	WSU Collective Bargaining - Police	-	-	-	-
CL W2	WSU Collective Bargaining - PSE	-	-	-	-
CL W3	WSU Collective Bargaining - WFSE	-	-	-	-
CL WPRA	Ruckelshaus Center Facilitation	-	-	-	-
CL 2580	Renewable Natural Gas	-	-	-	-
CL 2009	Gold Star Family Stipends	-	-	-	-
CL 6563	Sustainable Aviation Biofuels WG	-	-	-	-
CL 5028	Native American Curriculum	-	-	-	-
CL 5474	Elk Hoof Disease	-	-	-	-
Total Carry Forward Level		149.5	20,163	21,533	41,696
Percent Change from Current Biennium		0.0%	6.7%	2.8%	4.6%
ML 1M	Maintenance & Operations for New Facilities	-	-	-	-
ML 90	Marijuana Research Funding	-	-	-	-
ML 9V	Capital Project Operating Costs	-	-	-	-
ML 9Z	Recast to Activity	-	-	-	-
ML NA	Nonappropriated Fund Adjustment	-	-	3,434	3,434
Total Maintenance Level		149.5	20,163	24,967	45,130
Percent Change from Current Biennium		0.0%	6.7%	19.2%	13.2%
PL AG	Additional Legal Services	-	-	-	-
PL DC	M&O Digital Classroom	-	-	-	-
PL MC	Medical School - Completion Funding	-	-	-	-
PL ME	Medical School - Expansion Funding	-	-	-	-
PL RC	Retention and Compensation	-	1,354	-	1,354
PL SH	Soil Health Initiative	-	-	-	-
Subtotal - Performance Level Changes		-	1,354	-	1,354
2019-21 Total Proposed Budget		149.5	21,517	24,967	46,484
Percent Change from Current Biennium		0.0%	13.8%	19.2%	16.6%

State of Washington
Recommendation Summary - WSU Vancouver

Dollars in Thousands		Annual Average FTE's	General Fund State	Other Funds	Total Funds
2017-19 Current Biennium Total		359.3	38,586	47,275	85,861
CL 92C	Archives/Records Management	-	-	-	-
CL 92D	Audit Services	-	-	-	-
CL 92E	Legal Services	-	-	-	-
CL 92G	Administrative Hearings	-	-	-	-
CL 92J	CTS Central Services	-	-	-	-
CL 92K	DES Central Services	-	-	-	-
CL 92R	OFM Central Services	-	-	-	-
CL 9D	Pension and DRS Rate Changes	-	1	-	1
CL 9J	Nonappropriated Fund Adjustment	-	-	-	-
CL B1	Renewable Energy Incentive Program	-	-	-	-
CL B3	WA State Academy of Sciences	-	-	-	-
CL BSA	Move Pension Fund Shift to Agencies	-	-	-	-
CL CAPB	CAP Tuition Backfill	-	-	-	-
CL CP1	Adjust CAP Tuition Backfill	-	-	-	-
CL G05	Biennialize Employee PEB Rate	-	6	6	12
CL GL9	Non-Rep General Wage Increase	-	2,468	731	3,199
CL GU	Initiative 1433 Minimum Wage	-	-	-	-
CL GLK	Non-Rep Targeted Pay Increases	-	-	-	-
CL GLU	PERS & TRS Plan 1 Benefit Increase	-	1	-	1
CL GMSS	Growth Management Study	-	-	-	-
CL GZC	CTS Fee for Service Adjustment	-	-	-	-
CL GZF	Paid Family Leave-Employer Premium	-	-	-	-
CL HBCM	Children's Mental Health Services	-	-	-	-
CL JCDR	Materials Research (JCDREAM)	-	-	-	-
CL MD	Medical Student Education	-	-	-	-
CL TREE	Tree Fruit Extension Facility	-	-	-	-
CL TUAA	Tuition Authority Adjustment	-	-	426	426
CL W1	WSU Collective Bargaining - Police	-	-	-	-
CL W2	WSU Collective Bargaining - PSE	-	-	-	-
CL W3	WSU Collective Bargaining - WFSE	-	-	-	-
CL WPRA	Ruckelshaus Center Facilitation	-	-	-	-
CL 2580	Renewable Natural Gas	-	-	-	-
CL 2009	Gold Star Family Stipends	-	-	-	-
CL 6563	Sustainable Aviation Biofuels WG	-	-	-	-
CL 5028	Native American Curriculum	-	-	-	-
CL 5474	Elk Hoof Disease	-	-	-	-
Total Carry Forward Level		359.3	41,062	48,438	89,500
Percent Change from Current Biennium		0.0%	6.4%	2.5%	4.2%
ML 1M	Maintenance & Operations for New Facilities	-	-	-	-
ML 90	Marijuana Research Funding	-	-	-	-
ML 9V	Capital Project Operating Costs	-	-	-	-
ML 9Z	Recast to Activity	-	-	-	-
ML NA	Nonappropriated Fund Adjustment	-	-	3,947	3,947
Total Maintenance Level		359.3	41,062	52,385	93,447
Percent Change from Current Biennium		0.0%	6.4%	10.8%	8.8%
PL AG	Additional Legal Services	-	-	-	-
PL DC	M&O Digital Classroom	-	-	-	-
PL MC	Medical School - Completion Funding	-	-	-	-
PL ME	Medical School - Expansion Funding	-	-	-	-
PL RC	Retention and Compensation	-	2,985	-	2,985
PL SH	Soil Health Initiative	-	-	-	-
Subtotal - Performance Level Changes		-	2,985	-	2,985
2019-21 Total Proposed Budget		359.3	44,047	52,385	96,432
Percent Change from Current Biennium		0.0%	14.2%	10.8%	12.3%



2019-21 Biennium Budget Decision Package

Agency: 365 - Washington State University
Decision Package Code-Title: 1M - Marijuana Research Funding
Budget Session: 2019-21 Regular
Budget Level: Maintenance Level
Contact Info: Chris Jones
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Agency Recommendation Summary

The Laws of 2015, Ch. 4, § 206 appropriated a minimum of \$681,000 annually to Washington State University (WSU) from the dedicated marijuana account beginning July 1, 2016. The 2017-19 operating budget bill, however, set a lower amount of \$138,000 (Laws of 2017, Ch. 1 § 979). WSU requests the difference between these two amounts – \$543,000 – as a maintenance-level adjustment.

Fiscal Summary

Dollars in Thousands

Operating Expenditures	FY 2020	FY 2021	FY 2022	FY 2023
Fund 315 - 1	\$543	\$543	\$543	\$543
Total Expenditures	\$543	\$543	\$543	\$543
Biennial Totals		\$1,086		\$1,086
Staffing	FY 2020	FY 2021	FY 2022	FY 2023
FTEs	3.2	3.2	3.2	3.2
Average Annual		3.2		3.2
Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. A	\$208	\$208	\$208	\$208
Obj. B	\$41	\$41	\$41	\$41
Obj. E	\$281	\$281	\$281	\$281

Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. G	\$5	\$5	\$5	\$5
Obj. J	\$8	\$8	\$8	\$8

Package Description

Funds from the dedicated marijuana account allow WSU to pursue research projects and partnerships to study marijuana use and its short- and long-term effects. These activities provide opportunities for WSU to position itself as a leader in cannabis research, policy, and outreach. 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.

Pursuant to SSB 5883§ 607, and to further explain the important marijuana research being undertaken by WSU and its partners, WSU submits the following as part of its budget request:

A list of intended state, federal, and privately funded marijuana research, including cost, duration, and scope; and 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.

Washington State University's Committee on Cannabis Research & Outreach have been collaborating with the Washington State Liquor and Cannabis Board on possible protocols/processes with regard to the marijuana research license review process. The WSU Elson S. Floyd College of Medicine, College of Veterinary Medicine and the College of Agricultural, Human, & Natural Resource Sciences have also been involved in conversations with the Washington State Department of Agriculture regarding the development of a license to grow hemp under an industrial hemp research program.

Other current and potential partnerships with state agencies and other Washington entities include:

- Washington State Department of Social & Health Services (e.g., Division of Behavioral Health & Recovery)
- Washington State Department of Labor and Industries
- Washington Department of Health and local public health agency
- Spokane Regional Health District, WA State Department of Health
- Clinics such as Spokane Treatment Solutions - CRC Health
- Office of Superintendent of Public Instruction, Northeast WA ESD 101

Washington State University's marijuana research planning efforts stem from its areas of strength, with an aim towards building on its existing research strengths and bridging disciplines across the WSU system. These efforts are consistent with WSU's Grand Research Challenges that seek to unite researchers across disciplines to address ambitious goals including sustaining health, and opportunity and equity. Notable WSU research strengths in the areas of recreational and medical uses of

marijuana as well as agricultural research range from analytical chemistry to genomics and biomedical research, public safety, criminal justice, economy and policy, and public health/prevention.

WSU has worked closely with colleagues at the University of Washington (UW) on multiple cannabis related endeavors. WSU faculty and administrative leaders have collaborated with UW counterparts to host talks and conferences on the science of cannabis, including:

- The Foley Institute - *Marijuana Legalization: Implementing Initiative 502 in Washington*: Held at WSU on October 22, 2015 <https://foley.wsu.edu/rick-garza/>
- *Symposium on Marijuana in Washington: Shaping a Research Agenda*: held at UW on May 20, 2016 <http://adai.uw.edu/mjsymposium/agenda2016.htm>
- *Developing Cannabis Research at WSU*, September 30, 2016 <https://s3.wp.wsu.edu/uploads/sites/599/2016/08/Developing-cannabis-research-at-WSU.pdf>
- WSU - The Foley Institute: *Marijuana Law Implementation in Washington State* on October 3, 2017, <https://s3.wp.wsu.edu/uploads/sites/104/2017/09/Politics-of-marijuana.pdf>
- UW and WSU Joint Symposium on Marijuana Research in Washington: May 18, 2018 <http://adai.uw.edu/mjsymposium/agenda2018.htm>

WSU and UW investigators are collaborating on externally funded research as well. Examples include parenting intervention to prevent risky behavior and investigation of drug interactions. In addition to these and other internal WSU collaborations in the pursuit to partner with federal and state agencies (e.g., NIH), foundations (e.g., Robert Wood Johnson Foundation) and other sponsors, several WSU researchers have established collaborations with colleagues at other institutions or are in the planning/exploratory phases of establishing such partnerships.

Additional funding would allow expansion of WSU's research efforts to address the public health and policy questions around the legalization of recreational marijuana in Washington. The cost, duration, and scope of such research would depend upon the proposals submitted and accepted by state, federal and private granting agencies.

Assumptions and Calculations

Expansion or alteration of a current program or service:

N/A

Detailed assumptions and calculations:

Expenditure object proration is based on fiscal year actuals for Fund 315-1 for 2016, 2017 and 2018. Budgeted FTEs per employee classification are based on actual FY 2018 payroll expenditures on Program 10: Sponsored Research.

Workforce Assumptions:

Salaries include the following FTE by job classification. Benefit cost is estimated based on WSU

average for each classification. The following assumptions apply to all fiscal years of the request:

Salaries & Benefits by Job Class				
	FY 2020 - FY 2023			
	FTE	Salaries	Benefits	Total
Faculty	0.6	79,000	17,000	96,000
Exempt	0.8	49,000	10,000	59,000
Graudate Assistant	0.6	27,000	3,000	30,000
Classified	1.2	53,000	11,000	64,000
	3.2	208,000	41,000	249,000

Strategic and Performance Outcomes

Strategic framework:

The proposed research will produce knowledge that can support decisions and improve measures for Results Washington Goal 4: Healthy and Safe Communities.

- Healthy and Safe Communities, Healthy Babies (1.1);
- Healthy Youth and Adults (1.2), with emphasis on 1.2.Y.e (“contain the percent of 10th graders who report using marijuana in the last 30 days at 18% in January 2015 to 07/31.2017”); and
- Safe People, Traffic 2.4.a, to decrease the number of alcohol and/or drug impaired driver-involved fatalities.

This proposal advances the Drive to 25 (D25), WSU’s goal of becoming one of the nation’s top 25 public research universities by 2030. D25 is WSU’s highest strategic priority and builds on two pivotal goals of the WSU strategic plan, offering a transformative educational experience and accelerated development of a preeminent research portfolio. Additional funding for marijuana research would advance the following specific strategic plan goals around the theme of 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.

Performance Measure Detail

Performance Measure	Unit	Incremental Change FY1	Incremental Change FY2	Incremental Change FY3	Incremental Change FY4
000068 - Dollar amount of externally sponsored research (in millions)	\$	0.54	0.54	0.54	0.54

Performance outcomes:

WSU expects that additional marijuana research funds will produce knowledge that is relevant and beneficial to the growing field of recreational and medicinal marijuana research.

Other Collateral Connections

Intergovernmental:

As mentioned above, WSU will collaborate with various state agencies and institutions of higher education to produce innovative and impactful marijuana research.

Stakeholder response:

N/A

Legal or administrative mandates:

N/A

Changes from current law:

N/A

State workforce impacts:

N/A

State facilities impacts:

N/A

Puget Sound recovery:

N/A

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

No



2019-21 Biennium Budget Decision Package

Agency: 365 - Washington State University
 Decision Package Code-Title: 9V - Capital Project Operating Costs
 Budget Session: 2019-21 Regular
 Budget Level: Maintenance Level
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Agency Recommendation Summary

Washington State University (WSU) requests funding for maintenance and operations of new university facilities that will be completed during the 2019-21 biennium. This includes the Plant Sciences Building and the Global Animal Health Phase II Building. Maintenance and operations funding for Global Animal Health Phase II Building is requested should the Legislature fund WSU's capital request to complete construction for the project in the 2019 session. When the Legislature appropriates funds to construct state buildings, it is critical that upon completion that funding is provided to pay the full estimated cost of the fixed costs of utilities, routine maintenance of the buildings and building systems, custodial and grounds and related costs.

Fiscal Summary

Dollars in Thousands

Operating Expenditures	FY 2020	FY 2021	FY 2022	FY 2023
Fund 001 - 1	\$543	\$1,978	\$1,978	\$1,978
Total Expenditures	\$543	\$1,978	\$1,978	\$1,978
Biennial Totals		\$2,521		\$3,956
Staffing	FY 2020	FY 2021	FY 2022	FY 2023
FTEs	4.0	14.5	14.5	14.5
Average Annual		9.3		14.5
Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. A	\$192	\$699	\$699	\$699

Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. B	\$77	\$281	\$281	\$281
Obj. E	\$274	\$998	\$998	\$998

Package Description

The university uses 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 network utilities. 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 requests 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 currently operates 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. Currently, 85-90% of maintenance activities are the result of system failures and subsequent trouble calls; they are reactive and unplanned.

In addition, the resulting building system failures directly impact the university's ability to provide academic instruction and research. WSU has already experienced this across a wide-range of building systems, primarily in building heating, ventilation and air conditioning systems and electrical systems. For example, unscheduled heating/cooling coil replacements impacted five different buildings and cost almost \$400,000 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 electrical outages. During the past biennium, there were

three extended electrical outages with the engineering complex being without power for over 30 hours, the bear research/environmental health & safety facility for three days, and some outlying research facilities for over ten days. Eastlick Hall had its only elevator out of service for over eight months, complicating deliveries of liquid nitrogen containers (>500 pounds) and other supplies for laboratories and vivariums.

The practice of using average actual expenditures as a legislative funding rate for new construction institutionalizes a lack of inflationary adjustments to previously provided budgets along with subsequent budget cuts. It perpetuates funding levels placing WSU at levels that are 25% below PAC-12 and research university peers as validated through benchmarking activities in 2016 and 2017.

Using actual expenditures, rather than the true costs of operating existing buildings, especially hastens the decline of the newer, research-intensive buildings. Historical average expenditures are not a valid measure of what is actually needed to operate and maintain the state's investment in university facilities. It is imperative that at least the new buildings are opened and funded at a full cost level.

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 less than full cost 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 at such a rate that major and minor capital preservation infusions can only serve to slow, not stem, the backlog growth.

Assumptions and Calculations

Expansion or alteration of a current program or service:

N/A

Detailed assumptions and calculations:

Per Attachment C, the requested state support for Maintenance Level M&O is calculated as the proposed rate per Gross Square Footage (GSF) times GSF.

Expenditures by object were based on actual expenditures for program indices 091: Utilities, 092: Building and Utility Maintenance, 093: Custodial and Grounds and 094: Administration and Safety in FY 2018.

Workforce Assumptions:

Salaries include the following FTE by job classification. Benefit cost is estimated based on WSU average for each classification.

Salaries & Benefits by Job Class				
	FY 2020			
	FTE	Salaries	Benefits	Total
Exempt	0.3	24,000	10,000	34,000
Classified	3.7	168,000	67,000	235,000
	4.0	192,000	77,000	269,000
	FY 2021 thru FY 2023			
	FTE	Salaries	Benefits	Total
Exempt	0.9	87,000	35,000	122,000
Classified	13.6	612,000	246,000	858,000
	14.5	699,000	281,000	980,000

Strategic and Performance Outcomes

Strategic framework:

The Plant Sciences and Global Animal Health buildings support Results Washington initiatives, particularly World-Class Education, by expanding research and learning opportunities for students in the STEM fields.

This proposal advances the Drive to 25 (D25), WSU's goal of becoming one of the nation's top 25 public research universities by 2030. D25 is WSU's highest strategic priority and builds on two pivotal goals of the WSU strategic plan, offering a transformative educational experience and accelerated development of a preeminent research portfolio. M&O funding for the Plant Sciences Building and Global Animal Health II Building would advance the following specific strategic plan goals around the theme of 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.

Performance outcomes:

M&O support for the Plant Sciences Building and Global Animal Health Phase II Building would preserve the quality of these research-intensive facilities, making it more likely for WSU scholars to attract additional external research funding.

Other Collateral Connections

Intergovernmental:

N/A

Stakeholder response:

N/A

Legal or administrative mandates:

N/A

Changes from current law:

N/A

State workforce impacts:

N/A

State facilities impacts:

N/A

Puget Sound recovery:

N/A

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

No

Agency DP Priority (PL)**(List only the program Policy Level budget decision packages, in priority order)****Agency: 365 Washington State University****Session: 2019-21 Regular**

PL-MC	Medical School - Completion Funding
PL-ME	Medical School - Expansion Funding
PL-RC	Retention and Compensation
PL-AG	Additional Legal Services
PL-DC	M&O Digital Classroom
PL-SH	Soil Health Initiative
PL-W1	WSU Collective Bargaining - Police
PL-W3	WSU Collective Bargaining - WFSE



2019-21 Biennium Budget Decision Package

Agency: 365 - Washington State University
 Decision Package Code-Title: MC - Medical School - Completion Funding
 Budget Session: 2019-21 Regular
 Budget Level: Policy Level
 Contact Info: Chris Jones
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Agency Recommendation Summary

Completes funding for four classes of 60 students each at the Elson S. Floyd College of Medicine by providing for 60 third year and 60 fourth year students, allowing previously funded cohorts of first and second year students to complete their education.

Fiscal Summary

Dollars in Thousands

Operating Expenditures	FY 2020	FY 2021	FY 2022	FY 2023
Fund 001 - 1	\$3,600	\$7,200	\$7,200	\$7,200
Fund 149 - 6	\$2,142	\$4,416	\$4,548	\$4,680
Total Expenditures	\$5,742	\$11,616	\$11,748	\$11,880
Biennial Totals		\$17,358		\$23,628
Staffing	FY 2020	FY 2021	FY 2022	FY 2023
FTEs	33.2	68.4	68.4	68.4
Average Annual		50.8		68.4
Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. A	\$2,628	\$5,406	\$5,406	\$5,406
Obj. B	\$882	\$1,813	\$1,813	\$1,813
Obj. C	\$1,290	\$2,460	\$2,460	\$2,460
Obj. E	\$942	\$1,937	\$2,069	\$2,201

Revenue	FY 2020	FY 2021	FY 2022	FY 2023
149 - 0424	\$2,142	\$4,416	\$4,548	\$4,680
Total	\$2,142	\$4,416	\$4,548	\$4,680
Biennial Totals		\$6,558		\$9,228

Package Description

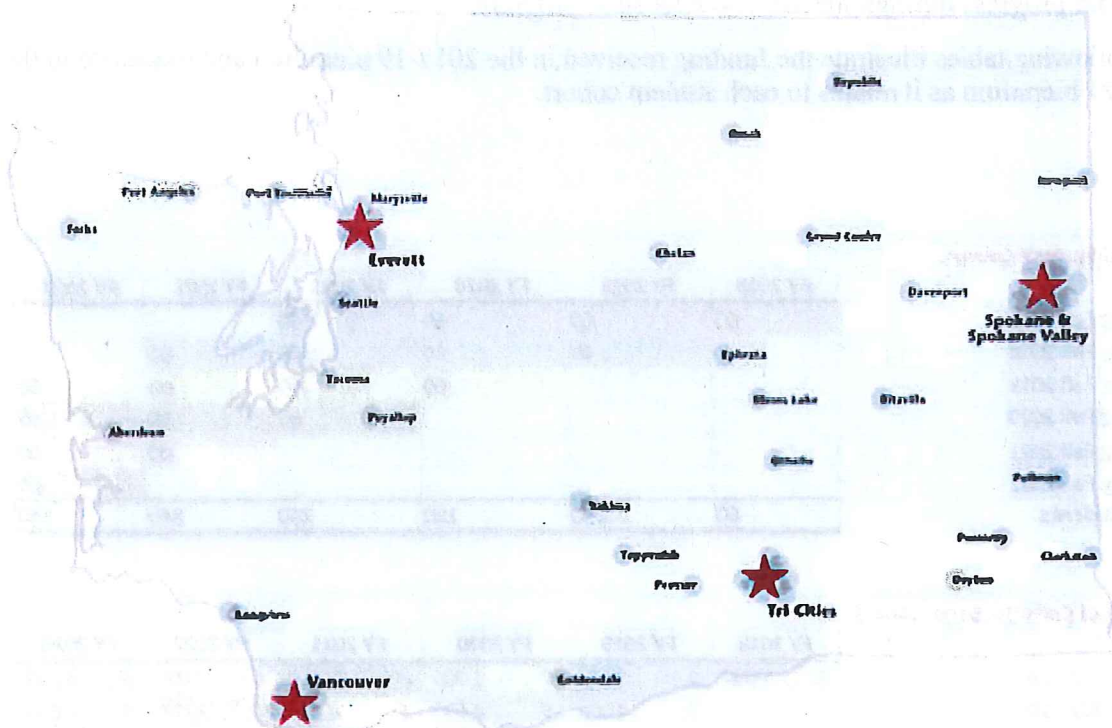
In 2015 the Legislature authorized Washington State University (WSU) to pursue medicine as an academic discipline to help build a physician workforce, particularly in medically underserved parts of the state in both urban and rural Washington. A critical strategy has been to recruit students from challenging healthcare environments, train them there and increase the likelihood they will practice there.

Having gained preliminary accreditation in the fall of 2016, WSU has now welcomed its first two classes of medical students using an interview heavy, holistic admissions process designed to attract students aligned with its mission. That process considers grades and test scores only to determine eligibility. Actual admissions decisions are informed by life experiences, personal backgrounds and other intangibles that align with the college's challenging mission. In the end, the students and the college select each other.

This has produced a diverse student body from 60 communities across the state. Some 28 percent are first generation college students, one in three are students of color, 38 percent come from socioeconomically disadvantaged backgrounds and 58 percent are women.

The college will have third year students for the first time beginning in August, 2019. Students in their third and fourth years will train in actual clinical locations across the state. Clinical partners are the cornerstone of a community-based approach to medical education and avoid the construction and operation of a teaching hospital. Students train in the diverse health care environments in which they will eventually practice, learning from seasoned clinicians. Through these experiences, students form ties with the communities in which they serve and will be more likely to return to the medically underserved settings when they graduate. As of August, 2018, WSU had signed 70 clinical sites to affiliation agreements. Partners include large multi-location systems and networks including Providence and SeaMar as well as small, rural, critical access hospitals in places such as Forks and Newport. As of that time, two Native American tribal affiliates had been signed with more in the offing.

Elson S. Floyd College of Medicine Clinical Affiliate Locations:



Assumptions and Calculations

Expansion or alteration of a current program or service:

See discussion below.

Detailed assumptions and calculations:

The State General Fund request will support third and fourth year education for the first and second year students funded in the 2017-19 biennial budget. New appropriations will provide permanent funding for some of the positions that WSU self-funded in the short term to achieve accreditation and will cover new costs associated with third and fourth year students as described below.

State funding is based on a \$60,000 per student per year funding rate and class size of 60 students. State funding is necessary for accreditation and is a key component of support for public medical schools providing a revenue stream that allows tuition to remain competitive for students as they enter and progress through the medical education program.

The following tables illustrate the funding received in the 2017-19 biennium and requested in the 2019-21 biennium as it relates to each student cohort.

Medical Student Cohorts						
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Entering Fall 2017	60	60	60	60		
Entering Fall 2018		60	60	60	60	
Entering Fall 2019			60	60	60	60
Entering Fall 2020				60	60	60
Entering Fall 2021					60	60
Entering Fall 2022						60
Total Students	60	120	180	240	240	240

Funding of Cohorts (\$ thousands)						
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Funded 2017-19	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Funded 2017-19		\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Request 2019-21			\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
Request 2019-21				\$ 3,600	\$ 3,600	\$ 3,600
	\$ 3,000	\$ 7,000	\$ 10,600	\$ 14,200	\$ 14,200	\$ 14,200

	FY 2020	FY 2021	FY 2022	FY 2023
Continuation funding request (State Funds)	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
		\$ 3,600	\$ 3,600	\$ 3,600
	\$ 3,600	\$ 7,200	\$ 7,200	\$ 7,200

The tables illustrate how the funding received in the FY17-19 biennial budget funded the first and second year for students entering in Fall 2017 (gray cells) and the first year for students entering in Fall 2018 (blue cells).

For fiscal year 2020 WSU requests \$3.6 million to fund the third year for students who entered Fall 2017 (gray cells), while the funding provided in the 2017-19 biennium pays for the second year for those entering Fall 2018 (blue cells), and the first year for those entering Fall 2019 (yellow cells). An additional investment of \$3.6 million in fiscal year 2021 will move the medical school closer to stable permanent funding for the future.

Fund 149 tuition revenue includes operating fees only, net of the 4% financial aid fund. The operating fee rate is based on the FY 2019 tuition rate with assumed 3% annual increases.

Fund 149 Revenue

Fiscal Year	3rd & 4th year Student FTE	Operating Fee Rate	Total Operating Fees
FY 2020	60	\$ 35,700	\$ 2,142,000
FY 2021	120	\$ 36,800	\$ 4,416,000
FY 2022	120	\$ 37,900	\$ 4,548,000
FY 2023	120	\$ 39,000	\$ 4,680,000

Beginning in FY 2020 the fiscal detail (Object C) reflects a new cost for affiliate agreements associated with third and fourth year clinical placements. Cost is based on 43 weeks of clinical rotations for third year students and 39 weeks for fourth year students at a rate of \$500 per week per student, or \$21,500 for each third year student and \$19,500 for each fourth year student.

Affiliate Agreements

Student Cohorts	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Entering Fall 2017	60	60	60	60		
Entering Fall 2018		60	60	60	60	
Entering Fall 2019			60	60	60	60
Entering Fall 2020				60	60	60
Entering Fall 2021					60	60
Entering Fall 2022						60
Total Students	60	120	180	240	240	240
Third year students			60	60	60	60
Cost per student			\$ 21,500	\$ 21,500	\$ 21,500	\$ 21,500
Total third year affiliate agreements			\$ 1,290,000	\$ 1,290,000	\$ 1,290,000	\$ 1,290,000
Fourth year students				60	60	60
Cost per student				\$ 19,500	\$ 19,500	\$ 19,500
Total fourth year affiliate agreements				\$ 1,170,000	\$ 1,170,000	\$ 1,170,000
Total cost affiliate agreements			\$ 1,290,000	\$ 2,460,000	\$ 2,460,000	\$ 2,460,000

Workforce Assumptions:

Salaries include the following FTE by job classification. Benefit costs are estimated based on the WSU average for each classification.

Salaries & Benefits by Job Class				
FY 2020				
	FTE	Salaries	Benefits	Total
Faculty	6	1,438,000	418,000	1,856,000
Exempt	14	763,000	259,000	1,022,000
Classified	14	427,000	205,000	632,000
	33	2,628,000	882,000	3,510,000
FY 2021 thru FY 2023				
	FTE	Salaries	Benefits	Total
Faculty	11	2,959,000	859,000	3,818,000
Exempt	29	1,569,000	533,000	2,102,000
Classified	29	878,000	421,000	1,299,000
	68	5,406,000	1,813,000	7,219,000

Strategic and Performance Outcomes

Strategic framework:

Strategic and performance outcomes:

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 community-based model of medical education WSU chose to pursue will maximize existing public and private resources. By relying on existing hospitals and clinics to house clinical training in the third and fourth year, WSU avoids the need to build an expensive teaching hospital that would compete with existing hospitals. Classroom instruction in the third and fourth years will leverage existing WSU assets at campuses in Spokane, the Tri-Cities, Vancouver and Everett. The statewide clinical locations and community based approach increase the impact of WSU on quality of life within the state through increased access to quality health care in rural and underserved areas.

In addition, providing lengthy training experiences in challenging healthcare environments with mission-aligned students recruited from those environments, WSU can more effectively build the likelihood graduates will practice in those environments.

This proposal advances the Drive to 25 (D25), WSU's goal of becoming one of the nation's top 25 public research universities by 2030. D25 is WSU's highest strategic priority and builds on two pivotal goals of the WSU strategic plan, offering a transformative educational experience and accelerated development of a preeminent research portfolio. The Elson S. Floyd College of Medicine is an attractive option for students, keeping them in state to serve Washington while avoiding out of state tuition rates that are cost prohibitive and drive excess debt. Recruitment of high-quality faculty will produce a transformative student experience as well as expand WSU's research enterprise and spur technology transfer ultimately fostering economic development.

Performance outcomes:

This funding will complete funding for four classes of 60 students each. Beginning in FY 2021 the college will begin producing more Washington graduates ready for residency programs in advance of entering the physician workforce.

Other Collateral Connections

Intergovernmental:

N/A

Stakeholder response:

N/A

Legal or administrative mandates:

N/A

Changes from current law:

N/A

State workforce impacts:

N/A

State facilities impacts:

N/A

Puget Sound recovery:

N/A

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

No



2019-21 Biennium Budget Decision Package

Agency: 365 - Washington State University
 Decision Package Code-Title: ME - Medical School - Expansion Funding
 Budget Session: 2019-21 Regular
 Budget Level: Policy Level
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Agency Recommendation Summary

Provides funding to create long-term financial sustainability and increase the cohort size for students entering the Elson S. Floyd College of Medicine in Fall 2019 and Fall 2020 to 80 students, thereby increasing the number of physicians trained and prospective number of physicians serving in Washington State's workforce.

Fiscal Summary

Dollars in Thousands

Operating Expenditures	FY 2020	FY 2021	FY 2022	FY 2023
Fund 001 - 1	\$1,200	\$2,400	\$2,400	\$2,400
Fund 149 - 6	\$714	\$1,472	\$1,516	\$1,560
Total Expenditures	\$1,914	\$3,872	\$3,916	\$3,960
Biennial Totals		\$5,786		\$7,876
Staffing	FY 2020	FY 2021	FY 2022	FY 2023
FTEs	14.2	28.8	28.8	28.8
Average Annual		21.5		28.8
Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. A	\$1,130	\$2,286	\$2,286	\$2,286
Obj. B	\$379	\$767	\$767	\$767
Obj. E	\$405	\$819	\$863	\$907

Revenue	FY 2020	FY 2021	FY 2022	FY 2023
149 - 0424	\$714	\$1,472	\$1,516	\$1,560
Total	\$714	\$1,472	\$1,516	\$1,560
Biennial Totals		\$2,186		\$3,076

Package Description

This package would expand the annual class of medical students at the Elson S. Floyd College of Medicine beginning in the fall of 2019 from 60 to 80 to bolster the production of physicians for Washington's rural and urban underserved communities.

In 2015 the Legislature authorized Washington State University to pursue medicine as an academic discipline to help build a physician workforce, particularly in medically underserved parts of the state in both urban and rural Washington. With just one other publicly funded medical school, Washington has for years lagged behind other comparable states with multiple medical schools in the production of medical school graduates to supply a suitable physician workforce. At the time, two-thirds of Washington students who attended medical school had to leave the state to do so, incurring additional debt in order to cover nonresident tuition rates. It was also known that 71 percent of students who attend medical school and do their subsequent residency in Washington establish practices in Washington.

WSU has stepped up on both fronts. It began enrolling cohorts of 60 Washington students in the fall of 2017 and also has applied for accreditation to serve as a sponsor for medical residencies so that it can guide willing clinical partners who wish to pursue the development of new residency programs in Washington.

Some 711 applicants applied in a narrow 27-day window seeking enrollment in the fall of 2017 and 1,194 applied for the available 60 slots in the fall of 2018. As of late August 2018, applications for the entering class of 2019 were running 20 percent higher still as the new college becomes more established and students are drawn to its mission.

Assumptions and Calculations

Expansion or alteration of a current program or service:

See Discussion Below.

Detailed assumptions and calculations:

The State General Fund request will allow WSU to increase the cohorts of students beginning in Fall 2019 and Fall 2020 to from 60 to 80 students to increase opportunities for qualified students and help expand the physician workforce further still, while providing permanent funds to support the necessary complement of faculty, staff and civil servants needed to operate the College of Medicine at four campuses and 70 current clinical sites across the state.

The following tables illustrate the funding required for the 2019-21 and 2021-23 biennium to fund the increased class size for four cohorts of students.

Medical Student Cohorts				
	FY 2020	FY 2021	FY 2022	FY 2023
Entering Fall 2019	20	20	20	20
Entering Fall 2020		20	20	20
Entering Fall 2021			20	20
Entering Fall 2022				20
Entering Fall 2023				
Total Students	20	40	60	80
Funding of Cohorts (\$ thousands)				
	FY 2020	FY 2021	FY 2022	FY 2023
Request 2019-21	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Request 2019-21		\$ 1,200	\$ 1,200	\$ 1,200
Continuation funding 2021-23			\$ 1,200	\$ 1,200
Continuation funding 2021-23				\$ 1,200
	\$ 1,200	\$ 2,400	\$ 3,600	\$ 4,800
Incremental funding request (2019-21), for 20 additional students				
	FY 2020	FY 2021	FY 2022	FY 2023
	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
		\$ 1,200	\$ 1,200	\$ 1,200
	\$ 1,200	\$ 2,400	\$ 2,400	\$ 2,400
Continuation funding (FY 2021-23), for 20 additional students				
	FY 2020	FY 2021	FY 2022	FY 2023
			\$ 1,200	\$ 1,200
			\$ -	\$ 1,200
	\$ -	\$ -	\$ 1,200	\$ 2,400

The tables illustrate how an investment of \$3.6 million in the FY19-21 biennium would fund the first and second year for students entering in Fall 2019 (gray cells) and the first year for students entering in Fall 2020 (blue cells).

Fund 149 tuition revenue includes operating fees only, net of the 4% financial aid fund. The operating fee rate is based on the FY 2019 tuition rate with assumed 3% annual increases.

Fund 149 Revenue			
Fiscal Year	3rd & 4th year Student FTE	Operating Fee Rate	Total Operating Fees
FY 2020	20	\$ 35,700	\$ 714,000
FY 2021	40	\$ 36,800	\$ 1,472,000
FY 2022	40	\$ 37,900	\$ 1,516,000
FY 2023	40	\$ 39,000	\$ 1,560,000

Workforce Assumptions:

Salaries include the following FTE by job classification. Benefit cost is estimated based on WSU average for each classification.

Salaries & Benefits by Job Class				
FY 2020				
	FTE	Salaries	Benefits	Total
Faculty	2	618,000	179,000	797,000
Exempt	6	328,000	112,000	440,000
Classified	6	184,000	88,000	272,000
	14	1,130,000	379,000	1,509,000
FY 2021 thru FY 2023				
	FTE	Salaries	Benefits	Total
Faculty	5	1,250,000	362,000	1,612,000
Exempt	12	664,000	226,000	890,000
Classified	12	372,000	179,000	551,000
	29	2,286,000	767,000	3,053,000

Strategic and Performance Outcomes

Strategic framework:

By increasing the number of students who will earn a medical degree and contributing to the growth of the physician workforce, 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. This proposal also relates to the goal of World Class Education by increasing STEM degrees, and students enrolled in high-demand programs.

This proposal advances the Drive to 25 (D25), WSU's goal of becoming one of the nation's top 25 public research universities by 2030. D25 is WSU's highest strategic priority and builds on two pivotal goals of the WSU strategic plan, offering a transformative educational experience and accelerated development of a preeminent research portfolio. Increasing the number of medical students contributes directly to WSU's goal of providing excellent teaching and learning opportunities to a larger and more diverse student population. Recruitment of high-quality faculty will produce a transformative student experience as well as expand WSU's research enterprise and spur technology transfer ultimately fostering economic development. Medical Education advances another key theme of Washington State University's strategic plan, specifically Outreach and Engagement. The statewide clinical locations and community based approach increase the impact of WSU on quality of life within the state through increased access to quality health care in rural and underserved areas.

Performance outcomes:

This funding will provide funding needed to sustain the College of Medicine while increasing the number of medical students trained from 60 students to 80 students each beginning Fall 2019, ultimately producing more Washington graduates ready for residency programs in advance of entering the physician workforce.

Other Collateral Connections

Intergovernmental:

N/A

Stakeholder response:

N/A

Legal or administrative mandates:

N/A

Changes from current law:

N/A

State workforce impacts:

N/A

State facilities impacts:

N/A

Puget Sound recovery:

N/A

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

No



2019-21 Biennium Budget Decision Package

Agency: 365 - Washington State University
Decision Package Code-Title: RC - Retention and Compensation
Budget Session: 2019-21 Regular
Budget Level: Policy Level
Contact Info: Chris Jones
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Agency Recommendation Summary

Washington State University (WSU) seeks \$38.4 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 and staff enables WSU to meet its land-grant mission and to renew its commitment to serve its students, the citizens, and the state of Washington.

Fiscal Summary

Dollars in Thousands

Operating Expenditures	FY 2020	FY 2021	FY 2022	FY 2023
Fund 001 - 1	\$12,633	\$25,773	\$25,773	\$25,773
Total Expenditures	\$12,633	\$25,773	\$25,773	\$25,773
Biennial Totals		\$38,406		\$51,546

Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. A	\$10,950	\$22,340	\$22,340	\$22,340
Obj. B	\$1,683	\$3,433	\$3,433	\$3,433

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, staff, and graduate students form the foundation of success

upon which Washington State University will grow, serving students and their families across the state and nation. Approximately 80% of WSU's state funding supports salaries and benefits, making it clear that human capital is one of WSU's greatest assets.

Funding this decision package will enable WSU to improve compensation for faculty, staff, and graduate students 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. WSU estimates the biennial cost for these increases to be \$7.8 million.

The state's 2013-15 investment in higher education allowed WSU to reallocate funding internally to augment base salaries and provide merit increases to address the most pressing needs. The 2015-17 and 2017-19 funded increases – 1.8% in July 2016, then 1% in January 2018 and January 2019 – helped address the inflationary gap across the board for all employee types.

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. Graduate students participate in research and provide instructional and laboratory support under the mentorship of faculty.

WSU's compensation for faculty continues to lag behind university peers measured in a number of ways. For example, among Global Challenge States:

- All faculty: WSU ranks last - **WSU lags 16% behind** the peer average
- Full professors: **WSU lags 18% behind** the peer average
- Associate professors: **WSU lags 14% behind** the peer average
- Assistant professors: **WSU lags 2% behind** the peer average

With respect to administrative staff salaries: the 2017-18 CUPA-HR Professionals in Higher Education Salary Survey shows that 79% of reported administrative professionals positions lag behind the average salary of WSU's Association of American Universities (AAU) peers. When compared to WSU's legislative peers (as defined by the then Higher Education Coordinating Board), 54% of reported positions lag behind the peer average.

The persistent problem of lower salaries when compared to peers 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 by providing ongoing support needed to maintain WSU as a leading research institution.

Assumptions and Calculations

Expansion or alteration of a current program or service:

N/A

Detailed assumptions and calculations:

The salary base used to calculate the dollar increase in salaries was the 2019-21 Compensation Impact Model (CIM) submission by WSU, plus a 1% salary increase that will take effect January 1, 2019. The base considered for increases includes faculty, exempt employees and graduate students. Benefits were calculated at currently estimated FY19 rates for OASI (6.2%), Medicare (1.45%), Retirement (5% - 12.7%), and Unemployment Insurance (0.16%).

Workforce Assumptions:

N/A. The compensation and retention increase will not change total FTE for WSU.

Strategic and Performance Outcomes

Strategic framework:

The retention of excellent faculty and staff supports the University as it strives to achieve the Results Washington goals of World-Class Education and a Prosperous Economy.

This proposal advances the Drive to 25 (D25), WSU's goal of becoming one of the nation's top 25 public research universities by 2030. D25 is WSU's highest strategic priority and builds on two pivotal goals of the WSU strategic plan, offering a transformative educational experience and accelerated development of a preeminent research portfolio. 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 WSU strategic plan such as:

- Theme 1, Goal 1.b: Attract, retain, and develop high-quality research faculty system wide.
- Theme 2, Goal 2.b: Invest in graduate student recruitment and mentoring initiatives and programs for underrepresented groups.
- Theme 3, Goal 3.c: 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.
- Theme 4, Goal 4.a: Recruit, retain, and advance a diverse intellectual mix of faculty, staff, and students, including women and those from underrepresented groups.

Performance outcomes:

The requested retention and compensation increase will support all WSU performance measures by attracting and retaining quality faculty, staff and graduate students that will help ensure student success and produce high-quality academic research.

Other Collateral Connections

Intergovernmental:

N/A

Stakeholder response:

N/A

Legal or administrative mandates:

N/A

Changes from current law:

N/A

State workforce impacts:

N/A

State facilities impacts:

N/A

Puget Sound recovery:

N/A

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

No



2019-21 Biennium Budget Decision Package

Agency: 365 - Washington State University
 Decision Package Code-Title: AG - Additional Legal Services
 Budget Session: 2019-21 Regular
 Budget Level: Policy Level
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Agency Recommendation Summary

Washington State University (WSU) has an acute and urgent need for additional legal services. First, due to the Arishi v. WSU decision, universities are now required to conduct formal adjudications for serious student conduct matters. These adjudications require legal representation of WSU. Second, with the opening of the Elson S. Floyd College of Medicine (ESFCOM) and the relocation of the Colleges of Pharmacy and Nursing to the WSU Spokane campus, there is now a need for legal services housed on that campus with specialization in the health sciences and health care fields.

Fiscal Summary

Dollars in Thousands

Operating Expenditures	FY 2020	FY 2021	FY 2022	FY 2023
Fund 001 - 1	\$232	\$228	\$228	\$228
Total Expenditures	\$232	\$228	\$228	\$228
Biennial Totals		\$460		\$456
Staffing	FY 2020	FY 2021	FY 2022	FY 2023
FTEs	0.5	0.5	0.5	0.5
Average Annual		0.5		0.5
Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. A	\$27	\$27	\$27	\$27
Obj. B	\$9	\$9	\$9	\$9
Obj. C	\$186	\$186	\$186	\$186

Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. E	\$4	\$4	\$4	\$4
Obj. G	\$3	\$1	\$1	\$1
Obj. J	\$3	\$1	\$1	\$1

Package Description

WSU has an acute and urgent need for additional legal services.

There are increased legal requirements and changes in the law regarding student conduct. In December 2016, Division III of the Washington Court of Appeals decided the *Arishi v. WSU* case, which held that a student facing expulsion for alleged sexual misconduct is entitled to a formal adjudicative hearing under the Washington Administrative Procedure Act. Based on this decision, WSU has implemented formal adjudications for all students facing possible suspension or expulsion. These adjudications are similar to mini trials in that they involve discovery, cross-examination, understanding of evidentiary issues, working with and against opposing counsel, and trial advocacy skills. WSU's Office of Student Affairs requires legal representation in these adjudications and has requested that the WSU Division of the AGO provide that service; the AGO WSU Division, however, does not currently have the capacity to do so. Having trained and experienced AAGs conduct these adjudications will help ensure compliance with Washington laws and due process, thereby greatly reducing WSU's liability exposure and allowing WSU Student Affairs staff to focus their time and attention on their core missions of student development and education.

At the same time, with the opening of ESFCOM and the development of a campus dedicated to health sciences, there is now an acute need for legal services housed on the WSU Spokane campus with specialization in the health sciences and health care fields. Federal and state laws and regulations pertaining to the health sciences and health care professions are numerous and complex, and current AGO staff does not have the expertise or capacity to adequately serve WSU in this area. WSU has been relying solely on an outside health care attorney via a Special Assistant Attorney General appointment for these services. These services are both limited in scope and costly. Specialized legal services provided through the AGO and housed on the WSU Spokane campus will be more comprehensive and cost effective. The presence of an Assistant Attorney General (AAG) will help WSU comply with the myriad of regulations and laws pertaining to the operations on that campus, and will greatly reduce the University's liability exposure.

The AGO WSU Division has had the same staffing level since 1995, despite a considerable increase in both state and federal legal and regulatory burdens, as well as significant growth of WSU itself. Currently, the AGO WSU Division only has five full-time attorneys. The AGO will be mirroring this biennial budget request for an additional attorney. WSU is also requesting a 0.5 Legal Assistant FTE (hired and employed by WSU) to support the requested expansion of legal services.

There is no funding in WSU's base budget for the costs included in this request. The AGO and WSU have completed an interagency agreement to fund the cost of these services through June 30, 2019. However, WSU cannot continue to absorb the costs in the future.

Assumptions and Calculations

Expansion or alteration of a current program or service:

N/A

Detailed assumptions and calculations:

Funding for the additional AAG was calculated by the Office of the Attorney General. These costs are reflected in the Object C: Personal Services Contracts expenditure line of WSU's request.

For the 0.5 FTE Legal Assistant, first year operating costs include travel for required training in Olympia and office equipment (furniture, computer, printer). Costs for FY 2021 and the out-years have recurring costs for required travel, equipment refreshes (averaged over three years based on replacement schedule) and office supplies. Salaries for the Legal Assistant (working title) are benchmarked on the compensation for the administrative professional position of Confidential Secretary. Benefits are estimated at 34.4 percent of salaries.

Workforce Assumptions:

Salaries include the following FTE by job classification. Benefit costs are estimated based on WSU average of 34.4% for exempt employees.

Salaries & Benefits by Job Class				
	FY 2020 - FY 2023			
	FTE	Salaries	Benefits	Total
	0.5	27,000	9,000	36,000
Exempt	0.5	27,000	9,000	36,000

Strategic and Performance Outcomes

Strategic framework:

By providing legal services to support WSU's Health Sciences in Spokane which includes the College of Pharmacy, the College of Nursing and the new Elson S. Floyd College of Medicine (ESFCOM) and assisting WSU in adjudicating student conduct matters, this request directly relates to the Governor's Results Washington goals of a World Class Education and Health and Safe Communities.

Goal 1 (World Class Education), 1.3f: ESFCOM's goals include "Attract students interested in taking care of patients in challenging health care environments, including rural areas and vulnerable populations." <https://medicine.wsu.edu/about/leadership-mission/mission-goals/>

Goal 4 (Healthy and Safe Communities), 1.3c: ESFCOM's goals include "Increase the number of physicians serving in Washington State's workforce" and "Align our education, research and clinical service missions to converge on solutions to the health care triple aim of improving the patient experience of care, keeping populations healthy, and decreasing the cost of care." <https://medicine.wsu.edu/about/leadership-mission/mission-goals/>

This proposal advances the Drive to 25 (D25), WSU's goal of becoming one of the nation's top 25 public research universities by 2030. D25 is WSU's highest strategic priority and builds on two pivotal goals of the WSU strategic plan, offering a transformative educational experience and accelerated development of a preeminent research portfolio. Additional legal services would advance the following specific strategic plan goals around the theme of providing a 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.

Performance outcomes:

Additional AGO legal services will indirectly support all WSU performance measures by reducing WSU's liability exposure and allowing WSU Student Affairs staff to focus their time and attention on their core missions of student development and education.

Other Collateral Connections

Intergovernmental:

WSU's request for additional legal services is mirrored and supported in a separate decision package submitted by the Office of the Attorney General.

Stakeholder response:

N/A

Legal or administrative mandates:

N/A

Changes from current law:

N/A

State workforce impacts:

N/A

State facilities impacts:

N/A

Puget Sound recovery:

N/A

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

No



2019-21 Biennium Budget Decision Package

Agency: 365 - Washington State University
Decision Package Code-Title: DC - M&O Digital Classroom
Budget Session: 2019-21 Regular
Budget Level: Policy Level
Contact Info: Chris Jones
 (509) 335-9682
 chris.jones@wsu.edu

Agency Recommendation Summary

Washington State University (WSU) is requesting maintenance and operations funding for the Digital Classroom Building, a four-story, 83,295 square foot building on the Pullman campus. It was constructed with non-state funds and opened for classes in the fall 2017 semester. This technology-rich academic building provides excellent instructional space including flexible, adaptive educational spaces with the advanced technology necessary to accommodate strong growth in Science, Technology, Engineering and Mathematics (STEM) degree programs. This state of the art facility also provides for innovative distance learning modalities that increase access for place-bound students.

Fiscal Summary

Dollars in Thousands

Operating Expenditures	FY 2020	FY 2021	FY 2022	FY 2023
Fund 001 - 1	\$945	\$975	\$975	\$975
Total Expenditures	\$945	\$975	\$975	\$975
Biennial Totals		\$1,920		\$1,950
Staffing	FY 2020	FY 2021	FY 2022	FY 2023
FTEs	7.0	7.3	7.3	7.3
Average Annual		7.2		7.3
Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. A	\$344	\$356	\$356	\$356
Obj. B	\$137	\$141	\$141	\$141

Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. E	\$464	\$478	\$478	\$478

Package Description

The state of Washington continues to lead other states as the largest importer of STEM-educated employees. This demand has led students from a wide-variety of backgrounds to seek education in STEM fields at WSU. There has been rapid growth, supported by state initiatives, in the number of students in engineering, architecture, and computer science degree programs, in which enrollment has more than doubled in the past decade. Life and physical science fields (biological sciences, chemistry, and physics) also are experiencing enrollment growth. Flexible, adaptive educational spaces with access to advanced technology are vital to the education of all of these students. This new facility was designed to support the educational needs of these and other students across all disciplines.

The Digital Classroom Building (“The Spark”) was designed for maximum flexibility, allowing spaces to be configured for learning across multiple disciplines and reconfigured to accommodate changing needs. It includes both formal and informal learning spaces for small- and large-group learning.

There are twelve classrooms of various sizes in the building including a 250 seat active learning hall, an event/gathering space, generous amounts of informal learning/study space, and student support centers and labs.

The Spark provides four additional classrooms capable of connecting students across the state.

These connections are high definition and allow for different types of collaboration outside of the meeting space. Breakout activities are facilitated with infrastructure and systems that allow students to leverage their own equipment inside the classroom. Providing access using student engagement technology connects participants for different types of teaching strategies and helps to build a sense of community within the class, regardless of location.

The technology-rich building provides robust facility systems and flexible infrastructure. These attributes help Washington State University accommodate a surge in student population, energize and enable the faculty, and address the tremendous advances that have been made in understanding the way today’s students learn. The high tech, modern facility greatly enhances WSU’s teaching efforts at a level expected by students and stakeholders and it encourages today’s digital learners to be more engaged and interested in their educational process.

The Spark’s design, infrastructure, equipment, and furnishings allow faculty to use many new methods of teaching; for example, the “flipped classroom” which reverses the typical lecture and homework elements of a course. Students view video lectures at home and devote class time to exercises, projects, or discussions.

The new facility also allows 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 build 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.

Much research has been done about the impact of university facilities on teaching effectiveness^[1]. 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. This arrangement encourages more engagement between students and faculty. This greatly contrasts 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 provides 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.

No source of funding has been identified for the building's 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 2019-21 for the Digital Classroom Building.

[1] <https://www.pkallsc.org/resources/lsc-guide-planning-assessing-21st-century-spaces-21st-century-learners/>

Assumptions and Calculations

Expansion or alteration of a current program or service:

N/A

Detailed assumptions and calculations:

The university uses 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 network utilities. The university has included these costs in the rates to support newly constructed 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 requests funding to provide operations and maintenance at the Comprehensive Stewardship level for this modern teaching building. 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 modern technical facilities and the programs being supported within them.

Per Attachment C, the requested state support for Policy Level M&O is calculated as the proposed rate per Gross Square Footage (GSF) times GSF.

Expenditures by object are based on actual expenditures for program indices 091: Utilities, 092: Building and Utility Maintenance, 093: Custodial and Grounds and 094: Administration and Safety in FY 2018.

Workforce Assumptions:

Salaries include the following FTE by job classification. Benefit cost is estimated based on WSU average for each classification.

Salaries & Benefits by Job Class

	FY 2020			
	FTE	Salaries	Benefits	Total
Exempt	0.6	54,000	22,000	76,000
Classified	6.4	290,000	115,000	405,000
	7.0	344,000	137,000	481,000
	FY 2021 thru FY 2023			
	FTE	Salaries	Benefits	Total
Exempt	0.6	55,000	22,000	77,000
Classified	6.7	301,000	119,000	420,000
	7.3	356,000	141,000	497,000

Strategic and Performance Outcomes

Strategic framework:

Resources and programming in the Digital Classroom Building support the Results Washington goal of providing a world-class education to Washingtonians and in particular sub-goal 1.3g: Increase the number of students enrolled in online and hybrid courses in public 4-year colleges.

This proposal advances the Drive to 25 (D25), WSU's goal of becoming one of the nation's top 25 public research universities by 2030. D25 is WSU's highest strategic priority and builds on two pivotal goals of the WSU strategic plan, offering a transformative educational experience and accelerated development of a preeminent research portfolio. M&O funding for the Digital Classroom Building would advance the following specific strategic plan goals around the theme of providing a 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.

Performance outcomes:

M&O support for the Digital Classroom Building will support WSU's land-grant mission of instruction and producing highly qualified and engaged citizens for the workforce. As mentioned above, this high tech modern 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.

Other Collateral Connections

Intergovernmental:

N/A

Stakeholder response:

N/A

Legal or administrative mandates:

N/A

Changes from current law:

N/A

State workforce impacts:

N/A

State facilities impacts:

N/A

Puget Sound recovery:

N/A

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

No



2019-21 Biennium Budget Decision Package

Agency: 365 - Washington State University
Decision Package Code-Title: SH - Soil Health Initiative
Budget Session: 2019-21 Regular
Budget Level: Policy Level
Contact Info: Chris Jones
 (509) 335-9682
 chris.jones@wsu.edu

Agency Recommendation Summary

Washington State University (WSU) requests funding new soil health research and extension activities to further develop, evaluate and incentivize best management practices across the diverse agricultural systems in Washington, leading to increased implementation, improved agricultural yields and measurable environmental benefits. This will result in improved profitability for farmers, preservation of farmland, improved production of nutritious food, increased carbon sequestration and improved water quality. Elements of this Initiative are also included in decision packages being submitted by the Washington State Department of Agriculture (WSDA) and the Washington State Conservation Commission (WSCC).

Fiscal Summary

Dollars in Thousands

Operating Expenditures	FY 2020	FY 2021	FY 2022	FY 2023
Fund 001 - 1	\$1,781	\$1,028	\$1,028	\$1,028
Total Expenditures	\$1,781	\$1,028	\$1,028	\$1,028
Biennial Totals		\$2,809		\$2,056
Staffing	FY 2020	FY 2021	FY 2022	FY 2023
FTEs	11.0	9.5	9.5	9.5
Average Annual		10.3		9.5
Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. A	\$763	\$609	\$609	\$609

Object of Expenditure	FY 2020	FY 2021	FY 2022	FY 2023
Obj. B	\$242	\$194	\$194	\$194
Obj. E	\$388	\$150	\$150	\$150
Obj. G	\$68	\$30	\$30	\$30
Obj. J	\$320	\$45	\$45	\$45

Package Description

This package focuses on broadening the impact of the state’s public sector investments in soil health across all of the primary crop production systems and regions in the state. While improving soil health provides a direct benefit for farmers, it also provides a wealth of public benefits in the form of improved ecosystem services from agricultural lands. This initiative contributes to critical environmental goals of reducing atmospheric carbon and improving water quality that are critical for salmon recovery and maintenance of the high environmental quality expected by the people of Washington.

The state of Washington has a storied history of public-private leadership in soil health, including early research defining soil health indices[1] and substantial early investment in soil conservation[2]. In recent years, there has been a growing focus on the need and opportunity to advance the next generation of soil health understanding and implementation in the state.

A Washington Soil Health Summit was held in February of 2018 to assess the potential for a focused public-private investment strategy in soil health. This summit identified a set of priorities that included: i) developing and refining a soil health roadmap to guide public and private investments in the state; ii) using long-term research to improve the utility of soil health diagnostic tools; iii) increasing understanding of soil ecology and biology to increase knowledge of the relationship between soil and plant health; and iv) improving the translation of knowledge into education for and implementation by farmers.

The three primary agencies submitting and supporting this decision package (WSU, WSDA and WSCC) are prepared to collaboratively advance the Washington State Soil Health Initiative and its major research, outreach and implementation goals.

This initiative will establish:

- A network of three new long-term agroecosystem research and extension sites (LTARE) (Figures 2 and 3),
- A set of complimentary on-farm demonstration sites tied to each LTARE,
- Added human capacity to fill existing gaps necessary to support the network’s research, extension, and implementation objectives, and
- Critical investments to advance and incentivize the most innovative soil health management practices.

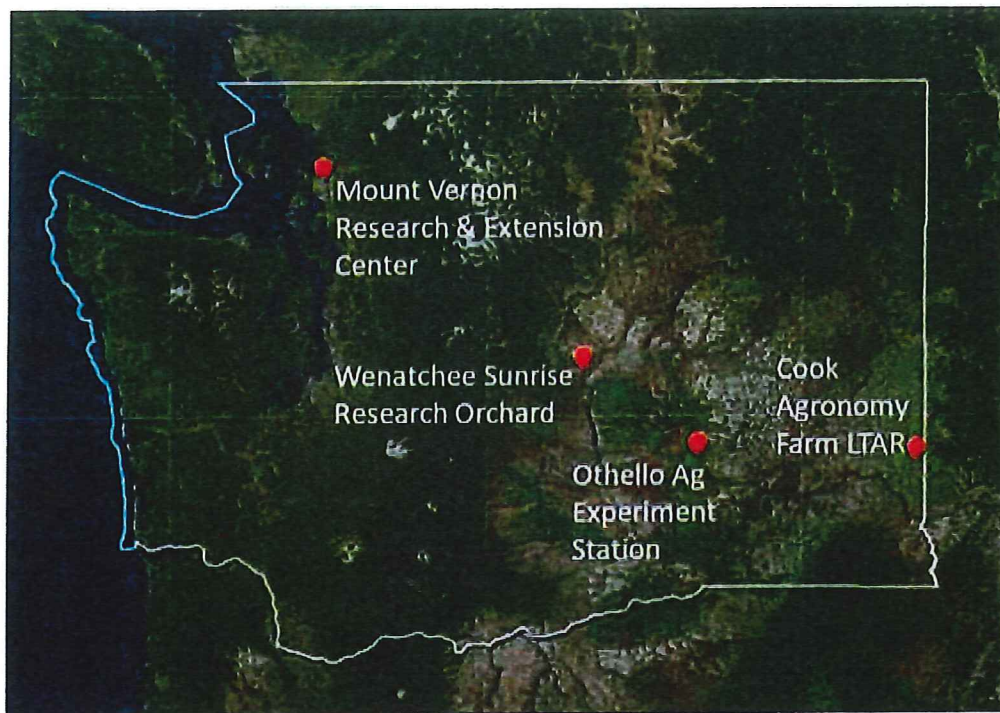


Figure 2. Location of proposed LTARE network sites across the diverse crop production zones in Washington state and their relationship to the existing Cook Farm LTAR.

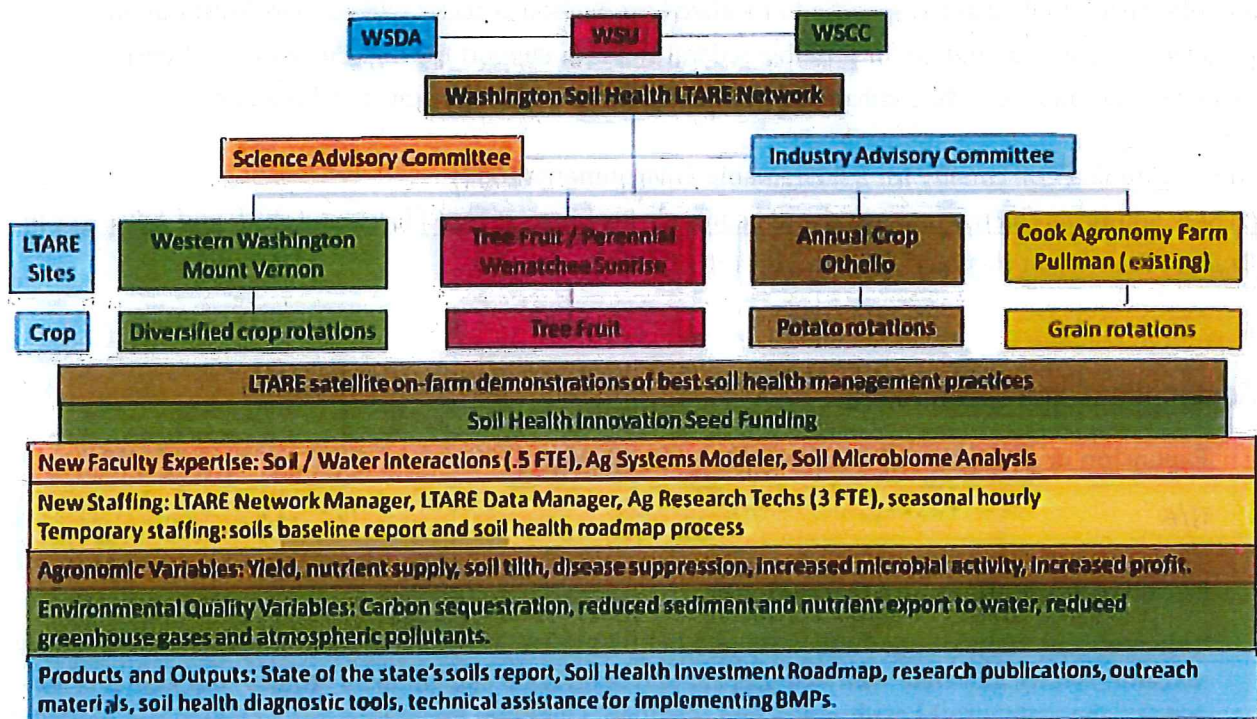


Figure 3. Conceptual Schematic of the Washington Soil Health LTARE Network

In the first two years, the initiative will deliver a “state of the state’s soil health” report and a soil health research and implementation road map to direct investment strategies for improving the state’s agricultural soil resources. In addition, initial soil health management outreach materials based on existing information and early knowledge gained from this effort will be generated. In the following years, additional information will be produced and delivered as publications and outreach materials and improved diagnostic tools to support continued implementation and adoption of improved soil health management practices. Other agencies associated with the initiative have roles in tracking and demonstrating progress (WSDA) and providing technical support and incentivizing adoption of management practices to improve soil health through implementation of cost-share programs from the USDA and other federal agencies (WSCC).

Service / Material	When	To Whom
Soil health baseline report	End of year 2	Policy-makers, Industry leadership, Environmental Community
Soil health roadmap	End of year 2	Policy-makers, Industry leadership, Environmental Community
LTARE demo sites	End of year 2	Farmers, Field Consultants, Extension, Conservation Districts
Scientific publications	Annually	Research Community, Extension, Conservation Districts
Outreach materials	Annually	Farmers, Field Consultants, Extension, Conservation Districts
Diagnostic tools	Years 5-10	Farmers, Field Consultants, Technical Service Providers
Technical support	Annually	Farmers, Field Consultants, Extension, Conservation Districts

The Soil Health movement has been rapidly picking up momentum in both national and international conversations and policy discussions. Without better research continued soil depletion, consequential environmental impacts, and an erosion of the productive capacity of agricultural soils, profitability of farms, and viability of rural communities is being witnessed. In addition, available, published research and diagnostic tools that are specific to localized production systems will support Washington producers becoming eligible for possible federal funds to support the implementation of best management practices while enhancing competitiveness with other states and regions.

[1] See Defining Soil Quality for a Sustainable Environment (1994),

[2] See: Solutions to Environmental and Economic Problems (STEEP) [archived site], and Advances in Dryland Farming in the Pacific Northwest (2017)

Assumptions and Calculations

Expansion or alteration of a current program or service:

N/A

Detailed assumptions and calculations:

This proposal includes one-time costs of \$753,000 in FY 2020. Personnel costs include temporary research faculty and staff who will prepare and coordinate stakeholders around completion of the state-of-the state’s soil health report and roadmap. One-time operations costs include soil mapping of the LTARE sites, costs to coordinate an 18-month stakeholder engagement process to develop the roadmap, and costs for site instrumentation and equipment as well as data curation and archiving.

One-time costs							
	FTE	Salary	Benefits	G/S	Travel	Equip	Total
Faculty	1.25	117,000	34,000				151,000
Extension Coordinator	0.25	37,000	14,000				51,000
Baseline site assessment & soil health roadmap				13,000	38,000		51,000
Site instrumentation & Equipment				223,000		223,000	446,000
Data archiving						50,000	50,000
	1.5	154,000	48,000	236,000	38,000	273,000	753,000

Ongoing operating costs include \$75,000 annually for research seed funding to be made available on a competitive basis as mini-grants to faculty and graduate students to establish experiments on innovative soil health management practices across the LTARE network. The intent of these funds are essentially seed grants to generate preliminary data to leverage other, larger pools of competitive federal funds to augment this effort.

Workforce Assumptions:

Salaries include the following FTE by job classification. Benefit costs are estimated based on WSU average for each classification:

Salaries & Benefits by Job Class				
	FY 2020			
	FTE	Salaries	Benefits	Total
Faculty	3.8	342,000	101,000	443,000
Exempt	2.3	197,000	68,000	265,000
Classified	3.0	150,000	72,000	222,000
Hourly	2.0	74,000	1,000	75,000
	11.0	763,000	242,000	1,005,000
	FY 2021 - FY 2023			
	FTE	Salaries	Benefits	Total
Faculty	2.5	225,000	66,000	291,000
Exempt	2.0	160,000	55,000	215,000
Graduate Assistant	3.0	150,000	72,000	222,000
Classified	2.0	74,000	1,000	75,000
	9.5	609,000	194,000	803,000

Strategic and Performance Outcomes

Strategic framework:

The March 2017 *Results Washington* report out on the Farmland Preservation goals expressed significant interest in soil health as a means to preserve Washington's farmlands and achieve key environmental goals such as reducing soil erosion and increasing carbon sequestration. The report connected the preservation of soils, farmers *and* farmland. While there is good information to support improved soil management practices in some Washington cropping systems, there are significant gaps where additional information and decision-support for best management practices is missing or incomplete. This package proposes a plan to fill those knowledge gaps by extending existing *state of the science* using a Long-Term Agroecology Research and Extension (LTARE) Network to examine important cropping systems in central and western Washington where farmland is most under pressure for conversion away from agriculture.

This proposal advances the Drive to 25 (D25), WSU's goal of becoming one of the nation's top 25 public research universities by 2030. D25 is WSU's highest strategic priority and builds on two pivotal goals of the WSU strategic plan, offering a transformative educational experience and accelerated development of a preeminent research portfolio. The soil health initiative will advance the goal of a preeminent research portfolio through a number of efforts: completion of a statewide soil health assessment to inform research priorities, identification of near and long-term soil health research priorities, and the leveraging of competitive funding opportunities.

Performance outcomes:

Initial research foci would center around developing a statewide soil health assessment to establish soil health baselines and to identify priority areas for improvement. This will inform research priorities for geographically diverse production systems and the development of the most effective metrics to measure the most meaningful trends and outcomes. New WSU Extension capacity would connect new discoveries with farmers statewide through the dissemination, and aid in implementation, of best management practices and report out instructive case studies.

Objectives

- 1) Develop and refine a state-wide soil health investment roadmap, including establishment of baselines and goals for soil health outcomes.
- 2) Establish public-sector capacity investments in a state-wide, long-term agroecological research network designed to improve soil health.
- 3) Identify near-term and long-term soil health research priorities for each regional production system.
- 4) Leverage various competitive funding opportunities to advance knowledge and implementation of soil health in the state.
- 5) Facilitate the adoption of soil health management practices on farms statewide.

Other Collateral Connections

Intergovernmental:

This proposed initiative is a coordinated proposal led by Washington State University in partnership with the Washington State Department of Agriculture and the Washington State Conservation Commission. Each of those agencies is submitting their part of the proposed plan. If funding is secured, WSU will establish a Scientific Advisory Committee comprised of experts from other research institutions in the state to provide input and guidance over the course of the initiative. This will include, but is not limited to, representatives from the University of Washington, Western Washington University, Pacific Northwest National Labs, USDA Agricultural Research Service, USDA Natural Resource Conservation Service, the Washington Soil Health Committee, the Washington Academy of Sciences, and the Washington Department of Natural Resources. Costs for the participation of these representatives are included in the proposal.

Stakeholder response:

Soil health management practices that lead to agronomic and financial advantages for farmers are nearly always mutually beneficial for critical environmental goals such as carbon sequestration, reducing erosion and greenhouse gas emissions, and improving water quality.

Commodity agriculture in Washington has expressed a keen interest in soil health as a way to improve productivity by reducing the incidence of yield-limiting plant diseases and thereby shortening crop rotation times that lead to increased profitability.

With support from the Bullitt Foundation, Washington environmental organizations focused on land management and atmospheric carbon pollution formed a think-tank called the Northwest Biocarbon Initiative (NBI, 2013-2015) to explore strategies and opportunities to advance efforts in terrestrial carbon sequestration in the state's farms and forests. NBI's goal was to elevate the essential role that natural systems play in reducing carbon dioxide (CO₂) in the atmosphere. The purpose of the NBI was to galvanize the region's emerging biocarbon community to develop strategies that increase natural carbon capture and build a vibrant restoration economy that would position the Northwest as the nation's leading incubator for biocarbon solutions. NBI identified a number of forward thinking agricultural and forestry 'biocarbon innovators' and potential carbon solutions to promote through case studies.

Legal or administrative mandates:

N/A

Changes from current law:

N/A

State workforce impacts:

N/A

State facilities impacts:

N/A

Puget Sound recovery:

N/A

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

No

State of Washington

Agency: 365 Washington State University

Summarized Revenue by Account and Source

Session: 2019-21 Regular

Version: 19_BBR - 2019-21 Biennial Request

All Programs at the Program Level

Supporting Text Excluded

Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		
	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	Biennial Total
062 - WSU Building Account							
90 - Maintenance Level Revenue	7,085	7,085					
Total - 0424 - Tuition and Fees - S	7,085	7,085			7,085	7,085	14,170
90 - Maintenance Level Revenue	17	17					
Total - 0499 - Other Revenue - S	17	17			17	17	34
90 - Maintenance Level Revenue	13,848	14,298					
Total - 0621 - Operating Trans In - S	13,848	14,298			13,848	14,298	28,146
062 - WSU Building Account - State	20,950	21,400			20,950	21,400	42,350
Total - 062 - WSU Building Account	20,950	21,400			20,950	21,400	42,350
 143 - HE Federal Appr Acct							
90 - Maintenance Level Revenue	10,243	10,243					
Total - 0310 - Dept of Agriculture - F	10,243	10,243			10,243	10,243	20,486
143 - HE Federal Appr Acct - Federal	10,243	10,243			10,243	10,243	20,486
Total - 143 - HE Federal Appr Acct	10,243	10,243			10,243	10,243	20,486
 145 - H E - Grants/Contrct							
90 - Maintenance Level Revenue	469	469					
Total - 0303 - Institute of Museum - F	469	469			469	469	938
90 - Maintenance Level Revenue	50	50					
Total - 0306 - National Endow Human - F	50	50			50	50	100
90 - Maintenance Level Revenue	46	46					
Total - 0308 - Peace Corps - F	46	46			46	46	92
90 - Maintenance Level Revenue	20,312	20,312					

State of Washington

Agency: 365 Washington State University

Summarized Revenue by Account and Source

Session: 2019-21 Regular

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All Programs at the Program Level

Supporting Text Excluded

Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	
Total - 0310 - Dept of Agriculture - F	20,312	20,312			20,312	20,312	40,624
90 - Maintenance Level Revenue	399	399					
Total - 0311 - Dept of Commerce - F	399	399			399	399	798
90 - Maintenance Level Revenue	6,301	6,301					
Total - 0312 - Dept of Defense - F	6,301	6,301			6,301	6,301	12,602
90 - Maintenance Level Revenue	1,270	1,270					
Total - 0315 - Dept of Interior - F	1,270	1,270			1,270	1,270	2,540
90 - Maintenance Level Revenue	603	603					
Total - 0316 - Dept of Justice - F	603	603			603	603	1,206
90 - Maintenance Level Revenue	12	12					
Total - 0319 - Dept of State - F	12	12			12	12	24
90 - Maintenance Level Revenue	1,380	1,380					
Total - 0320 - Dept of Transportatn - F	1,380	1,380			1,380	1,380	2,760
90 - Maintenance Level Revenue	711	711					
Total - 0343 - Nat Aero & Sp Admini - F	711	711			711	711	1,422
90 - Maintenance Level Revenue	20,042	20,042					
Total - 0347 - Nat Science Foundati - F	20,042	20,042			20,042	20,042	40,084
90 - Maintenance Level Revenue	4,475	4,475					
Total - 0355 - Fed Rev Non-Assist - F	4,475	4,475			4,475	4,475	8,950
90 - Maintenance Level Revenue	3,698	3,698					
Total - 0359 - Small Business Admin - F	3,698	3,698			3,698	3,698	7,396
90 - Maintenance Level Revenue	17	17					
Total - 0364 - Veterans Administrat - F	17	17			17	17	34

State of Washington

Agency: 365 Washington State University

Summarized Revenue by Account and Source

Session: 2019-21 Regular

Version: 19_BBR - 2019-21 Biennial Request

All Programs at the Program Level

Supporting Text Excluded

Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		
	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	Biennial Total
90 - Maintenance Level Revenue	978	978					
Total - 0366 - Environ Protection A - F	978	978			978	978	1,956
90 - Maintenance Level Revenue	12,478	12,478					
Total - 0381 - Dept of Energy - F	12,478	12,478			12,478	12,478	24,956
90 - Maintenance Level Revenue	53,441	53,441					
Total - 0384 - Dept of Education - F	53,441	53,441			53,441	53,441	106,882
90 - Maintenance Level Revenue	37,506	37,506					
Total - 0393 - Health & Human Svc - F	37,506	37,506			37,506	37,506	75,012
90 - Maintenance Level Revenue	752	752					
Total - 0398 - US Agy Inter Dev - F	752	752			752	752	1,504
90 - Maintenance Level Revenue	12	12					
Total - 0409 - Interest Income - S	12	12			12	12	24
90 - Maintenance Level Revenue	6	6					
Total - 0416 - Sale of Prop/Other - S	6	6			6	6	12
90 - Maintenance Level Revenue	1,475	1,475					
Total - 0420 - Charges for Services - S	1,475	1,475			1,475	1,475	2,950
90 - Maintenance Level Revenue	901	901					
Total - 0424 - Tuition and Fees - S	901	901			901	901	1,802
90 - Maintenance Level Revenue	68	68					
Total - 0430 - Dedicated Stu Fees - S	68	68			68	68	136
90 - Maintenance Level Revenue	180	180					
Total - 0440 - Indirect Cost Reimb - S	180	180			180	180	360
90 - Maintenance Level Revenue	36,393	36,393					

Summarized Revenue by Account and Source

Agency: 365 Washington State University

Session: 2019-21 Regular

Version: 19_BBR - 2019-21 Biennial Request

All Programs at the Program Level

Supporting Text Excluded

Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		
	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	Biennial Total
Total - 0541 - Contributions Grants - P/L	36,393	36,393			36,393	36,393	72,786
90 - Maintenance Level Revenue	21,504	21,504					
Total - 0546 - Federal Revenue - P/L	21,504	21,504			21,504	21,504	43,008
90 - Maintenance Level Revenue	3,144	3,144					
Total - 0621 - Operating Trans In - S	3,144	3,144			3,144	3,144	6,288
90 - Maintenance Level Revenue	(1,988)	(1,988)					
Total - 0622 - Operating Trans Out - S	(1,988)	(1,988)			(1,988)	(1,988)	(3,976)
145 - H E - Grants/Contrct - State	3,798	3,798			3,798	3,798	7,596
145 - H E - Grants/Contrct - Federal	164,940	164,940			164,940	164,940	329,880
145 - H E - Grants/Contrct - Private/Local	57,897	57,897			57,897	57,897	115,794
Total - 145 - H E - Grants/Contrct	226,635	226,635			226,635	226,635	453,270
148 - HE - Dedicated Locl							
90 - Maintenance Level Revenue	2,218	2,218					
Total - 0402 - Income From Property - S	2,218	2,218			2,218	2,218	4,436
90 - Maintenance Level Revenue	2,446	2,446					
Total - 0405 - Fines, Forfeits - S	2,446	2,446			2,446	2,446	4,892
90 - Maintenance Level Revenue	304	304					
Total - 0409 - Interest Income - S	304	304			304	304	608
90 - Maintenance Level Revenue	317	317					
Total - 0416 - Sale of Prop/Other - S	317	317			317	317	634
90 - Maintenance Level Revenue	42,291	42,291					
Total - 0420 - Charges for Services - S	42,291	42,291			42,291	42,291	84,582
90 - Maintenance Level Revenue	34,607	34,607					

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All Programs at the Program Level

Supporting Text Excluded

Dollars in Thousands

State of Washington
Summarized Revenue by Account and Source

	Maintenance Level		Policy Level		Annual Totals		
	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	Biennial Total
Total - 0424 - Tuition and Fees - S	34,607	34,607			34,607	34,607	69,214
90 - Maintenance Level Revenue	8,165	8,165					
Total - 0430 - Dedicated Stu Fees - S	8,165	8,165			8,165	8,165	16,330
90 - Maintenance Level Revenue	33,894	33,894					
Total - 0440 - Indirect Cost Reimb - S	33,894	33,894			33,894	33,894	67,788
90 - Maintenance Level Revenue	76	76					
Total - 0450 - Sales/Goods & Supply - S	76	76			76	76	152
90 - Maintenance Level Revenue	311	311					
Total - 0473 - Costs of Investment - S	311	311			311	311	622
90 - Maintenance Level Revenue	15,382	15,382					
Total - 0499 - Other Revenue - S	15,382	15,382			15,382	15,382	30,764
90 - Maintenance Level Revenue	100,320	100,320					
Total - 0621 - Operating Trans In - S	100,320	100,320			100,320	100,320	200,640
90 - Maintenance Level Revenue	(104,998)	(104,998)					
Total - 0622 - Operating Trans Out - S	(104,998)	(104,998)			(104,998)	(104,998)	(209,996)
90 - Maintenance Level Revenue	(2)	(2)					
Total - 0920 - Items Pl in Suspense - U	(2)	(2)			(2)	(2)	(4)
148 - HE - Dedicated Locl - State	135,333	135,333			135,333	135,333	270,666
148 - HE - Dedicated Locl - Unknown	(2)	(2)			(2)	(2)	(4)
Total - 148 - HE - Dedicated Locl	135,331	135,331			135,331	135,331	270,662
149 - Inst of HI ED-Operat							
90 - Maintenance Level Revenue	721	721					

State of Washington

Summarized Revenue by Account and Source

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All Programs at the Program Level

Supporting Text Excluded

Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	
Total - 0409 - Interest Income - S	721	721			721	721	1,442
90 - Maintenance Level Revenue	255,246	255,246					
MC - Medical School - Completion Funding			2,142	4,416			
ME - Medical School - Expansion Funding			714	1,472			
Total - 0424 - Tuition and Fees - S	255,246	255,246	2,856	5,888	258,102	261,134	519,236
90 - Maintenance Level Revenue	(202)	(202)					
Total - 0473 - Costs of Investment - S	(202)	(202)			(202)	(202)	(404)
90 - Maintenance Level Revenue	(4,712)	(4,024)					
Total - 0622 - Operating Trans Out - S	(4,712)	(4,024)			(4,712)	(4,024)	(8,736)
149 - Inst of HI ED-Operat - State	251,053	251,741	2,856	5,888	253,909	257,629	511,538
Total - 149 - Inst of HI ED-Operat	251,053	251,741	2,856	5,888	253,909	257,629	511,538
271 - WSU Operating Fees							
90 - Maintenance Level Revenue	1,346	659					
Total - 0621 - Operating Trans In - S	1,346	659			1,346	659	2,005
271 - WSU Operating Fees - State	1,346	659			1,346	659	2,005
Total - 271 - WSU Operating Fees	1,346	659			1,346	659	2,005
347 - WSU Bond Retirement							
90 - Maintenance Level Revenue	7,085	7,085					
Total - 0424 - Tuition and Fees - S	7,085	7,085			7,085	7,085	14,170
90 - Maintenance Level Revenue	1,346	659					
Total - 0621 - Operating Trans In - S	1,346	659			1,346	659	2,005
90 - Maintenance Level Revenue	(15,194)	(14,957)					

State of Washington

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Summarized Revenue by Account and Source

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All Programs at the Program Level

*Supporting Text Excluded**Dollars in Thousands*

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2020	FY2021	FY2020	FY2021	FY2020	FY2021	
Total - 0622 - Operating Trans Out - S	(15,194)	(14,957)			(15,194)	(14,957)	(30,151)
347 - WSU Bond Retirement - State	(6,763)	(7,213)			(6,763)	(7,213)	(13,976)
Total - 347 - WSU Bond Retirement	(6,763)	(7,213)			(6,763)	(7,213)	(13,976)
Agency: 365 WSU - State	405,717	405,718	2,856	5,888	408,573	411,606	820,179
Agency: 365 WSU - Federal	175,183	175,183			175,183	175,183	350,366
Agency: 365 WSU - Private/Local	57,897	57,897			57,897	57,897	115,794
Agency: 365 WSU - Unknown	(2)	(2)			(2)	(2)	(4)
Total - Agency: 365 WSU	638,795	638,796	2,856	5,888	641,651	644,684	1,286,335

State of Washington
Request for Fees
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		Page
	Code	Title
AGENCY	365	Washington State University

Incremental Revenue												
							GF-S		Other Funds			
Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	FY 2020	FY 2021	FY 2020	FY 2021	Tied to Expenditure Change?	Explanation of Change See Instructions
365	Washington State University	1100	Resident Undergraduate Tuition	No		Increased			\$1,500		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.
365	Washington State University	1200	Non-Resident & Graduate Tuition	No		Increased			\$1,020		Supports existing expenditures	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.
365	Washington State University	2100	Technology Fee	No		Increased			\$7		Supports existing expenditures	Per RCW 28B.15.051, the fee was established per a resolution of the 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. Students have opted to decrease the fee on some campuses in recent years.
365	Washington State University	2300	Other Mandatory Fees	No		Increased			\$164		Supports existing expenditures	The majority of fees in this group were approved by student vote including the student recreation center, student union renovation/construction, Chinook Building and stadium renovation fees.
365	Washington State University	3100	Course Fees	No		Increased			\$101		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.
365	Washington State University	4100	Fee based credit / non-credit	No		Increased			\$657		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.
365	Washington State University	5100	Admissions fees	No		Increased			\$81		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.
365	Washington State University	5200	Other Administrative Fees	No		Increased			\$139		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.

							Incremental Revenue							
							GF-S		Other Funds					
Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	FY 2020	FY 2021	FY 2020	FY 2021	Tied to Expenditure Change?	Fee Payer Position	Explanation of Change Instructions	See
365.	Washington State University	2300	Media Fee (Other Mandatory Fees)	No		New			\$2		Supports existing expenditures	On March 7, 2018 WSU Pullman undergraduate students and on March 8, 2018 Pullman Graduate and Professional students passed a referendum to implement a \$5 fee per fall and spring semester in order to backfill reserves, get new equipment, and improve operations for the Office of Student Media	Per 28B.15.610, WSU Pullman graduate and undergraduate students voted to adopt the \$5 per fall and spring semester Media fee, to become effective August 1, 2018. The fee will support the Office of Student Media.	
Additional Comments														
* FY 2020 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 FY18. 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 2020 of 4.62%. FY 2021 incremental revenues are indeterminate until the actual rates for FY2020 are known.														

Code	Title
365	Washington State University

Agency	State Fiscal Year	State Match Amounts	State Match Source [001-1, XXX-1, etc.]
Agency Total			
FY 2018	152,107,865	12,132,511	
FY 2019	152,107,865	12,132,511	
FY 2020	154,375,610	12,132,511	
FY 2021	154,375,610	12,132,511	
2-Federal			
Activity # FUND 143-6 Federal Appropriations			
FY 2018	10,373,824	8,902,711	001-1
FY 2019	10,373,824	8,902,711	001-1
FY 2020	10,373,824	8,902,711	001-1
FY 2021	10,373,824	8,902,711	001-1
2-Federal			
Activity # FUND 145-6 Grants/Contracts			
FY 2018	141,734,041	3,229,800	001-1,145-6,148-6,570-6,846-6
FY 2019	141,734,041	3,229,800	001-1,145-6,148-6,570-6,846-6
FY 2020	144,001,786	3,229,800	001-1,145-6,148-6,570-6,846-6
FY 2021	144,001,786	3,229,800	001-1,145-6,148-6,570-6,846-6
Select an Appopriation Type			
Activity #			
FY 2018			
FY 2019			
FY 2020			
FY 2021			
FY 2022			
FY 2023			
Select an Appopriation Type			
Activity #			
FY 2018			
FY 2019			
FY 2020			
FY 2021			
Select an Appopriation Type			
Activity #			
FY 2018			
FY 2019			
FY 2020			
FY 2021			

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	Code	Title
AGENCY	365	Washington State University

NON-BUDGETED LOCAL FUND SUMMARY

FUND CODE	FUND NAME	7/1/17 FUND BALANCE*	6/30/19 ESTIMATED FUND BALANCE	2019-21 ESTIMATED REVENUES	2019-21 ESTIMATED EXPENDITURES	6/30/21 ESTIMATED FUND BALANCE
440	STORES & RECEIVING ACCOUNTS	2,025,000	1,997,000	10,000,000	9,000,000	2,997,000
448	PRINTING REVOLVING FUND	-	-	8,000,000	8,000,000	-
450	OTHER FACILITIES	3,648,000	3,688,000	38,000,000	38,000,000	3,688,000
460	MOTOR POOL	2,438,000	1,486,000	5,000,000	6,000,000	486,000
522	ASSOCIATED STUDENTS	-	-	167,000,000	167,000,000	-
528	PARKING SERVICES	14,670,000	15,247,000	16,000,000	15,000,000	16,247,000
570	OTHER ENTERPRISES	20,780,000	22,201,000	68,000,000	64,000,000	26,201,000
573	HOUSING AND FOOD SERVICE	31,033,000	16,753,000	152,000,000	159,000,000	9,753,000
846	SCHOLARSHIPS & FELLOWSHIPS	83,701,000	96,849,000	265,000,000	256,000,000	105,849,000
859	ENDOWMENT	62,768,000	71,509,000	8,000,000	-	79,509,000

Local (Non-Budgeted) Fund Summary - Fund Explanation

<u>Fund</u>	<u>Fund</u>
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	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
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.	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
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	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
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	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

Central Service Fund Splits

All Columns by Agency must equal 100%

Subprogram (only used for DSHS In Program 030 and 040)												
Agency	Program	Account and Approp Title	Auditor	AttGen	OAH	Facilities & Services Only	CTS	Debt Services	Workers' Comp	All Other	Risk Mgmt Division	Self Insurance
Agency	Program	Subprogram Account and Approp Title	Auditor	AttGen	OAH	OAH & Services Only	CTS	Debt Services	Workers' Comp	All Other	Risk Mgmt Division	Self Insurance
365-Washington State University		001-1 General Fund-State	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
365-Washington State University		149-6 Inst of Hi Ed-Operating Fees	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%

Attachment A-1

Locally-Authorized Salary Increases

Estimated Cumulative Value
Of Locally-Authorized Salary Increases
Initially Reported As GF-S or Operating Fee Expenditures on CIM
(Dollars in Thousands)

Institution:

	Non-Represented Employees	Represented (Collectively-Bargained) Employees		
		(Specify Bargaining Unit)	(Specify Bargaining Unit)	(Specify Bargaining Unit)
FY 16	\$0	\$0	\$0	\$0
FY 17	\$0	\$0	\$0	\$0
FY 18	\$0	\$0	\$0	\$0
FY 19	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0

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 Summary (Classified, Faculty and Exempts)

All budgeted accounts used by Higher Ed Institutions are listed here. You can delete any columns not pertaining to your

Institution Name Washington State University

						ALL							
						001-1 General Fund-State				148-Hi Ed-Dedicated Local Acct			
Barg Unit Code	Bargaining Unit Title	Pay Increase Element	Effective Date	End Date (if Any)	# of Affected Employees	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4
BU 4	Police Guild	Wage Scale Increase (3% & 3%)	7-1-2019 7-1-2020		17	\$ 48,000	\$ 98,000	\$ 98,000	\$ 98,000				
BU 4	Police Guild	Shift Differential (\$0.65/hr to \$1.00/hr)	7/1/2019		17	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000				
BU 4	Police Guild	Instructor Pay (3% of salary)	7/1/2019		17	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BU 4	Police Guild	Field Training Officer (3% to 5% of salary)	7/1/2019		17	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bargaining Unit Total						\$ 60,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -
BU 0002,0012,0013,0015,0020	WFSE-Washington Federation of State Employees	Wage Scale Increase (3% & 3%)	7-1-2019 7-1-2020		200	\$ 159,000	\$ 323,000	\$ 323,000	\$ 323,000	\$ 4,000	\$ 7,000	\$ 7,000	\$ 7,000
BU 0002,0012,0013,0015,0020	WFSE-Washington Federation of State Employees	Shift Differential (\$0.65/hr to \$1.00/hr)	7/1/2019		200	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000				
BU 0002,0012,0013,0015,0020	WFSE-Washington Federation of State Employees	Hazard Pay (\$1.00/hr to \$1.50/hr)	7/1/2019		200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bargaining Unit Total						\$ 163,000	\$ 327,000	\$ 327,000	\$ 327,000	\$ 4,000	\$ 7,000	\$ 7,000	\$ 7,000

(add rows as needed for other bargaining agreements and pay increase elements --some example are listed below)

Increases to Each Specific Job Classes
 Longevity pay (increase after certain years of service)
 Seniority pay (increase after certain years in job class)
 Additional leave time
 Assignment pay
 Special skills pay
 Shift differentials
 Locality or geographic pay

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:

			FY 2017				FY 2018			
Purpose for Granting The Waiver	RCW	Residents		Non-Residents		Residents		Non-Residents		
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	
UNDERGRADUATE STUDENTS										
Veterans	RCW 28B.15.621	403	\$ 2,029,861	24	\$129,506	403	\$2,132,732	21	\$114,099	
Fire/Police	RCW 28B.15.380	10	\$ 78,610	0	\$0	7	\$54,268	0	\$0	
Gender Equity	RCW 28B.15.740	28	\$ 191,425	175	\$3,035,313	28	\$153,513	188	\$3,358,662	
Merit	RCW 28B.15.740	902	\$ 1,617,394	21	\$4,631,569	1314	\$3,441,076	310	\$3,097,476	
Financial Need	RCW 28B.15.740	4647	\$ 9,889,604	0	\$0	3957	\$7,436,851	0	\$0	
Subtotal State-Support		5990	\$13,806,895	220	\$7,796,388	5709	\$13,218,440	518.70146	\$6,570,237	
GRADUATE STUDENTS										
Graduate Student Asst.	RCW 28B.15.014	784	\$7,911,679	962	\$18,900,722	786	\$7,956,958	964	\$18,977,355	
Veterans	RCW 28B.15.621	30	\$177,931	1	\$10,890	20	\$156,023	0	\$0	
Fire/Police	RCW 28B.15.380	1	\$11,685	1	\$9,257	1	\$11,283	1	\$6,543	
Reciprocity Agreement	RCW 28B.70.050	0	\$0	25	\$356,567	0	\$0	20	\$270,386	
Financial Need	RCW 28B.15.740	14	\$93,097	0	\$0	39	\$296,030	0	\$0	
Over 18 Credits	RCW 28B.15.100	555	3,135,744	100	\$1,119,971	660	\$3,716,972	74	\$934,629	
Other	RCW 28B.15.740	2	3,352	0	\$0	3	\$1,076	0	\$0	
Subtotal State-Support		1386	\$11,333,487	1089	\$20,397,407	1509	\$12,138,342	1059	\$20,188,913	
TOTAL STATE SUPPORT		7376	\$25,140,382	1309	\$28,193,795	7218	\$25,356,782	1578	\$26,759,150	

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.

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:

		FY 2017				FY 2018				
Purpose for Granting The Waiver	RCW	Residents		Non-Residents		Residents		Non-Residents		
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	
UNDERGRADUATE STUDENTS										
	Various Discretionary Waiv	RCW 28B.15.915	1167	\$2,156,240	1,509	\$7,761,974	1528	\$1,522,892	1602	\$12,553,138
	Subtotal Non State-Support		1167	\$2,156,240	1,509	\$7,761,974	1528	\$1,522,892	1602	\$12,553,138
GRADUATE STUDENTS										
	Various Discretionary Waiv	RCW 28B.15.915	52	\$353,813	98	\$1,614,452	30	\$184,332	81	\$1,306,055
	Subtotal Non State-Support		52	\$353,813	98	\$1,614,452	30	\$184,332	81	\$1,306,055
	TOTAL NON STATE SUPPORT		1219	\$2,510,053	1607	\$9,376,426	1558	\$1,707,223	1683	\$13,859,194

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.

Attachment B-3

Financial Aid from Non-State Sources

Institution: _____

	FY 2016		FY 2017		Headcount
	Headcount	\$ (actuals)	Headcount	\$ (actuals)	
Federal Grants	9280	\$ 38,051,612	8443	\$ 35,265,628	9175
Federal Student Loans (Stafford)	14005	\$ 119,294,349	13812	\$ 119,997,649	13581
Federal PLUS Loans (Parent and Graduate)	3450	\$ 46,987,525	3683	\$ 49,777,846	3696
Private Grants*					
Private Loans	1372	\$ 18,108,839	1331	\$ 17,080,308	1304
Three and One Half or Four Percent Set Aside**	2715	\$ 10,806,410	2543	\$ 7,781,764	4907
Other - Other Federal Loans	2740	\$ 5,322,249	1847	\$ 2,392,124	1256

* Private Grants: Grants or loans funded with contributions, endowment funds, foundation resources, or other private sources under the institution's control excluding funds from RCW 28B.15.067(1), (9) and (10).

** RCW 28B.15.031 requires a minimum of four percent of operating fees be retained by four-year institutions of higher education and a minimum of three and one-half percent of operating fees be retained by the community and technical colleges for the purposes of RCW 28B.15.820.

Attachment B-4

**Cumulative Undergraduate Student
Loan Debt at Graduation**

Institution: Washington State University

Academic Year	Total Students Receiving Bachelor's Degree	Number Receiving Bachelor's Degree with Loan Debt*	Percentage of those receiving Bachelor's Degrees Who Have Loan Debt*	Mean Loan Debt* at Graduation	Median Loan Debt* at Graduation	Total Loan Debt* for All Students
2011-12	5297	3182	60%	\$ 22,871	\$ 21,892	\$ 72,775,327
2012-13	5127	3235	63%	\$ 23,795	\$ 22,033	\$ 76,978,184
2013-14	4934	3116	63%	\$ 23,787	\$ 22,314	\$ 74,121,196
2014-15	5383	3361	62%	\$ 24,452	\$ 22,832	\$ 82,181,962
2015-16	5344	3292	62%	\$ 24,481	\$ 22,527	\$ 80,592,176
2016-17	5514	3311	60%	\$ 24,881	\$ 22,610	\$ 82,380,163
2017-18**	6117	3555	58%	\$ 24,645	\$ 22,262	\$ 87,611,695

*Loan debt from Federal, State or Private loans received while attending this institution.

** Academic year 2017-2018 is reported **year to date** and is not comparable; some adjustments in graduation numbers and financial aid packages are still in process.

Attachment

Maintenance & Operations Costs

For New Facilities Projected to Come On-Line in 2019-21

Maintenance Level

Institution: #365 Washington State University

Total gross square feet of campus facilities supported by State Funds:

10,117,838

Total net assignable square feet supported by State Funds:

6,405,648

Project Name	Capital Budget Project Code	Total Project Gross Square Feet*	Gross Square Feet		Projected Occupancy Date	Projected Percentage of Year Occupied		Proposed State-Supported Cost Per Square Foot**		Requested State Support		
			Replaced by Project	Renovated in Project		FY 20	FY 21	FY 20	FY 21	FY 20	FY 21	TOTAL
Plant Sciences Building	30000519	82437	0	0	Jan-20	50%	100%	13.17	13.58	\$543,000	\$1,119,000	\$1,662,000
Global Animal Health Building	30001322	63265	0	0	Jul-20	0	100%	13.17	13.58	\$0	\$859,000	\$859,000

Component	Proposed Rate per GSF		Estimation Basis for Proposed Rate
	FY 20	FY 21	
091 - Utilities	\$4.41	\$4.55	Actuals, plus projected 3.12% inflation
092 - Bldg & Utilities Maintenance	\$4.81	\$4.96	FY20 Service Level Rates based on APPA levels and 3.12% inflation
093 - Custodial & Grounds Svcs.	\$2.81	\$2.90	FY20 Service Level Rates based on APPA levels and 3.12% inflation
094 - Ops & Maintenance Support	\$1.14	\$1.17	FY20 Service Level Rates based on APPA levels and 3.12% inflation
TOTAL	\$13.17	\$13.58	

Maintenance & Operations Costs

For New Facilities Projected to Come On-Line in 2019-21

Maintenance Level

Institution: #365 Washington State University

Total gross square feet of campus facilities supported by State Funds:

10,117,838

Total net assignable square feet supported by State Funds:

6,405,648

Project Name	Capital Budget Project Code	Total Project Gross Square Feet*	Gross Square Feet		Projected Occupancy Date	Projected Percentage of Year Occupied		Proposed State-Supported Cost Per Square Foot**		Requested State Support		
			Replaced by Project	Renovated in Project		FY 20	FY 21	FY 20	FY 21	FY 20	FY 21	TOTAL
Plant Sciences Building	30000519	82437	0	0	Jan-20	50%	100%	13.17	13.58	\$543,000	\$1,119,000	\$1,662,000
Global Animal Health Building	30001322	63265	0	0	Jan-21	0	50%	13.17	13.58	\$0	\$430,000	\$430,000

Component	Proposed Rate per GSF		Estimation Basis for Proposed Rate
	FY 20	FY 21	
091 - Utilities	\$4.41	\$4.55	Actuals, plus projected 3.12% inflation
092 - Bldg & Utilities Maintenance	\$4.81	\$4.96	FY20 Service Level Rates based on APPA levels and 3.12% inflation
093 - Custodial & Grounds Svcs.	\$2.81	\$2.90	FY20 Service Level Rates based on APPA levels and 3.12% inflation
094 - Ops & Maintenance Support	\$1.14	\$1.17	FY20 Service Level Rates based on APPA levels and 3.12% inflation
TOTAL	\$13.17	\$13.58	

Attachmen

**Maintenance & Operations Costs
Performance Level**

Institution: #365 Washington State University

Total gross square feet of campus facilities supported by State Funds: 10,117,838

Total net assignable square feet supported by State Funds: 6,405,648

Project Name	Capital Budget Project Code	Total Project Gross Square Feet*	Gross Square Feet		Projected Occupancy Date	Projected Percentage of Year Occupied		Proposed State-Supported Cost Per Square Foot**		Requested State Support		
			Replaced by Project	Renovated in Project		FY 20	FY 21	FY 20	FY 21	FY 20	FY 21	TOTAL
Digital Classroom Building	N/A	83,456	0	0	17-Jul	100%	100%	11.32	11.68	\$945,000	\$975,000	\$1,920,000

Component	Proposed Rate per GSF		Estimation Basis for Proposed Rate
	FY 20	FY 21	
091 - Utilities	\$3.75	\$3.88	Actuals, plus projected 3.12% inflation
092 - Bldg & Utilities Maintenance	\$2.75	\$2.83	FY20 Service Level Rates based on APPA levels and 3.12% inflation
093 - Custodial & Grounds Svcs.	\$3.67	\$3.78	FY20 Service Level Rates based on APPA levels and 3.12% inflation
094 - Ops & Maintenance Support	\$1.16	\$1.19	FY20 Service Level Rates based on APPA levels and 3.12% inflation
TOTAL	\$11.32	\$11.68	

Fund Balance Management

Fund Balance Management

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 2,300 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.

Pgm #	Program Title	2014	2015	2016	2017	2018
10	Instruction	25%	26%	25%	33%	30%
20	Research	3%	2%	6%	3%	2%
30	Public Service	12%	10%	10%	9%	12%
40	Primary Support	28%	23%	25%	22%	26%
50	Library	6%	4%	4%	4%	4%
60	Student Services	8%	7%	6%	5%	5%
80	Institutional Support	11%	11%	11%	10%	11%
90	Plant Operations and Maintenance	7%	17%	12%	13%	10%
Grand Total		100%	100%	100%	100%	100%

In FY17 expenditures in these fund types increased on a one time basis due to the University's share of the Moore v. HCA settlement. 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.

Agency 365 – Washington State University
2019-21 Operating Budget Request

Fund Balance Management

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.

Pgm #	Program Title	2014	2015	2016	2017	2018
10	Instruction	63%	61%	66%	61%	61%
20	Research	2%	1%	1%	1%	1%
30	Public Service	0%	0%	0%	0%	0%
40	Primary Support	11%	10%	9%	9%	8%
50	Libraries	4%	4%	2%	3%	3%
60	Student Services	7%	5%	5%	6%	6%
80	Institutional Support	7%	11%	12%	13%	13%
90	Plant Operations	6%	8%	4%	6%	8%
Grand Total		100%	100%	100%	100%	100%

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.