



**Washington State University
2021-2023 Biennium
Operating Budget Request**

2021-2023 Biennial Operating Budget Request

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September 14, 2020

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

Dear Governor Inslee,

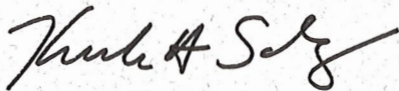
Enclosed you will find Washington State University's operating budget requests for the 2021-2023 biennium. These requests align with and support the *Results Washington* goals promoting World Class Education, a Prosperous Economy, and Healthy and Safe Communities. In addition, we are including a decision package articulating the impacts of a 15 percent reduction to the university's state appropriation as directed.

In the face of another recession and unprecedented fiscal turbulence in higher education, Washington's land grant research university remains firmly committed to supporting an inclusive economic recovery. Higher education's value proposition is laid bare in times like these, when the gap between the haves and have-nots widens ever more.

The Great Recession was not only transformational for higher education but instructional as our state navigates this difficult terrain once more. This time, however, the landscape looks different. While still committed to research and public service to bolster economic growth, the academic enterprise has for the past decade bent to the needs of a new student body that includes more first-generation college students, more students of color and more students from low-income backgrounds. The changing face of our student body presents a fantastic opportunity to deliver the very social mobility the land grant college was created for.

At WSU, we stand ready to work with you in ways that meet the state's needs while still providing the promise of opportunity that higher education is uniquely qualified to deliver.

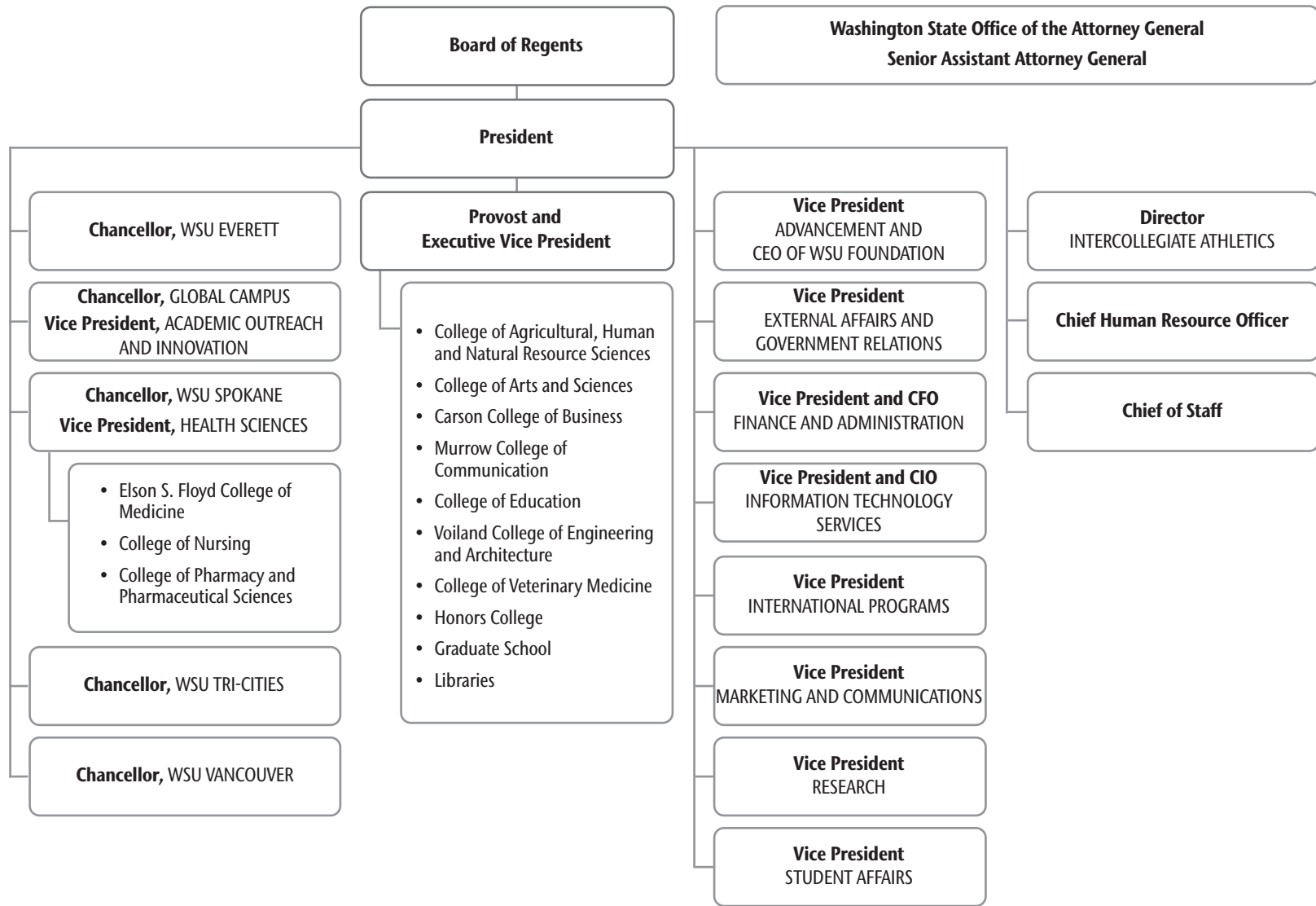
Sincerely,



Kirk Schulz, President

Enclosures

cc: Elizabeth Chilton, Provost and Executive Vice President
Colleen Kerr, Vice President for External Affairs and Government Relations
Stacy Pearson, Vice President for Finance and Administration



WSU SYSTEM STRATEGIC PLAN 2020-2025

Approved by the Washington State University Board of Regents

June 26, 2020

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ACKNOWLEDGEMENT OF AMERICA’S FIRST PEOPLES

Washington State University acknowledges that its locations statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. Currently, there are 43 tribes, 36 of which are federally recognized, that share traditional homelands and waterways in what is now Washington state. Some of these are confederacies that represent multiple tribes and bands. The University expresses its deepest respect for and gratitude to these original caretakers of the region. As an academic community, we acknowledge our responsibility to establish and maintain relationships with these tribes and Native peoples, in support of tribal sovereignty and the inclusion of their voices in teaching, research, and programming. We also pledge that these relationships will consist of mutual trust, respect, and reciprocity.

Tribes and Nations whose Homelands are in Washington State

*All tribes are federally recognized, except for those marked with an asterisk *, which non-federally recognized. Some of the non-federally recognized tribes are in the process of becoming recognized.*

Washington

Chinook Indian Tribe*
Confederated Tribes of the Colville Reservation
Confederated Tribes of the Chehalis Reservation
Confederated Tribes and Bands of the Yakama Nation
Cowlitz Indian Tribe
Duwamish Tribe *
Hoh Indian Tribe
Jamestown S’Klallam Tribe
Kalispel Tribe of Indians
Kikiallus Indian Nation*
Lower Elwha Klallam Tribe
Lummi Nation
Makah Tribe
Marietta Band of Nooksack Tribe*
Muckleshoot Indian Tribe
Nisqually Indian Tribe
Nooksack Indian Tribe
Port Gamble S’Klallam Tribe
Puyallup Tribe of Indians
Quileute Tribe
Quinault Indian Nation
Samish Indian Nation
Sauk-Suiattle Indian Tribe
Shoalwater Bay Tribe

Skokomish Indian Tribe
Snohomish Tribe*
Snoqualmie Tribe
Snoqualmoo Nation*
Spokane Tribe of Indians
Squaxin Island Tribe
Steilacoom Tribe*
Stillaguamish Tribe of Indians
Suquamish Tribe
Swinomish Indian Tribal Community
Tulalip Tribes
Upper Skagit Tribe

Idaho

Coeur d’Alene Tribe
Kootenai Tribes of Idaho
Nez Perce Tribe

Montana

Confederated Salish and Kootenai Tribes

Oregon

Confederated Tribes of Umatilla
Confederated Tribes of Warm Springs
Confederated Salish and Kootenai Tribes of the Flathead Reservation

FROM THE PRESIDENT

Charting a Course for the Washington State University System

The world that has shaped Washington State University the past 130 years is changing more rapidly than ever. Societal, technological, economic, and cultural upheaval is constant.

As we chart the future course of our statewide system in the midst of this dynamic environment—an environment made more dynamic than we ever imagined due to the impact of COVID-19—we must evolve and adapt on a constant basis to maintain the University’s relevancy and value to society. We must expand on our ability to meet the future needs of the state of Washington, the Pacific Northwest, our nation, and beyond. We must serve the public good in new and innovative ways.

Our 2020–2025 system strategic plan sets out the framework for us to do exactly that. The plan builds on our overarching institutional goal as defined by the Drive to 25 (D25):

Washington State University will be recognized as one of the nation’s top 25 public research universities—creating **positive outcomes for all**.

Already, we have made much progress the past few years in key areas that support the Drive to 25 vision. The number of faculty receiving prestigious national awards is growing. Our research and development funding is at record levels. We are enrolling the highest number of students in our history. We continue to build new relationships and partnerships with communities and stakeholders across the state that advance the public good.

In creating this first-ever strategic plan focused on the WSU system, we have articulated the purpose, values, vision, and goals that connect all of our functions; all of our campuses, colleges, and units; and all of our stakeholders to the Drive to 25. We still have much work to do in this regard, but I am convinced this plan will enable us to leverage our statewide resources and apply them in powerful new ways to benefit the state.

Notably, as well, this plan expands the original desired outcomes and metrics of the D25 to make them more relevant and applicable to the entire University community as well as to our stakeholders. Among the questions the strategic plan answers: *Who will benefit from the D25, and in what ways? What outcomes will be achieved, and for whom?*

Among the key points that are important to understanding this broadened view of the D25:

- One of our institutional strengths is providing access to higher education for students who have not yet had the opportunity to reach their full potential. We will expand our commitment in this regard in the future.
- Rankings in themselves may imply a danger that we are seeking to become elite, thus jeopardizing our focus on people or our sense of self. The Drive to 25 is not a drive toward elite status and a university that is more exclusionary. The D25 is about doing what we do now better than ever, so that we can improve upon the ways in which we serve our stakeholders and, by extension, the greater good.
- We may achieve additional prestige and higher rankings as we implement this plan, but that would be an ancillary benefit. Most important, we will remain focused on our foundational commitment: to transform lives. We will not chase rankings at the expense of this commitment.
- In determining the success of this plan, we will measure progress using metrics (see Appendix 3) that matter most to the fulfillment of our mission, such as the social mobility of students and our institutional impact on communities. We will measure the quality, not simply the quantity, of our actions.

As we proceed, this strategic plan also will guide us in making key institutional decisions and allocating resources. We will revisit the plan annually by engaging in conversations with our community, review the checkpoints we establish to measure progress, and adjust our objectives and strategies as the needs of the University evolve and the environment in which we operate as a system change.

My sincere thanks to the entire WSU community, which participated at an unprecedented level, in crafting this plan. I hope you feel as energized about the future of the WSU system as I do. In a world being dramatically reshaped by the coronavirus pandemic, Washington State University’s ability to improve lives has never been more important.

Kirk Schulz
President
Washington State University System

INTRODUCTION

When the Northwest Commission on Colleges and Universities (NWCCU) reaffirmed Washington State University's accreditation in August 2018, the accrediting organization recognized the University's institutional accomplishments during the review period by including several commendations in its final report. The commendations praised WSU for its:

- transparency and inclusiveness in decision-making;
- sense of loyalty within the WSU community;
- efforts to improve student access and success, especially among underrepresented groups;
- assessment of student learning outcomes;
- commitment to cutting-edge instructional approaches; and
- thematic approach to scholarship.

The 2020–2025 WSU system strategic plan capitalizes on these strengths and builds on the momentum that produced these commendations. Most notably, this plan is the result of a collaborative effort by the University community to generate a collective vision of the “future WSU” and articulate goals and strategies that will move the WSU system toward that vision. It represents a synthesis of the most ambitious, challenging, and impactful ideas generated by the University's statewide community during an 18-month-long planning process. It is a truly collectively written roadmap for the future.

This plan also emphasizes WSU's commitment to its land-grant mission:

- education for all regardless of means or background;
- scholarly activity that benefits the public and especially Washingtonians; and
- outreach to the residents of the state to share the institution's expertise and positively impact people and communities.

WSU is the state's land-grant research institution within the state of Washington and is responsible for delivering a statewide impact. The University system embraces this responsibility, and it is central to everything the institution does. The framework for this plan is thus WSU's commitment to the wellbeing of Washington residents and the commerce of the state, and a long-term goal around which this plan is oriented is for the University to be recognized as among the best land-grant institutions in the nation.

Some might question why WSU, or any institution of higher learning, needs a strategic plan when the institution's responsibilities are so clearly laid out: educate students, engage in scholarly inquiry, and share expertise with the public. In fact, the strategic plan serves as a guide to help the University make informed decisions about resource allocation and program development. It is also the University's primary means of tracking and demonstrating performance to stakeholders and legislators. It is not sufficient to conclude that WSU is meeting its responsibilities simply because students graduate and residents enroll in outreach programs and faculty produce scholarly works. The quality of the institution's performance must also be considered. This plan includes a set of outcome metrics (see Appendix 3) that are calibrated to specific aspects of WSU's responsibilities to help the institution determine what it is doing well and in which areas it can improve. These metrics will be analyzed yearly and the analyses will be published in an annual public report that is made widely available. A strategic plan is, then, necessary as WSU continues to grow and improve.

This plan also articulates goals and strategies for growth and excellence in education, scholarly work, and outreach. For the first time, it also specifies a goal to fully integrate and take advantage of the expertise that resides across the entire University system, as well as a number of strategies to accomplish this goal. The WSU system is one of distributed expertise and the University's larger goals can only be realized by taking full advantage of this expertise. The goals in all four areas of this plan are ambitious. Some may seem overly so. If some indeed prove to be too ambitious, falling short in those areas will still lead to meaningful improvements that can be built upon in the next strategic plan.

WSU HISTORY AND EVOLUTION TO A STATEWIDE SYSTEM

Washington State University: The People's University, 1890-2020

Who could have imagined the bright future that awaited Washingtonians in 1890 when Governor Elisha P. Ferry signed legislation creating an agricultural college and science school that led to the establishment of WSU on a wind-swept hilltop in Pullman, Washington?

From those early days, when the Washington Agricultural College and School of Science consisted of a one story, thirty-six by sixty-foot structure, Washington State University has evolved to become one of the nation's premier land-grant universities, a statewide enterprise of more than 31,000 students, 6,000-plus employees, and a nearly \$400 million annual research operation. The University's ten degree-granting academic colleges offer almost 250 undergraduate and graduate degrees, with many academic programs top-ranked nationally.

That the University has evolved from its humble roots to become a valued partner in growing the state's economy and improving the quality of life for its residents is testimony to the achievements of the faculty, researchers, staff, and administrators who have worked to make the dream established 130 years ago an ongoing reality.

Along the path to achieving a remarkable record of public service, WSU has demonstrated an ongoing commitment to the land-grant principle of providing access to higher education—often acting in advance of its peers in this regard. For example, the first student of color attended WSU in 1906, when Ihei Yamauchi enrolled to study civil engineering. The College of Veterinary Medicine graduated its first African American student in 1920—a time during which few African Americans attended colleges in the U.S., let alone a veterinary college. Similarly, the first woman graduated from the veterinary college in 1933, an era in which fewer than four percent of women in the country completed four years of college or more.

Looking back, the University's progress can perhaps best be summarized by reviewing its major achievements on the basis of four major stages of development.

The Early Days

The fledgling school opened its doors in 1892 to 59 students who reflected the egalitarian principles set out in the Morrill Act that created the nation's land-grant institutions. The students were not from wealthy families. Instead, they were the sons and daughters of farmers, laborers, and shopkeepers, representatives of America's working and middle classes.

WSU's third president, Enoch A. Bryan, who served as president from 1893 to 1915, set the direction for the new college to become a higher education institution with a comprehensive curriculum, expanding its academic breadth beyond agriculture and science to include disciplines such as pharmacy, veterinary medicine, and the liberal arts. The effort culminated in the renaming of the school to the State College of Washington, or WSC, in 1905.

A Period of Growth

The period between 1915 and 1945 can best be characterized as a period of growth for the college, both in academics and student life.

In 1917, under the direction of President Ernest O. Holland, five colleges (agriculture, home economics, mechanic arts and engineering, sciences and arts, and veterinary science) and four schools (education, mines, music and applied design, and pharmacy) were created, key steps toward eventual designation as a university. Similar growth occurred in campus facilities, as modern laboratories, classrooms, and dining facilities were constructed.

The college obtained a chapter of Phi Beta Kappa, the nation's oldest and best known national honorary society, in 1929, recognition of WSC's commitment to the liberal arts as well as to practical education.

Enrollment during the 30-year period rose and fell in tandem with the country's economic fortunes, reaching a record of 4,035 students in 1940, only to fall steadily as World War II engulfed the nation, eventually dropping to 1,530 students in September 1945.

Achieving University Status

With the end of World War II and the return of military veterans from overseas, enrollment ballooned to more than 6,000 students beginning in the late 1940s. The increase in students spurred a period of substantial growth on the Pullman campus that included construction of a new library, expanded faculty research, and the establishment of general education requirements in the humanities, social sciences, and natural sciences.

The maturation of the college was formally recognized on September 1, 1959, when WSC was renamed Washington State University. The new name recognized the reality that WSC featured multiple colleges offering both undergraduate and graduate studies, increasingly notable research, and a growing role in addressing the needs of the state.

The growth curve accelerated from the mid-60s to the mid-80s. Enrollment increased by more than 50 percent from 1967 to 1985, to 16,500 students. Research grants mushroomed from \$11 million to \$68.5 million during the same period, a reflection of the priority placed on faculty research and scholarship. Areas of academic emphasis ranged from veterinary medicine to the biological sciences, nursing, the humanities, and social sciences.

Expanding Access to Education Statewide

The reach of WSU's mission expanded significantly in 1989, when the University's statewide campus system was established under former WSU President Samuel Smith in response to a request from the state government for Washington State University and the University of Washington to offer education at multiple locations around the state to serve place-bound and job-bound students. WSU located campuses in Vancouver, the Tri-Cities (Richland), and Spokane, with Spokane being a cooperative venture with Eastern Washington University. Creation of new WSU learning centers located statewide and the extended degree programs further expanded access to the University.

The three regional campuses originally offered upper-division classes only and thus began as destinations for transfer students, which necessitated establishing strong relations with local community colleges—a robust partnership that continues today. As enrollment grew throughout the 1990s, the campuses gained greater flexibility to serve the needs of the communities in which they were located. As an example, responding to community wishes, WSU Vancouver welcomed its first freshman class in fall 2006. WSU Tri-Cities followed suit in fall 2007. In 2011 the Spokane campus was designated by the University's Board of Regents as WSU Health Sciences Spokane, and the campus now is predominately focused on professional education and health research.

A campus in Everett was added in 2014 to meet the higher education needs of the north Puget Sound area. WSU Everett remains a transfer campus. Instructional sites now also exist in Bremerton, Yakima, and Walla Walla.

In parallel with the development of these campuses, in the 1990s WSU created a distance degree program through which students anywhere could earn a University degree by enrolling in courses for which lectures had been videotaped and mailed to the student. This program evolved into the internet-based Global Campus, which is the sixth campus in the WSU system. The WSU Global Campus, through its online programs, extends the University's land-grant mission worldwide to those who increasingly require a high level of flexibility while pursuing a quality education.

During the past decade, WSU's impact has reached unprecedented levels. Records have been set in enrollment, fundraising, and research expenditures. The University completed 30 major construction projects from 2007 to 2015, including one of the world's most technologically advanced wine science centers at WSU Tri-Cities and the Paul G. Allen School for Global Animal Health at WSU Pullman.

In one of the most historic achievements in WSU's history, the Washington state legislature in 2015 granted approval for the University to establish a medical school on the WSU Spokane Health Sciences campus. Adhering to the land-grant tradition, the Elson S. Floyd College of Medicine seeks to expand access to health care in under-served communities across Washington and increase the ability of Washingtonians to earn a medical degree without leaving the state.

Planning for the Future

Shortly after beginning his tenure as WSU's 11th president on June 13, 2016, current WSU President Kirk Schulz announced the Drive to 25, a system-wide initiative designed to elevate WSU to recognized status as one of the nation's top 25 public research universities. The objectives of the Drive to 25 are guiding decisions about institutional goals, priorities, and resource allocations affecting the University's teaching, research, and service mission. As such, the Drive to 25 served as a roadmap for the creation of the 2020-2025 WSU system plan.

The 2020-2025 WSU System Strategic Plan

President Schulz and then Provost Daniel Bernardo appointed a 24-member task force made up of faculty, staff, and students from throughout the system to lead the planning process. The president and provost co-chaired the group, the Strategic Planning and Institutional Effectiveness Council (SPIEC), which met monthly to guide development of the plan and to ensure ongoing input from the entire University community and WSU stakeholders.

The process of creating the first comprehensive strategic plan that encompasses the WSU system has included significant interactive involvement by WSU faculty, staff, and students system-wide as well as alumni, community partners, and other

University stakeholders. Input gathering occurred through participation in open listening sessions, online postings, mass digital communications, and two major University events attended by a total of more than 1,200 participants.

THE WSU SYSTEM TODAY

Guided by Our Land-grant Identity

Washington State University is the land-grant research institution for the state of Washington. Land-grant schools are uniquely charged by the federal government with educating students from a broad range of backgrounds, conducting scholarly inquiry in the “practical arts,” and actively sharing their expertise and knowledge with the state’s residents.

Today WSU functions as a statewide system. The land-grant identity remains core to the University’s functioning, and the institution’s achievements in this regard are significant. WSU has a decades-long reputation for development of wheat strains that can grow under a variety of challenging conditions. More recently, among other accomplishments, University researchers have developed a method to create 3D-printed bone implants; established a nationally recognized bread research facility that helps wheat farmers make informed decisions about which varieties to grow; created and refined a measure designed to reduce the potential of school truancies that has been adopted statewide; and created a web-based pesticide education resource accessible to the public. On a yearly basis about one-third of WSU’s freshman class consists of first generation college students, and the University provides extensive and all-encompassing support to help students adjust to college life. The University maintains Extension offices in each of the state’s 39 counties, and more than 1 million people participate annually in the programs offered through these offices. WSU research centers also are located in Mount Vernon, Prosser, Puyallup, and Wenatchee, all key agricultural areas.

Importantly, while developing the multi-campus system WSU retained its college-based academic structure under which a single department chair or school director is responsible for all faculty in the unit regardless of where they reside, and a single dean is responsible for all units in the college. This means that all faculty, regardless of work location, must meet the same standards for tenure and promotion. Deans share responsibility and authority for departments, schools, or academic programs offered jointly across two or more colleges. Deans share responsibility with chancellors for the success of components of departments, programs, or schools residing on another campus.

While acknowledging the existing academic structure, the University recognizes the need for and increasing value of multidisciplinary research. The complex societal problems that exist can only be adequately addressed through the input of individuals from many different disciplines. Academic administrators and those faced with funding decisions will need to continue identifying mechanisms that properly support critical research that cuts across existing academic structures.

The institution operates as an integrated university system, with all campuses adhering to the same set of goals, practices, and policies—known as One WSU. For example:

- degree requirements are similar across campuses;
- all instructors and researchers, regardless of their location, are considered part of one faculty; and,
- the offices of student affairs and finance and administration are regarded as distinct but highly integrated components of the same administrative divisions.

The University has been redefining its administrative and operational structures to ensure delivery of an integrated set of services, while allowing each campus autonomy via the leadership of the chancellor and a clearly defined identity.

Growth in the Twenty-first Century

In the wake of the 2008-09 recession, WSU experienced rapid growth in enrollment and now has a record-large student body, with 31,607 students enrolled across the six campuses for fall semester 2019. As well, the University embarked on an ambitious expansion campaign during the past decade that expanded its statewide footprint, establishing a world-renowned center for the study of animal-to-human disease transmission, launching a medical school in Spokane in response to critical statewide shortages in primary care physicians, creating the Everett campus, initiating construction of a five-building life sciences complex in Pullman, and opening a wine science center at the Tri-Cities campus. WSU thus has made some notable strides in establishing itself as a top-tier public university that remains true to its land-grant mission.

The state of Washington has one of the more robust economies in the nation, and since 2014 has yearly experienced a positive net migration in excess of 50,000 people. The state Office of Financial Management expects the state’s population to increase by 1.6 million people by 2040. The educational consulting firm of Ruffalo Noel Levitz predicts Washington to have the fourth-largest increase among all states in high school graduates between 2020 and 2030. For this rapidly

growing population the state provides only six public universities to accommodate the educational needs of its residents, and only two of those, the University of Washington and Washington State University, are charged with active engagement in scholarly productivity. Further, WSU is directed to employ its expertise in the service of the economic and societal needs of state residents, through its research and outreach programs. Demand for educational access by Washingtonians will, then, continue to grow through at least 2040. WSU must pursue continual and unbroken growth in enrollment.

As a system, the University has extensive resources to sustain and develop the state of Washington. Each campus offers a distinctive learning environment to equip students with knowledge and life-long skills, while the resources of a globally-engaged research university provide a wealth of opportunities across the system to advance and translate knowledge and model creativity, and many units work with the broader community to address critical issues in Washington and throughout the world. To build the collective future of the WSU system, this strategic plan highlights and connects the distinctive strengths and forms of excellence that exist across the University.

Excellence takes many forms that merit the University's shared investment. The WSU system provides Washingtonians with access to outstanding liberal arts education, hands-on learning experiences in fields, labs, and community centers, and research and educational experiences. Through preparing educators and health care providers, providing opportunities that expand cultural understanding and enrich lives, and fueling economic development, WSU shapes future leaders and strengthens communities. This plan highlights the institution's strategic intentions related to educational development, scholarly research and creative work, and partnering with Washington communities. It also outlines next steps that will allow the University to be even more responsive to the challenges facing Washington's towns and cities, the state and nation, and the world.

ONE WSU—WSU SYSTEM OPERATING PRINCIPLES

In a world defined equally by tremendous opportunities and rapid change, the vision of the Washington State University system is built on the foundational purposes of the land-grant university: to provide education to all, to conduct scholarly inquiry that benefits society, and to share expertise that boosts the lives of individuals and communities.

The WSU system's focus on academic excellence for the public good goes hand-in-hand with the University's commitment to diversity, equity, and inclusion. It is central to the institution's mission that each member of the community has full opportunity to thrive.

The principles that follow establish an overarching philosophy that unites the WSU system and provides clarity and consistency for guiding the institution's day-to-day actions. Some of the principles currently are operative while others are aspirational. The principles are specific enough to be meaningful, yet broad enough to remain relevant in an evolving environment. Adopted and practiced consistently across the WSU system, the principles will enable the University to act on its core ideology and progress toward its envisioned future.

One WSU

WSU delivers its educational, research, and outreach benefits statewide through its campuses and other locations statewide, including Pullman, Everett, Seattle, Spokane, Tri-Cities, Vancouver, Yakima, and Bremerton. In addition, the WSU Global Campus delivers academic programming worldwide in a virtual environment. The University focuses on critical problems and issues affecting the state of Washington, partnering with stakeholders to discuss and develop solutions. WSU sustains and enhances community-campus relationships in all locations.

One Degree

The quality of a Washington State University degree will be the same at all campuses throughout the statewide system. All graduates earn a WSU diploma with no campus designation.

One Faculty

All faculty, regardless of rank or appointment, are committed to the same standard of academic excellence across the system. The standards for faculty career advancement are fundamentally shared at all WSU campuses, ensuring a consistent level of educational experience and interdisciplinary scholarly quality and productivity system-wide.

Shared Accountability

WSU vice presidents, chancellors, and deans and their leadership teams each have unique and connected leadership roles that may encompass campus, college, unit responsibilities, as well as WSU system responsibilities, and are collectively accountable for the success of the institution and the system.

Operational Excellence

WSU operates an efficient and effective organizational structure, characterized by system-wide operational and management processes that support and promote innovation, stewardship, entrepreneurship, and responsible risk taking. WSU core services, compliance, educational, executive, and business policies ensure organizational efficiency and effectiveness across the system.

Fiscal Stewardship

WSU's system-wide budget model supports student success and academic excellence in alignment with the University's system strategic plan and the institution's shared mission and purpose. All WSU campuses, colleges, and other units operate within their authorized budgets, and are responsible for achieving fiscal, enrollment, and operating goals, as well as developing new sources of revenue that will fund future investments.

Data-informed Decision-making

WSU proactively uses data in decision-making to enhance administrative efficiency and strategic leadership across the system. Strategic priorities, environmental sustainability, financial sustainability, resource allocations, transparency, and predictability are all based on data-informed performance indicators and metrics.

Community Partnerships

WSU seeks out and embraces opportunities to partner with external stakeholders in an effort to solve the critical problems and issues that face the state of Washington and its residents. The University also encourages the development of entrepreneurial activities that lead to creative, solutions-oriented partnerships. WSU sustains and enhances community-university relations statewide.

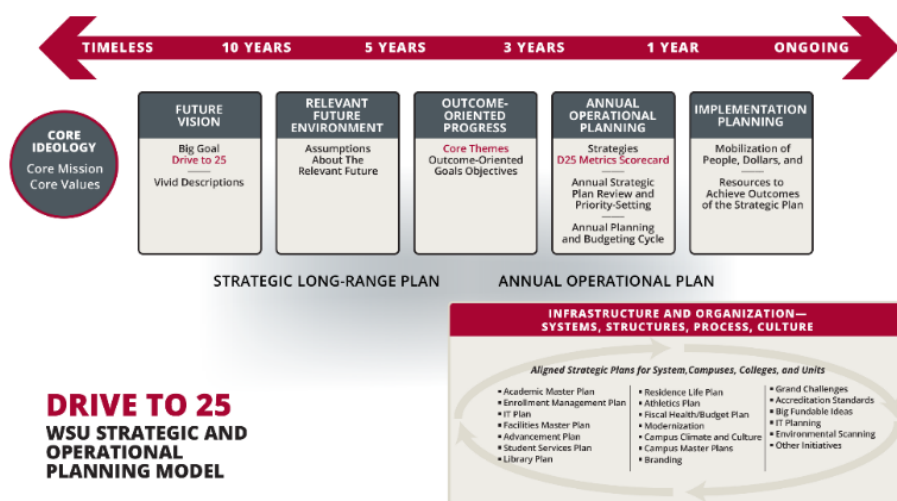
THE STRATEGIC PLANNING PROCESS

A Model for Planning and Thinking Strategically

The Washington State University 2020-2025 system strategic plan describes a desired vision and the elements essential to achieving that vision. The plan is grounded in core ideology and driven by an envisioned future that realizes the full potential of WSU’s ability to support its faculty, staff, and students. The University’s commitment is articulated in goals that declare the outcomes or attributes the organization intends to achieve. Objectives represent key metrics affecting WSU’s ability to achieve a goal and articulate the direction in which these issues must be moved.

The University system must continue to evolve to meet the needs of the constantly changing environment in which it operates. Therefore, underlying this plan is the adoption of an ongoing process of planning and thinking strategically, designed to ensure relevance of direction and action over time.

This strategic plan reflects a model that organizes conversations about the future into four distinct planning “horizons.” This helps organizations in setting and implementing priorities as well as in ensuring relevance of long-range direction over time.



Core Ideology and Envisioned Future

The four planning “horizons” framework consists of crafting a comprehensive strategic direction based on the balance between what doesn’t change—the timeless principles of the organization’s core purpose and core values (core ideology)—and what the organization seeks to become within a ten-year horizon—what would be possible beyond the restraints of the current environment. The ten-year horizon is characterized by the articulation of an envisioned future—an aspirational goal—and a vivid description—what it will be like to achieve the goal.

Assumptions About the Future

The articulation of the envisioned future guides the organization as it considers the factors that will affect its ability to achieve its goals. Building foresight about the five-to ten-year horizon—assumptions, opportunities, and critical uncertainties in the likely relevant future as well as emerging strategic mega-issues—suggests critical choices about the potential barriers the organization will face. This foresight also suggests the responses the organization will need to consider in navigating its way toward achievement of its aspirational goal.

Strategic and Operational Planning

The linkage continues into the three-to five-year horizon through the development of a formal long-range strategic plan, in which WSU articulates the outcomes it seeks to achieve for its faculty, staff, students, alumni, and other stakeholders. How will the world be different as a result of what the organization does? Who will benefit and what will the likely results be? Further, the articulation of strategies will bring focus to the organization’s annual operational allocation of

discretionary resources. Action plans, checkpoints, and milestones will be developed through a process of operational planning, indicating progress toward each goal in every planning year.

A strategic long-range plan is not intended as a substitute for an annual operating plan. A strategic plan does not detail all the initiatives, programs, and activities the organization will undertake in the course of serving its members, stakeholders, and industry, nor can it foresee changes to the underlying assumptions on which key strategic choices were based. Instead, the system strategic plan focuses on the future and outlines—in broad strokes—how WSU will need to evolve to succeed. Consequently, the strategic plan implies change—doing new things or doing more or less of current activities to ensure successful outcomes. The University’s campuses, colleges, and units will further define the operational aspects that support the framework of this plan, and they will also create or revise existing plans to complement and build on the direction established by the system plan.

Ongoing Re-evaluation

Strategic planning for WSU should become the methodology for the organization’s operations. If it is successful, this process will not have yielded a plan to be placed on the shelf but will have served as a catalyst for the process of planning strategically at all times and at all levels throughout the WSU system. In order to achieve its vision, the University must not look at strategic long-range planning as a one-time project that produces a milestone document of its best thinking at the moment. Instead, the entire WSU system must adopt strategic planning as an operational philosophy of ongoing re-evaluation of the critical knowledge bases that form the framework of its world, including:

- sensitivity to the needs of its constituencies;
- insight into the future environment;
- understanding of the capacity and strategic position of the organization; and
- effective analysis of the ethical implications of policy, program, and service choices.

Environmental Scanning

Conducting an Environmental Scan

Environmental scanning is the ongoing tracking of trends and occurrences in an institution’s internal and external environment that bear on its success, currently and in the future. The results are useful in shaping goals and strategies and selecting annual priorities. Effective environmental scanning examines both quantitative and qualitative changes. Ultimately, an institution should create a set of key environmental indicators—internal, external, qualitative, and quantitative—that have the most important potential impact on the work the institution does.

Considering Internal and External Factors

These indicators may include internal issues and trends that are inherent to the institution, such as budget issues, enrollment fluctuations, fundraising opportunities, and changes in leadership. They may also include external factors in the environment outside of the institution that are out of the University’s control such as:

- **Demographics**—locally, regionally, nationally, and increasingly internationally (e.g., population, racial/ethnic mix, immigration status, education levels, etc.)
- **Politics and public policy**—changes in governmental regulation, federal financial aid policies, and public attitudes toward institutions of higher education
- **Economies**—local, regional, national, and international
- **Labor market**—the demand in relevant fields and the associated skills desired by employers
- **Academic interests**—popular fields and the employment interests of prospective students and their families
- **Technology**—the increasingly rapid changes that impact nearly every aspect of higher education
- **Research**—changes in interests and funding from governmental, private, and foundation sources
- **Philanthropy**—changes in available funding and in the attitudes, interests, and approaches of donors

Environmental scanning will be conducted throughout the WSU system on an ongoing basis but an environmental scan document will be created annually, which will serve as a knowledge base. Strategic plan assumptions about the future support annual environmental scanning to inform the development of new initiatives, updates to the strategic plan, and SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis conversations system-wide.

Annual Strategic Plan Review and Update

The WSU system's strategic long-range plan represents a compass the organization will use to guide its work over the next five years. Each year of its life, the plan will be updated based on experience or new circumstances or as new opportunities or challenges emerge. By 2024 or sooner, WSU should author a new strategic long-range plan based upon the new environment expected to exist in the latter half of the decade.

WSU System-wide Strategic Planning Process—Campuses, Colleges, and Units

The system strategic plan will serve as the foundational document that guides the evolution of WSU's statewide enterprise from 2020 to 2025. The plan reflects the vision identified in the Drive to 25, and it also aligns with, and incorporates, other recent institutional planning efforts, including initiatives focused on modernization, campus culture, student success, and strategic research priorities. WSU's campuses, colleges, and other administrative units will develop or update their unit plans in the coming months. Those plans will complement and flesh out the big-picture goals, objectives, and strategies established by the framing of the system-wide plan.

WSU'S CORE IDEOLOGY

Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: **core mission**—the organization's reason for being, and **core beliefs and values**—essential and enduring principles that drive the institution.

Core Mission

Washington State University is a public land-grant research university that is committed to the principles of practical education for all, scholarly inquiry that benefits society, and the sharing of expertise to positively impact the state and communities.

- **WSU's educational mission** is to help students become more informed, aware, engaged, and creative—a process through which the University's graduates achieve upward social mobility. WSU strives to make its expertise available to anyone who seeks to benefit from it, regardless of where they live, where they come from, what they believe, or what their life experiences have been.
- **WSU's scholarly mission** is directed toward the betterment of human existence through the uncovering of new information, the discovery of how to use that information to solve problems, and the creative expression of human experience. The University especially seeks to address issues that impact Washingtonians, and the institution works with residents, commerce, and lawmakers to identify those issues.
- **WSU's outreach mission** is to serve the needs of Washingtonians by sharing its expertise and helping residents integrate that knowledge into their daily lives.

Core Beliefs

- **The University strives to improve lives through the delivery of a practical education** as articulated in the Morrill Act of 1862 to establish the land-grant colleges. It welcomes students from all racial and ethnic backgrounds, gender identities and sexual orientations, economic backgrounds, students with disabilities, veterans, and first-generation students. In short, to paraphrase Congressman Morrill, WSU welcomes the sons and daughters of toil. Students with widely differing interests as well as varying levels of college preparation are welcome and encouraged to pursue a WSU education. Many transform their lives as a result of their University experience. The University seeks greater diversity in its student body. Keeping college affordable is implicit in WSU's focus. The University judges its success by its ability to help students become more informed, aware, engaged, creative, and socially mobile.
- **WSU focuses on improving the human condition through research, scholarship, and artistic activities.** To address the vast and complex problems confronting the world, the University balances the twin needs of continuing the basic research that leads to fundamental discoveries with efforts focused on delivering practical solutions to everyday problems faced by communities in the state and beyond. As WSU strives to be a force for societal transformation, the University embraces entrepreneurial activities and seeks out partnerships that bring together the bold ideas and multidisciplinary expertise required to maximize the benefit to stakeholders and residents.
- **WSU accepts responsibility for enriching the social, economic, and cultural vitality of the region through service and outreach.** The University delivers its educational, research, and outreach benefits statewide, with a particular emphasis on major population centers including Everett, Seattle, Spokane, Tri-Cities, Vancouver, Yakima, and Bremerton. WSU focuses on critical problems and issues affecting the state of Washington, partnering with stakeholders to develop solutions to a variety of challenges and spur economic prosperity. The University sustains and enhances community-campus relations statewide.
- **WSU engages globally for the future of the planet.** Every aspect of the University's teaching, research, and service mission has global implications—it is inherent in the mission of a Tier 1 national research university. All WSU faculty are part of an international community of scholars, so their endeavors potentially address a global audience. In serving local communities, WSU develops innovative approaches and solutions that can deliver benefits worldwide. Advancing the institution's global engagement is a critical component of future success.
- **WSU is committed to achieving an ethically and socially just society for all.** Instituting social change on a large scale begins at home. The University is committed to diversity, equity, and inclusion throughout every aspect of its statewide system. In the process a climate will be created that enables underrepresented students, faculty, and staff to not only survive, but thrive in communities that foster a sense of belonging in a culture of inclusion. The ultimate

goal? Creation of an institutional culture in which inclusion and equity are the norms, a model that helps move the world toward a place in which all people are treated with dignity and respect.

Core Values

- Land-grant ideals. Land-grant ideals of access to practical education for all regardless of background, the teaching of skills and knowledge necessary to be an engaged community member, scholarly inquiry for the betterment of society, and the sharing of institutional expertise with state residents.
- Community. A “Cougar Spirit” in WSU graduates that emphasizes community: both the community in which university faculty, staff, and students live and in the one made up of the family of Cougs worldwide.
- Integrity, trust, and respect. Trust and respect for all persons in an environment that cultivates individual and institutional integrity in all that the University does.
- Equity, diversity, inclusion, and belonging. Promotion of an ethical and socially just society through an intentional commitment to equity, diversity, and inclusion.
- Global citizenship. Stewardship of the planet’s resources to ensure its vitality, as well as actions focused on social responsibility and cultural empathy in the context of an interconnected world.
- Freedom of expression. Free exchange of ideas in a constructive and civil environment, including the canons of academic freedom in teaching, research, and outreach.
- Wellbeing. Whole-person wellness for all members of the institution and a belief it is WSU’s responsibility to contribute to the overall wellness of our communities and the broader society in which individuals reside.

ENVISIONED FUTURE

The **envisioned future** conveys a concrete, but as yet unrealized, vision for the organization. It consists of **an aspirational goal**—a clear and compelling catalyst that serves as a focal point for effort—and **vivid descriptions**—vibrant and engaging descriptions of what it will be like to achieve the aspirational goal.

Vision (aspirational goal)

- Washington State University will be recognized as one of the nation’s top 25 public research universities—**creating positive outcomes for all.**

Vivid Descriptions

- **WSU will be a leading land-grant institution, as measured by accessibility, graduation rates, and public service.** Land-grant universities were created to change the world, and WSU will model the core principles upon which these institutions were founded. In the process the University will become a national leader in all three areas of its mission, setting an example for others to emulate.
- **WSU will be the university of choice for student success.** The University will provide an educational experience through which students transform their view of themselves and the difference they can make in the world. The University will have robust resources system-wide to provide an accessible, affordable, life-changing education to a diverse student body—highlighted by experiences, internships, and opportunities that will prepare students to be contributors and leaders in their communities, the state, the nation, and the world. Additional resources will better support first-time and under-served populations, both urban and rural. Innovative teaching will foster a community in which students expect to be challenged to learn, and to succeed. More students will graduate, ready to make a difference in the world. They will experience reduced time to degree completion, achieve higher graduation and placement rates, and earn greater numbers of advanced degrees. As a result, interest in WSU from prospective students will increase substantially.
- **The University will be a magnet for students seeking to overcome equity gaps in their journey to complete a degree because WSU will be well known for the upward social mobility its graduates experience after they begin their post-University life.** The WSU system will offer a well-developed suite of resources to assist students who have no history of college attendance within their family, have significant financial need, or have gaps in their preparation for higher education.
- **The people of the state of Washington will benefit to an even greater degree from the benefits the WSU system delivers through scientific innovation, research-based program delivery, and University-led practical problem solving.** WSU will increase the resources and improve the internal infrastructure required to enrich its ability to serve as a key player in solving the problems of the state, the nation, and the world. By advancing the Drive to 25, the University will boost its ability to contribute to accessibility, social mobility, and community well-being.
- **WSU truly will become the state’s university, enhancing opportunities for the state’s residents to gain access to its expertise.** The caliber of the University’s faculty will continue to grow, and students will receive a superlative education. WSU’s endowment will increase. Local economies will improve due to the high value human capital the University provides. Industry will look with greater frequency to WSU as a partner in creating programming that supports workforce development. The University will strengthen its capabilities in workforce development, innovative research, health care (throughout the state), and development opportunities for residents.
- **WSU’s stature as a university will be dramatically elevated.** The University will be viewed as one of the top places in the United States to learn, teach, and study as it grows its reputation for transforming lives and bettering society. The institution will receive new opportunities for external research funding, including enhanced public and private partnerships, and most importantly—create richer educational experiences for students.

WSU’s research will continue to change the state, nation, and world. System-wide, University researchers will be highly visible in their communities. World-changing innovations developed throughout the WSU system will address the challenges of the state, the nation, and the world. The impact of WSU’s efforts will lead to more community engagement as industry and other external stakeholders seek to partner with the University. The WSU system will have an enhanced ability to assess state economic needs and to adapt and provide research and education to address those needs. Research won’t be only the purview of researchers. Every student—undergraduate, graduate, or professional, not just those in fields labeled “scientific”—will receive the opportunity to be involved in research to

some degree. As WSU proactively addresses and demonstrates the benefits of its research in service to society, the University's contributions will play an important role in enhancing the reputation of higher education from a national perspective. An improved reputation for impactful research also will assist the recruitment of faculty, staff, and students, and research dollars will flow to the University at unprecedented levels. In becoming a top 25 university, doors will be opened to greater collaboration with higher educational institutions across the United States and beyond. WSU students will benefit from international partnerships and exchanges that allow them to learn from people worldwide, enriching their education and providing insights that can be applied in their future careers. Both partnerships with corporations and endowments will increase, and the WSU system's structure will create greater links between campuses for research partnerships.

- **The WSU system will be a vibrant, diverse, and thriving community of scholars, students, and staff, known for its integrated and informed campus communities.** WSU's collaborative, integrated multi-campus system will leverage its strengths to enable each component to respond more fully to those they serve and to the evolving environment. The WSU system will recognize and celebrate the uniqueness of each campus, college, and unit, as well as the role each plays in the success of the system. Campuses, colleges, and units may become known for specific areas of excellence, yet all disciplines will play a part in creating a transformative student experience. The sum of WSU will be stronger because of the way each of the parts will complement the system. All components of the system will benefit from the institution's enhanced and sustainable fiscal health, which will provide increased resources to meet needs and support growth. WSU will fully embrace and pursue a culture of philanthropy, further reducing its dependence on state funds. A dramatic increase in the endowment will occur. Improved and new facilities, labs, personnel, and equipment will create an infrastructure that will allow WSU to enhance the benefits of research that serves the public good.
- **WSU system-wide will achieve a deeper sense of responsiveness to communities statewide, built in part on increased dialogue between communities and the University focused on identifying top local concerns. As a result,** the campuses will become more integrated into their communities. Increased funding of outreach, education, and service activities will benefit local communities and broaden the institution's impact statewide. These connections will become an institutional strength.
- **Faculty and staff at all locations across the WSU system will feel inspired, engaged, and supported by the institution as a whole and by each other.** New faculty and staff looking for employment will seek to join the University, and the satisfaction level of existing faculty and staff will reach unprecedented levels due to improved salaries and additional opportunities for professional development and training. An emphasis on shared governance throughout the system will more fully incorporate the input of faculty and staff in decisions affecting the strategic direction of the institution.
- **The pride that faculty, staff, students, alumni, and communities feel about the University will grow to unprecedented levels as they become even more engaged in helping WSU grow.** One of the University's biggest strengths is the sense of Cougar Pride. "Cougness" exists system-wide—at every college, campus, and unit. It lifts the WSU community when challenges arise. It drives fierce loyalty among members of the Cougar family—to each other and to serving the greater good. Cougar Pride inspires the WSU community to fearlessly pursue human advancement. It manifests itself when students and alumni rally to raise money for hurricane victims or volunteer to do home repairs for the elderly. It's evident when nursing students care for the homeless. WSU Athletics magnifies Cougar Pride, serving as the front door to WSU and introducing thousands of stakeholders to the rest of the University and its academic mission. WSU Athletics thus is an integral part of the University—nurturing a community mindset that is a unique blend of family, pride, and work ethic. Cougness provides the fertile soil that allows the WSU community to believe that it can make positive change in the world. It is at the heart of WSU's institutional ethos. Cougar Pride will drive the WSU community to achieve even more in the future.
- **All members of the WSU community will feel connected to the Drive to 25 and clearly understand their ability to contribute to the collective vision.** Community members will understand that each individual can play a significant goal in the University's vision, regardless of rank or position at WSU. The goals and metrics of the Drive to 25 are focused equally on raising WSU's accomplishments in all three phases of the University's land-grant mission: teaching, research, and service. The Drive to 25 will create the culture for operational excellence system-wide. It will be an outcome of living institutional values, not just a slogan, and the initiative will not focus solely on competition with other institutions. Each college, campus, and unit will be empowered to find ways to achieve excellence toward the collective vision.

- **The Drive to 25 will be not just a static goal.** Every year, the WSU community system-wide will engage in conversations focused on institutional actions, progress, and the path forward in fulfilling the strategic plan. “We have always done it that way” will not be a philosophy that guides future actions. Checkpoints for accountability will be established. Students, staff, and faculty from each campus, college, and unit will be encouraged to provide input on a regular basis. Individual units will be able to point to WSU’s mission and vision as a guide for strategic decision making and resource allocation. The institutional commitment to continuous improvement will allow for flexibility and change as the needs of the University and students evolve, and as the environment in which the system operates changes. Throughout, the bottom line focus will remain unwavering: to serve the public good.

ASSUMPTIONS ABOUT THE RELEVANT FUTURE

Assumption statements will help the WSU system purposefully update the strategic plan on an annual basis. When conditions change, strategy needs to be adjusted. An annual review of these assumptions will help the system ensure the ongoing relevance of its strategy. The assumptions that follow are based on a pre-COVID-19 environment. Due to the impact of the virus and the future implications of COVID-19 for society and economies globally, reviewing, reassessing, and updating our assumptions on a regular basis will be even more critical.

Demographics

- The population of college-aged people nationally will continue to decline. Unless college-going patterns change, many institutions will experience large enrollment declines in the mid-2020s in line with predictions for the number of high school graduates. Washington likely will be an outlier in this regard, at least in the short-term future.
- The number of traditional college-aged students will continue to decline nationally, and students over 25 who are working fulltime (non-traditional students) may eventually become the majority of the student population in higher education.
- The diversity of the population will increase, and students will continue to come from more diverse economic, cultural, and educational backgrounds. Nearly half of Generation Zers (48 percent) are racial or ethnic minorities representing African American, Latinx, Native American, Pacific Islander, and Asian American students, among other groups. Institutions of all types can expect a student body consisting of more students of color, but the specifics will differ by institution type and geographic location.
- Students increasingly will enter four-year institutions with at least some of their lower-level requirements met through dual enrollment or possession of an AA degree, which will require the four-year school to concentrate resources on upper-division education.
- Funding challenges will continue to affect the student population. Millennials have more income but less wealth than older Americans had at the same age, due in part to student loan debt, and this will be a challenge in terms of funding their education.

Social, Cultural, and Consumer Trends

- The current political climate which has emerged not only on university and college campuses but also in communities across the country will continue to put university administrators in a difficult place. One major challenge? They will need to strike a balance between allowing free speech and maintaining a secure and safe environment for students, faculty, and staff.
- The public will continue to scrutinize higher education policy and public skepticism about the value of higher education may place more emphasis on ROI (Return on Investment), micro-credentials, “mini-masters” academic programs, and non-academic careers.
- If proposed cuts in federal funding for the arts and humanities are enacted, societal relief in terms of access to arts and culture will diminish, thus increasing stress and increasing disparity in access.
- Students increasingly will view themselves as customers and consumers, expecting high-quality facilities and services.
- Society will expect students to be able to immediately apply their knowledge, which will place a burden on institutions to broaden and diversify their experiential learning opportunities.

Economic Climate

- Economic inequality will continue to grow during the next ten years, with a larger segment of the population living on lower incomes and with less access to wealth.
- Business models of universities highly dependent upon tuition dollars and adjunct faculty will be tested more seriously than ever before.
- While the state of Washington has been an exception, federal and state funding of higher education and research will be an issue nationally, particularly in a post-coronavirus environment.

- The reliance on philanthropy to provide funding support for student scholarships, research, and education initiatives will continue to increase.
- Society will expect more of universities in any economic climate.

Legislative and Regulatory

- Population loss and economic shifts will continue to lead to the restructuring of major university systems. Structural changes in university systems, such as campus mergers, will be the subject of legislative activity in many states.
- The national focus on college affordability will continue, and state officials—from the capital to the campus—will likely feel more pressure to hold down the price of higher education.
- An increased focus on sustainability in all its forms will continue to reshape policies and procedures at all levels of universities across the nation. Responding adequately to many of the issues will require additional funding.
- Increased policy and political pressure from the federal government may negatively impact an institution’s ability to recruit and retain qualified international students.
- The continuing uncertainty about the future of the Deferred Action for Childhood Arrivals (DACA) immigration policy will continue. If DACA expires without a resolution, the impact on public higher education institutions, particularly in states with substantial populations of DACA students, will be consequential.

Higher Education

- Institutions must adapt to the challenges and “new normal” confronting society as a result of the coronavirus pandemic.
- Higher education institutions will continue to diversify in form and access. More “elite” public institutions will become less accessible to lower-income students because of changes in educational funding programs such as federal grants and loans. Private higher education institutions may continue to make up for some of this differential access through endowments and private giving.
- As higher education is increasingly commodified, the role and purpose of the liberal arts and humanities will continue to be questioned. Current national-level discussions indicate the liberal arts are again likely to be more highly valued in the short-term future.
- Reformation of core financial and educational practices, and greater business complexity, will require colleges and universities to provide greater transparency and implement new accountability structures to sustain public trust.
- Occupations that require highly specific skillsets will more frequently emerge and disappear, requiring institutions to be able to quickly establish—and eliminate—degrees as dictated by the marketplace.
- A greater number of university administrative and service functions (e.g., financial management, housing, student services) will be privatized.
- In an era in which the value of higher education is being questioned at unprecedented levels, land-grant universities must recommit themselves to serving their local communities as part of the effort to demonstrate their value.

Scientific and Technological Advances

- Data privacy issues will impact higher education institutions. Among the top issues: the need to secure student and research data, guard against data breaches, and demonstrate responsible enforcement.
- Distance learning will be an increasingly common option in higher education. It will co-exist with but not threaten the traditional bricks-and-mortar model.
- Tech-savvy students will expect fast-paced, interactive technology, as well as new methods to be infused in their educational program and learning experience.
- Many students will have less developed communication skills due to their reliance on technology to communicate. As a result, many will enter college with diminished verbal and written skills.
- Students will continue to be challenged by their instructors to engage in more personal interactions, as more of them will have been raised with social media being their primary form of communication and connection.

3-5 YEAR OUTCOME-ORIENTED GOALS

Goals are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move WSU toward the realization of its vision. The goals below are not prioritized. Every goal will need to be accomplished if the organization is to fully achieve its vision. Each goal is accompanied by a set of objectives, which represent key issues affecting WSU's ability to achieve the goal and articulate milestones against which to measure progress. Possible strategies for reaching objectives are also identified. The prioritization of the goals, objectives, and strategies will be determined by the University community as part of the implementation of this plan.

Goal 1: Research, Innovation, and Creativity

Washington State University will be recognized for embracing risk and bold thinking to serve the needs of its communities through innovative research, scholarship, and creative activities.

Objectives

- Expand research, scholarship, and creative activities that cross disciplines and employ new methodologies to address community needs and twenty-first century global challenges.
- Increase WSU's ability to highlight its achievements and their societal impact.
- Maximize the ability to shape research, creative activity, and entrepreneurship in direct partnership with the communities the University serves.
- Enhance WSU's ability to pursue, retain, and reward exceptional talent committed to creativity and bold thinking.
- Promote sustainable external partnerships to accelerate innovation and maximize the impact of the University's discoveries.

Possible strategies

- Grow the global impact of WSU's research by building additional partnerships with leading universities, research institutes, and corporations in the United States and abroad.
- Create cross-disciplinary research teams that build on WSU's strengths in order to accelerate innovation and maximize impact.
- Establish community advisory groups in key research domains to allow researchers and stakeholders to propose ideas and get feedback. Leverage the WSU Extension network to partner with faculty, staff, and students to give University-led research greater impact.
- Invest in state-of-the-art instruments, facilities, and administrative infrastructure to provide the necessary support for a modern research environment.
- Actively recruit and retain research-focused faculty, graduate students, and staff from under-represented backgrounds, and create more positions for research-focused only faculty.
- Revise system-wide tenure and promotion policies to recognize and reward community-based research partnerships and entrepreneurial activities that include incentives for strategic risk-taking, bold thinking, interdisciplinary research activities, and high-impact achievements, in addition to the traditional metrics.

Goal 2: Student Experience

Washington State University students will engage in scholarship, research, and experiential learning activities to prepare future leaders, scholars, and global citizens.

Objectives

- Increase educational affordability geared toward improving the completion and graduation rates of students.
- Increase career development resources for all students starting with their first year.
- Ensure every WSU student has the opportunity to participate in experiential learning and community engagement (e.g., service learning, internships, undergraduate research, creative discovery, study abroad, and/or leadership).
- Enhance the quality of the undergraduate academic experience with an eye toward greater mastery of learning goals along with increased student retention and graduation rates.

- Strengthen collaborations with industry partners to enhance the student experience, including practicums, internships, and research opportunities.
- Nurture and promote mental, physical, and social wellbeing among students.

Possible strategies

- Develop a need-based financial aid model that eliminates unmet need over \$1,000.
- Establish a baseline of career services offered throughout the WSU system and significantly increase funding levels to ensure the career services provided align with industry standards.
- Ensure every degree program identifies or develops required experiential learning activities and that there is a system-wide ePortfolio solution that documents and showcases these experiences.
- Expand institutional support for pedagogical and curricular innovations along with faculty professional development in teaching.
- Establish baseline wellness services on all campuses and fund the proposal by the WSU Campus and Community Health Task Force to infuse an emotional wellbeing curriculum throughout the WSU experience, both in and out of the classroom.

Goal 3: Outreach, Extension, Service, and Engagement

Washington State University will be a national leader in advancing quality of life, economic development, sustainability, and equity through meaningful engagement in discovery, education, and service with partners throughout the state, nation, and world.

Objectives

- Improve and implement cohesive, system-wide mechanisms for assessing and communicating the impact and value of outreach, Extension, service, and engagement.
- Increase the alignment of WSU priorities with the needs, challenges, and opportunities in the state of Washington identified via outreach, Extension, service, and engagement activities.
- Increase outreach, Extension, service, and engagement activities across all colleges, all campuses, and throughout the state, as an essential element to achieving WSU's land-grant mission.
- Increase and enhance partnerships with under-represented communities.
- Increase University-wide resource investment in outreach, Extension, service, and engagement activities.
- Increase the impact of outreach, Extension, service, and engagement activities to improve human health.

Possible strategies

- Provide training for all WSU personnel, including new hires, to learn about the University's land-grant history and mission, to improve and coordinate communication, and embed in the WSU brand the importance/advantages of outreach, Extension, service, and engagement activities at a land-grant university.
- Implement University-wide systems to better incentivize and reward programs and individuals to engage in outreach, Extension, and service activities (e.g., tenure/promotion portfolios).
- Leverage Extension by creating programs and processes that forge linkages (e.g., faculty affiliations, joint grant and project work, and student engagement); increase participation in outreach, Extension, service, and engagement activities by academic units; and inform/benefit the University's teaching and research missions.
- Develop and implement a university requirement that WSU students learn about and participate in outreach, Extension, service, and engagement activities as an essential part of the student experience.
- Prioritize outreach, Extension, service, and engagement activities as a strategy for diversifying extramural resource acquisition.

Goal 4: Institutional Effectiveness and Infrastructure

WSU will advance a culture of engagement and collaboration across its multi-campus system that values and invests in resources—physical, financial, human, and intellectual—leveraging these to become the social and economic drivers for the community, the state, and the world.

Objectives

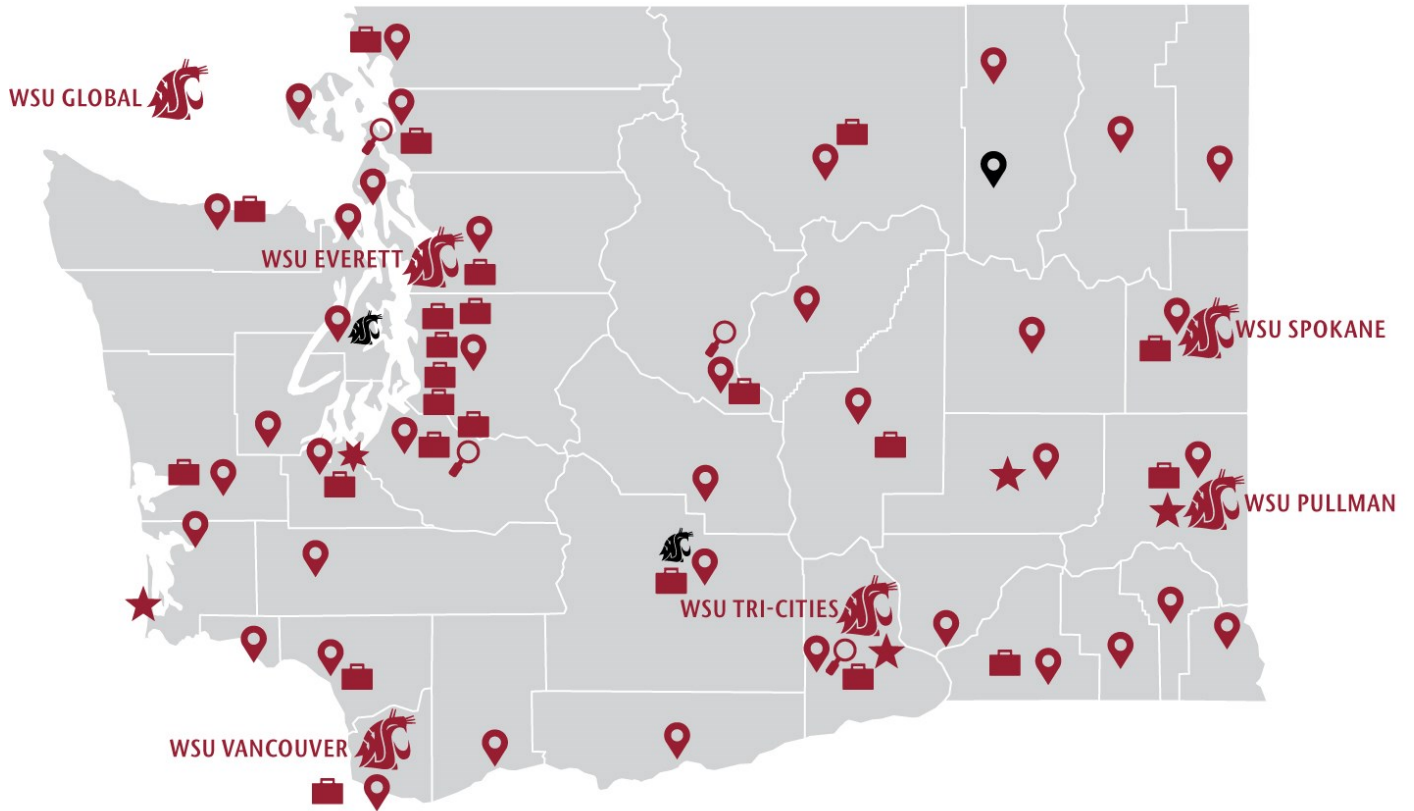
- **Budget and planning:**
 - Align financial resources with strategic plan goals.
 - Engage in integrated planning of current educational programs and research efforts to maintain and strengthen their quality.
- **Modernization of infrastructure:** Modernize facilities, technology, business practices, and campus environments to be safe, sustainable, and supportive for future areas of growth and leading-edge practices in teaching, learning, and research.
- **System:** Enhance overall internal buy-in for the WSU system and appreciation for all of its assets and components.
- **Staff recruitment and retention:** Increase the hiring and retention of exceptional faculty and staff—who represent diversity in all its forms—to advance research and the educational experience.









Possible strategies

- Produce an annual operating budget that promotes transparency around the current allocation of resources and informs the planning of future incentive-based budget models.
- Promote an enhanced infrastructure and technology planning process incorporating input from a wide range of internal stakeholders to prioritize deferred maintenance and long-term technology needs that support WSU's aspirational growth.
- Form a team representative of the system and all its components to identify hindering and helping forces to promote system-wide best practices, opportunities for local decision-making, and collaboration based on a set of shared values and principles.

Continue to advance and enhance programs focused on the hiring and retention of diverse faculty and staff including recruitment initiatives, training, mentoring/equity advisor programs, and University and community resources.

APPENDIX 1: WSU SYSTEM LOCATIONS



-
- | | |
|--|---|
|  Campuses (6) |  County Extension Offices (39) |
|  Research & Extension Centers (4) |  Extension Tribal Office (1) |
|  Research Units & Stations (4) |  Extension Energy Program (1) |
|  Small Business Dev. Centers (24) |  Other Major Program Locations (Bremerton, Yakima) |

APPENDIX 2: CAMPUS PROFILES

WSU Everett

WSU Everett is student- and community-centered, bringing industry-aligned undergraduate programs with an interdisciplinary focus to the North Puget Sound region to prepare students to compete globally in the local economy. The campus offers junior- and senior-level courses in seven high-demand bachelor's degree programs, including data analytics, engineering, hospitality business management, and integrated strategic communication. It also serves as a clinical campus for the Elson S. Floyd College of Medicine based in Spokane. WSU Everett is located in a four-story facility constructed in downtown Everett that opened in 2017. The campus enrolls nearly 300 students.

Student Profile, Fall 2019

- Total enrollment: 283
 - Undergraduate: 283
- Students of color: 34.6%
- International: 5.7%
- Women: 27.9%
- First generation: 41.7%

WSU Everett Current Strategic Plan

(<https://everett.wsu.edu/wsu-everett-strategic-plan/>)

WSU Global Campus

In addition to serving students through its brick-and-mortar campuses, the University also reaches out to the residents of Washington and beyond through the WSU Global Campus, which delivers degrees online, and professional education, which includes a range of non-credit continuing education programs, such as seminars, workshops, conferences, trade expositions, and online certificates. Several of these programs have earned national acclaim. The WSU Global Campus serves more than 3,000 students through its online offerings. With programs in fields including accounting, management, management information systems, economics, data analytics, criminal justice, human development, humanities, social sciences, integrated strategic communications, and psychology, students around the world have access to WSU's world-class faculty and academic programs regardless of geography.

Student Profile, Fall 2019

- Total enrollment: 3,265
 - Undergraduate: 2,126
 - Graduate: 1,139
- Students of color: 29.2%
- International: 5.2%
- Women: 60.1%
- First generation: 29.4%

WSU Global Campus Current Strategic Plan

(development of plan in process)

WSU Pullman

The Pullman campus is the oldest (founded 1890) and largest campus in the WSU system. Most of the system's senior administrative team, including WSU's president and provost, are based in Pullman. Enrollment totaled 20,976 students for the 2019 fall semester. About 1,500 faculty, supported by 1,600 graduate assistants and 2,900 administrators and staff, work on the Pullman campus. WSU Pullman offers studies in more than 200 undergraduate, graduate, and professional programs.

Due to significant investments from the state as well as private and federal support, outstanding new campus facilities have been constructed and others upgraded during the past decade. Major new facilities include a digital classroom building, multiple plant sciences facilities, a multicultural center, a veterinary and biomedical research building, and the PACCAR Environmental Technology Building.

WSU Pullman is a hub for most of the University's student organizations, including its athletic teams, as well as galleries, performance venues, and museums dedicated to art, anthropology, zoology, and other topics. The Pullman campus is largely residential; 46 percent of students live in residence halls, University-owned apartments, or fraternity and sorority houses.

Student Profile, Fall 2019

- Total enrollment: 20,976
 - Undergraduate: 18,346
 - Graduate: 2,173
 - Professional: 457
- Students of color: 29.7%
- International: 9.1%
- Women: 50.5%
- First generation: 31.0%

WSU Pullman Current Strategic Plan

(development of new plan to begin spring 2020)

WSU Health Sciences Spokane

Located about 75 miles north of Pullman, WSU Health Sciences Spokane is the University's urban health sciences campus, which prepares the state's future generations of physicians, nurses, pharmacists, and other health professionals. Nearly 1,700 undergraduate, professional, and graduate students pursue degrees at the 48-acre campus. WSU Health Sciences Spokane is home to several modern facilities including the Pharmaceutical and Biomedical Sciences building, which houses the latest in health science laboratories and classroom technology. The campus also houses programs offered by Eastern Washington University and is located just across the Spokane River from Gonzaga University. Fittingly, this area of Spokane is referred to as the University District, or U-District.

Student Profile, Fall 2019

- Total enrollment: 1,685
 - Undergraduate: 534
 - Graduate: 325
 - Professional: 826
- Students of color: 31.9%
- International: 2.3%
- Women: 71.6%
- First generation: 30.4%

WSU Health Sciences Spokane Current Strategic Plan

(development of plan in process)

WSU Tri-Cities

WSU Tri-Cities is located on 200 acres along the banks of the Columbia River in the southeastern part of the state. The campus serves more than 1,800 students by offering 50-plus undergraduate and graduate degree programs, many of them in STEM-related disciplines. The Ste. Michelle Wine Estates WSU Wine Science Center opened on campus in 2016. The facility—one of the most technologically advanced wine science centers in the world—represents the thriving partnership between the Pacific Northwest wine industry and WSU. The campus also is home to the Bioproducts, Sciences, and Engineering Laboratory, built in partnership with nearby Pacific Northwest National Laboratory. In addition, WSU Tri-Cities serves as a clinical campus for the Elson S. Floyd College of Medicine.

Student Profile, Fall 2019

- Total enrollment: 1,813
 - Undergraduate: 1,603
 - Graduate: 210
- Students of color: 42.4%
- International: 2.2%
- Women: 56.1%
- First generation: 41.8%

WSU Tri-Cities Current Strategic Plan

(<https://tricities.wsu.edu/administration-and-leadership-at-wsu-tri-cities/campus-strategic-planning/>)

WSU Vancouver

As the second largest campus in the WSU system, WSU Vancouver offers big-school resources in a small-school environment. Now enrolling more than 3,500 students, WSU Vancouver provides affordable, high-quality baccalaureate- and graduate-level education to benefit the people and communities it serves. As the only four-year research university in Southwest Washington, WSU Vancouver helps drive economic growth through relationships with regional businesses and industries, schools, and nonprofit organizations. Areas of research focus include sustainable water, brain health, and smart devices. WSU Vancouver also serves as a clinical campus for the Elson S. Floyd College of Medicine. Ninety-two percent of WSU Vancouver alumni remain in the region after graduation to live, work, and contribute to their communities.

Student Profile, Fall 2019

- Total enrollment: 3,585
 - Undergraduate: 3,170
 - Graduate: 415
- Students of color: 29.1%
- International: 2.6%
- Women: 54.4%
- First generation: 43.4%

WSU Vancouver Current Strategic Plan

(<https://www.vancouver.wsu.edu/strategic-plan>)

WSU Extension

With locations throughout the state, WSU Extension is the front door to the University. Extension builds the capacity of individuals, organizations, businesses, and communities, empowering them to find solutions for local issues and to improve their quality of life. Extension collaborates with communities to create a culture of life-long learning and is recognized for its accessible, learner-centered, relevant, high-quality, unbiased educational programs. WSU Extension partners with businesses, communities, and volunteers to develop programs that drive innovation, invention, and technology transfer. Extension offers programs statewide that address a wide range of topics, including digital inclusion, food safety, horticulture, parenting, stormwater, and pest management. More than one million individuals participate in Extension-managed programs annually.

Extension Locations

Extension County Offices

- One in each of the 39 counties in the state of Washington

Research and Extension Centers

- Mount Vernon Northwestern Washington Research and Extension Center
- Prosser Irrigated Agriculture Research and Extension Center
- Puyallup Research and Extension Center
- Wenatchee Tree Fruit Research and Extension Center

APPENDIX 3: STRATEGIC PLAN METRICS

Goal 1: Research, Innovation, and Creativity: Washington State University will be recognized for embracing risk and bold thinking to serve the needs of its communities through innovative research, scholarship, and creative activities.

Objectives

1. Expand research, scholarship, and creative activities that cross disciplines and employ new methodologies to address community needs and twenty-first century global challenges.
2. Increase WSU's ability to highlight its achievements and their societal impact.
3. Maximize the ability to shape research, creative activity, and entrepreneurship in direct partnership with the communities the University serves.
4. Enhance WSU's ability to pursue, retain, and reward exceptional talent committed to creativity and bold thinking.
5. Promote sustainable external partnerships to accelerate innovation and maximize the impact of the University's discoveries.

Metrics

- Licensing agreements
 - Licensing revenue
 - Number of agreements
- Research and development expenditures per full-time, tenured/tenure track faculty (T/TT)
 - Federal R&D
 - Total R&D
- Graduate and professional degrees awarded per T/TT
- Faculty promotions: Associate to Full Professor

Goal 2: Student Experience: Washington State University students will engage in scholarship, research, and experiential learning activities to prepare future leaders, scholars, and global citizens.

Objectives

1. Increase educational affordability geared toward improving the completion and graduation rates of students.
2. Increase career development resources for all students starting with their first year.
3. Ensure every WSU student has the opportunity to participate in experiential learning and community engagement (e.g., service learning, internships, undergraduate research, creative discovery, study abroad, and/or leadership).
4. Enhance the quality of the undergraduate academic experience with an eye toward greater mastery of learning goals along with increased student retention and graduation rates.
5. Nurture and promote mental, physical, and social wellbeing among students.

Metrics

- Affordability Index
 - Percentage of need met for undergrad students awarded any need-based aid
 - Number of degree-seeking undergrads with no financial need who received non-need-based scholarship or grant aid (exclude athletic awards and tuition benefits)
 - Average dollar amount of institutional non-need-based scholarship or grant aid awarded to degree-seeking undergrads with no financial need
 - Proportion of need-based vs. non-need-based aid (scholarships, institutional aid, tuition and fees)
- Retention Rates
 - Pell
 - First generation
 - Race/ethnicity
 - Sex
- 6-year graduation rate
 - Pell
 - First generation
 - Race/ethnicity
 - Sex
- Number of students engaged in experiential learning and community engagement
 - # students involved in undergraduate research
 - # students in study abroad programs
 - # students in service learning
 - # students in internships
- Number of doctorates awarded
 - # of PhDs
 - # of MDs
 - # of EdDs
 - # of DVMs
 - # of PharmDs

- Social mobility index
 - Percent Pell
 - 6-year Graduation rate
 - 8-Year Graduation rate
 - Net price
 - # of Pell recipients earning bachelor's degrees

Goal 3: Outreach, Extension, Service, and Engagement: Washington State University will be a national leader in advancing quality of life, economic development, sustainability, and equity through meaningful engagement in discovery, education, and service with partners throughout the state, nation, and world.

Objectives

1. Improve and implement cohesive, system-wide mechanisms for assessing and communicating the impact and value of outreach, Extension, service, and engagement.
2. Increase outreach, Extension, service, and engagement activities across all colleges, all campuses, and throughout the state, as an essential element to achieving WSU's land-grant mission.
3. Increase and enhance partnerships with under-represented communities.
4. Increase the impact of outreach, Extension, service, and engagement activities to improve human health.
5. Increase the alignment of WSU priorities with the needs, challenges, and opportunities in the state of Washington identified via outreach, Extension, service, and engagement activities.
6. Increase University-wide resource investment in outreach, Extension, service, and engagement activities.

Metrics

- Outreach, Extension, service, and engagement activities of campuses, colleges, schools, and units
 - Total # of activities
 - # of activities focused on improving human health outcomes
 - # of participants; learning hours in activities
 - Total # of external partnerships
 - # of external partnerships with under-represented communities
- Sponsored funding for community-engaged research initiatives with external partners that addresses key quality-of-life indicators (economic growth, health, environment) in the state of Washington
- Media stories (featuring WSU's impact on the state, nation, and globally)
 - Number
 - Reach
- Social Engagement and Service
 - # of students in ROTC programs
 - # of alumni service projects
 - # of WSU colleges that provide matching funds for undergraduate students who receive Segal AmeriCorps Education Award for having completed national service
 - Voting engagement
- Amount of volunteer time contributed (Extension)

Goal 4: Institutional Effectiveness and Infrastructure: WSU will advance a culture of engagement and collaboration across its multi-campus system that values and invests in resources—physical, financial, human, and intellectual—leveraging these to become the social and economic drivers for the community, the state, and the world.

Objectives

1. Budget and planning:
 - Align financial resources with strategic plan goals.
 - Engage in integrated planning of current educational programs and research efforts to maintain and strengthen their quality.
2. Modernization of infrastructure: Modernize facilities, technology, business practices, and campus environments to be safe, sustainable, and supportive for future areas of growth and leading-edge practices in teaching, learning, and research.
3. System: Enhance overall internal buy-in for the WSU system and appreciation for all of its assets and components.
4. Staff recruitment and retention: Increase the hiring and retention of exceptional faculty and staff—who represent diversity in all its forms—to advance research and the educational experience.

Metrics

- Percent of faculty/staff diversity
- Facility condition index (FCI)
- Reserves
 - University reserves
 - Central reserves
- Return on investment (from alignment of goals and strategies)
- Annual giving

APPENDIX 4: DEFINITION OF PLANNING TERMS

CORE IDEOLOGY

An organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: core mission—the organization's reason for being, and core beliefs and values—essential and enduring principles that drive the organization.

MISSION

The fundamental purpose for which the institution exists.

BELIEFS AND VALUES

Essential and enduring tenets that guide behavior and decision-making and shape institutional culture.

VISION

What the institution seeks to be or become within a future time horizon—consists of a big goal statement and vivid descriptions.

ASSUMPTIONS

Future-oriented statements that serve as projections about the future environment that the institution is likely to be operating in as it moves toward achievement of its vision.

GOALS

Outcome-oriented statements, worded in the future tense, that describe what will be achieved for stakeholders, and the progress that will be made toward the long-range vision.

OBJECTIVES

Measurable, attainable milestones that describe progress toward key issues affecting the ability to achieve the goal, and what would constitute success in observable or measurable terms. Indicates a direction—increase, expand, decrease, reduce, consolidate, abandon, improve, distribute, or enhance.

METRICS

Numeric or data-oriented milestones to achieve by a specific point in time on the way to accomplishing the goal. Describes the measure or change that will be used to assess progress and set future benchmarks and targets.

TACTICS

Specific actions taken by the institution to commit its resources to accomplishing the goal. Brings focus to operational allocation of resources. Indicates an activity—redesign, refine, identify, revise, develop, implement, create, or establish.

APPENDIX 5: STRATEGIC PLANNING KEY STEPS AND TIMELINE

Planning Process and Timeline

The planning process incorporated nine steps that took place between August 2018 and March 2020.

August 2018—March 2019

Step 1: Setting the Stage

- Analyze the 2018 WSU accreditation report completed by the Northwest Commission on Colleges and Universities
 - Develop planning model for creating a new strategic plan
 - Launch the planning process with communication from President Schulz
 - Conduct system-wide listening sessions on current strategic plan
-

January—April 2019

Step 2: Expanding the Effort

- Analyze data from initial listening sessions
 - Create Strategic Planning and Institutional Effectiveness Council (SPIEC), with system-wide representation
 - Engage senior leadership teams—president’s cabinet, deans, campuses, colleges—in strategic dialogue about the WSU system
-

May 2019

Step 3: Convening the Community: Land-grant Symposium

- Host full day, system-wide dialogue focused on the future of land-grant institutions
 - Explore in-depth the three primary elements of WSU’s land-grant mission: teaching, research, and service
-

June—September 2019

Step 4: Building a Knowledge Base

- Design environmental scanning process
 - Design knowledge repository
 - Evaluate knowledge gaps
 - Engage in quantitative/qualitative research with internal and external stakeholders
 - Survey community online about purpose, values, vision, goals, and assumptions
 - Create “What We Know” document
-

October 2019

Step 5: Convening the Community: Visioning Conference

- Gather community input regarding:
 - Assumptions about the future
 - SWOT analysis
 - Core purpose and core values
 - Envisioned future (big goal/vivid descriptions)
 - Short-term, outcome-oriented goals and objectives
-

October—November 2019

Step 6: Crafting the Plan: Concept Teams

- Form concept teams
- Teams draft goals, objectives, and strategies to be included in the strategic plan based on input from the visioning conference, “What We Know” document, and associated research

December 2019

Step 7: Strategic Plan Document Drafting

- Draft the first iteration of the strategic plan
 - Relying on the input gathered, a small team writes the first draft of the plan
 - The draft addresses purpose, values, and vision and goals, as well as underlying assumptions about the future

February 3—February 24, 2020

Step 8: Stakeholder Input on Draft Strategic Plan

- Community provides comments about the draft plan
- Draft plan is revised to incorporate feedback received

March 2020

Step 9: Strategic Plan Submitted to WSU Board of Regents

- Regents review and comment on draft plan

APPENDIX 6: STRATEGIC PLANNING AND INSTITUTIONAL EFFECTIVENESS COUNCIL (SPIEC) MEMBERSHIP

COCHAIRS

Kirk Schulz, Ph.D.

President

Professor

Voiland School of Chemical Engineering and Bioengineering

Voiland College of Engineering and Architecture

Bryan Slinker, DVM, Ph.D.

Interim Provost and Executive Vice President

Professor

Department of Integrative Physiology and Neuroscience

College of Veterinary Medicine

MEMBERS

Morgan Atwood

Undergraduate Student

Social Sciences

College of Arts and Sciences

President

Student Government Council

President

ASWSU Global

Terry Boston, B.A.

Acting Vice President

Division of Student Affairs

Lisa Calvert, B.S.

Vice President for Advancement and Chief Executive Officer

WSU Foundation

Pat Chun, M.S.

Director

Intercollegiate Athletics

Dave Cillay, Ph.D.

Chancellor

WSU Global Campus

Vice President

Academic Outreach and Innovation

Greg Crouch, Ph.D.

Clinical Professor

Chemistry

Chair

Faculty Senate

Daryll DeWald, Ph.D.

Chancellor
WSU Health Sciences Spokane

Vice President
WSU Health Sciences Spokane

Professor
School of Biological Sciences
College of Arts and Sciences

Mary Jo Gonzales, Ph.D.

Vice President
Division of Student Affairs

Sandra Haynes, Ph.D.

Chancellor
WSU Tri-Cities

Fran Hermanson, B.S.

Executive Director
Institutional Research

Christine Hoyt, J.D.

Chief of Staff
Office of the President

Matt Jockers, Ph.D.

Dean
Professor of English
College of Arts and Sciences

Kristen Johnson

Ph.D. Candidate
Physical Chemistry
College of Arts and Sciences

Director
University and Student Affairs
Graduate and Professional Student Association

Representative
College of Arts and Sciences
Graduate and Professional Student Association

Chris Keane, Ph.D.

Vice President
Office of Research
Professor of Physics
College of Arts and Sciences

Colleen Kerr, J.D.

Vice President
External Affairs and Government Relations

Mel Netzhammer, Ph.D.

Chancellor
WSU Vancouver

Craig Parks, Ph.D.

Vice Provost for System Innovation and Policy
Office of the Provost

Professor of Psychology
College of Arts and Sciences

Stacy Pearson, MPA

Vice President
Finance and Administration

Sasi Pillay, Ph.D.

Vice President and Chief Information Officer
Information Technology Services

Paul Pitre, Ph.D.

Chancellor
WSU Everett

Associate Professor of Educational Leadership
and Counseling Psychology
College of Education

Stephanie Rink, MBA

Assistant to the Dean
Carson College of Business

Chair
Administrative Professional Advisory Council

Brandy Seignemartin

Ph.D. Candidate
College of Pharmacy and Pharmaceutical Sciences

Vice President
OneWSU Student Government Council

Vice President
Legislative Affairs
ASWSU Health Sciences

John Tomkowiak, M.D., MOL

Founding Dean
Elson S. Floyd College of Medicine
WSU Health Sciences Spokane

Mike Trevisan, Ph.D.

Dean
Professor of Educational Psychology
College of Education

Phil Weiler, B.A.

Vice President
Marketing and Communications
Office of University Marketing and Communications

SPIEC CONSULTING AND ADMINISTRATIVE SUPPORT

Guy Ellibee

Director

Information Systems Operations and System Services

Office of the President

Jean S. Frankel

Consultant

Ideas for Action LLC

Christine Hoyt, J.D.

Chief of Staff

Office of the President

Rebecca Lande

Program Manager

Office of the President

Craig Parks, Ph.D.

Vice Provost for System Innovation and Policy

Office of the Provost

Professor of Psychology

College of Arts and Sciences

John Sutherland, B.A.

Director

Presidential Communications

Office of University Marketing and Communications



Dollars in Thousands

**ACT001 - Agency Activity Inventory
 365 - Washington State University
 2021-23 Regular Budget Session
 21_BBR - 2021-23 Biennial Request**

*

Appropriation Period: 2021-23 Sort By: Activity

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 2022	FY 2023	Biennial Total
FTE	73.0	73.9	73.5
001 General Fund			
001-1 State	\$12,943	\$12,819	\$25,762
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$10,204	\$10,310	\$20,514
489 Pension Funding Stabilization Acct			
489-1 State	\$391	\$391	\$782
24J Workforce Education Investment Acc			
24J-1 State	\$46	\$46	\$92
062 WSU Building Account			
062-1 State	\$14	\$13	\$27

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.

ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

*

Appropriation Period: 2021-23 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 2022	FY 2023	Biennial Total
FTE	404.9	410.6	407.8
001 General Fund			
001-1 State	\$21,349	\$21,391	\$42,740
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$29,392	\$29,536	\$58,928
143 Inst of Hi Ed-Federal Approp Acct			
143-6 Non-Appropriated	\$5,118	\$5,118	\$10,236
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$7,403	\$6,851	\$14,254
489 Pension Funding Stabilization Acct			
489-1 State	\$(162)	\$(162)	\$(324)
24J Workforce Education Investment Acc			
24J-1 State	\$213	\$170	\$383
062 WSU Building Account			
062-1 State	\$24	\$23	\$47

Statewide Result Area: World Class Education

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

Expected Results

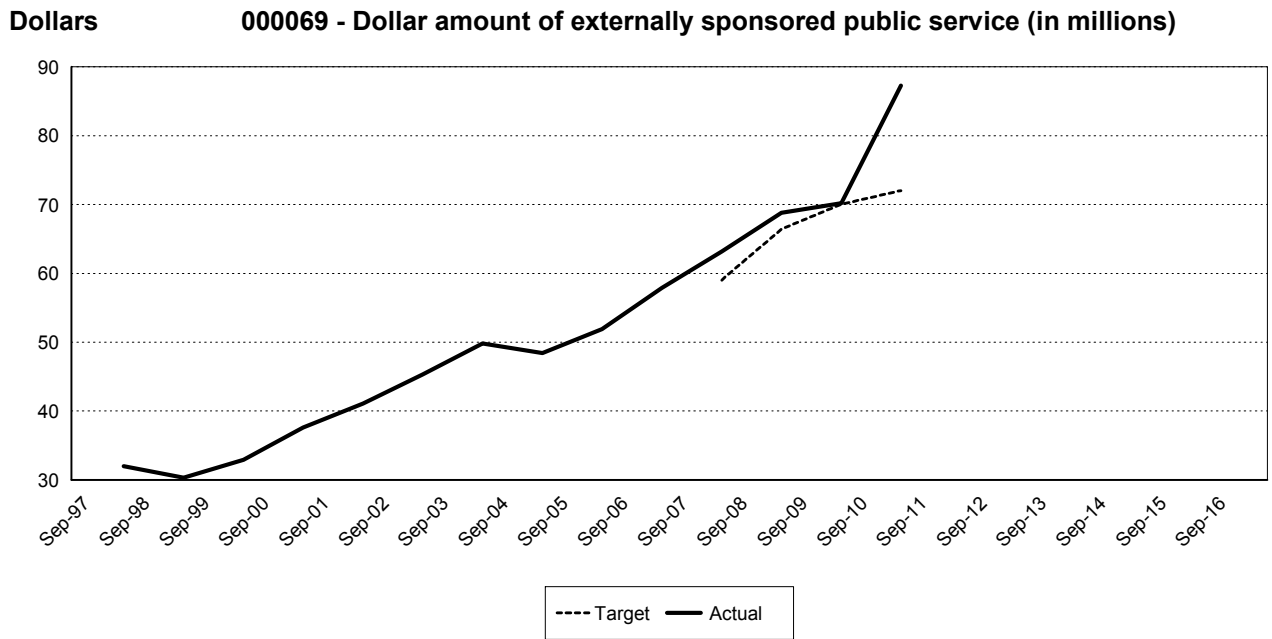
Community Outreach improves the economic vitality of the state's businesses and improves educational and cultural opportunities for individuals.

ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request

Dollars in Thousands

*

Appropriation Period: 2021-23 Sort By: Activity



ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

*

Appropriation Period: 2021-23 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 2022	FY 2023	Biennial Total
FTE	3,792.7	3,925.3	3,859.0
08A Education Legacy Trust Account			
08A-1 State	\$14,448	\$14,447	\$28,895
001 General Fund			
001-1 State	\$139,714	\$141,550	\$281,264
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$102,356	\$102,423	\$204,779
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$247,113	\$249,304	\$496,417
489 Pension Funding Stabilization Acct			
489-1 State	\$(137)	\$(137)	\$(274)
24J Workforce Education Investment Acc			
24J-1 State	\$10,471	\$10,590	\$21,061
062 WSU Building Account			
062-1 State	\$40	\$320	\$360

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.

ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request

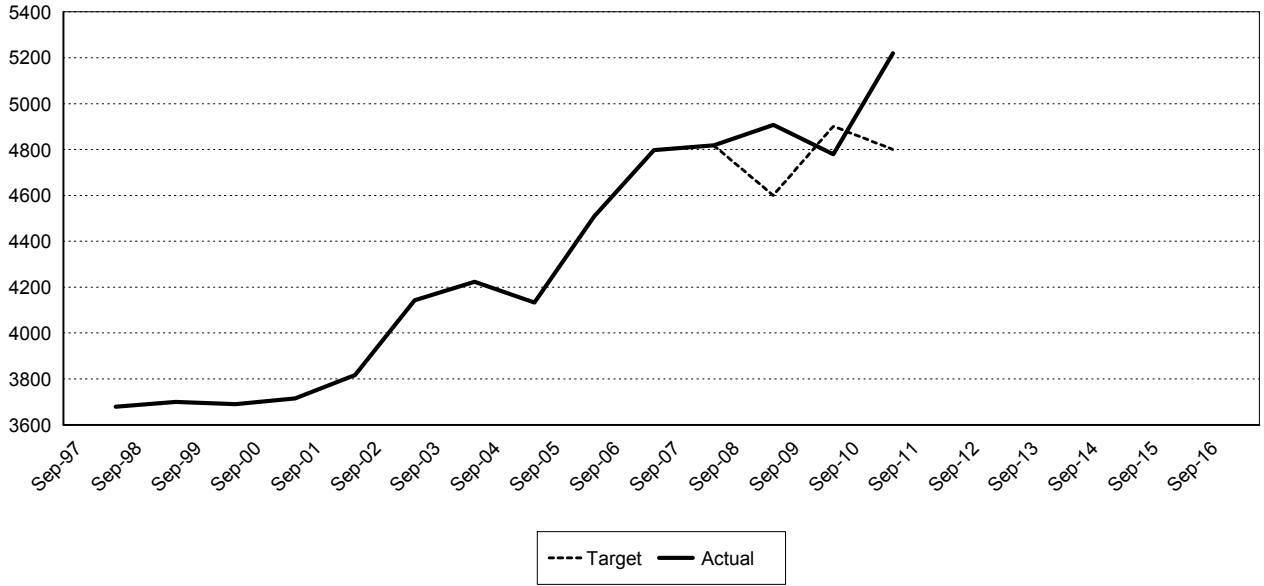
Dollars in Thousands

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Appropriation Period: 2021-23 Sort By: Activity

Number

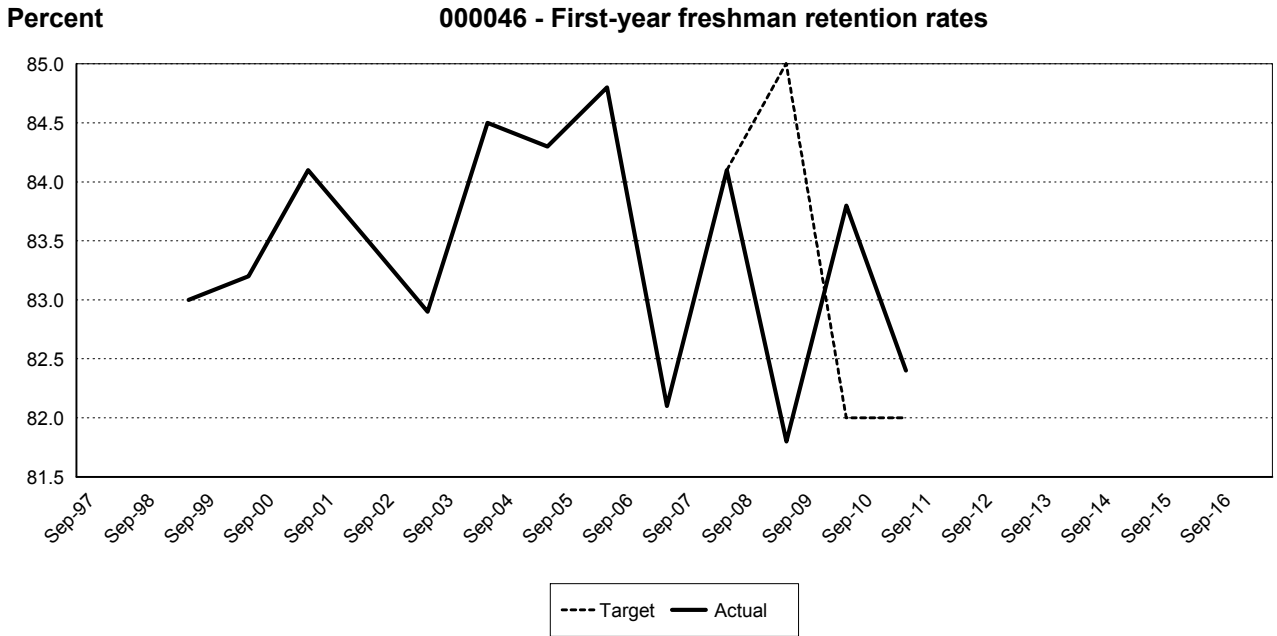
000035 - Bachelor's degrees conferred



ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

*

Appropriation Period: 2021-23 Sort By: Activity

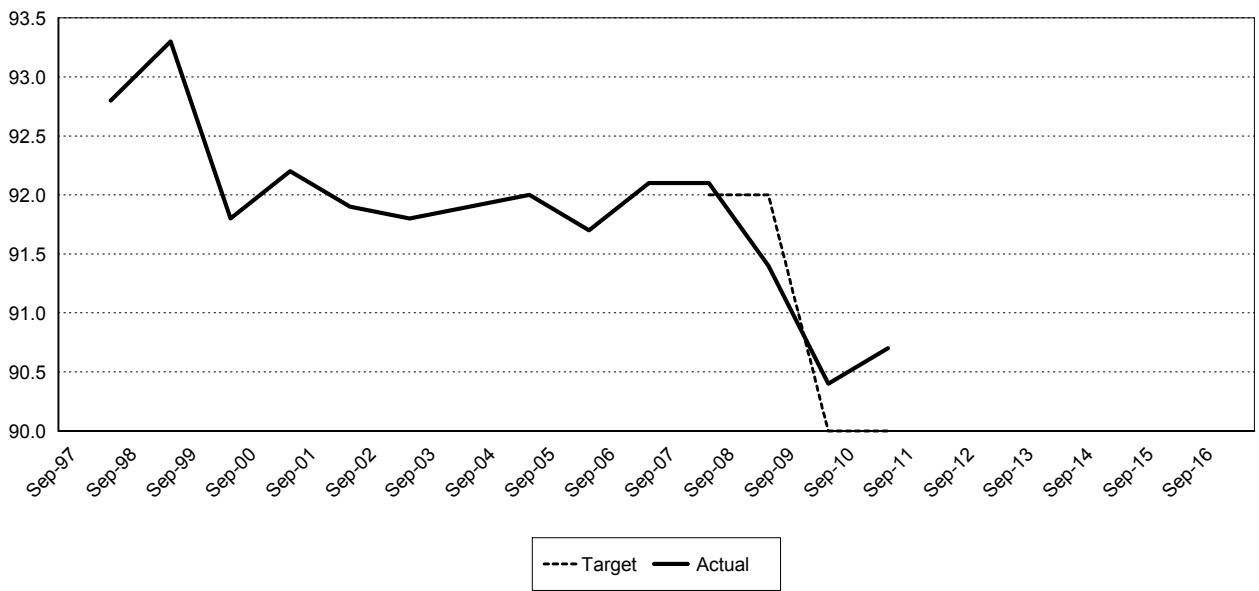


ACT001 - Agency Activity Inventory
365 - Washington State University
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Dollars in Thousands

*

Appropriation Period: 2021-23 Sort By: Activity

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

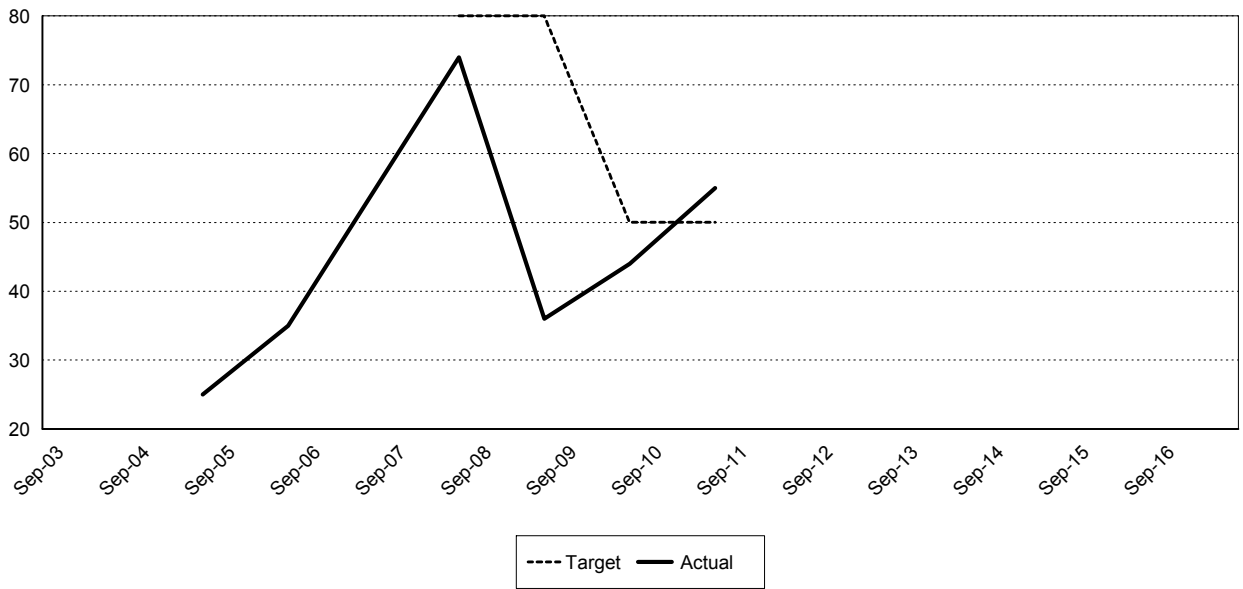


ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

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Appropriation Period: 2021-23 Sort By: Activity

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

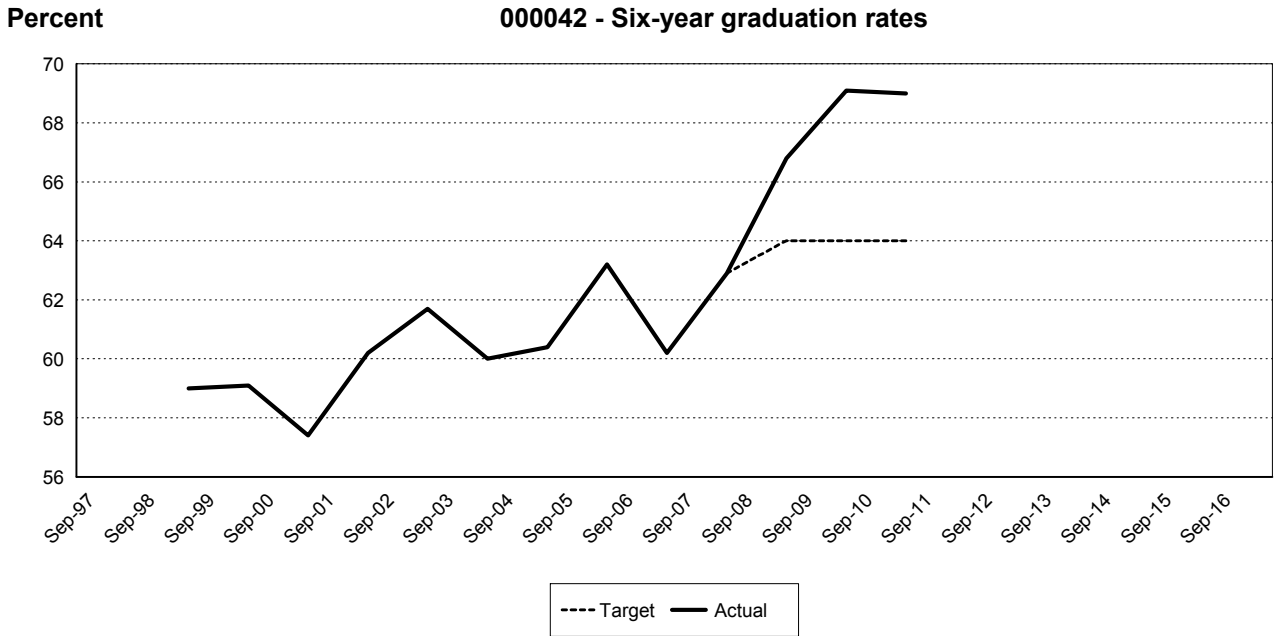


**ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request**

Dollars in Thousands

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Appropriation Period: 2021-23 Sort By: Activity

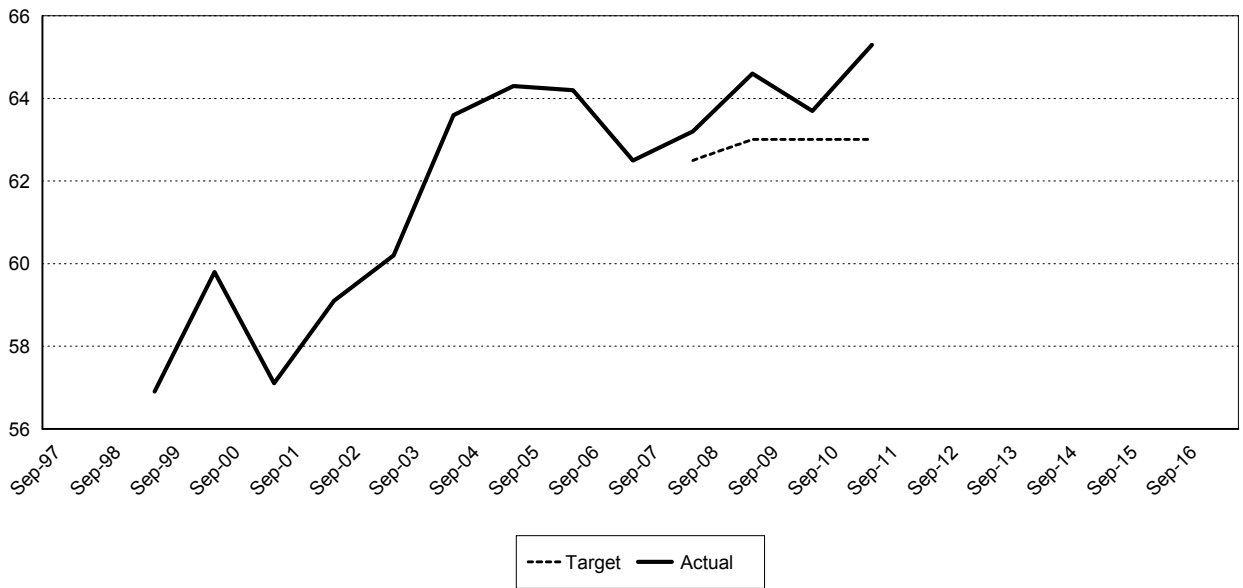


ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

*

Appropriation Period: 2021-23 Sort By: Activity

Percent 000044 - Three-year graduation rates - WA transfers with an AA degree



ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

*

Appropriation Period: 2021-23 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 2022	FY 2023	Biennial Total
FTE	1,767.8	1,784.5	1,776.2
315 Dedicated Marijuana Acct			
315-1 State	\$138	\$138	\$276
001 General Fund			
001-1 State	\$36,212	\$36,129	\$72,341
145 Inst of Hi Ed-Grants/Contracts Acct			
145-6 Non-Appropriated	\$218,185	\$218,185	\$436,370
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$5,658	\$5,341	\$10,999
143 Inst of Hi Ed-Federal Approp Acct			
143-6 Non-Appropriated	\$4,391	\$4,391	\$8,782
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$13,509	\$12,672	\$26,181
489 Pension Funding Stabilization Acct			
489-1 State	\$(92)	\$(92)	\$(184)
24J Workforce Education Investment Acc			
24J-1 State	\$354	\$278	\$632
062 WSU Building Account			
062-1 State	\$318	\$40	\$358

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.

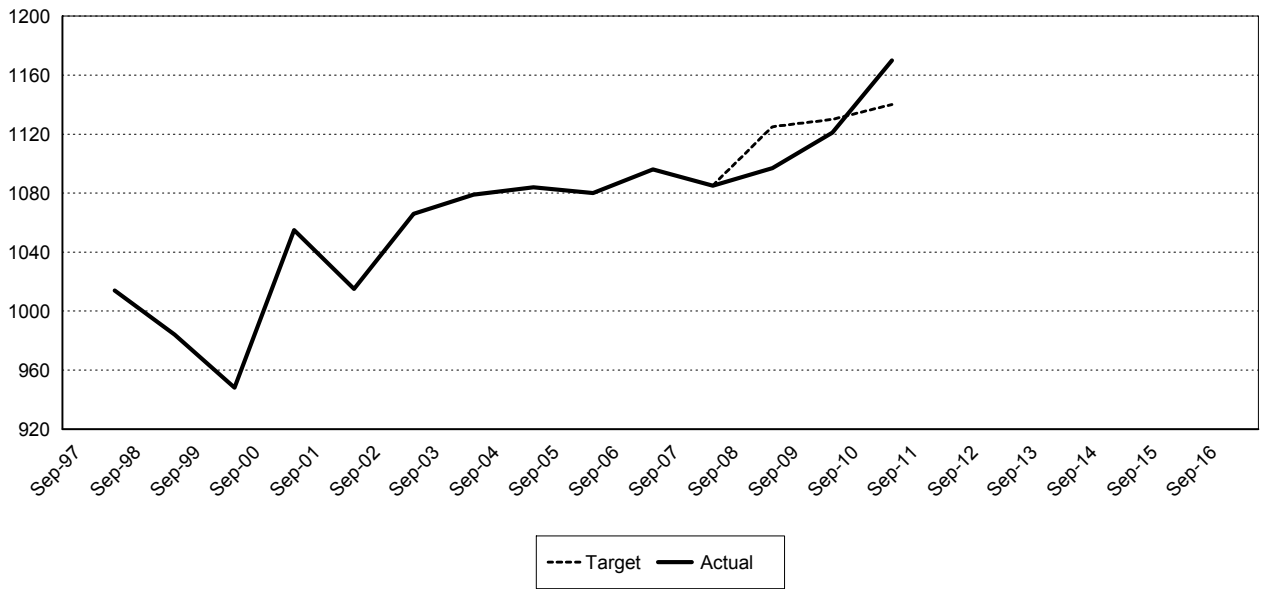
ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

*

Appropriation Period: 2021-23 Sort By: Activity

Number

000039 - Advanced degrees conferred



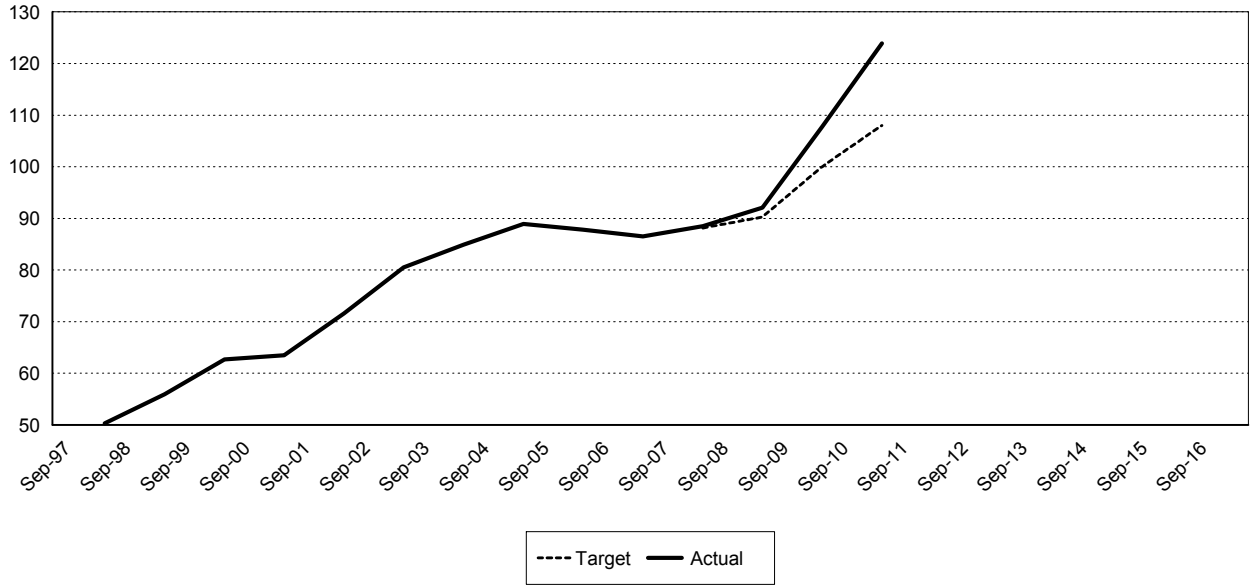
ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request

Dollars in Thousands

*

Appropriation Period: 2021-23 Sort By: Activity

Dollars 000068 - Dollar amount of externally sponsored research (in millions)



Grand Total

	FY 2022	FY 2023	Biennial Total
FTE's	6,038.4	6,194.3	6,116.4
GFS	\$210,218	\$211,889	\$422,107
Other	\$669,395	\$670,196	\$1,339,591
Total	\$879,613	\$882,085	\$1,761,698

ACT001 - Agency Activity Inventory
365 - Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

*

Appropriation Period: 2021-23 Sort By: Activity

Report Number: ACT001

<u>Parameter</u>	<u>Entered As</u>
Version Source	Agency
Session	2021-23 Regular
Agency	365
Version	21_BBR - 2021-23 Biennial Request
Result Area	All Result Areas
Activity	All Activities
Program	All Programs
Sub Program	All Sub Programs
Account	All Accounts
Expenditure Authority Type	All Expenditure Authority Types
Theme	All
Sort By	Activity
Display All Account Types	Yes
Include Policy Level	Yes
Include Activity Description	Yes
Include Statewide Result Area	Yes
Include Statewide Strategy	Yes
Include Expected Results Text	Yes
Include Charts	Yes
Chart Type	Line
Display Parameter Page	Y



Dollars in Thousands

ABS033 Performance Measure Incremental Estimates
365 Washington State University
2021-23 Regular Budget Session
21_BBR - 2021-23 Biennial Request

Activity:

Table with 3 columns: Activity Code, Activity Name, and Description. Rows include CB T0PL, CL 9V, CL HDVB, CL MC, CL NA, CL PDME, CL REP, ML 9V, ML NA, PL MC, PL RD.

ABS033 Performance Measure Incremental Estimates
365 Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

Activity: A001 Administration

ML 9V
ML 9V
ML 9Z
ML 9Z
ML NA
ML NA
PL RD
PL RD

No measures linked to activity
No measures linked to decision package
No measures linked to activity
No measures linked to decision package
No measures linked to activity
No measures linked to decision package
No measures linked to activity
No measures linked to decision package

Activity: A002 Community Outreach

ML 9V
ML 9Z
ML NA
PL RD

No measures linked to decision package
No measures linked to decision package
No measures linked to decision package
No measures linked to decision package

Activity: A003 Instruction

ML 9V
ML 9Z
ML NA
PL MC
PL RD

No measures linked to decision package
No measures linked to decision package
No measures linked to decision package
No measures linked to decision package
No measures linked to decision package

Activity: A004 Research

ML 9V
ML 9Z
ML NA
PL RD

No measures linked to decision package
No measures linked to decision package
No measures linked to decision package
No measures linked to decision package

ABS033 Performance Measure Incremental Estimates
365 Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

Report Number: ABS033

Input Parameters

Session	2021-23 Regular
Agency	365
Version	21_BBR
Program	Agency Level
Activity	(All)
For Word	N
Display Parameter Page	Y

2019-21 Biennium
Activity Inventory Indirect Cost Allocation Approach

Agency: 365 - Washington State University

Date: 9/14/2020

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

	% Allocation Received	Dollars Allocated FY1	Dollars Allocated FY2	Total Allocated
Program 01 Instruction	80%	\$173,069,000	\$174,124,000	\$347,193,000
Program 02 Research	8%	\$18,025,000	\$17,708,000	\$35,733,000
Program 03 Public Srv.	10%	\$22,265,000	\$22,246,000	\$44,511,000
Program 081 Executive Administration	2%	\$3,962,000	\$3,948,000	\$7,910,000
Total	100%	\$217,321,000	\$218,026,000	\$435,347,000



Dollars in Thousands

**ABS024 Recommendation Summary
Washington State University
2021-23 Regular Budget Session
21_BBR - 2021-23 Biennial Request**

	Average Annual FTEs	General Fund State	Other Funds	Total Funds
CB T0PL Current Biennium Base	6,675.0	453,819	1,371,756	1,825,575
2019-21 Current Biennium Total	6,675.0	453,819	1,371,756	1,825,575
CL 5903 Children's Mental Health	0.0	264	0	264
CL 5A Four-Year Higher Ed WFSE	0.0	80	84	164
CL 92C Reduce to Zero Base	0.0	(9)	(10)	(19)
CL 92D Reduce to Zero Base	0.0	10	11	21
CL 92E Reduce to Zero Base	0.0	12	13	25
CL 92J Reduce to Zero Base	0.0	(19)	(20)	(39)
CL 92K Reduce to Zero Base	0.0	(3)	(4)	(7)
CL 92R Reduce to Zero Base	0.0	358	373	731
CL 92X Reduce to Zero Base	0.0	1	1	2
CL 9D Reduce to Zero Base	0.0	1	2	3
CL 9V Capital Project Operating Costs	5.3	677	0	677
CL BSA Reduce to Zero Base	0.0	30,954	(30,954)	0
CL CAP CAP Tuition Backfill	0.0	29	0	29
CL CAPB CAP Tuition Backfill	0.0	612	0	612
CL CPTC Tech Correction to 17-19 CFL Comp	0.0	(6)	0	(6)
CL FS1A Comp and Central Svcs Support	0.0	0	1,527	1,527
CL G06 Reduce to Zero Base	0.0	776	1,442	2,218
CL G6A Reduce to Zero Base	0.0	22	22	44
CL G6MR Reduce to Zero Base	0.0	93	173	266
CL GL9 Reduce to Zero Base	0.0	5,103	8,499	13,602
CL GLJ Reduce to Zero Base	0.0	45	142	187
CL GLK Reduce to Zero Base	0.0	1	2	3
CL GLU Reduce to Zero Base	0.0	62	110	172
CL GLV Reduce to Zero Base	0.0	57	54	111
CL GZB Reduce to Zero Base	0.0	(1)	0	(1)
CL HDVB Domestic Violence	(1.2)	(173)	0	(173)
CL HEDA Postsecondary Data Work Group	0.0	(85)	0	(85)
CL MC Medical School - Completion Funding	17.5	0	5,874	5,874
CL ME Medical School - Expansion Funding	0.0	0	1,200	1,200
CL NA Nonappropriated Fund Adjustment	(2.3)	0	905	905
CL PDME Opioid Overdose Medication	(0.1)	(21)	0	(21)
CL RCKL Criminal Sentencing Task Force	0.0	(175)	0	(175)
CL REP Renewable Energy Program	(2.0)	(635)	0	(635)
CL SH Soil Health Initiative	0.0	(500)	0	(500)
CL SMCT Addressing Sexual Misconduct	0.0	98	0	98
CL TRFF Traffic Stop Study	0.0	(25)	0	(25)
CL W1PG Reduce to Zero Base	0.0	25	25	50
CL XX Reduce to Zero Base	0.0	(17)	(72)	(89)
Total Carry Forward Level	6,692.3	491,430	1,361,155	1,852,585
Percent Change from Current Biennium	.3%	8.3%	(.8)%	1.5%
Maintenance – Other Changes				
ML9V Capital Project Operating Costs	3.2	931	0	931

ABS024 Recommendation Summary
Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

	Average Annual FTEs	General Fund State	Other Funds	Total Funds
MLNA Nonappropriated Fund Adjustment	(258.7)	0	(14,870)	(14,870)
Maintenance – Other Total	(255.5)	931	(14,870)	(13,939)
Total Maintenance Level	6,436.9	492,361	1,346,285	1,838,646
Percent Change from Current Biennium	(3.6)%	8.5%	(1.9)%	.7%
Policy – Other Changes				
PL MC Medical School - Completion Funding	17.5	3,600	2,318	5,918
PL RD 15% Budget Reduction	(338.0)	(73,854)	(9,012)	(82,866)
Policy – Other Total	(320.5)	(70,254)	(6,694)	(76,948)
Subtotal - Policy Level Changes	(320.5)	(70,254)	(6,694)	(76,948)
2021-23 Total Policy Level	6,116.4	422,107	1,339,591	1,761,698
Percent Change from Current Biennium	(8.4)%	(7.0)%	(2.3)%	(3.5)%

ABS024 Recommendation Summary
Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

CL BSA Reduce to Zero Base

Employer pension contributions revert from the Pension Funding Stabilization Account to the State General Fund.

ML 9V Capital Project Operating Costs

Washington State University requests funding for maintenance and operations of the new Tri-Cities Academic Building that will be completed during the 2021-23 biennium. This building will provide modern, right-sized STEM teaching laboratory space for first- and second-year students, which was the most critical space need identified in the campus master plan.

ML NA Nonappropriated Fund Adjustment

This decision package adjusts current biennium funding totals for non-appropriated funds.

PL MC Medical School - Completion Funding

This request completes funding for four classes of 80 students each at the Elson S. Floyd College of Medicine, increasing the number of physicians trained and prospective number of physicians serving in Washington State’s workforce. This request provides for an additional 20 third-year and 20 fourth-year students previously funded in 2019 for first- and second-year instruction.

PL RD 15% Budget Reduction

As requested by the Office of Financial Management, this package articulates potential impacts of a 15 percent reduction to Washington State University’s maintenance level Near General Fund-State appropriation or \$82.9 million for the 2021-23 biennium.

Report Number: ABS024

Input Parameters	Entered as
Session	2021-23 Regular
Agency	365
Version Source	A
Version	21_BBR
Version Option	(None)
Program	Agency Level
Roll Up	N
Include Budget Level Detail	CL,ML,PL
Include Text	Y
For Word	N
Display Parameter Page	Y

Agency 365 - Washington State University
2021-2023 Operating Budget Request

Recommendation Summary

State of Washington
Recommendation Summary - All Campuses

Dollars in Thousands		Annual	General	Other Funds	Total Funds
		Average FTE's	Fund State		
2019-21 Current Biennium Total		6,675.0	453,819	1,371,756	1,825,575
CL 92C	Reduce to Zero Base	-	(9)	(10)	(19)
CL 92D	Reduce to Zero Base	-	10	11	21
CL 92E	Reduce to Zero Base	-	12	13	25
CL 92J	Reduce to Zero Base	-	(19)	(20)	(39)
CL 92K	Reduce to Zero Base	-	(3)	(4)	(7)
CL 92R	Reduce to Zero Base	-	358	373	731
CL 9D	Reduce to Zero Base	-	1	2	3
CL BSA	Reduce to Zero Base	-	30,954	(30,954)	-
CL CAPB	CAP Tuition Backfill	-	612	-	612
CL GL9	Reduce to Zero Base	-	5,103	8,499	13,602
CL GLJ	Reduce to Zero Base	-	45	142	187
CL GLK	Reduce to Zero Base	-	1	2	3
CL GLU	Reduce to Zero Base	-	62	110	172
CL 9V	Capital Project Operating Costs	5.3	677	-	677
CL HDVB	Domestic Violence	(1.2)	(173)	-	(173)
CL MC	Medical School - Completion Funding	17.5	-	5,874	5,874
CL NA	Nonappropriated Fund Adjustment	(2.3)	-	905	905
CL PDME	Opioid Overdose Medication	(0.1)	(21)	-	(21)
CL REP	Renewable Energy Program	(2.0)	(635)	-	(635)
CL XX	Reduce to Zero Base	-	(17)	(72)	(89)
CL TRFF	Traffic Stop Study	-	(25)	-	(25)
CL W1PG	Reduce to Zero Base	-	25	25	50
CL GLV	Reduce to Zero Base	-	57	54	111
CL GZB	Reduce to Zero Base	-	(1)	-	(1)
CL HEDA	Postsecondary Data Work Group	-	(85)	-	(85)
CL RCKL	Criminal Sentencing Task Force	-	(175)	-	(175)
CL SH	Soil Health Initiative	-	(500)	-	(500)
CL SMCT	Addressing Sexual Misconduct	-	98	-	98
CL 5903	Children's Mental Health	-	264	-	264
CL 5A	Four-Year Higher Ed WFSE	-	80	84	164
CL 92X	Reduce to Zero Base	-	1	1	2
CL CAP	CAP Tuition Backfill	-	29	-	29
CL CPTC	Tech Correction to 17-19 CFL Comp	-	(6)	-	(6)
CL G06	Reduce to Zero Base	-	776	1,442	2,218
CL G6A	Reduce to Zero Base	-	22	22	44
CL G6MR	Reduce to Zero Base	-	93	173	266
CL FS1A	Comp and Central Svcs Support	-	-	1,527	1,527
CL ME	Medical School - Expansion Funding	-	-	1,200	1,200
Total Carry Forward Level		6,692.3	491,430	1,361,155	1,852,585
Percent Change from Current Biennium		0.3%	8.3%	-0.8%	1.5%
ML	M&O MAINTENANCE LEVEL	3.2	931	-	931
ML	Nonappropriated Fund Adjustment	(258.7)	-	(14,870)	(14,870)
Total Maintenance Level		6,436.9	492,361	1,346,285	1,838,646
Percent Change from Current Biennium		-3.6%	8.5%	-1.9%	0.7%
PL	MEDICAL SCHOOL - COMPLETION FUNDING	17.5	3,600	2,318	5,918
PL	15% Reduction	(338.0)	(73,854)	(9,012)	(82,866)
Subtotal - Performance Level Changes		(320.5)	(70,254)	(6,694)	(76,948)
2021-23 Total Proposed Budget		6,116.4	422,107	1,339,591	1,761,698
Percent Change from Current Biennium		-8.4%	-7.0%	-2.3%	-3.5%

Recommendation Summary

State of Washington
Recommendation Summary - WSU Pullman / Spokane

Dollars in Thousands		Annual	General	Other Funds	Total Funds
		Average FTE's	Fund State		
2019-21 Current Biennium Total		6,166.1	392,852	1,303,531	1,696,383
CL 92C	Reduce to Zero Base	-	(9)	(10)	(19)
CL 92D	Reduce to Zero Base	-	10	11	21
CL 92E	Reduce to Zero Base	-	12	13	25
CL 92J	Reduce to Zero Base	-	(19)	(20)	(39)
CL 92K	Reduce to Zero Base	-	(3)	(4)	(7)
CL 92R	Reduce to Zero Base	-	358	373	731
CL 9D	Reduce to Zero Base	-	1	2	3
CL BSA	Reduce to Zero Base	-	30,954	(30,954)	-
CL CAPB	CAP Tuition Backfill	-	481	-	481
CL GL9	Reduce to Zero Base	-	4,475	7,453	11,928
CL GLJ	Reduce to Zero Base	-	45	142	187
CL GLK	Reduce to Zero Base	-	1	2	3
CL GLU	Reduce to Zero Base	-	57	102	159
CL 9V	Capital Project Operating Costs	5.3	677	-	677
CL HDVB	Domestic Violence	(1.2)	(173)	-	(173)
CL MC	Medical School - Completion Funding	17.5	-	5,874	5,874
CL NA	Nonappropriated Fund Adjustment	(2.3)	-	905	905
CL PDME	Opioid Overdose Medication	(0.1)	(21)	-	(21)
CL REP	Renewable Energy Program	(2.0)	(635)	-	(635)
CL XX	Reduce to Zero Base	-	(16)	(66)	(82)
CL TRFF	Traffic Stop Study	-	(25)	-	(25)
CL W1PG	Reduce to Zero Base	-	25	25	50
CL GLV	Reduce to Zero Base	-	52	49	101
CL GZB	Reduce to Zero Base	-	(1)	-	(1)
CL HEDA	Postsecondary Data Work Group	-	(85)	-	(85)
CL RCKL	Criminal Sentencing Task Force	-	(175)	-	(175)
CL SH	Soil Health Initiative	-	(500)	-	(500)
CL SMCT	Addressing Sexual Misconduct	-	98	-	98
CL 5903	Children's Mental Health	-	264	-	264
CL 5A	Four-Year Higher Ed WFSE	-	80	84	164
CL 92X	Reduce to Zero Base	-	1	1	2
CL CAP	CAP Tuition Backfill	-	23	-	23
CL CPTC	Tech Correction to 17-19 CFL Comp	-	(6)	-	(6)
CL G06	Reduce to Zero Base	-	680	1,262	1,942
CL G6A	Reduce to Zero Base	-	21	21	42
CL G6MR	Reduce to Zero Base	-	81	153	234
CL FS1A	Comp and Central Svcs Support	-	-	1,527	1,527
CL ME	Medical School - Expansion Funding	-	-	1,200	1,200
Total Carry Forward Level		6,183.3	429,580	1,291,676	1,721,256
Percent Change from Current Biennium		0.3%	9.3%	-0.9%	1.5%
ML	M&O MAINTENANCE LEVEL	3.2	931	-	931
ML	Nonappropriated Fund Adjustment	(237.0)	-	(26,046)	(26,046)
Total Maintenance Level		5,949.5	430,511	1,265,630	1,696,141
Percent Change from Current Biennium		-3.5%	9.6%	-2.9%	0.0%
PL	MEDICAL SCHOOL - COMPLETION FUNDING	17.5	3,600	2,318	5,918
PL	15% Reduction	(296.6)	(64,856)	(7,917)	(72,773)
Subtotal - Performance Level Changes		(279.1)	(61,256)	(5,599)	(66,855)
2021-23 Total Proposed Budget		5,670.7	369,255	1,260,031	1,629,286
Percent Change from Current Biennium		-8.0%	-6.0%	-3.3%	-4.0%

Recommendation Summary

State of Washington
Recommendation Summary - WSU Tri-Cities

Dollars in Thousands		Annual Average FTE's	General Fund State	Other Funds	Total Funds
2019-21 Current Biennium Total		149.5	20,027	20,950	40,977
CL 92C	Reduce to Zero Base	-	-	-	-
CL 92D	Reduce to Zero Base	-	-	-	-
CL 92E	Reduce to Zero Base	-	-	-	-
CL 92J	Reduce to Zero Base	-	-	-	-
CL 92K	Reduce to Zero Base	-	-	-	-
CL 92R	Reduce to Zero Base	-	-	-	-
CL 9D	Reduce to Zero Base	-	-	-	-
CL BSA	Reduce to Zero Base	-	-	-	-
CL CAPB	CAP Tuition Backfill	-	40	-	40
CL GL9	Reduce to Zero Base	-	207	346	553
CL GLJ	Reduce to Zero Base	-	-	-	-
CL GLK	Reduce to Zero Base	-	-	-	-
CL GLU	Reduce to Zero Base	-	1	2	3
CL 9V	Capital Project Operating Costs	-	-	-	-
CL HDVB	Domestic Violence	-	-	-	-
CL MC	Medical School - Completion Funding	-	-	-	-
CL NA	Nonappropriated Fund Adjustment	-	-	-	-
CL PDME	Opioid Overdose Medication	-	-	-	-
CL REP	Renewable Energy Program	-	-	-	-
CL XX	Reduce to Zero Base	-	-	(1)	(1)
CL TRFF	Traffic Stop Study	-	-	-	-
CL W1PG	Reduce to Zero Base	-	-	-	-
CL GLV	Reduce to Zero Base	-	1	1	2
CL GZB	Reduce to Zero Base	-	-	-	-
CL HEDA	Postsecondary Data Work Group	-	-	-	-
CL RCKL	Criminal Sentencing Task Force	-	-	-	-
CL SH	Soil Health Initiative	-	-	-	-
CL SMCT	Addressing Sexual Misconduct	-	-	-	-
CL 5903	Children's Mental Health	-	-	-	-
CL 5A	Four-Year Higher Ed WFSE	-	-	-	-
CL 92X	Reduce to Zero Base	-	-	-	-
CL CAP	CAP Tuition Backfill	-	2	-	2
CL CPTC	Tech Correction to 17-19 CFL Comp	-	-	-	-
CL G06	Reduce to Zero Base	-	32	61	93
CL G6A	Reduce to Zero Base	-	-	-	-
CL G6MR	Reduce to Zero Base	-	4	7	11
CL FS1A	Comp and Central Svcs Support	-	-	-	-
CL ME	Medical School - Expansion Funding	-	-	-	-
Total Carry Forward Level		149.5	20,314	21,366	41,680
Percent Change from Current Biennium		0.0%	1.4%	2.0%	1.7%
ML	M&O MAINTENANCE LEVEL	-	-	-	-
ML	Nonappropriated Fund Adjustment	(6.4)	-	5,518	5,518
Total Maintenance Level		143.1	20,314	26,884	47,198
Percent Change from Current Biennium		-4.3%	1.4%	28.3%	15.2%
PL	MEDICAL SCHOOL - COMPLETION FUNDING	-	-	-	-
PL	15% Reduction	(12.8)	(2,980)	(364)	(3,344)
Subtotal - Performance Level Changes		(12.8)	(2,980)	(364)	(3,344)
2021-23 Total Proposed Budget		130.3	17,334	26,520	43,854
Percent Change from Current Biennium		-12.8%	-13.4%	26.6%	7.0%

Recommendation Summary

State of Washington
Recommendation Summary - WSU Vancouver

Dollars in Thousands		Annual	General	Other Funds	Total Funds
		Average FTE's	Fund State		
2019-21 Current Biennium Total		359.3	40,940	47,275	88,215
CL 92C	Reduce to Zero Base	-	-	-	-
CL 92D	Reduce to Zero Base	-	-	-	-
CL 92E	Reduce to Zero Base	-	-	-	-
CL 92J	Reduce to Zero Base	-	-	-	-
CL 92K	Reduce to Zero Base	-	-	-	-
CL 92R	Reduce to Zero Base	-	-	-	-
CL 9D	Reduce to Zero Base	-	-	-	-
CL BSA	Reduce to Zero Base	-	-	-	-
CL CAPB	CAP Tuition Backfill	-	91	-	91
CL GL9	Reduce to Zero Base	-	421	700	1,121
CL GLJ	Reduce to Zero Base	-	-	-	-
CL GLK	Reduce to Zero Base	-	-	-	-
CL GLU	Reduce to Zero Base	-	4	6	10
CL 9V	Capital Project Operating Costs	-	-	-	-
CL HDVB	Domestic Violence	-	-	-	-
CL MC	Medical School - Completion Funding	-	-	-	-
CL NA	Nonappropriated Fund Adjustment	-	-	-	-
CL PDME	Opioid Overdose Medication	-	-	-	-
CL REP	Renewable Energy Program	-	-	-	-
CL XX	Reduce to Zero Base	-	(1)	(5)	(6)
CL TRFF	Traffic Stop Study	-	-	-	-
CL W1PG	Reduce to Zero Base	-	-	-	-
CL GLV	Reduce to Zero Base	-	4	4	8
CL GZB	Reduce to Zero Base	-	-	-	-
CL HEDA	Postsecondary Data Work Group	-	-	-	-
CL RCKL	Criminal Sentencing Task Force	-	-	-	-
CL SH	Soil Health Initiative	-	-	-	-
CL SMCT	Addressing Sexual Misconduct	-	-	-	-
CL 5903	Children's Mental Health	-	-	-	-
CL 5A	Four-Year Higher Ed WFSE	-	-	-	-
CL 92X	Reduce to Zero Base	-	-	-	-
CL CAP	CAP Tuition Backfill	-	4	-	4
CL CPTC	Tech Correction to 17-19 CFL Comp	-	-	-	-
CL G06	Reduce to Zero Base	-	64	119	183
CL G6A	Reduce to Zero Base	-	1	1	2
CL G6MR	Reduce to Zero Base	-	8	13	21
CL FS1A	Comp and Central Svcs Support	-	-	-	-
CL ME	Medical School - Expansion Funding	-	-	-	-
Total Carry Forward Level		359.3	41,536	48,113	89,649
Percent Change from Current Biennium		0.0%	1.5%	1.8%	1.6%
ML	M&O MAINTENANCE LEVEL	-	-	-	-
ML	Nonappropriated Fund Adjustment	(15.3)	-	5,658.0	5,658.0
Total Maintenance Level		344.0	41,536	53,771.0	95,307
Percent Change from Current Biennium		-4.3%	1.5%	13.7%	8.0%
PL	MEDICAL SCHOOL - COMPLETION FUNDING	-	-	-	-
PL	15% Reduction	(28.6)	(6,018)	(731)	(6,749)
Subtotal - Performance Level Changes		(28.6)	(6,018)	(731)	(6,749)
2021-23 Total Proposed Budget		315.4	35,518	53,040	88,558
Percent Change from Current Biennium		-12.2%	-13.2%	12.2%	0.4%



Washington State University
 2021-23 Regular Budget Session
 Maintenance Level - 9V - Capital Project Operating Costs

Agency Recommendation Summary

Washington State University requests funding for maintenance and operations of the new Tri-Cities Academic Building that will be completed during the 2021-23 biennium. This building will provide modern, rightsized STEM teaching laboratory space for first- and second-year students, which was the most critical space need identified in the campus master plan.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Staffing						
FTEs	2.7	3.7	3.2	3.7	3.7	3.7
Operating Expenditures						
Fund 001 - 1	\$392	\$539	\$931	\$539	\$539	\$1,078
Total Expenditures	\$392	\$539	\$931	\$539	\$539	\$1,078

Decision Package Description

Washington State University requests funding for maintenance and operations of the new Tri-Cities Academic Building that will be completed during the 2021-23 biennium. This building will provide modern, rightsized STEM teaching laboratory space for first- and second-year students, which was the most critical space need identified in the campus master plan.

When the Legislature appropriates funds to construct state buildings, it is critical that upon completion, funding is provided to pay the full fixed costs for utilities, routine and preventive maintenance for both the building and building systems, as well as custodial services and landscape/grounds maintenance services and related costs.

Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

No answer was provided.

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 FY 2020 expenditures for program indices 091: Utilities, 092: Building and Utility Maintenance, 093: Custodial and Grounds and 094: Administration and Safety.

Workforce Assumptions:

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

Salaries & Benefits by Job Class				
FY 2022				
	FTE	Salaries	Benefits	Total
Exempt	0.2	16,000	6,000	22,000
Classified	2.5	116,000	46,000	162,000
	2.7	132,000	52,000	184,000
FY 2023 thru FY 2025				
	FTE	Salaries	Benefits	Total
Exempt	0.2	22,000	9,000	31,000
Classified	3.5	161,000	62,000	223,000
	3.7	183,000	71,000	254,000

How is your proposal impacting equity in the state?

WSU Tri-Cities is home to the most diverse student body in the WSU system. Were it a stand-alone institution, the campus would qualify as a federally-designated Hispanic Serving Institution. Some 42.4% percent of the undergraduate student body is made up of minority students and 41.8% percent are first generation college students as of fall 2019.

Education is the vehicle by which social mobility is made possible. In order to help promote an inclusive economic resurgence, WSU needs facilities to house growing student populations and provide them with high quality learning experiences. Best maintaining those facilities will preserve that opportunity for generations to come.

Strategic and Performance Outcomes

Strategic Framework:

The Tri-cities Academic Building supports Results Washington initiatives, particularly World Class Education, by expanding research and learning opportunities for students in the STEM fields.

The Tri-Cities Academic Building will advance WSU's core educational, scholarly, and outreach mission as articulated in its Strategic Plan and aligns with WSU's core beliefs that include improving lives through delivery of practical education, improving the human condition through

Performance Outcomes:

M&O support for the Tri-Cities Academic Building would preserve the quality of this important teaching and research space, which will be critical to the undergraduate learning experience and helping to ensure academic progress.

Other Collateral Connections

State Workforce Impacts:

No answer was provided.

Intergovernmental:

No answer was provided.

State Facilities Impacts:

No answer was provided.

Changes from Current Law:

No answer was provided.

Puget Sound Recovery:

No answer was provided.

Legal or Administrative Mandates:

No answer was provided.

Stakeholder Response:

No answer was provided.

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

Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Obj. A	\$132	\$183	\$315	\$183	\$183	\$366
Obj. B	\$52	\$71	\$123	\$71	\$71	\$142
Obj. E	\$208	\$285	\$493	\$285	\$285	\$570

Agency Contact Information

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Agency Recommendation Summary

This decision package adjusts current biennium funding totals for non-appropriated funds.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Staffing						
FTEs	-252.1	-265.2	-258.65	-265.2	-265.2	-265.2
Operating Expenditures						
Fund 143 - 6	(\$732)	(\$734)	(\$1,466)	(\$734)	(\$734)	(\$1,468)
Fund 145 - 6	(\$12,517)	(\$12,477)	(\$24,994)	(\$12,477)	(\$12,477)	(\$24,954)
Fund 148 - 6	\$8,458	\$8,684	\$17,142	\$8,684	\$8,684	\$17,368
Fund 149 - 6	(\$2,782)	(\$2,770)	(\$5,552)	(\$2,770)	(\$2,770)	(\$5,540)
Total Expenditures	(\$7,573)	(\$7,297)	(\$14,870)	(\$7,297)	(\$7,297)	(\$14,594)

Decision Package Description

This decision package adjusts current biennium funding totals for non-appropriated funds.

Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

N/A

Detailed Assumptions and Calculations:

Fiscal detail reflects changes to salaries and benefits expenditures based on estimated revenues.

Workforce Assumptions:

Fiscal detail reflects changes to FTE based on FY20 actual payroll FTE.

How is your proposal impacting equity in the state?

N/A

Strategic and Performance Outcomes

Performance Outcomes:

N/A – this decision package is to adjust current biennium funding totals for non-appropriated funds.

Other Collateral Connections

State Workforce Impacts:

No answer was provided.

Intergovernmental:

No answer was provided.

State Facilities Impacts:

No answer was provided.

Changes from Current Law:

No answer was provided.

Puget Sound Recovery:

No answer was provided.

Legal or Administrative Mandates:

No answer was provided.

Stakeholder Response:

No answer was provided.

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

Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Obj. A	(\$5,610)	(\$5,405)	(\$11,015)	(\$5,405)	(\$5,405)	(\$10,810)
Obj. B	(\$1,963)	(\$1,892)	(\$3,855)	(\$1,892)	(\$1,892)	(\$3,784)

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Dollars in Thousands

ABS031 Agency DP Priority (PL)
(List only the program Policy Level budget decision packages, in priority order)
365 - Washington State University
2021-23 Regular Budget Session
21_BBR - 2021-23 Biennial Request

Decision Package Code	Decision Package Title
PL-MC	Medical School - Completion Funding
PL-RD	15% Budget Reduction
PL-W1	WSU Police Guild
PL-W3	WSU Collective Bargaining - WFSE
PL-W4	WSU Collective Bargaining - IUOE

ABS031 Agency DP Priority (PL)
(List only the program Policy Level budget decision packages, in priority order)
365 - Washington State University
21_BBR - 2021-23 Biennial Request
Dollars in Thousands

Report Number: ABS031

Input Parameters	Entered as
Session	2021-23 Regular
Agency	365
Version	21_BBR
Program	Agency Level
For Word	N
Display Parameter Page	Y

Policy Level Decision Package Prioritization

Policy Reductions Prioritized

	Code	Title
AGENCY	365	Washington State University

Priority	DP Code	DP Title	2021-23 Biennium						2023-25 Biennium					
			FY-22			FY-23			FY-24			FY-25		
			NGFS	Other	Total	NGFS	Other	Total	NGFS	Other	Total	NGFS	Other	Total
1	RD	15% Budget Reduction	(41,391)		(41,391)	(41,475)		(41,475)	(41,475)		(41,475)	(41,475)		(41,475)
2														
3														
4														
5														
			(41,391)	0	(41,391)	(41,475)	0	(41,475)	(41,475)	0	(41,475)	(41,475)	0	(41,475)



Agency Recommendation Summary

This request completes funding for four classes of 80 students each at the Elson S. Floyd College of Medicine, increasing the number of physicians trained and prospective number of physicians serving in Washington State’s workforce. This request provides for an additional 20 third-year and 20 fourth-year students previously funded in 2019 for first- and second-year instruction.

Fiscal Summary

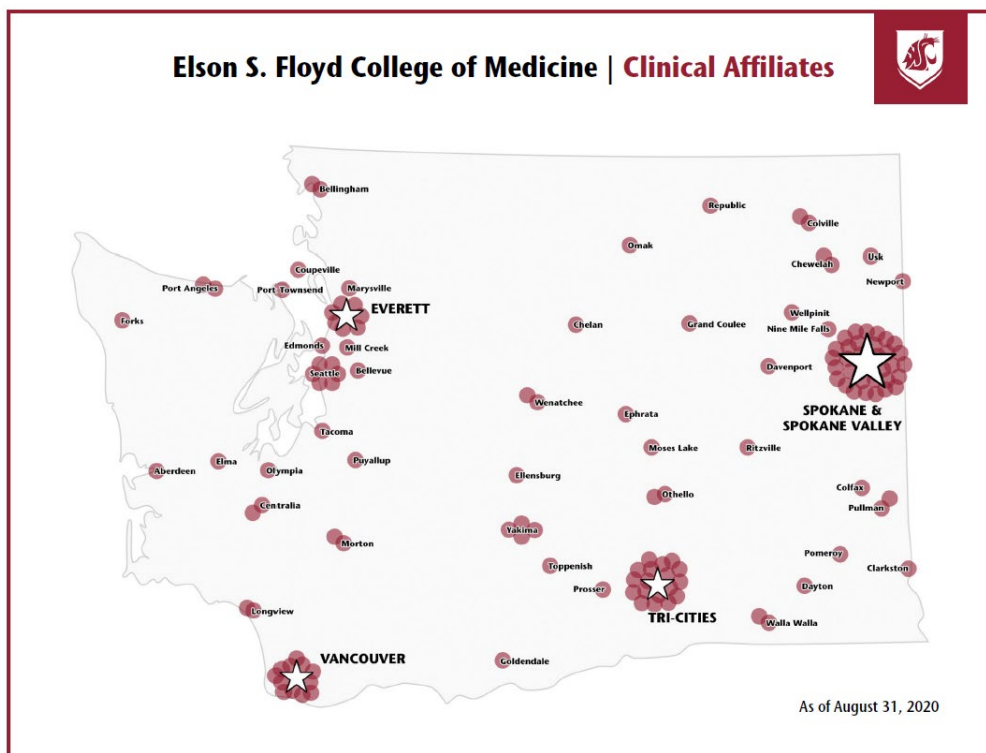
Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Staffing						
FTEs	11.4	23.5	17.45	23.8	24.1	23.95
Operating Expenditures						
Fund 001 - 1	\$1,200	\$2,400	\$3,600	\$2,400	\$2,400	\$4,800
Fund 149 - 6	\$758	\$1,560	\$2,318	\$1,608	\$1,656	\$3,264
Total Expenditures	\$1,958	\$3,960	\$5,918	\$4,008	\$4,056	\$8,064

Decision Package Description

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. 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 four classes of medical students using an interview heavy, holistic admissions process designed to attract students aligned with its mission.

The college has fourth year students for the first time beginning in August, 2020. Students in their third and fourth years train in clinical locations across the state. As of August 31, WSU had signed 151 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 this time, five Native American tribal affiliates have been signed.



Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

See discussion below.

Detailed Assumptions and Calculations:

Funding provided in the 2019-21 biennial budget allowed the Elson S. Floyd College of Medicine to increase the student cohort size in Fall 2019 and Fall 2020 from 60 to 80 students. This State General Fund request will support third- and fourth-year education for the increased cohort size. New appropriations will provide permanent funds to support the necessary complement of faculty, staff and civil servants needed to operate the College of Medicine at four campuses and over 150 clinical sites across the State. Costs which to this point have been borne in the short-term by WSU.

State funding is based on a \$60,000 per student per year funding rate and increased class size of 20 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 2019-21 biennium and requested in the 2021-23 biennium to fund the third and fourth year for the increased class size.

Medical Student Increased Cohort Size				
	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
Total Students	20	40	60	80
Funding of Cohorts (\$ thousands)				
	FY 2020	FY 2021	FY 2022	FY 2023
Funded 2019-21	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Funded 2019-21		\$ 1,200	\$ 1,200	\$ 1,200
Request 2021-23			\$ 1,200	\$ 1,200
Request 2021-23				\$ 1,200
	\$ 1,200	\$ 2,400	\$ 3,600	\$ 4,800
Continuation funding (2021-23 Biennium)				
	FY 2020	FY 2021	FY 2022	FY 2023
			\$ 1,200	\$ 1,200
			\$ -	\$ 1,200
	\$ -	\$ -	\$ 1,200	\$ 2,400

The tables illustrate how the funding received in the FY19-21 biennial budget funded 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).

For fiscal year 2022 WSU requests \$1.2 million to fund the third year for students who entered Fall 2019 (gray cells), while the funding provided in the 2019-21 biennium pays for the second year for those entering Fall 2020 (blue cells), and the first year for those entering Fall 2021 (yellow cells). An additional investment of \$1.2 million in fiscal year 2023 will move the medical school to stable permanent funding and long term financial sustainability.

Fund 149 tuition revenue includes operating fees only, net of the 4% financial aid fund. The operating fee rate is based on the FY 2021 tuition rate with assumed 3% annual increases.

Fund 149 Revenue			
Fiscal Year	3rd & 4th year Student FTE	Operating Fee Rate	Total Operating Fees
FY 2022	20	\$ 37,900	\$ 758,000
FY 2023	40	\$ 39,000	\$ 1,560,000
FY 2024	40	\$ 40,200	\$ 1,608,000
FY 2025	40	\$ 41,400	\$ 1,656,000

The fiscal detail (Object C) reflects costs 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.

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 2022			
	FTE	Salaries	Benefits	Total
Faculty	1.9	495,000	143,000	638,000
Exempt	4.7	262,000	89,000	351,000
Classified	4.8	147,000	70,000	217,000
	9.5	904,000	302,000	1,206,000
	FY 2023 thru FY 2025			
	FTE	Salaries	Benefits	Total
Faculty	3.8	1,014,000	295,000	1,309,000
Exempt	9.8	538,000	183,000	721,000
Classified	9.9	301,000	144,000	445,000
	19.7	1,853,000	622,000	2,475,000

How is your proposal impacting equity in the state?

WSU’s holistic admissions process is designed to capture students from under-represented backgrounds who often come from challenging healthcare environments. 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 of Washingtonians with representation from 97 communities in 28 of the state’s 39 counties. One-third of the student body is made up of first-generation college students, at least one in three are students of color, 55 percent come from socioeconomically disadvantaged backgrounds and 58 percent are women.

Strategic and Performance Outcomes

Strategic Framework:

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, WSU’s aspirational goal of becoming one of the nation’s top 25 public research universities. WSU, as the state’s university, seeks to enhance opportunities for the state’s residents to gain access to its expertise. In achieving the Drive to 25 goal, WSU offers an educational experience through which students transform their view of themselves and the difference they can make in the world, and attracts students seeking to overcome equity gaps on the way to upward social mobility post-graduation. Further, the people of the state, nation, and the world benefit to an even greater degree from expanded scientific innovation and research-based program delivery through the WSU system. 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 and staff will contribute to 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 80 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

State Workforce Impacts:

No answer was provided.

Intergovernmental:

No answer was provided.

State Facilities Impacts:

No answer was provided.

Changes from Current Law:

No answer was provided.

Puget Sound Recovery:

No answer was provided.

Legal or Administrative Mandates:

No answer was provided.

Stakeholder Response:

No answer was provided.

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

Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Obj. A	\$904	\$1,853	\$2,757	\$1,853	\$1,853	\$3,706
Obj. B	\$302	\$622	\$924	\$622	\$622	\$1,244
Obj. C	\$430	\$820	\$1,250	\$820	\$820	\$1,640
Obj. E	\$322	\$665	\$987	\$713	\$761	\$1,474

Agency Contact Information

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Agency Recommendation Summary

As requested by the Office of Financial Management, this package articulates potential impacts of a 15 percent reduction to Washington State University’s maintenance level Near General Fund-State appropriation or \$82.9 million for the 2021-23 biennium.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Staffing						
FTEs	-337.9	-338.0	-337.95	-338.0	-338.0	-338.0
Operating Expenditures						
Fund 001 - 1	(\$36,885)	(\$36,969)	(\$73,854)	(\$36,969)	(\$36,969)	(\$73,938)
Fund 08A - 1	(\$2,550)	(\$2,550)	(\$5,100)	(\$2,550)	(\$2,550)	(\$5,100)
Fund 24J - 1	(\$1,956)	(\$1,956)	(\$3,912)	(\$1,956)	(\$1,956)	(\$3,912)
Total Expenditures	(\$41,391)	(\$41,475)	(\$82,866)	(\$41,475)	(\$41,475)	(\$82,950)

Decision Package Description

For the purpose of this decision package, the fiscal detail shows an across the board approach to the reduction including proviso funds that are assumed subject to reduction as part of the maintenance level budget. Any reduction of this level would have to be made in a strategic way keeping in mind core principles described further below.

In anticipation of any reduction that may be enacted, WSU makes three requests to help administer it:

- WSU requests any reduction not be prescriptive. Oftentimes, certain programming cannot be immediately eliminated in its entirety and anticipated savings cannot be realized in full. The elimination of an academic program, for instance, would still leave the university to teach students out until graduation, requiring expenditures that could not be eliminated until such time. In a reduction environment, the university would appreciate the flexibility to be surgical in making reductions to help preserve priority programming, even if in a weakened state.
- WSU requests anticipated expenditures levied against anticipated tuition revenues not exceed those anticipated revenues. In recent years, costs for minimum wage increases, benefits, central services, and the state’s One Washington modernization initiative have exceeded revenue projections, requiring the university to absorb those additional costs resulting in an effective cut.
- WSU requests provisos from previous biennia simply be reflected in the total appropriation to the university and not be called out specifically in budget language. Those appropriations count toward calculating any reduction in total appropriation but by being itemized in statute could be assumed exempt from any university-imposed reduction to help manage a broader cut, requiring larger cuts elsewhere.

The university understands the state’s fiscal problems are one of regrettably simple math. It also understands that higher education is uniquely vulnerable in this context.

That said, the university believes the state should be aware of how uncommonly vulnerable WSU is entering this recession, the vulnerability of its modern student body with many students coming from traditionally underrepresented populations, and higher education’s value proposition in a recovering economy.

As has previously been reported, the university’s state appropriation in real dollars unadjusted for inflation only in FY2020 reached a level last seen in FY2008, before the onset of the Great Recession. Rather than simply regrow to its old self, the university in that time has added a medical school, a new campus in Everett, new satellite academic programs in Bremerton and Yakima, thousands more high-demand student enrollments and a fleet of new services to drive success among those student populations from traditionally underrepresented backgrounds.

To accommodate this, many reductions made during the Great Recession remain undone. Class sizes are often larger than in 2008 and the ratio of tenure track faculty to adjunct faculty is smaller, for instance. Beneath valuable investments made since the Great Recession to promote economic recovery, access and academic success for place-bound or otherwise disadvantaged students, and statewide health, rests a base of resources that are thinly spread across a state-funded enterprise where faculty and staff shoulder greater responsibilities. The university has just completed a three-year recovery cycle to recalibrate and realign with these realities and successfully returned to fiscal health.

As the university faces the prospect of weathering renewed reductions in state appropriation, it is abundantly clear that the kind of dramatic tuition increases that partially mitigated reductions during the Great Recession aren’t available even if authorized. Markets simply won’t bear them.

Further, this comes at a time when the university is being uncommonly damaged by financial trauma inflicted upon non-state-funded auxiliary enterprises, creating cash flow challenges. University residence halls will be at just 15 percent occupancy for at least the fall semester, a problem which would be made worse should WSU be unable to return to in-person instruction in January. As at other universities, the postponement of the fall sports season is creating unprecedented challenges for athletics. Limitations placed on the acceptance of non-emergency clients has dramatically curbed revenues at the Veterinary Teaching Hospital on the Pullman campus. Federal funds gratefully received have helped patch holes left in the housing enterprise to backfill refunds made to students once the university encouraged them to not return to campus following spring break. No such assistance is anticipated going forward.

All told, these independent challenges have created a perfect storm for WSU.

As with any reduction throughout state government, new reduction in state appropriation at WSU simply will not be painless for the university, its students, communities and stakeholders. The university's diverse student body is vulnerable in its own way, with 36.1 percent made up of first-generation college students in the fall of 2019.

The university has signaled that among its budget priorities in a reduction environment will be the preservation of employment – including student employment – and academic programming to the best of its ability. This is consistent with how the university managed the Great Recession. Some academic programming was eliminated and all academic programs suffered reductions in service in some form. However, doors to high demand and other core programming at least remained open for students to walk through.

Administration — including all services provided administratively, such as student services — suffered great reductions. As has been previously stated, employment increases at WSU since the Great Recession have included significant investments in wrap-around services most utilized by student populations that need them, including first generation college students, veterans, and others from traditionally underrepresented backgrounds. This includes not just tutors and advisers, but counselors and other professionals relied upon by the entire student population to promote mental health.

As much as anything, economic recessions make the case for higher education's value proposition. The U.S. Bureau of Labor Statistics Current Population Survey in 2012 illustrated how every level of educational attainment corresponded with better employment and earnings outcomes.

Data produced by the federal government this spring showed a widening delta. The [Federal Reserve reported](#) 39 percent of those employed in February from households earning under \$40,000 suffered a job loss in March while 63 percent of workers with at least a Bachelor's degree worked entirely from home. In calling for an "inclusive economic recovery," a [July report](#) by the Washington Roundtable noted higher unemployment rates during the Great Recession for younger workers and communities of color. It also called out peak unemployment rates for workers with a high school diploma or less that were more than twice seen by holders of bachelor's degrees.

In completing this decision package as directed, WSU hopes all these factors will be taken into account as policy makers go about the difficult and painful work of correcting the state's budgetary imbalance.

Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

See discussion below.

Detailed Assumptions and Calculations:

As described above, the approach taken for the decision package is across the board, assuming that reductions are proportional to historical state general fund spending. The 2021-23 maintenance-level budget upon which the reduction is assessed is approximately \$552 million and includes General Fund-State, Education Legacy and Workforce Education Investment Account funds.

Higher education is in essence a people business with over 85% of costs attributed to salaries and benefits; thus, the impact to jobs is unavoidable. The possible magnitude of that is highlighted by the FTE impact of approximately 338.

To provide a sense of scale, these are three hypothetical scenarios that reflect operating funds that are roughly equivalent to 15 percent of WSU's state appropriation.

- The colleges of nursing and medicine combined
- The colleges of business, communication and education combined
- The college of pharmacy, the graduate school and the entire student services budget at the Pullman campus combined

Workforce Assumptions:

Salaries include the following FTE by job classification. FTE reductions also used an across the board approach for the four employee types listed below and were based on FY 2020 payroll information. FTE amounts were calculated using average employee salaries and the total salary expenditure reduction. Benefit costs are estimated based on the WSU average for each classification.

Salaries & Benefits by Job Class				
FY 2022				
	FTE	Salaries	Benefits	Total
Faculty	(119.6)	(9,810,000)	(2,935,000)	(12,745,000)
Exempt	(88.0)	(7,216,000)	(2,465,000)	(9,681,000)
Classified	(34.0)	(2,791,000)	(1,300,000)	(4,091,000)
Graduate Asst.	(96.2)	(7,889,000)	(973,000)	(8,862,000)
	(337.9)	(27,706,000)	(7,673,000)	(35,379,000)
FY 2023 thru FY 2025				
	FTE	Salaries	Benefits	Total
Faculty	(119.7)	(9,813,000)	(2,935,000)	(12,748,000)
Exempt	(88.0)	(7,218,000)	(2,464,000)	(9,682,000)
Classified	(34.1)	(2,792,000)	(1,300,000)	(4,092,000)
Graduate Asst.	(96.2)	(7,892,000)	(973,000)	(8,865,000)
	(338.0)	(27,715,000)	(7,672,000)	(35,387,000)

How is your proposal impacting equity in the state?

Implementing a 15 percent reduction to the university's state appropriation cannot be done in ways that don't impair – at least on some level – university efforts that promote social mobility among first-generation college students, low-income students, and students of color. These individual student populations each represent in the vicinity of about one third of the existing undergraduate student body. They are fully engrained into the fabric of the university community and university strategies for providing a practical education to the working classes as called for in the establishment of the land grant colleges. Any reductions in academic programming and student services of the magnitude required to meet this reduction target would be too large to avoid those that serve our state's most vulnerable students.

Strategic and Performance Outcomes

Strategic Framework:

A reduction of this magnitude would greatly affect WSU's instruction, scholarly and outreach missions. The across the board reduction approach results in the following FTE and funding impacts to WSU's activities.

15% Reduction by Activity						
	2021-22		2022-23		2021-23	
Instruction	(280.9)	(34,361,000)	(281.0)	(34,511,000)	(68,872,000)	83.1%
Research	(35.2)	(3,899,000)	(35.2)	(3,850,000)	(7,749,000)	9.4%
Public Service	(18.1)	(2,252,000)	(18.1)	(2,228,000)	(4,480,000)	5.4%
Administration	(3.7)	(879,000)	(3.7)	(886,000)	(1,765,000)	2.1%
	(337.9)	(41,391,000)	(338.0)	(41,475,000)	(82,866,000)	100.0%

Performance Outcomes:

This reduction would certainly have a negative impact on some performance measures, though it is difficult to ascertain at this time due the multitude of budget uncertainties facing the university and the across the board approach to this reduction.

Other Collateral Connections

State Workforce Impacts:

No answer was provided.

Intergovernmental:

No answer was provided.

State Facilities Impacts:

No answer was provided.

Changes from Current Law:

No answer was provided.

Puget Sound Recovery:

No answer was provided.

Legal or Administrative Mandates:

No answer was provided.

Stakeholder Response:

No answer was provided.

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

Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Obj. A	(\$27,706)	(\$27,715)	(\$55,421)	(\$27,715)	(\$27,715)	(\$55,430)
Obj. B	(\$7,673)	(\$7,672)	(\$15,345)	(\$7,672)	(\$7,672)	(\$15,344)
Obj. E	(\$6,012)	(\$6,088)	(\$12,100)	(\$6,088)	(\$6,088)	(\$12,176)

Agency Contact Information

Chris Jones
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 chris.jones@wsu.edu



Agency Recommendation Summary

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

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25

Decision Package Description

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

Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

N/A

Detailed Assumptions and Calculations:

Details on collective bargaining agreements will be submitted to OFM by October 1, 2020.

Workforce Assumptions:

This item will have no effect on workforce FTE.

How is your proposal impacting equity in the state?

N/A

Strategic and Performance Outcomes

Details on collective bargaining agreements will be submitted to OFM by October 1, 2020.

Performance Outcomes:

Details on collective bargaining agreements will be submitted to OFM by October 1, 2020.

Other Collateral Connections

State Workforce Impacts:

No answer was provided.

Intergovernmental:

No answer was provided.

State Facilities Impacts:

No answer was provided.

Changes from Current Law:

No answer was provided.

Puget Sound Recovery:

No answer was provided.

Legal or Administrative Mandates:

No answer was provided.

Stakeholder Response:

No answer was provided.

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 Contact Information

Chris Jones
(509) 335-9682
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Agency Recommendation Summary

Washington State University is bargaining with the Washington Federation of State Employees, which represents the following units: • Bargaining Unit 0002 – Service Employee Supervisors on the Pullman Campus • Bargaining Unit 0012 – Dining Services • Bargaining Unit 0013 – Facilities Operations Construction and Maintenance and Utilities Services • Bargaining Unit 0015 – College of Sciences Technical Services (Instrument and Electronic Shops) • Bargaining Unit 0020 – WSU Puyallup Research and Extension Center Farm and Maintenance Operations

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25

Decision Package Description

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

Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

N/A

Detailed Assumptions and Calculations:

Details on collective bargaining agreements will be submitted to OFM by October 1, 2020.

Workforce Assumptions:

This item will have no effect on workforce FTE.

How is your proposal impacting equity in the state?

N/A

Strategic and Performance Outcomes

Details on collective bargaining agreements will be submitted to OFM by October 1, 2020.

Performance Outcomes:

Details on collective bargaining agreements will be submitted to OFM by October 1, 2020.

Other Collateral Connections

State Workforce Impacts:

No answer was provided.

Intergovernmental:

No answer was provided.

State Facilities Impacts:

No answer was provided.

Changes from Current Law:

No answer was provided.

Puget Sound Recovery:

No answer was provided.

Legal or Administrative Mandates:

No answer was provided.

Stakeholder Response:

No answer was provided.

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 Contact Information

Chris Jones
(509) 335-9682
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Agency Recommendation Summary

Washington State University is bargaining with the International Union of Operating Engineers representing positions in bargaining unit number 21.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25

Decision Package Description

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

Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

N/A

Detailed Assumptions and Calculations:

Details on collective bargaining agreements will be submitted to OFM by October 1, 2020.

Workforce Assumptions:

This item will have no effect on workforce FTE.

How is your proposal impacting equity in the state?

N/A

Strategic and Performance Outcomes

Details on collective bargaining agreements will be submitted to OFM by October 1, 2020.

Performance Outcomes:

Details on collective bargaining agreements will be submitted to OFM by October 1, 2020.

Other Collateral Connections

State Workforce Impacts:

No answer was provided.

Intergovernmental:

No answer was provided.

State Facilities Impacts:

No answer was provided.

Changes from Current Law:

No answer was provided.

Puget Sound Recovery:

No answer was provided.

Legal or Administrative Mandates:

No answer was provided.

Stakeholder Response:

No answer was provided.

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 Contact Information

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Dollars in Thousands

**ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
2021-23 Regular Budget Session
21 BBR - 2021-23 Biennial Request**

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	
062 - WSU Building Account							
0424 - Tuition and Fees - S							
90 - Maintenance Level Revenue	7,462	7,500	0	0			
Total - 0424 - Tuition and Fees - S	7,462	7,500	0	0	7,462	7,500	14,962
0499 - Other Revenue - S							
90 - Maintenance Level Revenue	10	12	0	0			
Total - 0499 - Other Revenue - S	10	12	0	0	10	12	22
0621 - Operating Trans In - S							
90 - Maintenance Level Revenue	15,000	12,788	0	0			
Total - 0621 - Operating Trans In - S	15,000	12,788	0	0	15,000	12,788	27,788
062 - WSU Building Account - State	22,472	20,300			22,472	20,300	42,772
Total - 062 - WSU Building Account	22,472	20,300			22,472	20,300	42,772
143 - HE Federal Appr Acct							
0310 - Dept of Agriculture - F							
90 - Maintenance Level Revenue	9,509	9,509	0	0			
Total - 0310 - Dept of Agriculture - F	9,509	9,509	0	0	9,509	9,509	19,018
143 - HE Federal Appr Acct - Federal	9,509	9,509			9,509	9,509	19,018
Total - 143 - HE Federal Appr Acct	9,509	9,509			9,509	9,509	19,018
145 - H E - Grants/Contrct							
0303 - Institute of Museum - F							
90 - Maintenance Level Revenue	456	456	0	0			
Total - 0303 - Institute of Museum - F	456	456	0	0	456	456	912
0306 - National Endow Human - F							
90 - Maintenance Level Revenue	19	19	0	0			
Total - 0306 - National Endow Human - F	19	19	0	0	19	19	38
0308 - Peace Corps - F							
90 - Maintenance Level Revenue	21	21	0	0			

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
21 BBR - 2021-23 Biennial Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	
Total - 0308 - Peace Corps - F	21	21	0	0	21	21	42
0310 - Dept of Agriculture - F							
90 - Maintenance Level Revenue	19,864	19,864	0	0			
Total - 0310 - Dept of Agriculture - F	19,864	19,864	0	0	19,864	19,864	39,728
0311 - Dept of Commerce - F							
90 - Maintenance Level Revenue	75	75	0	0			
Total - 0311 - Dept of Commerce - F	75	75	0	0	75	75	150
0312 - Dept of Defense - F							
90 - Maintenance Level Revenue	6,030	6,030	0	0			
Total - 0312 - Dept of Defense - F	6,030	6,030	0	0	6,030	6,030	12,060
0315 - Dept of Interior - F							
90 - Maintenance Level Revenue	712	712	0	0			
Total - 0315 - Dept of Interior - F	712	712	0	0	712	712	1,424
0316 - Dept of Justice - F							
90 - Maintenance Level Revenue	794	794	0	0			
Total - 0316 - Dept of Justice - F	794	794	0	0	794	794	1,588
0320 - Dept of Transportatn - F							
90 - Maintenance Level Revenue	775	775	0	0			
Total - 0320 - Dept of Transportatn - F	775	775	0	0	775	775	1,550
0343 - Nat Aero & Sp Admini - F							
90 - Maintenance Level Revenue	807	807	0	0			
Total - 0343 - Nat Aero & Sp Admini - F	807	807	0	0	807	807	1,614
0347 - Nat Science Foundati - F							
90 - Maintenance Level Revenue	17,102	17,102	0	0			
Total - 0347 - Nat Science Foundati - F	17,102	17,102	0	0	17,102	17,102	34,204
0355 - Fed Rev Non-Assist - F							
90 - Maintenance Level Revenue	4,626	4,626	0	0			
Total - 0355 - Fed Rev Non-Assist - F	4,626	4,626	0	0	4,626	4,626	9,252
0359 - Small Business Admin - F							

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
21 BBR - 2021-23 Biennial Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	
90 - Maintenance Level Revenue	3,173	3,173	0	0			
Total - 0359 - Small Business Admin - F	3,173	3,173	0	0	3,173	3,173	6,346
0364 - Veterans Administrat - F							
90 - Maintenance Level Revenue	70	70	0	0			
Total - 0364 - Veterans Administrat - F	70	70	0	0	70	70	140
0366 - Environ Protection A - F							
90 - Maintenance Level Revenue	437	437	0	0			
Total - 0366 - Environ Protection A - F	437	437	0	0	437	437	874
0381 - Dept of Energy - F							
90 - Maintenance Level Revenue	14,821	14,821	0	0			
Total - 0381 - Dept of Energy - F	14,821	14,821	0	0	14,821	14,821	29,642
0384 - Dept of Education - F							
90 - Maintenance Level Revenue	46,129	46,129	0	0			
Total - 0384 - Dept of Education - F	46,129	46,129	0	0	46,129	46,129	92,258
0393 - Health & Human Svc - F							
90 - Maintenance Level Revenue	45,732	45,732	0	0			
Total - 0393 - Health & Human Svc - F	45,732	45,732	0	0	45,732	45,732	91,464
0398 - US Agy Inter Dev - F							
90 - Maintenance Level Revenue	259	259	0	0			
Total - 0398 - US Agy Inter Dev - F	259	259	0	0	259	259	518
0409 - Interest Income - S							
90 - Maintenance Level Revenue	9	9	0	0			
Total - 0409 - Interest Income - S	9	9	0	0	9	9	18
0420 - Charges for Services - S							
90 - Maintenance Level Revenue	1,033	1,033	0	0			
Total - 0420 - Charges for Services - S	1,033	1,033	0	0	1,033	1,033	2,066
0424 - Tuition and Fees - S							
90 - Maintenance Level Revenue	895	895	0	0			
Total - 0424 - Tuition and Fees - S	895	895	0	0	895	895	1,790

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
21 BBR - 2021-23 Biennial Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	
0430 - Dedicated Stu Fees - S							
90 - Maintenance Level Revenue	7	7	0	0			
Total - 0430 - Dedicated Stu Fees - S	7	7	0	0	7	7	14
0440 - Indirect Cost Reimb - S							
90 - Maintenance Level Revenue	475	475	0	0			
Total - 0440 - Indirect Cost Reimb - S	475	475	0	0	475	475	950
0541 - Contributions Grants - P/L							
90 - Maintenance Level Revenue	35,928	35,928	0	0			
Total - 0541 - Contributions Grants - P/L	35,928	35,928	0	0	35,928	35,928	71,856
0546 - Federal Revenue - P/L							
90 - Maintenance Level Revenue	18,204	18,204	0	0			
Total - 0546 - Federal Revenue - P/L	18,204	18,204	0	0	18,204	18,204	36,408
0621 - Operating Trans In - S							
90 - Maintenance Level Revenue	2,038	2,038	0	0			
Total - 0621 - Operating Trans In - S	2,038	2,038	0	0	2,038	2,038	4,076
0622 - Operating Trans Out - S							
90 - Maintenance Level Revenue	(2,306)	(2,306)	0	0			
Total - 0622 - Operating Trans Out - S	(2,306)	(2,306)	0	0	(2,306)	(2,306)	(4,612)
145 - H E - Grants/Contrct - State	2,151	2,151			2,151	2,151	4,302
145 - H E - Grants/Contrct - Federal	161,902	161,902			161,902	161,902	323,804
145 - H E - Grants/Contrct - Private/Local	54,132	54,132			54,132	54,132	108,264
Total - 145 - H E - Grants/Contrct	218,185	218,185			218,185	218,185	436,370
148 - HE - Dedicated Locl							
0402 - Income From Property - S							
90 - Maintenance Level Revenue	1,350	1,350	0	0			
Total - 0402 - Income From Property - S	1,350	1,350	0	0	1,350	1,350	2,700
0405 - Fines, Forfeits - S							
90 - Maintenance Level Revenue	2,443	2,443	0	0			

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
21 BBR - 2021-23 Biennial Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	
Total - 0405 - Fines, Forfeits - S	2,443	2,443	0	0	2,443	2,443	4,886
0409 - Interest Income - S							
90 - Maintenance Level Revenue	1,163	1,163	0	0			
Total - 0409 - Interest Income - S	1,163	1,163	0	0	1,163	1,163	2,326
0416 - Sale of Prop/Other - S							
90 - Maintenance Level Revenue	2,203	2,203	0	0			
Total - 0416 - Sale of Prop/Other - S	2,203	2,203	0	0	2,203	2,203	4,406
0420 - Charges for Services - S							
90 - Maintenance Level Revenue	43,113	43,113	0	0			
Total - 0420 - Charges for Services - S	43,113	43,113	0	0	43,113	43,113	86,226
0424 - Tuition and Fees - S							
90 - Maintenance Level Revenue	41,962	41,962	0	0			
Total - 0424 - Tuition and Fees - S	41,962	41,962	0	0	41,962	41,962	83,924
0430 - Dedicated Stu Fees - S							
90 - Maintenance Level Revenue	6,695	6,695	0	0			
Total - 0430 - Dedicated Stu Fees - S	6,695	6,695	0	0	6,695	6,695	13,390
0440 - Indirect Cost Reimb - S							
90 - Maintenance Level Revenue	32,400	32,400	0	0			
Total - 0440 - Indirect Cost Reimb - S	32,400	32,400	0	0	32,400	32,400	64,800
0450 - Sales/Goods & Supply - S							
90 - Maintenance Level Revenue	207	207	0	0			
Total - 0450 - Sales/Goods & Supply - S	207	207	0	0	207	207	414
0473 - Costs of Investment - S							
90 - Maintenance Level Revenue	400	400	0	0			
Total - 0473 - Costs of Investment - S	400	400	0	0	400	400	800
0499 - Other Revenue - S							
90 - Maintenance Level Revenue	20,151	20,151	0	0			
Total - 0499 - Other Revenue - S	20,151	20,151	0	0	20,151	20,151	40,302
0621 - Operating Trans In - S							

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
21 BBR - 2021-23 Biennial Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	
90 - Maintenance Level Revenue	76,113	76,113	0	0			
Total - 0621 - Operating Trans In - S	76,113	76,113	0	0	76,113	76,113	152,226
0622 - Operating Trans Out - S							
90 - Maintenance Level Revenue	(80,590)	(80,590)	0	0			
Total - 0622 - Operating Trans Out - S	(80,590)	(80,590)	0	0	(80,590)	(80,590)	(161,180)
148 - HE - Dedicated Locl - State	147,610	147,610			147,610	147,610	295,220
Total - 148 - HE - Dedicated Locl	147,610	147,610			147,610	147,610	295,220
149 - Inst of HI ED-Operat							
0409 - Interest Income - S							
90 - Maintenance Level Revenue	1,165	1,165	0	0			
Total - 0409 - Interest Income - S	1,165	1,165	0	0	1,165	1,165	2,330
0424 - Tuition and Fees - S							
90 - Maintenance Level Revenue	271,945	271,945	0	0			
MC - Medical School - Completion Funding	0	0	758	1,560			
Total - 0424 - Tuition and Fees - S	271,945	271,945	758	1,560	272,703	273,505	546,208
0473 - Costs of Investment - S							
90 - Maintenance Level Revenue	(226)	(226)	0	0			
Total - 0473 - Costs of Investment - S	(226)	(226)	0	0	(226)	(226)	(452)
0622 - Operating Trans Out - S							
90 - Maintenance Level Revenue	(5,617)	(5,617)	0	0			
Total - 0622 - Operating Trans Out - S	(5,617)	(5,617)	0	0	(5,617)	(5,617)	(11,234)
149 - Inst of HI ED-Operat - State	267,267	267,267	758	1,560	268,025	268,827	536,852
Total - 149 - Inst of HI ED-Operat	267,267	267,267	758	1,560	268,025	268,827	536,852
271 - WSU Operating Fees							
0621 - Operating Trans In - S							
90 - Maintenance Level Revenue	272	0	0	0			
Total - 0621 - Operating Trans In - S	272	0	0	0	272		272

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
21 BBR - 2021-23 Biennial Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	
271 - WSU Operating Fees - State	272				272		272
Total - 271 - WSU Operating Fees	272				272		272
347 - WSU Bond Retirement							
0424 - Tuition and Fees - S							
90 - Maintenance Level Revenue	7,562	7,500	0	0			
Total - 0424 - Tuition and Fees - S	7,562	7,500	0	0	7,562	7,500	15,062
0621 - Operating Trans In - S							
90 - Maintenance Level Revenue	272	0	0	0			
Total - 0621 - Operating Trans In - S	272	0	0	0	272		272
0622 - Operating Trans Out - S							
90 - Maintenance Level Revenue	(15,272)	(12,788)	0	0			
Total - 0622 - Operating Trans Out - S	(15,272)	(12,788)	0	0	(15,272)	(12,788)	(28,060)
347 - WSU Bond Retirement - State	(7,438)	(5,288)			(7,438)	(5,288)	(12,726)
Total - 347 - WSU Bond Retirement	(7,438)	(5,288)			(7,438)	(5,288)	(12,726)
Agency: 365 WSU - State	432,334	432,040	758	1,560	433,092	433,600	866,692
Agency: 365 WSU - Federal	171,411	171,411			171,411	171,411	342,822
Agency: 365 WSU - Private/Local	54,132	54,132			54,132	54,132	108,264
Total - Agency: 365 WSU	657,877	657,583	758	1,560	658,635	659,143	1,317,778
- unknown source title - Z							

MC - Medical School - Completion Funding

This request completes funding for four classes of 80 students each at the Elson S. Floyd College of Medicine, increasing the number of physicians trained and prospective number of physicians serving in Washington State's workforce. This request provides for an additional 20 third-year and 20 fourth-year students previously funded in 2019 for first- and second-year instruction.

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
21 BBR - 2021-23 Biennial Request
Dollars in Thousands

Report Number: ABS029

Input Parameters

Session	2021-23 Regular
Agency	365
Version	21_BBR
Program	Agency Level
Include Text	Y
For Word	N
Display Parameter Page	Y

State of Washington
Request for Fees
2021-23 Biennium

	Code	Title
AGENCY	365	Washington State University

Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	Incremental Revenue Dollars in Thousands				Tied to Expenditure Change?	Fee Payer Position	Explanation of Change Instructions	See	
							GF-S		Other Funds						
							FY 2022	FY 2023	FY 2022	FY 2023					
365	Washington State University	1100	Resident Undergraduate Tuition	No		Increased					Supports existing expenditures	The WSU Regents will establish tuition fees for resident undergraduate students consistent with RCW 28B.15.067. Current law allows the resident undergraduate rate, beginning in 2017-18, to increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years. Before adopting increases the Regents will gather input from students and other constituents.	A rate increase may be requested to help cover the cost of the core instructional programs at the university, provide funds to retain and recruit qualified faculty, allow the university to continue serving record-level enrollments, and offer students a broad range of courses and degree programs.		
											1,500				
365	Washington State University	1200	Non-Resident & Graduate Tuition	No		Increased					Supports existing expenditures	The WSU Regents will establish tuition fees for non-resident undergraduate and graduate students consistent with RCW28B.15.067. Before adopting percentage increases the Regents will gather input from students and other constituents.	A rate increase may be requested to help cover the cost of the core instructional programs at the university, provide funds to retain and recruit qualified faculty, allow the university to continue serving record-level enrollments, and offer students a broad range of courses and degree programs.		
														1,110	
365	Washington State University	1300	Summer Session Tuition	No		Increased					Supports existing expenditures	The WSU Regents will establish summer session tuition fees. Before adopting percentage increases the Regents will gather input from students and other constituents.	As a self supporting program, summer school rates are set at an adequate level to cover associated costs.		
														260	
365	Washington State University	2100	Technology Fee	No		Increased					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.		
														7	
365	Washington State University	2200	S&A Fees	No		Increased					Supports existing expenditures	The S&A Fee Committees, 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.	The S&A Fee Committee, comprised of a majority of student representatives will make final recommendations for increases/decreases in these fees.		
														150	
365	Washington State University	2300	Other Mandatory Fees	No		Increased					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.	WSU makes every effort to protect the interest of students by keeping costs as low as possible while providing high quality programs. The majority of fees in this group were approved by student vote.		
														166	
365	Washington State University	3100	Course Fees	No		Increased					Supports existing expenditures	Course fees are recommended by the University Fee Committee. WSU makes every effort to protect the interest of students by keeping costs as low as possible.	Rate adjustments could be necessary to cover the reasonable and necessary exceptional cost of lab supplies, fine art supplies or travel for student field trips.		
														126	

							Incremental Revenue Dollars in Thousands							
							GF-S		Other Funds					
Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	FY 2022	FY 2023	FY 2022	FY 2023	Tied to Expenditure Change?	Fee Payer Position	Explanation of Change Instructions	See
365	Washington State University	4100	Fee based credit / non-credit	No		Increased					Supports existing expenditures	Fees in this category may increase by amounts judged reasonable and necessary by the governing board. WSU makes every effort to protect the interest of course participants by keeping costs as low as possible.	Fees in this category are established with the intent of recouping direct costs of the program.	
										823				
365	Washington State University	5100	Admissions fees	No		Increased					Supports existing expenditures	The undergraduate application fee increased \$20 in August after remaining flat since 2005. Students with need are not impacted by the increase as waivers are customarily granted for demonstrated need.	The fee increase will provide resources to implement best-practices in communication and recruiting campaign management, and admissions, recruitment and systems training across the WSU system.	
										102				
365	Washington State University	5200	Other Administrative Fees	No		Increased					Supports existing expenditures	Fees in this category may increase by amounts judged reasonable and necessary by the governing board. WSU makes every effort to keep costs as low as possible.	WSU's administrative fees are tied to the cost of providing services that require staff time, supplies and other university resources.	
										174				
365	Washington State University	2300	Tri-Cities Safety Fee (Other Mandatory Fees)	No		New					Supports existing expenditures	This fee will be used to improve campus safety and security equipment on campus, construction and repairs of existing parking areas and walkways, and to provide subsidies for students to have access to transit buses while enrolled. A newly-established advisory committee ensuring for proper representation of the student body will provide recommendations to the WSU Tri-Cities Chancellor on the allocation of funds.	Per 28B.15.610, WSU Tri-Cities students voted to adopt the \$65 per fall and spring semester Safety fee to be charged beginning with the 2020-21 academic year. The fee will support safety and transportation services on the Tri-Cities campus.	
										2				
Additional Comments														



Dollars in Thousands

**ABS030 Working Capital Reserve
365
2021-23 Regular
21 BBR**

No data available for selected parameters

Report Number: ABS030

Input Parameters

Entered as

Session	2021-23 Regular
Agency	365
Version	21_BBR
Program	Agency Level
Roll Up	*
For Word	N
Display Parameter Page	Y

Code	Title
365	Washington State University

Agency	State Fiscal Year	State Match Amounts	State Match Source [001-1, XXX-1, etc.]
Agency Total			
FY 2020	171,004,377	13,452,636	
FY 2021	171,004,377	13,452,636	
FY 2022	171,004,377	13,452,636	
FY 2023	171,004,377	13,452,636	
Select an Appopriation Type			
Activity # FUND 146-6 Federal Appropriations			
FY 2020	11,233,278	9,413,486	001-01
FY 2021	11,233,278	9,413,486	001-01
FY 2022	11,233,278	9,413,486	001-01
FY 2023	11,233,278	9,413,486	001-01
Select an Appopriation Type			
Activity # FUND 145-6 Grants / Contracts			
FY 2020	159,771,099	4,039,150	001-01,145-6,148-6,570-6,846-6
FY 2021	159,771,099	4,039,150	001-01,145-6,148-6,570-6,846-6
FY 2022	159,771,099	4,039,150	001-01,145-6,148-6,570-6,846-6
FY 2023	159,771,099	4,039,150	001-01,145-6,148-6,570-6,846-6
Select an Appopriation Type			
Activity #			
FY 2020			
FY 2021			
FY 2022			
FY 2023			
Select an Appopriation Type			
Activity #			
FY 2020			
FY 2021			
FY 2022			
FY 2023			
Select an Appopriation Type			
Activity #			
FY 2020			
FY 2021			
FY 2022			
FY 2023			

	Code	Title
AGENCY	365	Washington State University

NON-BUDGETED LOCAL FUND SUMMARY

DATE 9/14/2020

FUND CODE	FUND NAME	7/1/19 FUND BALANCE*	6/30/21 ESTIMATED FUND BALANCE	2021-23 ESTIMATED REVENUES	2021-23 ESTIMATED EXPENDITURES	6/30/23 ESTIMATED FUND BALANCE
440	STORES & RECEIVING ACCOUNTS	2,362,000	1,687,000	9,000,000	8,000,000	2,687,000
448	PRINTING REVOLVING FUND	(1,288,000)	-	7,000,000	7,000,000	-
450	OTHER FACILITIES	5,540,000	6,188,000	39,000,000	38,000,000	7,188,000
460	MOTOR POOL	3,294,000	1,592,000	4,000,000	5,000,000	592,000
522	ASSOCIATED STUDENTS	(74,890,000)	-	200,000,000	193,000,000	7,000,000
528	PARKING SERVICES	14,977,000	-	15,000,000	13,000,000	2,000,000
570	OTHER ENTERPRISES	23,985,000	13,141,000	52,000,000	53,000,000	12,141,000
573	HOUSING AND FOOD SERVICE	100,799,000	-	157,700,000	154,700,000	3,000,000
846	SCHOLARSHIPS & FELLOWSHIPS	96,747,000	108,596,000	302,000,000	292,000,000	118,596,000
859	ENDOWMENT	65,224,000	55,134,000	11,000,000	-	66,134,000
						0
						0
						0
						0
						0
						0
						0
						0
						0
						0
						0
						0

* This column must agree with the 6/30/19 CAFR balance.

Central Service Fund Splits

365-Washington State University



Save/Update

All Columns by Agency must equal 100%

Agency	Program	Subprogram (only used for DSHS in Program 030 and 040)	Account and Approp Title	Auditor	AttGen	OAH	Facilities & Services Only	CTS	Debt Services	Workers' Comp	All Other	Risk Mgmt Division	Self Insurance
Percent Totals (only applies when one agency chosen)				100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
365-Washington State University			001-1 General Fund-State	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 Acct-Non-Appr	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%

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-Represente Employees	Represented (Collectively-Bargained) Employees		
		(Specify Bargaining Unit)	(Specify Bargaining Unit)	(Specify Bargaining Unit)
FY 16				
FY 17				
FY 18				
FY 19				
TOTAL				

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.

ATTACHMENT A-2

Not Applicable to WSU/Nothing to report

Non-Faculty Exempt Collective Bargaining Agreement Impact Template

Please provide this information for each negotiated compensation adjustment, other than those negotiated by the OFM Labor Relations Office.

This information should be provided in addition to the cost summary by fiscal year and by fund described in the special higher education budget instructions.

Agency

Bargaining Unit Title

Bargaining Unit Code

For EACH Increase:

Increase Amount - %	or	Increase Amount - \$ Amount	Effective Date	End Date (if Any)

Describe increase:

--

In addition to the above information, provide additional information for certain types of increases:

For Increases to Specific Job Classes:

(add rows as needed)

Job Class Code		Job Class Title

OR

For longevity pay (increase after certain years of service), seniority pay (increase after certain years in job class), additional leave time

(add rows as needed)

Job Class Code		Job Class Title	Employee ID Number	Employee Name

OR

For assignment pay, special skills pay, shift differentials, locality or geographic pay:

(add rows as needed)

Job Class Code		Job Class Title	Employee ID Number	Employee Name	Expected Number of Hours per Year

Classified Employees Collective Bargaining Agreement Summary

Please provide this information for the most recent agreement and the preceding agreement for each Collective Bargaining Agreement.

Bargaining Unit 1 WFSE Supervisors

Total 2016 Salary Base: \$XXXXX

	001-1				148-6				149-6			
	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4
1% general increase – date			\$ -	\$ -			\$ -	\$ -			\$ -	\$ -
1% general increase – date			\$ -	\$ -			\$ -	\$ -			\$ -	\$ -
\$100 lump sum – date												
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A-3**Not Applicable to WSU/Nothing to report****Faculty Collective Bargaining Agreement Summary Template***Please provide this information for the most recent agreement and the preceding agreement.*

	FY 2020	FY 2021	FY 2022	FY 2023
All-Fund Salary Base				
Across-the-board increase (State+149) *				
Across-the-board increase (other funds)				
Longevity Increase (State+149)				
Longevity Increase (other funds)				
Assignment Pay; Dean/Chair Stipends (State+149)				
Assignment/stipends (other funds)				

[*] Include effective date of increase in narrative submittal.

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:

Purpose for Granting The Waiver		RCW	FY 2019				FY 2020			
			Residents		Non-Residents		Residents		Non-Residents	
			Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)
UNDERGRADUATE STUDENTS										
	Veterans	RCW 28B.15.621	382	\$2,119,348	19	\$107,498	363	\$2,261,767	15	\$126,706
	Fire/Police	RCW 28B.15.380	10	\$57,544	0	\$0	7	\$52,059	0	\$0
	Gender Equity	RCW 28B.15.740	19	\$101,579	197	\$3,533,252	15	\$112,632	192	\$3,557,432
	Merit	RCW 28B.15.740	1574	\$4,051,688	288	\$2,905,201	1309	\$3,154,662	406	\$4,047,004
	Financial Need	RCW 28B.15.740	3606	\$6,181,328	0	\$0	3281	\$6,503,343	0	\$0
	Subtotal State-Support		5591	\$12,511,487	504	\$6,545,951	4975	\$12,084,464	613	\$7,731,141
GRADUATE STUDENTS										
	Graduate Student Asst.	RCW 28B.15.014,.615	711	\$7,115,647	936	\$18,449,603	706	\$7,161,050	915	\$18,551,241
	Veterans	RCW 28B.15.621	26	\$183,354	0	\$0	26	\$184,544	1	\$12,833
	Fire/Police	RCW 28B.15.380	1	\$11,666	0	\$0	1	\$7,053	0	\$0
	Reciprocity Agreement	RCW 28B.70.050	0	\$0	18	\$244,883	0	\$0	29	\$368,671
	Financial Need	RCW 28B.15.740	37	\$285,726	0	\$0	30	\$230,285	0	\$0
	Over 18 Credits	RCW 28B.15.100	697	\$3,927,295	78	\$1,020,735	700	\$3,364,261	70	\$786,941
	Other	RCW 28B.15.740	0	\$0	1	\$175	1	\$2,231	0	\$0
	Subtotal State-Support		1472	\$11,523,688	1033	\$19,715,395	1464	\$10,949,424	1015	\$19,719,685
	TOTAL STATE SUPPORT		7063	\$24,035,175	1537	\$26,261,346	6439	\$23,033,888	1628	\$27,450,826

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 2018		FY 2019		FY 2020	
	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)
Federal Grants	9,175	40,058,599	8,989	39,748,946	8,471	38,254,303
Federal Student Loans (Stafford)	13,581	118,107,583	13,620	120,993,123	13,069	119,444,361
Federal PLUS Loans (Parent and Graduate)	3,696	50,563,295	3,982	54,849,368	3,999	56,036,838
Private Grants*			-	-	-	-
Private Loans	1,304	16,719,180	1,472	19,958,292	1,525	21,454,470
Three and One Half or Four Percent Set Aside**	4,907	14,619,153	3,795	11,799,449	3,184	10,608,112
Other	1,256	2,794,042	218	1,080,153	266	640,233

* 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 365

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
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	5427	3127	58%	\$ 24,604	\$ 22,168	\$ 76,935,395
2018-19	5727	3264	57%	\$ 24,393	\$ 21,948	\$ 79,617,642
2019-20	5944	3358	56%	\$ 24,350	\$ 21,774	\$ 81,768,408

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

** Academic year 2019-2020 is reported **year to date** and is not comparable; some adjustments in graduation numbers and financial aid packages are still in process. Standard reporting of student indebtedness is limited to graduates who start at the institution as first-time students. All undergraduates, as here requested, include transfers and part-time students who may have significantly different debt profiles.

Attachment C

Maintenance & Operations Costs

For New Facilities Projected to Come On-Line in 2021-23

Please submit separate forms for Maintenance Level vs. Performance Level requests. At ML, institutions may propose ongoing state support for facilities constructed or expanded with bond or cash assistance in the state capital budget. Performance Level decision packages may be submitted and considered for (1) instructional facilities constructed with financing contracts authorized in the state capital budget; or (2) instructional or research facilities constructed with non-state funds.

Institution: #365 Washington State University

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

Total net assignable square feet supported by State Funds:

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 22	FY 23	FY 22	FY 23	FY 22	FY 23	TOTAL
Tri Cities Academic Bld	30001190	38509			Oct-22	75%	100%	13.58	14	\$392,000	\$539,000	\$931,000
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0

**If building square footage exceeds by more than 5% the amount identified in the project C-2 that was submitted to OFM and the Legislature prior to the session during which construction funding was appropriated, please explain why in the "Expenditure and Revenue Calculations" section of the decision package.*

***Please identify and explain the basis for the proposed rate per square foot, by component function, in the table below. If this cost exceeds your institution's actual FY 12 cost per square foot for the function, please explain why.*

Component	Proposed Rate per GSF		Estimation Basis for Proposed Rate
	FY 22	FY 23	
091 - Utilities	\$4.55	\$4.69	Actuals, plus projected 3.12% inflation
092 - Bldg & Utilities Maintenance	\$4.96	\$5.11	FY22 Service Level Rates based on APPA levels and 3.12% inflation
093 - Custodial & Grounds Svcs.	\$2.90	\$2.99	FY22 Service Level Rates based on APPA levels and 3.12% inflation
094 - Ops & Maintenance Support	\$1.17	\$1.21	FY22 Service Level Rates based on APPA levels and 3.12% inflation
TOTAL	\$13.58	\$14.00	

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 about 2,200 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 such as the WSU Creamery, 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.

Program	Program description	2016	2017	2018	2019	2020
010	Instruction	25%	33%	30%	28%	30%
020	Research	6%	3%	2%	4%	4%
030	Public Service	10%	9%	12%	12%	11%
040	Primary Support	25%	22%	26%	27%	30%
050	Library	4%	4%	4%	5%	5%
060	Student Services	6%	5%	5%	6%	5%
080	Institutional Support	11%	10%	11%	16%	13%
090	Plant Operations and Maintenance	12%	13%	10%	3%	2%
Grand Total		100%	100%	100%	100%	100%

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

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

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

Primary Support includes activities such as the WSU creamery, veterinary clinical operations, and office of research activities.

Institutional Support includes the university development office and the enterprise systems group that manages WSU's student information system.

Tuition (account 149) plus state appropriations comprise WSU's core operating funds, About 85% 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, counseling, financial aid, course registration, libraries, custodial, and campus safety, as well as core services such as information technology, payroll, accounting, and compliance.

The following table summarizes expenditures by state program for fund 149 for the last five years.

Program	Program description	2016	2017	2018	2019	2020
010	Instruction	66%	61%	61%	59%	60%
020	Research	1%	1%	1%	1%	2%
030	Public Service	0%	0%	0%	0%	1%
040	Primary Support	9%	9%	8%	9%	8%
050	Library	2%	3%	3%	3%	3%
060	Student Services	5%	6%	6%	6%	6%
080	Institutional Support	12%	13%	13%	15%	12%
090	Plant Operations and Maintenance	4%	6%	8%	7%	10%
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.