Washington State University
2022 Supplemental Operating Budget Request
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September 13, 2021

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 supplemental operating budget request for the 2022 legislative session. WSU has no supplemental capital budget request.

There are two considerations we would like to call out for you.

- This package does not yet include an operating budget request we have recently discussed with your office regarding the development of an academic program in cybersecurity. We are currently gathering feedback from industry and seeking alignment with our state’s community colleges to develop this proposal for submission later this fall.
- This package contains a maintenance level request the university is making on behalf of Western Washington University in WSU’s role as the fiscal agent for the Everett University Center.

The supporting documentation for all but the still-developing cybersecurity request is enclosed. We appreciate your thoughtful consideration, stand ready to answer any questions, and provide additional information as requested.

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
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COCHAIRS

MEMBERS

SPIEC CONSULTING AND ADMINISTRATIVE SUPPORT
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 well-being 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.
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 fledging 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 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
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/wsueverett-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.
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 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
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.

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**Statewide Result Area:** World Class Education

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

**Expected Results**

The administration activity provides executive leadership to the university and strengthens the ability of the university to achieve its goals efficiently and effectively.
A002  Community Outreach

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

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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.
## 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.

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<tr>
<td><strong>149 Inst of HI ED-Operating Fees Acct</strong></td>
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<tr>
<td>149-6 Non-Appropriated</td>
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<tr>
<td><strong>23P Model Toxics Control Operating Acct</strong></td>
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<tr>
<td>23P-1 State</td>
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<td>$52</td>
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<tr>
<td><strong>24J Workforce Education Investment Acc</strong></td>
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<td></td>
<td></td>
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<tr>
<td>24J-1 State</td>
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<tr>
<td>062-1 State</td>
<td>$327</td>
<td>$327</td>
<td>$654</td>
</tr>
</tbody>
</table>

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.
**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.

<table>
<thead>
<tr>
<th>Account</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>Biennial Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FTE</strong></td>
<td>1,777.3</td>
<td>1,797.4</td>
<td>1,787.4</td>
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<tr>
<td><strong>315 Dedicated Marijuana Acct</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>315-1 State</td>
<td>$138</td>
<td>$138</td>
<td>$276</td>
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<tr>
<td><strong>001 General Fund</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>001-1 State</td>
<td>$38,797</td>
<td>$40,378</td>
<td>$79,175</td>
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<tr>
<td><strong>145 Inst of Hi Ed-Grants/Contracts Acct</strong></td>
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<td></td>
<td></td>
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<tr>
<td>145-6 Non-Appropriated</td>
<td>$217,626</td>
<td>$219,320</td>
<td>$436,946</td>
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<tr>
<td><strong>148 Inst of Hi Ed-Dedicated Local Acct</strong></td>
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<tr>
<td>148-6 Non-Appropriated</td>
<td>$4,027</td>
<td>$4,062</td>
<td>$8,089</td>
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<td><strong>143 Inst of Hi Ed-Federal Approp Acct</strong></td>
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<tr>
<td>143-6 Non-Appropriated</td>
<td>$2,517</td>
<td>$2,517</td>
<td>$5,034</td>
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<tr>
<td><strong>149 Inst of HI ED-Operating Fees Acct</strong></td>
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<td>149-6 Non-Appropriated</td>
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<td><strong>23P Model Toxics Control Operating Acct</strong></td>
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<td>23P-1 State</td>
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<td>$768</td>
<td>$1,536</td>
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<td><strong>044 Waste Reduct/Recycle/Litter Control</strong></td>
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<td>044-1 State</td>
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<td>$111</td>
<td>$331</td>
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<tr>
<td><strong>062 WSU Building Account</strong></td>
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<tr>
<td>062-1 State</td>
<td>$36</td>
<td>$36</td>
<td>$72</td>
</tr>
</tbody>
</table>

**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.
### Grand Total

<table>
<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>Biennial Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE's</td>
<td>6,376.3</td>
<td>6,535.3</td>
<td>6,455.8</td>
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<tr>
<td>GFS</td>
<td>$246,588</td>
<td>$261,756</td>
<td>$508,324</td>
</tr>
<tr>
<td>Other</td>
<td>$673,392</td>
<td>$681,096</td>
<td>$1,354,488</td>
</tr>
<tr>
<td>Total</td>
<td>$919,960</td>
<td>$942,852</td>
<td>$1,862,812</td>
</tr>
<tr>
<td>CB T0PL</td>
<td>Average Annual FTEs</td>
<td>General Fund State</td>
<td>Other Funds</td>
</tr>
<tr>
<td>----------</td>
<td>---------------------</td>
<td>--------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Current Biennium Base</td>
<td>6,454.3</td>
<td>497,502</td>
<td>1,354,488</td>
</tr>
<tr>
<td>2021-23 Current Biennium Total</td>
<td>6,454.3</td>
<td>497,502</td>
<td>1,354,488</td>
</tr>
</tbody>
</table>

| Total Carry Forward Level | 6,454.3 | 497,502 | 1,354,488 | 1,851,990 |
| Percent Change from Current Biennium | .0% | .0% | .0% | .0% |

| Maintenance – Comp Changes |
| ML WW  | Everett Compensation Funding-WWU | 0.0 | 1,116 | 0 | 1,116 |
| Maintenance – Comp Total | 0.0 | 1,116 | 0 | 1,116 |

| Total Maintenance Level | 6,454.3 | 498,618 | 1,354,488 | 1,853,106 |
| Percent Change from Current Biennium | .0% | .2% | .0% | .1% |

| Policy – Other Changes |
| PL PH  | Pharmacy - Behavioral Health | 1.5 | 341 | 0 | 341 |
| Policy – Other Total | 1.5 | 341 | 0 | 341 |

| Policy – Comp Changes |
| PL RC  | Retention and Compensation | 0.0 | 9,365 | 0 | 9,365 |
| Policy – Comp Total | 0.0 | 9,365 | 0 | 9,365 |

| Subtotal - Policy Level Changes | 1.5 | 9,706 | 0 | 9,706 |

2021-23 Total Policy Level | 6,455.8 | 508,324 | 1,354,488 | 1,862,812 |
| Percent Change from Current Biennium | .0% | 2.2% | .0% | .6% |
ML   WW   Everett Compensation Funding-WWU

Washington State University (WSU) requests one-time and recurring budget to address annual compensation increase impacts associated with its interagency agreement with Western Washington University (WWU) for program offerings at the Everett University Center (EUC). WWU provides state-supported undergraduate and graduate programs at the EUC, with faculty and staff directly delivering these programs receiving annual salary increases consistent with its other employees. However, the current funding arrangement between WSU, WWU and the state does not provide funding to either institution of higher education to support annual legislatively-approved salary increases, leading to a cumulative funding gap (a cumulative deficit of $907,921 and recurring annual deficit of $178,197 through 2022) that has grown since 2014.

WSU, WWU, and OFM have held several meetings to discuss this issue, and the appropriate avenue for resolution was determined to be a 2022 Supplemental decision package submittal by WSU to allow for an increase to its Interagency Agreement amount with WWU, backfilling the existing funding gap for WWU.

PL   PH   Pharmacy - Behavioral Health

The Washington State University College of Pharmacy and Pharmaceutical Sciences is submitting a request in tandem with the University of Washington School of Pharmacy/UW Medicine Pharmacy Services to develop separate one-year residency programs to address mental and behavioral health across the state of Washington. WSU’s request would support two residency training positions and 1.0 FTE behavioral faculty at WSU.

Residents of rural Washington suffer poor health outcomes and decreased wellness due to a healthcare workforce shortage and poor access to proven healthcare interventions. This is most evident in behavioral healthcare. Washington ranks 46th out of 50 states in the prevalence of mental illness yet has the 6th lowest rate of access to mental healthcare in the country. The pandemic put a spotlight on these health inequities.

If funded, this proposal would create a pathway to train postgraduate pharmacists in behavioral health, providing an opportunity that does not currently exist in Washington. Trainees from this unique program will serve as primary care providers throughout rural Washington, enhancing access to care. This would have the effect of broadening the range of options for primary care, helping to improve health disparities by allowing pharmacists to practice at the top of their license in some of the communities that most need improved access.

PL   RC   Retention and Compensation

Washington State University (WSU) requests $9.3 million for a merit--based retention and compensation increase in FY 2023 to ease a chronic recruitment and retention problem among the university’s faculty and staff ranks and keep pace with rising cost of living. Retaining top--quality faculty and staff bolsters student success, which is often underpinned by their relationship with faculty and staff mentors.
Agency Recommendation Summary

Washington State University (WSU) requests one-time and recurring budget to address annual compensation increase impacts associated with its interagency agreement with Western Washington University (WWU) for program offerings at the Everett University Center (EUC). WWU provides state-supported undergraduate and graduate programs at the EUC, with faculty and staff directly delivering these programs receiving annual salary increases consistent with its other employees. However, the current funding arrangement between WSU, WWU and the State does not provide funding to either institution of higher education to support annual legislatively-approved salary increases, leading to a cumulative funding gap (a cumulative deficit of $907,921 and recurring annual deficit of $178,197 through 2022) that has grown since 2014. WSU, WWU, and OFM have held several meetings to discuss this issue, and the appropriate avenue for resolution was determined to be a 2022 Supplemental decision package submittal by WSU to allow for an increase to its Interagency Agreement amount with WWU, backfilling the existing funding gap for WWU.

Fiscal Summary

<table>
<thead>
<tr>
<th>Fiscal Summary</th>
<th>Fiscal Years</th>
<th>Biennial</th>
<th>Fiscal Years</th>
<th>Biennial</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2022</td>
<td>2023</td>
<td>2021-23</td>
<td>2024</td>
</tr>
<tr>
<td><strong>Operating Expenditures</strong></td>
<td>$908</td>
<td>$208</td>
<td>$1,116</td>
<td>$208</td>
</tr>
<tr>
<td>Fund 001 - 1</td>
<td>$908</td>
<td>$208</td>
<td>$1,116</td>
<td>$208</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$908</td>
<td>$208</td>
<td>$1,116</td>
<td>$208</td>
</tr>
</tbody>
</table>
Decision Package Description

The EUC is a consortium of higher education institutions in the state of Washington, including WSU and WWU. The consortium institutions provide Bachelor’s degrees, Master’s degrees, and some certification programs to the residents of north Snohomish, Island, and Skagit counties. WSU North Puget Sound at Everett campus (NPSE) provides management and leadership of the EUC and contracts with Everett Community College and outside vendors to provide support services to the consortium institutions.

WWU’s presence at the EUC stems from the transfer of Western Washington University programs from Everett Community College to the Everett University Center in July 2014, via RCW 28B.30.515. At this time, a contracted amount was determined for WSU to reimburse WWU for expenses attributable to the degree programs offered at the center location, funding salaries and benefits for WWU faculty and staff (with the remaining portion funded via WWU’s annual tuition revenues). The contracted amount was based on program enrollment targets and has remained static since then. Though the majority of the programs WWU delivers at the EUC are state-supported (with state tuition rates), rather than receiving direct appropriations from the state, WWU receives its state funding via WSU governed by an interagency agreement. WSU is funded for this interagency agreement and reimburses WWU through its state appropriation base.

State agencies are provided direct appropriations for legislatively-approved compensation increases and benefits, with appropriation levels calculated through payroll data submitted through CIMA (Compensation Impact Model Agency Interface). As part of the funding calculation, the state factors an employee’s funding source (state or auxiliary) to determine whether to provide appropriations to the agency. In the case of WWU’s employees delivering programs at the EUC, the funding source attributed to these employees is Grants and Contracts, due to their funding being received by WWU through the Interagency Agreement. Therefore, while state-supported compensation increases for WWU’s faculty and staff exceeded 25% between 2014 and 2022, WWU did not receive any state funding to support these increases, and WSU has not received any funding increases from the state necessary to increase its Interagency Agreement amount with WWU.

This proposal addresses the current funding gap that exists from compensation increases enacted from 2014-2021, with an amount in 2022 congruent with WWU’s Compensation decision package request in their 2022 Supplemental Operating Budget request. A solution to address future compensation increases past this biennium has not been formally identified with OFM; however, an option may be to have compensation increases funded directly to WWU through the legislative budget process by including Everett positions in WWU’s state-funded position data in CIM for inclusion in state appropriation determinations, while keeping the existing contract structure in place with WSU.

Affected WWU-delivered programs include:

Undergraduate

- Education, B.A.E. with Dual Endorsements in Elementary and Special Education
- Environmental Studies, B.A.
- Environmental Studies - Geographic Information Science, B.A
- Environmental Studies - Policy Emphasis, B.A
- Environmental Science, B.S.
- Human Services, B.A.

Graduate

- Master in Teaching, M.I.T.
- Rehabilitation Counseling, M.A.

Western Washington University also offers a post-baccalaureate superintendent certificate program and a weekend MBA program at the Everett University Center; however, these programs are self-sustaining programs supported by student-tuition and fees and funding for faculty and staff expenses associated with these programs is not included in this proposal.

Assumptions and

Not applicable. This proposal will allow WWU to continue its current service levels at the EUC, subject to future student enrollments.

Detailed Assumptions and Calculations:
See attached workbook showing WWU’s Everett program expenditures and associated estimated inflationary impacts. In this estimate, we have applied historic state/tuition fund split percentages and only used the legislatively-approved annual salary increase percentages. In some years, WWU elected to provide compensation increases in excess of the legislatively-approved salary increase; however, we are not asking for funds to support increases in excess of the legislatively-approved amount in this proposal.

**Workforce Assumptions:**

FTE allocated to WWU’s Everett programs vary slightly from year-to-year, as many of the faculty teaching in Everett also teach courses on the Bellingham campus, and faculty levels in Everett are determined on a quarter-to-quarter basis based on enrollments. However, program staff levels in Everett have numbered approximately 5.5 FTE, and faculty approximately 16-17 FTE.

**How is your proposal impacting equity in the state?**

WWU’s programs have retained consistent enrollments over the last seven years, serving the need to provide access to baccalaureate and graduate degree programs to residents of north Snohomish, Island, and Skagit counties, among others. Studies conducted by the State Board for Community and Technical Colleges, the Higher Education Coordinating Board, and the Council of Presidents confirm that enrollment in higher education compared to demand in this geographic region lags behind enrollment in other parts of the state, particularly for upper-division courses leading to advanced degrees. Current enrollments in WWU programs are as follows:

<table>
<thead>
<tr>
<th>Location</th>
<th>Funding</th>
<th>Unique Sections (CRNs)</th>
<th>Unique Head Count (UCH)</th>
<th>Course Enrollment</th>
<th>Student Credit Hours (SCH)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everett</td>
<td>Self &amp; State</td>
<td>161</td>
<td>357</td>
<td>2,151</td>
<td>8,930</td>
</tr>
</tbody>
</table>

Enrollment summary is based on Fiscal Year 2021 data (July 1 through June 30 or Summer Quarter through Spring Quarter).

WWU’s program enrollment in Everett University Center programs is quite different from the traditional residential enrollment of students at Western Washington University’s Bellingham campus. One example is taken from participants in the Rehabilitation Counseling program. A Fall Quarter 2019 (pre-pandemic) overview of continuing and anticipated enrollment is as follows:

- **17 continuing students in the program**
  - 10 (59%) have either identified as an individual with a disability or have disclosed a chronic health/mental health condition
  - 2 (12%) are ethnically diverse
  - 1 is a veteran
  - 5 (29%) are male
  - Age: 82% are age 30 or older
  - 11 (65%) are part-time students
  - 4 have WWU undergrad degrees
  - Of the 8 students who responded to the optional survey sent to the Fall 2018 cohort, 5 identified as first-generation college students (62.5%)

- **16 anticipated new students in the program**
  - 8 (50%) have either identified as an individual with a disability or have disclosed a chronic health/mental health condition
  - 9 (56%) are ethnically diverse
  - 2 are veterans
  - 7 (44%) are male
  - Age: 62% are age 30 or older
  - 7 have WWU undergrad degrees

- **Geography of Students (n=33)**
  - Whatcom County – 7 students (21%)
  - Skagit County – 4 students (12%)
  - Snohomish County – 8 students (24%)
  - King County – 7 students (21%)
  - Pierce County – 1 student (3%)
  - Thurston County – 1 student (3%)
As previously mentioned, the ability of WWU to continue providing current levels of degree and certificate-producing academic programs primarily in north Snohomish, Island, and Skagit counties depends on the outcome of this decision package proposal.
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

<table>
<thead>
<tr>
<th>Objects of Expenditure</th>
<th>Fiscal Years</th>
<th>Biennial</th>
<th>Fiscal Years</th>
<th>Biennial</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2022</td>
<td>2023</td>
<td>2021-23</td>
<td>2024</td>
</tr>
<tr>
<td>Obj. A</td>
<td>$763</td>
<td>$175</td>
<td>$938</td>
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<tr>
<td>Obj. B</td>
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<td>$33</td>
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Agency Contact Information

Chris Jones
(509) 335-9682
chris.jones@wsu.edu
WWU Everett Programs  
State-Approved Compensation Increases, 2014-2023

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<tbody>
<tr>
<td>Salary Expense</td>
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<td>1,244,940</td>
<td>1,287,279</td>
<td>1,253,879</td>
<td>1,393,413</td>
<td>1,484,654</td>
<td>1,545,254</td>
<td>1,591,612</td>
<td>12,228,841</td>
<td>1,639,360</td>
<td>In years 2014 &amp; 2015, the State provided block funding in lieu of specific compensation increases. WWU used part of this funding to provide salary increases to faculty in these years.</td>
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<tr>
<td>Salary Increase due to State-Approved Compensation Adjustments (Annual)</td>
<td>33,718</td>
<td>38,152</td>
<td>37,494</td>
<td>22,171</td>
<td>50,396</td>
<td>43,242</td>
<td>-</td>
<td>46,358</td>
<td>298,852</td>
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<tr>
<td>Incremental Benefits Percentage</td>
<td>15.96%</td>
<td>15.96%</td>
<td>15.96%</td>
<td>15.96%</td>
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<td>15.96%</td>
<td>15.96%</td>
<td>15.96%</td>
<td>15.96%</td>
<td>15.96%</td>
<td>Average benefits rate across all faculty positions in Everett programs (Permanent, Temporary/NTT)</td>
</tr>
<tr>
<td>Salary + Benefits Increase due to State Approved Compensation Adjustments</td>
<td>39,099</td>
<td>44,241</td>
<td>43,478</td>
<td>25,709</td>
<td>59,439</td>
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<td>53,756</td>
<td>346,549</td>
<td>55,569</td>
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</tr>
<tr>
<td>Cumulative Annual Budget Shortfall due to Compensation Adjustments</td>
<td>39,099</td>
<td>83,340</td>
<td>126,818</td>
<td>152,527</td>
<td>194,209</td>
<td>242,649</td>
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<td>1,760,776</td>
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<td>State-Funded Percentage of Compensation Increases</td>
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<td>47.4%</td>
<td>47.4%</td>
<td>47.4%</td>
<td>47.4%</td>
<td>54.0%</td>
<td>54.0%</td>
<td>54.0%</td>
<td>54.0%</td>
<td>Funding split between NGF &amp; Operating Fees, from OFM Fund and FTE Detail by Fiscal Year report</td>
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<tr>
<td>Compensation Increase Amount Attributable to State Funding</td>
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<td>24,713</td>
<td>20,613</td>
<td>12,189</td>
<td>15,024</td>
<td>27,712</td>
<td>27,578</td>
<td>-</td>
<td>29,028</td>
<td>178,197</td>
<td>20,899</td>
</tr>
<tr>
<td>Cumulative Annual Budget Shortfall due to Compensation Adjustments</td>
<td>21,841</td>
<td>46,554</td>
<td>67,167</td>
<td>79,355</td>
<td>94,979</td>
<td>122,091</td>
<td>149,169</td>
<td>178,197</td>
<td>907,921</td>
<td>208,096</td>
<td></td>
</tr>
</tbody>
</table>

Rounded to $ thousands: $908,000 $208,000
Agency Recommendation Summary

Washington State University (WSU) requests $9.3 million for a merit-based retention and compensation increase in FY 2023 to ease a chronic recruitment and retention problem among the university’s faculty and staff ranks and keep pace with rising cost of living. Retaining top-quality faculty and staff bolsters student success, which is often underpinned by their relationship with faculty and staff mentors.

Fiscal Summary

<table>
<thead>
<tr>
<th>Fiscal Summary</th>
<th>Fiscal Years</th>
<th>Biennial</th>
<th>Fiscal Years</th>
<th>Biennial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollars in Thousands</td>
<td>2022</td>
<td>2023</td>
<td>2021-23</td>
<td>2024</td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>$0</td>
<td>$9,365</td>
<td>$9,365</td>
<td>$9,365</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$0</td>
<td>$9,365</td>
<td>$9,365</td>
<td>$9,365</td>
</tr>
</tbody>
</table>

Decision Package Description

It is the talented people of Washington State University that produce a college-prepared workforce and the related research innovations essential to driving Washington’s globally competitive, knowledge-based economy. These faculty, staff, and graduate students form the foundation of success upon which Washington State University will grow, serving students and their families across the state and nation. Over 80 percent of WSU’s state funding supports salaries and benefits, making it clear that human capital is one of WSU’s greatest assets.

Funding this decision package will enable WSU to improve compensation for faculty, staff, and graduate students based on merit, performance, professional development, and market demands. Separately, WSU requests that the statewide grid be enhanced to allow for an increase of 3 percent in FY 2023. WSU estimates the annual cost for this increase to be $2 million.

The state’s 2013-15 investment in higher education allowed WSU to reallocate funding internally to augment base salaries and provide merit increases to address the most pressing needs. The 2015-17, 2017-19, and 2019-21 funded increases – 1.8% in July 2016, 1% in January 2018 and January 2019, and 1.5% in January 2020 – helped address the inflationary gap across the board for all employee types.

The presence of tenure-track faculty in classrooms is critical to providing students with the best instruction, access to research, and mentoring opportunities that often define their academic career. Quality staff support students throughout their learning experience with advising, financial aid, course registration, libraries, custodial, and campus safety, as well as core services such as payroll, accounting, and information technology. Graduate students participate in research and provide instructional and laboratory support under the mentorship of faculty.

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

- All faculty: WSU ranks last  **WSU lags 16% behind** the peer average
- Full professors: **WSU lags 20% behind** the peer average
- Associate professors: **WSU lags 15% behind** the peer average
- Assistant professors: **WSU lags 4% behind** the peer average

With respect to administrative staff salaries: the 2019-20 CUPAHR Professionals in Higher Education Salary Survey shows that 80% of reported administrative professionals positions lag behind the average salary of WSU’s Association of American Universities (AAU) peers. When compared to WSU’s legislative peers (as defined by the then Higher Education Coordinating Board), 58% of reported positions lag behind the peer average.

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

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

Not applicable.

**Detailed Assumptions and Calculations:**

The salary base used to calculate the dollar increase in salaries was the 2021-23 Compensation Impact Model (CIM) submission by WSU, adjusted for a 1.5% salary increase that was effective January 1, 2020. The base considered for increases includes faculty, exempt employees and graduate students. Benefits were calculated at FY22 rates for OASI (6.2%), Medicare (1.45%), Retirement (5% 14.4%), and Unemployment Insurance (0.18%).

Each 1% increase in compensation calculates to approximately $3.1 million in additional costs - $2.7 million in salaries and $400,000 in additional benefits. For informational purposes, salary increases of 1% to 3% are modeled below.

<table>
<thead>
<tr>
<th></th>
<th>1% Increase</th>
<th>2% Increase</th>
<th>3% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>2,722,000</td>
<td>5,443,000</td>
<td>8,165,000</td>
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<tr>
<td>Benefits</td>
<td>400,000</td>
<td>800,000</td>
<td>1,200,000</td>
</tr>
<tr>
<td>Total</td>
<td>3,122,000</td>
<td>6,243,000</td>
<td>9,365,000</td>
</tr>
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</table>

**Workforce Assumptions:**

Not applicable. The compensation and retention increase will not change total FTE for WSU.

**How is your proposal impacting equity in the state?**

Student success is directly tied to the quality of WSU faculty and staff, especially those working in student services or who serve as faculty mentors. Students who come from low-income or underprivileged backgrounds often arrive at the university less prepared, oftentimes because they come from school districts with fewer resources or living environments in which the prospect of obtaining a four-year college degree was not intuitive. Successfully recruiting and retaining quality faculty and staff supports degree completion. In addition, compensation enhancement helps the university recruit and retain a diverse faculty and staff in an incredibly competitive environment so that students will find instructors and other personnel who look like them.

**Strategic and Performance Outcomes**

**Strategic Framework:**

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

This proposal advances the Drive to 25 (D25), WSU’s goal of becoming one of the nation’s top 25 public research universities by 2030. D25 is WSU’s highest strategic priority and builds on two pivotal goals of the WSU strategic plan, offering a transformative educational experience and accelerated development of a preeminent research portfolio. High quality faculty, graduate assistants, and support staff need to be recruited and retained to drive this goal forward along with the other initiatives of the WSU strategic plan such as:

- Theme 1, Goal 1.b: Attract, retain, and develop highquality research faculty system wide.
- Theme 2, Goal 2.b: Invest in graduate student recruitment and mentoring initiatives and programs for underrepresented groups.
- Theme 3, Goal 3.c: Increase and recognize engagement of WSU faculty, students, and professional staff with institutions, communities, governments, other educational partners, and the forprofit and nonprofit sectors.
- Theme 4, Goal 4.a: Recruit, retain, and advance a diverse intellectual mix of faculty, staff, and students, including women and those from

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

*Puget Sound Recovery:*
No answer was provided.

*State Workforce Impacts:*
No answer was provided.

*Intergovernmental:*
No answer was provided.

*Legal or Administrative Mandates:*
No answer was provided.

*Stakeholder Response:*
No answer was provided.

*Changes from Current Law:*
No answer was provided.

*State Facilities Impacts:*
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

<table>
<thead>
<tr>
<th>Objects of Expenditure</th>
<th>Fiscal Years</th>
<th>Biennial</th>
<th>Fiscal Years</th>
<th>Biennial</th>
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<tbody>
<tr>
<td></td>
<td>2022</td>
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<td>2021-23</td>
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<td>$1,200</td>
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<td>$1,200</td>
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**Agency Contact Information**

Chris Jones
(509) 335-9682
chris.jones@wsu.edu
Agency Recommendation Summary

The Washington State University College of Pharmacy and Pharmaceutical Sciences is submitting a request in tandem with the University of Washington School of Pharmacy/UW Medicine Pharmacy Services to develop separate one-year residency programs to address mental and behavioral health across the state of Washington. WSU’s request would support two residency training positions and 1.0 FTE behavioral faculty at WSU. Residents of rural Washington suffer poor health outcomes and decreased wellness due to a healthcare workforce shortage and poor access to proven healthcare interventions. This is most evident in behavioral healthcare. Washington ranks 46th out of 50 states in the prevalence of mental illness yet has the 6th lowest rate of access to mental healthcare in the country. The pandemic put a spotlight on these health inequities. If funded, this proposal would create a pathway to train postgraduate pharmacists in behavioral health, providing an opportunity that does not currently exist in Washington. Trainees from this unique program will serve as primary care providers throughout rural Washington, enhancing access to care. This would have the effect of broadening the range of options for primary care, helping to improve health disparities by allowing pharmacists to practice at the top of their license in some of the communities that most need improved access.

Fiscal Summary

<table>
<thead>
<tr>
<th>Fiscal Summary</th>
<th>Fiscal Years</th>
<th>Biennial</th>
<th>Fiscal Years</th>
<th>Biennial</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2022</td>
<td>2023</td>
<td>2021-23</td>
<td>2024</td>
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<td>Staffing</td>
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<td></td>
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<td>FTEs</td>
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<tr>
<td>Total Expenditures</td>
<td>$0</td>
<td>$341</td>
<td>$341</td>
<td>$327</td>
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Decision Package Description

According to the Substance Abuse and Mental Health Services Administration, more than 5 percent of Washingtonians suffer from serious mental health conditions, such as schizophrenia, bipolar disorder, or major depressive illnesses. That comprises 350,000 citizens. Fewer than half of adults suffering from these mental illnesses receive any form of treatment. While healthcare workforce supply lags demand in many capacities, other states have augmented their workforce with providers of medication therapy management for the psychiatric patients on complex drug therapies. Greater expertise is needed to devise individualized pharmaceutical strategies from a wider array of available pharmaceuticals to treat the better-understood complexities of modern mental and behavioral health challenges. Pharmacists with an additional year of postgraduate, specialty training in behavioral health are well suited to take on this assignment in communities across Washington. There are no such accredited pharmacy residency sites providing training in behavioral health in the state to date and as such this investment will expand access to healthcare.

This request would provide for a single WSU faculty member, who holds board certification in psychiatric pharmacy. This clinical faculty member would be embedded within a rural practice site, with an existing community partner of the WSU College of Pharmacy and Pharmaceutical Sciences. This faculty member/clinical pharmacist will provide psychiatric medication therapy management for patients within the community partner's rural practice area. The faculty member will also establish an accredited pharmacy residency program with the community partner, and this residency program will focus on training graduate pharmacists in the areas of behavioral health and psychiatric pharmacy.

This proposal would also provide salaries for the two pharmacy residency positions in behavioral health. The two residents occupying these positions will train with the faculty member above for a period of one year in the established and accredited residency program. WSU would work with other rural, community partners throughout the state to incentivize the hiring of residency-trained, behavioral health pharmacotherapy specialists. Between the practising clinical faculty member and two residents, this will produce three pharmacists trained in behavioral health pharmacotherapy serving the citizens of rural Washington.
Assumptions and Calculations

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

Not applicable.

Detailed Assumptions and Calculations:

One-time costs of $14,000 for start-up costs, including the purchase of computer equipment for the faculty and pharmacy residents, are assumed for FY2023. All other costs are recurring.

Workforce Assumptions:

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

<table>
<thead>
<tr>
<th>Salaries &amp; Benefits by Job Class</th>
<th>Annual Costs - FY23 thru FY25</th>
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</thead>
<tbody>
<tr>
<td>FTE</td>
<td>Salaries</td>
</tr>
<tr>
<td>-----</td>
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</tr>
<tr>
<td>Faculty</td>
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<tr>
<td>Exempt</td>
<td>2.0</td>
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<tr>
<td>3.0</td>
<td>246,000</td>
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</table>

How is your proposal impacting equity in the state?

As described in the recommendation summary, trainees from this unique program will serve as primary care providers throughout rural Washington, enhancing access to care. This would have the effect of broadening the range of options for primary care, helping to improve health disparities by allowing pharmacists to practice at the top of their license in some of the communities that most need improved access.

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 pharmacy behavioral health residency program will support Goal 3: Outreach, Extension, Service, and Engagement of WSU’s strategic plan, including the following objectives:

- 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
- Strengthen collaborations with industry partners to enhance the student experience, including practicums, internships, and research opportunities.

Performance Outcomes:

Together, UW and WSU would graduate a total of four behavioral health pharmacy residents each year, starting July 2023.

In addition, the new faculty positions at UW and WSU will train the residents and will strengthen the curricular offerings for the existing PharmD programs at both institutions, providing needed didactic and experiential training on behavioral and mental health for the 220 PharmD graduates from UW and WSU each year. These 220 graduates, 85% of whom stay in Washington at graduation, will take jobs in ambulatory and institutional practices serving the general public, many of whom have a range of behavioral and mental health challenges.
Other Collateral Connections

**Puget Sound Recovery:**
Not applicable.

**State Workforce Impacts:**
Not applicable.

**Intergovernmental:**
Not applicable.

**Legal or Administrative Mandates:**
Not applicable.

**Stakeholder Response:**
WSU’s decision package is being offered in tandem with a similar request produced by the University of Washington School of Pharmacy/UW Medicine Pharmacy Services. The combined efforts of the universities will generate four new postgraduate pharmacy residencies to meet the growing demand for mental and behavioral health services across the state.

**Changes from Current Law:**
Not applicable.

**State Facilities Impacts:**
Not applicable.

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

<table>
<thead>
<tr>
<th>Objects of Expenditure</th>
<th>Fiscal Years</th>
<th>Biennial</th>
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<tr>
<td></td>
<td>2022</td>
<td>2023</td>
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<td>Obj. A</td>
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<td>Obj. B</td>
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<td>Obj. E</td>
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<td>$3</td>
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</table>

Agency Contact Information

Chris Jones
(509) 335-9682
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

<table>
<thead>
<tr>
<th>Fiscal Summary</th>
<th>Fiscal Years</th>
<th>Biennial</th>
<th>Fiscal Years</th>
<th>Biennial</th>
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</thead>
<tbody>
<tr>
<td>Dollars in Thousands</td>
<td>2022</td>
<td>2023</td>
<td>2021-23</td>
<td>2024</td>
</tr>
</tbody>
</table>

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, 2021.

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, 2021.

Performance Outcomes:

Details on collective bargaining agreements will be submitted to OFM by October 1, 2021.
Other Collateral Connections

Puget Sound Recovery:
No answer was provided.

State Workforce Impacts:
No answer was provided.

Intergovernmental:
No answer was provided.

Legal or Administrative Mandates:
No answer was provided.

Stakeholder Response:
No answer was provided.

Changes from Current Law:
No answer was provided.

State Facilities Impacts:
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
chris.jones@wsu.edu
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

<table>
<thead>
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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, 2021.

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, 2021.

Performance Outcomes:

Details on collective bargaining agreements will be submitted to OFM by October 1, 2021.
Other Collateral Connections

**Puget Sound Recovery:**
No answer was provided.

**State Workforce Impacts:**
No answer was provided.

**Intergovernmental:**
No answer was provided.

**Legal or Administrative Mandates:**
No answer was provided.

**Stakeholder Response:**
No answer was provided.

**Changes from Current Law:**
No answer was provided.

**State Facilities Impacts:**
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
chris.jones@wsu.edu
Agency Recommendation Summary

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

Fiscal Summary

<table>
<thead>
<tr>
<th>Fiscal Summary</th>
<th>Fiscal Years</th>
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<th>Biennial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollars in Thousands</td>
<td>2022</td>
<td>2023</td>
<td>2021-23</td>
<td>2024</td>
</tr>
</tbody>
</table>

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, 2021.

*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, 2021.

*Performance Outcomes:*

Details on collective bargaining agreements will be submitted to OFM by October 1, 2021.
Other Collateral Connections

Puget Sound Recovery:
No answer was provided.

State Workforce Impacts:
No answer was provided.

Intergovernmental:
No answer was provided.

Legal or Administrative Mandates:
No answer was provided.

Stakeholder Response:
No answer was provided.

Changes from Current Law:
No answer was provided.

State Facilities Impacts:
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?
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Agency Contact Information
Chris Jones
(509) 335-9682
chris.jones@wsu.edu
## Decision Package Priority (PL)

(List only the program Policy Level budget decision packages, in priority order)

### 365 - Washington State University

#### 2022 First Supplemental Budget Session

**22_SPLR - 2022 Supplemental Request**

<table>
<thead>
<tr>
<th>Decision Package Code</th>
<th>Decision Package Title</th>
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<td>Retention and Compensation</td>
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<td>PL-PH</td>
<td>Pharmacy - Behavioral Health</td>
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<td>PL-W1</td>
<td>WSU Police Guild</td>
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<td>PL-W3</td>
<td>WSU Collective Bargaining - WFSE</td>
</tr>
<tr>
<td>PL-W4</td>
<td>WSU Collective Bargaining - IUOE</td>
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### Request for Fees
#### 2021-23 Biennium

<table>
<thead>
<tr>
<th>Agency</th>
<th>Fee Code</th>
<th>Name of Fee</th>
<th>Is a bill required?</th>
<th>Z-Draft # (or Pending)</th>
<th>New, Increased, Continued?</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>Tied to Expenditure Change?</th>
<th>Fee Payer Position</th>
<th>Explanation of Change</th>
<th>See</th>
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<tbody>
<tr>
<td>365</td>
<td>2300</td>
<td>Food Pantry Fee (Other Mandatory Fees)</td>
<td>No</td>
<td>New</td>
<td>157</td>
<td>Revenue generated by this fee will be used solely for the purpose of supporting the food bank located on the WSU Pullman Campus. The fee will be used to provide an operating budget to support new expenditures for the food pantry to hire permanent staff, and maintain sustainable levels of food for distribution.</td>
<td>RCW 28B.15.610 grants authority for students to create or increase voluntary student fees for each academic year when passed by a majority vote of the student government or its equivalence, or referendum presented to the student body or such other process that has been adopted under RCW 28B.15.610. The Associated Students of Washington State University-Pullman Senate proposed a referendum, with the desire to create a sustainable solution to the challenge of food insecurity on the WSU Pullman campus, to establish a $5 per semester mandatory fee for Pullman undergraduate students for the purposes of staffing and stocking a food bank for WSU students. The vote passed, with 70.5% of ballots in favor, in March 2021.</td>
<td>This new fee is $5.00 per Fall and Spring semester for undergraduate students attending the WSU-Pullman campus, beginning Fall semester 2021.</td>
<td></td>
<td></td>
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### Incremental Revenue

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<td></td>
<td></td>
<td></td>
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### Additional Comments

- Incremental Revenue Dollars in Thousands:
  - GF: 71
  - Other Funds: 71