



**Washington State University
2025-2027 Biennium
Operating Budget Request**

2025-2027 Biennial Operating Budget Request Table of Contents

AGENCY INFORMATION

Transmittal Letter.....	1
Organization Chart.....	2
Activity Inventory Report.....	3
Indirect Cost Allocation Method.....	9
Strategic Plan.....	10

RECOMMENDATION SUMMARY

Recommendation Summary 2025-27.....	35
-------------------------------------	----

DECISION PACKAGES

Maintenance Level

Capital Operating Costs.....	39
Non-Appropriated Fund Adjustment.....	42

Policy Level

Retention and Compensation.....	45
Academic Student Employees.....	49
College of Medicine Accreditation	56
Native American Scholarship.....	60

Collective Bargaining

WSU Collective Bargaining - Police.....	64
WSU Collective Bargaining - WFSE.....	67
WSU Collective Bargaining - IUOE.....	70

AGENCY SUPPORTING DETAILS

Decision Package Prioritization.....	74
Summarized Revenues by Account and Source.....	78
Proposed Fee Changes.....	85

Federal Fund Estimates / State Match.....	88
Locally Authorized Salary Increases.....	90
Non-Faculty Exempt Collective Bargaining Agreement.....	91
Classified Employees Collective Bargaining Agreement Summary.....	92
Faculty Collective Bargaining Agreement Summary Template.....	93
Student Collective Bargaining Agreement Summary Template.....	94
State-Supported Tuition Waivers by Purpose.....	95
Non-State-Supported Waivers by Purpose.....	96
Financial Aid from Non-State Sources.....	97
Cumulative Undergraduate Student Loan Debt at Graduation.....	98
Maintenance and Operations Cost.....	99
Fund Balance Management.....	100

OTHER SUPPORTING DETAILS

Central Service Fund Split.....	101
---------------------------------	-----

September 10, 2024

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

Dear Governor Inslee:

Enclosed, you will find Washington State University's operating budget requests for the 2025 – 2027 biennium ahead of the 2025 legislative session. These requests align with and support the *Results Washington* goals promoting World Class Education and Healthy and Safe Communities. We have appreciated your support and commitment to Washington State University and postsecondary education in our state during your service these past 12 years.

In compliance with OFM budget instructions, this year's request focuses on strengthening the university's financial underpinnings rather than proposing new programs. Most notably, it requests full funding for compensation enhancements for faculty and professional staff and full funding for the collective bargaining agreement reached in January with academic student employees. Partial funding strategies deployed over the past decade have yielded exceptionally small enhancements for these employees and a trail of budget reductions to fund them that now exceeds 10 percent in just the past three years. These reductions and previous austerity measures have threatened educational quality and stifled research productivity.

This year's request also includes accreditation support for the Elson S. Floyd College of Medicine, whose first graduates are beginning to enter the physician workforce and would make permanent a temporarily funded Native American scholarship program that is helping provide access to traditionally underserved students who are treasured by the university.

Finally, WSU is aware that other institutions are seeking to reverse a previous recession-driven shift of maintenance and operations funds from the operating budget to the capital budget. Reversing this cut would free up additional funds in the capital budget to spend on minor works projects that reduce deferred maintenance backlogs. WSU certainly supports this but is not submitting such a request, given the gravity of the priorities mentioned above. Should there be interest in reversing this previous cut, we note the cost of doing so for WSU would total \$10 million per biennium.

WSU would greatly appreciate your consideration of these important requests. We are proud to be of service to our state and, again, greatly appreciate your support over the past 12 years.

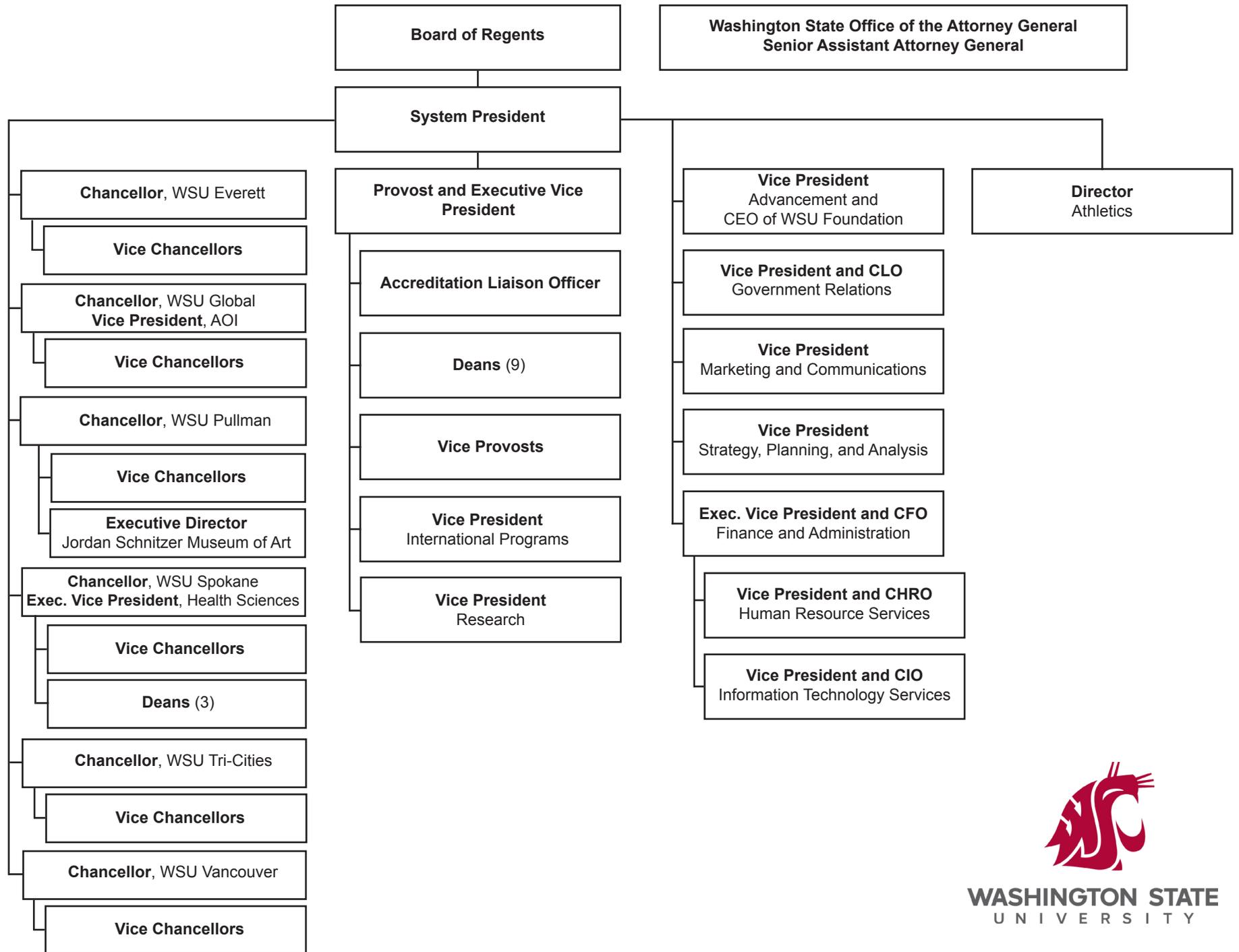
Sincerely,



Kirk Schulz
System President

Enclosures

cc: T. Chris Riley-Tilman, Provost and Executive Vice President
Leslie Brunelli, Executive Vice President for Finance and Administration/CFO
Glynda Becker-Fenter, Vice President for External Affairs and Government Relations
Chris Mulick, Senior Director of State Relations





Dollars in Thousands

ACT001 - Agency Activity Inventory
365 - Washington State University
2025-27 Regular Budget Session
25_BBR_4 - 2025-27 Operating Budget Request_4

*

Appropriation Period: 2025-27 Sort By: Activity

A001 Administration

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

Table with 4 columns: Account, FY 2026, FY 2027, Biennial Total. Rows include FTE, 08A Education Legacy Trust Account, 001 General Fund, 148 Inst of Hi Ed-Dedicated Local Acct, 149 Inst of HI ED-Operating Fees Acct, and 062 WSU Building Account.

Statewide Result Area: World Class Education

Statewide Strategy: Provide convenient and efficient post-secondary education

Expected Results

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

ACT001 - Agency Activity Inventory
365 - Washington State University
25_BBR_4 - 2025-27 Operating Budget Request_4

Dollars in Thousands

*

Appropriation Period: 2025-27 Sort By: Activity

A002 Community Outreach

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

Account	FY 2026	FY 2027	Biennial Total
FTE	344.5	347.3	345.9
001 General Fund			
001-1 State	\$26,063	\$26,609	\$52,672
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$30,190	\$30,192	\$60,382
143 Inst of Hi Ed-Federal Approp Acct			
143-6 Non-Appropriated	\$5,864	\$5,864	\$11,728
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$6,877	\$6,868	\$13,745
23P Model Toxics Control Operating Acct			
23P-1 State	\$244	\$244	\$488
062 WSU Building Account			
062-1 State	\$19	\$19	\$38

Statewide Result Area: World Class Education

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

Expected Results

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

ACT001 - Agency Activity Inventory
365 - Washington State University
25_BBR_4 - 2025-27 Operating Budget Request_4

Dollars in Thousands

*

Appropriation Period: 2025-27 Sort By: Activity

A003 Instruction

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

Account	FY 2026	FY 2027	Biennial Total
FTE	4,408.7	4,555.5	4,482.1
08A Education Legacy Trust Account			
08A-1 State	\$16,266	\$16,265	\$32,531
001 General Fund			
001-1 State	\$215,436	\$225,085	\$440,521
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$116,437	\$116,431	\$232,868
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$214,207	\$214,233	\$428,440
23P Model Toxics Control Operating Acct			
23P-1 State	\$26	\$26	\$52
24J Workforce Education Investment Acc			
24J-1 State	\$24,323	\$24,323	\$48,646
062 WSU Building Account			
062-1 State	\$316	\$316	\$632

Statewide Result Area: World Class Education

Statewide Strategy: Provide convenient and efficient post-secondary education

Expected Results

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

ACT001 - Agency Activity Inventory
365 - Washington State University
25_BBR_4 - 2025-27 Operating Budget Request_4

Dollars in Thousands

*

Appropriation Period: 2025-27 Sort By: Activity

A004 Research

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

Account	FY 2026	FY 2027	Biennial Total
FTE	1,854.7	1,862.6	1,858.7
26C Climate Commitment Account			
26C-1 State	\$3,861	\$3,861	\$7,722
315 Dedicated Cannabis Account			
315-1 State	\$197	\$197	\$394
001 General Fund			
001-1 State	\$50,772	\$51,626	\$102,398
145 Inst of Hi Ed-Grants/Contracts Acct			
145-6 Non-Appropriated	\$278,036	\$278,036	\$556,072
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$25,480	\$25,471	\$50,951
143 Inst of Hi Ed-Federal Approp Acct			
143-6 Non-Appropriated	\$5,535	\$5,535	\$11,070
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$15,776	\$15,752	\$31,528
23P Model Toxics Control Operating Acct			
23P-1 State	\$1,116	\$1,116	\$2,232
062 WSU Building Account			
062-1 State	\$43	\$43	\$86

Statewide Result Area: World Class Education

Statewide Strategy: Provide access to high-quality research opportunities

Expected Results

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

ACT001 - Agency Activity Inventory
365 - Washington State University
25_BBR_4 - 2025-27 Operating Budget Request_4
Dollars in Thousands

*

Appropriation Period: 2025-27 Sort By: Activity

Grand Total

	FY 2026	FY 2027	Biennial Total
FTE's	6,656.0	6,816.0	6,736.0
GFS	\$304,415	\$315,797	\$620,212
Other	\$772,487	\$772,486	\$1,544,973
Total	\$1,076,902	\$1,088,283	\$2,165,185

ACT001 - Agency Activity Inventory
365 - Washington State University
25_BBR_4 - 2025-27 Operating Budget Request_4

Dollars in Thousands

*

Appropriation Period: 2025-27 Sort By: Activity

Report Number: ACT001

<u>Parameter</u>	<u>Entered As</u>
Version Source	Agency
Session	2025-27 Regular
Agency	365
Version	25_BBR_4 - 2025-27 Operating Budget Request_4
Result Area	All Result Areas
Activity	All Activities
Program	All Programs
Sub Program	All Sub Programs
Account	All Accounts
Expenditure Authority Type	All Expenditure Authority Types
Theme	All
Sort By	Activity
Display All Account Types	Yes
Include Policy Level	Yes
Include Activity Description	Yes
Include Statewide Result Area	Yes
Include Statewide Strategy	Yes
Include Expected Results Text	Yes
Include Charts	Yes
Chart Type	Line
Approved Only	Y
Display Parameter Page	Y

Indirect Cost Allocation

Agency: 365 - Washington State University

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

2025-27 Biennium

Activity	% Allocation Received	Dollars Allocated		
		FY1	FY2	Total
Program 01 Instruction	76%	229,618,000	237,246,000	466,864,000
Program 02 Research	12%	36,065,000	37,034,000	73,099,000
Program 03 Public Srv.	11%	31,681,000	32,211,000	63,892,000
Program 081 Executive Administration	1%	2,497,000	2,670,000	5,167,000
Total	100%	299,861,000	309,161,000	609,022,000

WASHINGTON STATE UNIVERSITY



WSU SYSTEM STRATEGIC PLAN 2020-2025

Fall 2022 Update

CONTENTS

- 4 ▶ ACKNOWLEDGEMENT OF AMERICA'S FIRST PEOPLES**
- 6 ▶ FROM THE PRESIDENT**
- 8 ▶ INTRODUCTION**
 - 10 ▶ WSU HISTORY AND EVOLUTION TO A STATEWIDE SYSTEM
 - 14 ▶ THE WSU SYSTEM TODAY
 - 16 ▶ ONE WSU—WSU SYSTEM OPERATING PRINCIPLES
- 18 ▶ THE STRATEGIC PLANNING PROCESS**
- 22 ▶ WSU'S CORE IDEOLOGY**
 - 24 ▶ ENVISIONED FUTURE
 - 26 ▶ VIVID DESCRIPTIONS
 - 30 ▶ ASSUMPTIONS ABOUT THE RELEVANT FUTURE
- 33 ▶ 3-5 YEAR OUTCOME-ORIENTED GOALS**
 - 34 ▶ Goal 1: Research, Innovation, and Creativity
 - 35 ▶ Goal 2: Student Experience
 - 36 ▶ Goal 3: Outreach, Extension, Service, and Engagement
 - 37 ▶ Goal 4: Institutional Effectiveness and Infrastructure
- 38 ▶ APPENDIX**
 - 39 ▶ 1: WSU SYSTEM LOCATIONS
 - 40 ▶ 2: CAMPUS PROFILES
 - 42 ▶ 3: STRATEGIC PLAN METRICS
 - 44 ▶ 4: DEFINITION OF PLANNING TERMS
 - 45 ▶ 5: STRATEGIC PLANNING KEY STEPS AND TIMELINE
 - 46 ▶ 6: STRATEGIC PLANNING AND INSTITUTIONAL EFFECTIVENESS COUNCIL MEMBERSHIP

Photos courtesy WSU Photo Services and communication units from each WSU campus.



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.



Washington State University acknowledges that its locations statewide are on the homelands of Native peoples, who have lived in this region from time immemorial. There are 37 federally recognized Tribes that historically shared their traditional homelands and waterways in what is now Washington State. Of these, 29 are federally recognized Tribes in Washington with the remaining Tribes in Idaho, Montana, and Oregon, some of which represent multiple tribes and bands.

The University expresses its deepest respect for and gratitude towards these original and current 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. Washington State University established the Office of Tribal Relations and Native American Programs to guide us in our relationship with tribes and service to Native American students and communities. We also pledge that these relationships will consist of mutual trust, respect, and reciprocity.

As a land grant institution, we also recognize that the Morrill Act of 1862 established land-grant institutions by providing each state with “public” and federal lands, which are traced back to the dispossession of Indigenous lands. In 1890, Washington State received 90,081 acres of Indigenous Lands

designated to establish Washington State University (see data). Washington State University retains the majority of these lands to this day. We acknowledge that the disposition of Indigenous lands was often taken by coercive and violent acts, and the disregard of treaties. For that, we extend our deepest apologies. We owe our deepest gratitude to the Native peoples of this region and maintain our commitment towards reconciliation.

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 Tribes of Grand Ronde

FROM THE PRESIDENT



Charting a Course for the Washington State University System

The world that has shaped Washington State University over 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 vision:

Washington State University will deepen and expand its impact by building on the strengths of each campus and location for a stronger Washington state and global community.

We have made much progress in the past few years in key areas that support our vision. The number of faculty receiving prestigious national awards is growing. Our research and development funding is at record levels. We are enrolling incredible students from around the world. 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 our mission. 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, this plan focuses on our university’s land-grant mission and how we can best fulfil it at every level of our organization. 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 know better positioning each campus, college, and unit will allow them to make a stronger impact. By recognizing and building on the strengths that make us unique, WSU can better educate students, conduct scholarly inquiry, and share expertise and knowledge.

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, reviewing the checkpoints we establish to measure progress, and adjusting our objectives and strategies as the needs of the University evolve and the environment in which we operate as a system changes.

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 road map for the future.

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

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

WSU is the state's land-grant research institution within the state of Washington and is responsible for delivering a statewide impact. The university system embraces

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

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

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



WSU HISTORY AND EVOLUTION TO A STATEWIDE SYSTEM



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

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

From those early days, when the Washington Agricultural College and School of Science consisted of a one story, thirty-six by sixty-foot structure, Washington State University has evolved to become one of the nation's premier land-grant universities, a statewide enterprise of more than 31,000 students, 6,000-

plus employees, and a nearly \$400 million annual research operation. The university's ten degree-granting academic colleges offer almost 250 undergraduate and graduate degrees, with many academic programs top-ranked nationally.

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

Along the path to achieving a remarkable record of public service, WSU has demonstrated an ongoing commitment to the land-grant

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

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

The Early Days

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

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

A Period of Growth

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

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

laboratories, classrooms, and dining facilities were constructed.

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

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

Achieving University Status

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

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

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

Expanding Access to Education Statewide

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

The three regional campuses originally offered upper-division classes only and thus began as destinations for transfer students, which necessitated establishing strong relations with local community colleges—a robust partnership that continues today. As





enrollment grew throughout the 1990s, the campuses gained greater flexibility to serve the needs of the communities in which they were located. As an example, responding to community wishes, WSU Vancouver welcomed its first freshman class in fall 2006. WSU Tri-Cities followed suit in fall 2007. In 2011 the Spokane campus was designated by the university's Board of Regents as WSU Health Sciences Spokane, and the campus now is predominately focused on professional education and health research.

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

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.

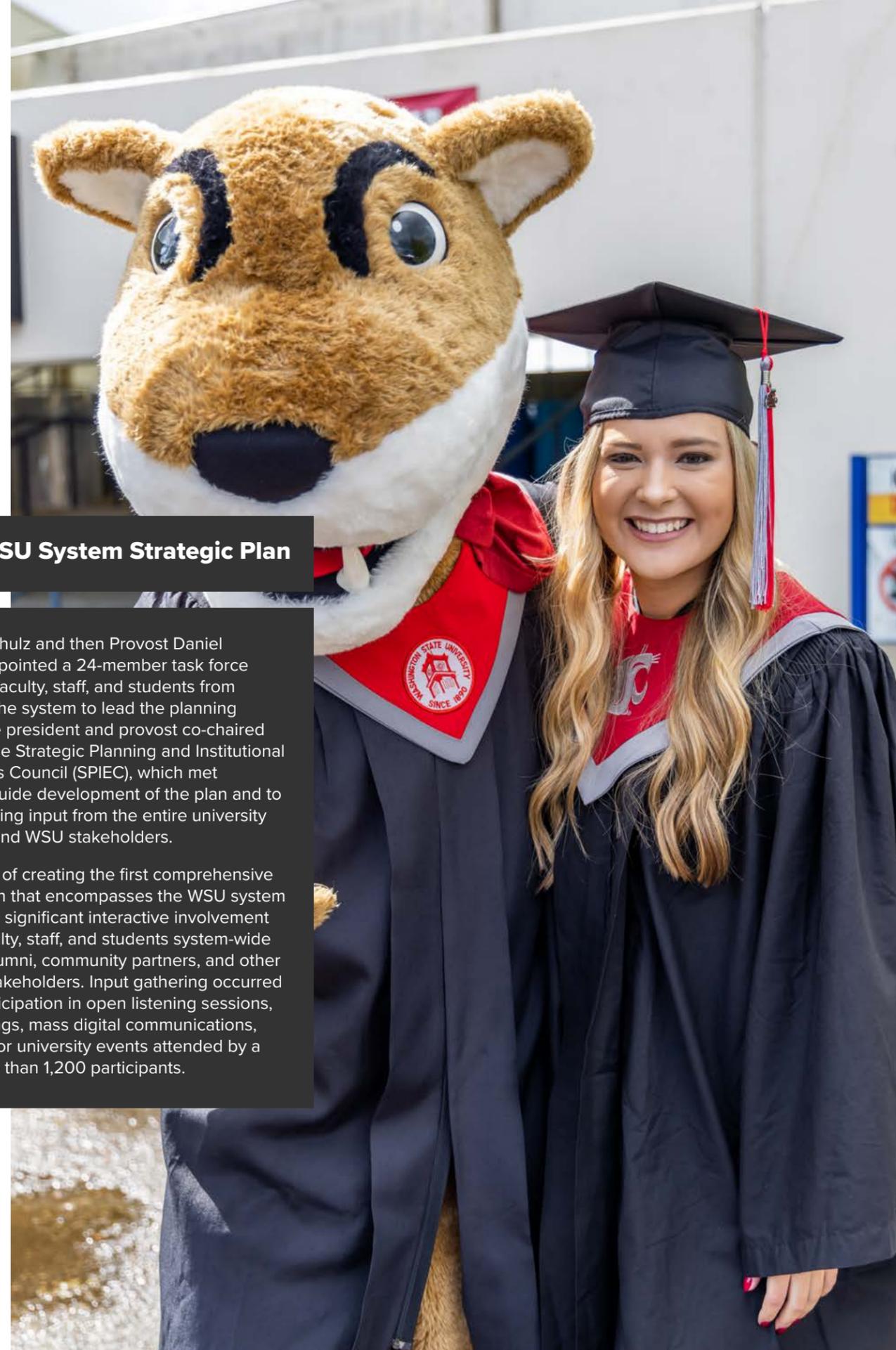
In one of the most historic achievements in WSU's history, the Washington state legislature in 2015 granted approval for the university to establish a medical school on the WSU Spokane Health Sciences campus. Adhering to the land-grant tradition, the Elson S. Floyd College of Medicine seeks to expand 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 road map for the creation of the 2020-2025 WSU system plan.

As WSU system leadership worked toward the Drive to 25, it became apparent that the WSU system needed to be organized in a way that would make this level of progress and impact. With a focus on the OneWSU concept introduced in the 2020-2025 WSU system plan, a new vision statement was implemented in Fall of 2022. With a focus on leveraging the OneWSU system structure, the new vision is grounded in WSU's land-grant mission and deepening the university's impact.



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.



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 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.

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.

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.

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.

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

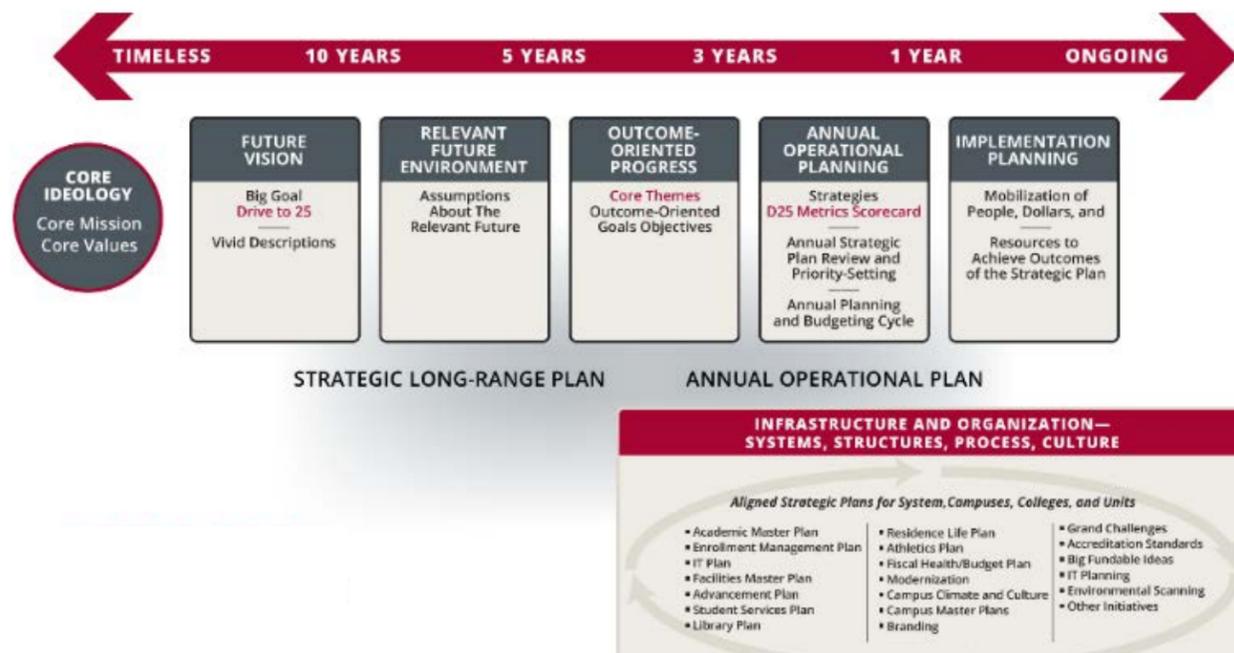


A Model for Planning and Thinking Strategically

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 mission of the institution, and it also aligns with, and incorporates, other recent institutional planning efforts, including initiatives focused on modernization, campus culture, student success, and strategic research priorities. WSU's campuses, colleges, and other administrative units will develop or update their unit plans in the coming months. Those plans will complement and flesh out the big-picture goals, objectives, and strategies established by the framing of the system-wide plan.



WSU'S CORE IDEOLOGY

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



Core Mission

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

► **WSU's educational mission** is to help students become more informed, aware, engaged, and creative—a process through which the university's graduates achieve upward social mobility. WSU strives to make its expertise available to anyone who seeks to benefit from it, regardless of where they live, where they come from, what they believe, or what their life experiences have been.

► **WSU's scholarly mission** is directed toward the betterment of human existence through the uncovering of new information, the discovery of how to use that information to solve problems, and the creative expression of human experience. The university especially seeks to address issues that impact Washingtonians, and the institution works with residents, commerce, and lawmakers to identify those issues.

► **WSU's outreach mission** is to serve the needs of Washingtonians by sharing its expertise and helping residents integrate that knowledge into their daily lives.

Core Beliefs

► **The university strives to improve lives through the delivery of a practical education** as articulated in the Morrill Act of 1862 to establish the land-grant colleges. It welcomes students from all racial and ethnic backgrounds, gender identities and sexual orientations, economic backgrounds, students with disabilities, veterans, and first-generation students. In short, to paraphrase Congressman Morrill, WSU welcomes the sons and daughters of toil. Students with widely differing interests as well as varying levels of college preparation are welcome and encouraged to pursue a WSU education. Many transform their lives as a result of their university experience. The university seeks greater diversity in its student body. Keeping college affordable is implicit in WSU's focus. The university judges its success by its ability to help students become more informed, aware, engaged, creative, and socially mobile.

► **WSU focuses on improving the human condition through research, scholarship, and artistic activities.** To address the vast and complex problems confronting the world, the university balances the twin needs of continuing the basic research that leads to fundamental discoveries with efforts focused on delivering practical solutions to everyday problems faced by communities in the state and beyond. As WSU strives to be a force for societal transformation, the university embraces entrepreneurial activities and seeks out partnerships that bring together the bold ideas and multidisciplinary expertise required to maximize the benefit to stakeholders and residents.

► **WSU accepts responsibility for enriching the social, economic, and cultural vitality of the region through service and outreach.** The university delivers its educational, research, and outreach benefits statewide, with a particular emphasis on major population centers including Everett, Seattle, Spokane, Tri-Cities, Vancouver, Yakima, and Bremerton. WSU focuses on critical problems and issues affecting the state of Washington, partnering with stakeholders to develop solutions to a variety of challenges and spur economic prosperity. The university sustains and enhances community-campus relations statewide.

► **WSU engages globally for the future of the planet.** Every aspect of the university's teaching, research, and service mission has global implications—it is inherent in the mission of a Tier 1 national research university. All WSU faculty are part of an international community of scholars, so their endeavors potentially address a global audience. In serving local communities, WSU develops innovative approaches and solutions that can deliver benefits worldwide. Advancing the institution's global engagement is a critical component of future success.

► **WSU is committed to achieving an ethically and socially just society for all.** Instituting social change on a large scale begins at home. The university is committed to diversity, equity, and inclusion throughout every aspect of its statewide system. In the process a climate will be created that enables underrepresented students, faculty, and staff to not only survive, but thrive in communities that foster a sense of belonging in a culture of inclusion. The ultimate goal? Creation of an institutional culture in which inclusion and equity are the norms, a model that helps move the world toward a place in which all people are treated with dignity and respect.

Core Values

► **Land-grant ideals.** Land-grant ideals of access to practical education for all regardless of background, the teaching of skills and knowledge necessary to be an engaged community member, scholarly inquiry for the betterment of society, and the sharing of institutional expertise with state residents.

► **Community.** A "Cougar Spirit" in WSU graduates that emphasizes community: both the community in which university faculty, staff, and students live and in the one made up of the family of Cougs worldwide.

► **Integrity, trust, and respect.** Trust and respect for all persons in an environment that cultivates individual and institutional integrity in all that the university does.

► **Equity, diversity, inclusion, and belonging.** Promotion of an ethical and socially just society through an intentional commitment to equity, diversity, and inclusion. Global citizenship. Stewardship of the planet's resources to ensure its vitality, as well as actions focused on social responsibility and cultural empathy in the context of an interconnected world.

► **Freedom of expression.** Free exchange of ideas in a constructive and civil environment, including the canons of academic freedom in teaching, research, and outreach.

► **Wellbeing.** Whole-person wellness for all members of the institution and a belief it is WSU's responsibility to contribute to the overall wellness of our communities and the broader society in which individuals reside.

ENVISIONED FUTURE

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

Vision (aspirational goal)

Washington State University will deepen and expand its impact by building on the strengths of each campus and location for a stronger Washington state and global community.





Vivid Descriptions

▶ **WSU will be a leading land-grant institution, as measured by accessibility, affordability, 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 develop 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 upward mobility.** 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. There will be no gap in graduation rates based on any demographic characteristics.

▶ **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.

▶ **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 an exceptional 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 fulfilling the land-grant mission, 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.

Vivid Descriptions (continued)

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 due to close dialogue and relationships between communities and the university focused on co-creation of solutions.** 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 WSU and understand their ability to contribute to the collective vision.** Community members will understand that each individual can play a significant role in the university's vision, regardless of rank or position at WSU. The goals and metrics of the university will be focused equally on raising WSU's accomplishments in all three phases of the university's land-grant mission: teaching, research, and service. WSU 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.

▶ **WSU system strategic planning and goals will not be static.** 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.
- ▶ The number of traditional college-aged students will continue to decline nationally, and students over 25 who are working full-time (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. Generation Zers are more racially diverse, with nearly half (48 percent) representing African American, Latinx, Native American, Pacific Islander, and Asian American demographics, among other groups. Institutions of all types must pursue 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.
- ▶ There will be a gap in college preparedness for many post-pandemic students. Higher-education institutions must be responsive to a wide range of student wants and needs, including the imperative to prioritize mental health and other student support services.
- ▶ 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, non-academic careers, and other non-traditional forms of education.
- ▶ Students increasingly will view themselves as customers and consumers, expecting high-quality facilities and services that will lead to a job.

- ▶ 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.
- ▶ The world is changing quickly and in complex ways, and the pandemic intensified the pressures higher education institutions face, including changing labor markets and unpredictable staffing patterns that will result in disruptions to services, instruction, advising, and critical support areas.

Economic Climate

- ▶ Economic inequality and uncertainty will continue to grow during the next ten years, with a larger segment of the population living on lower incomes with less access to wealth and higher cost of living.
- ▶ Business models of universities highly dependent upon tuition dollars and adjunct faculty will be tested more seriously than ever before.

- ▶ Federal and state funding of higher education and research will be an issue nationally, particularly in a post-corona virus 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,

- and the value of a 4-year degree will need to be strongly communicated.
- ▶ The economic climate will continue to be volatile. This volatility will require increased flexibility and innovation by WSU in leveraging each of the six campuses to meet student needs.
- ▶ With national declines in community college enrollment and transfers, connections to community colleges will be increasingly important.

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. Higher education institutions that have traditionally relied on tuition and related fees, as well as government appropriations for revenue, will need

to diversify and pursue alternative revenue streams.

- ▶ 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.
- ▶ Increased policy and political pressure from the federal government may negatively impact an institution’s

- ability to recruit and retain qualified international students and employees.
- ▶ There will be continued uncertainty about immigration and other federal policies that will impact the flow of students around the globe and to higher education institutions in the United States.
- ▶ 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. Universities will be increasingly challenged to communicate the value of arts and humanities.

Higher Education

- ▶ Institutions must adapt to the challenges and “new normal” confronting society as a result of the corona virus pandemic. There will be long-term effects of learning disruption and lost socialization which will require increased flexibility and adaptation for both employees and students.
- ▶ 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 continue to 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 as students seek flexible learning options. It may attract students who historically would have made brick and mortar model their first choice.

▶ Technology will continue to develop and become more accessible. Tech-savvy students will expect fast-paced, interactive technology, as well as new methods to be infused in their educational program and learning experience.

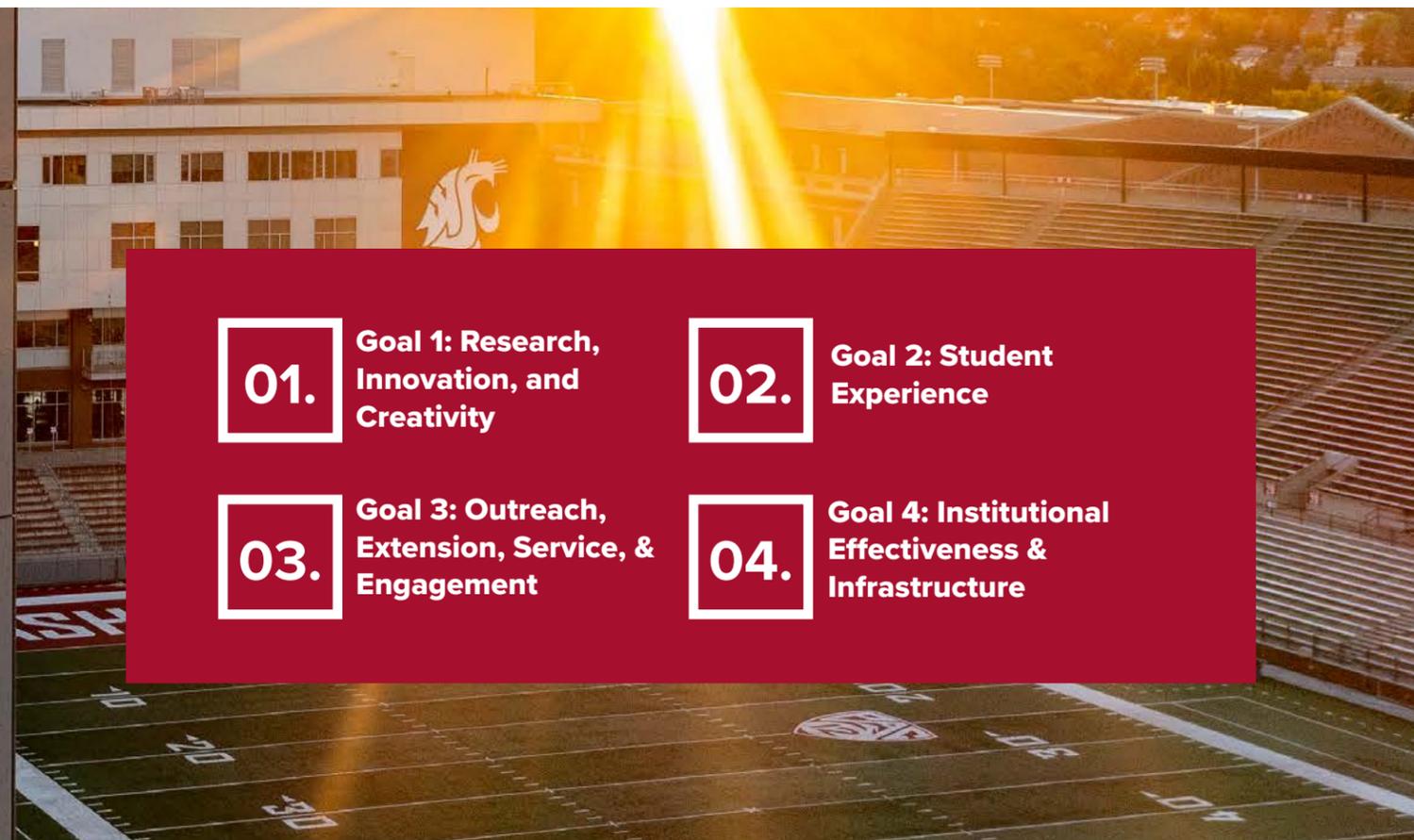
- ▶ Many students will have different communication skills than previous generations due to reliance on technology to communicate. As a result, many will enter college with various verbal and written skills.
- ▶ Students will continue to be challenged by their instructors to engage in more personal interactions,

- as more of them will have been raised with social media being their primary form of communication and connection.
- ▶ Climate change and societal disruptions will impact education environments, requiring universities to be flexible in using technology to meet student needs.
- ▶ As digital technology tools advance at a rapid pace, it will be increasingly important for higher education to implement institutional programs which derive tangible value from their data in an ethical and sustainable way.



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.



01.

Goal 1: Research, Innovation, and Creativity

02.

Goal 2: Student Experience

03.

Goal 3: Outreach, Extension, Service, & Engagement

04.

Goal 4: Institutional Effectiveness & Infrastructure



01. 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.

02. 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.

03. Goal 3: Outreach, Extension, Service, & 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.

04. Goal 4: Institutional Effectiveness & 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
- 2: Campus Profiles
- 3: Strategic Plan Metrics
- 4: Definition of Planning Terms
- 5: Strategic Planning Key Steps and Timeline
- 6: Strategic Planning and Institutional Effectiveness Council (SPIEC) Membership

APPENDIX 1: WSU SYSTEM LOCATIONS



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

APPENDIX 2: CAMPUS PROFILES

WSU operates at campuses and locations throughout the state of Washington. The following profiles are based on when the 2020-2025 system strategic plan was created.

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 2022

- ▶ Total enrollment: 244
 - ▶ Undergraduate: 244
- ▶ Students of color: 32.4%
- ▶ International: 6.4%
- ▶ Women: 27.9%
- ▶ First generation: 40.2%

WSU Everett Current Strategic Plan

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

WSU Global Campus

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

have access to WSU's world-class faculty and academic programs regardless of geography.

Student Profile, Fall 2022

- ▶ Total enrollment: 3,839
 - ▶ Undergraduate: 2,589
 - ▶ Graduate: 1,250
- ▶ Students of color: 33%
- ▶ International: 3.0%
- ▶ Women: 63.5%
- ▶ First generation: 30.7%

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.

The Pullman campus is the foundation of the WSU research enterprise. WSU is ranked as a "very high research activity" institution by the Carnegie Foundation and is in the top 12

percent of research universities as reported by the National Science Foundation. Researchers on the WSU Pullman campus are exploring new ways to improve food and nutrition, energy and the environment, health and well-being, next-generation materials and technologies, and how to build equitable and thriving communities.

Student Profile, Fall 2022

- ▶ Total enrollment: 17,827
 - ▶ Undergraduate: 15,578
 - ▶ Graduate: 1,789
 - ▶ Professional: 460
- ▶ Students of color: 31%
- ▶ International: 7.2%
- ▶ Women: 50.5%
- ▶ First generation: 28.8%

WSU Pullman Current Strategic Plan

(development of plan in process)

WSU Health Sciences Spokane

Located 75 miles north of Pullman, WSU Spokane is the university's 48-acre urban health sciences campus. Situated in Spokane's University District, the campus is home to WSU's College of Medicine, College of Nursing, and College of Pharmacy and Pharmaceutical Sciences and serves as the hub for educating the state's future generations of health professionals. WSU Spokane houses the latest in health science laboratories and classroom technology along with the Steve Gleason Institute for Neuroscience and the Native American Health Sciences programs. Research focus areas include autism, Native and rural health, drug delivery and safety, neurological diseases, and sleep.

Student Profile, Fall 2022

- ▶ Total enrollment: 1,427
 - ▶ Undergraduate: 475
 - ▶ Graduate: 262
 - ▶ Professional: 690
- ▶ Students of color: 38.4%
- ▶ International: 2.4%
- ▶ Women: 72.3%
- ▶ First generation: 29.6%

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 1,400 students by offering 50-plus undergraduate and graduate degree programs, many of them in STEM-related disciplines. The Ste. Michelle Wine Estates WSU Wine Science Center opened on campus in 2016. The facility—one of the most technologically advanced wine science centers in the world—represents the thriving partnership between the Pacific Northwest wine industry and WSU. The campus also is home to the Bioproducts, Sciences, and Engineering Laboratory, built in partnership with nearby Pacific Northwest National Laboratory. In addition, WSU

Tri-Cities serves as a clinical campus for the Elson S. Floyd College of Medicine.

Student Profile, Fall 2022

- ▶ Total enrollment: 1,430
 - ▶ Undergraduate: 1,282
 - ▶ Graduate: 148
- ▶ Students of color: 50.2%
- ▶ International: 1.6%
- ▶ Women: 60.2%
- ▶ First generation: 46%

WSU Tri-Cities Current Strategic Plan

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

WSU Vancouver

WSU Vancouver offers big-school resources in a small-school environment. Now enrolling nearly 3,000 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-five percent of WSU Vancouver alumni

remain in the region after graduation to live, work, and contribute to their communities.

Student Profile, Fall 2022

- ▶ Total enrollment: 2,833
 - ▶ Undergraduate: 2,505
 - ▶ Graduate: 328
- ▶ Students of color: 35.1%
- ▶ International: 2.1%
- ▶ Women: 52.3%
- ▶ First generation: 42.5%

WSU Vancouver Current Strategic Plan

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

WSU Extension

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

and pest management. More than one million individuals participate in Extension-managed programs annually.

Extension 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

For current priorities and metrics, please see the annual report for the WSU System Strategic 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

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 June 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

- 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

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

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

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

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

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

March—June 2020

Step 9: Strategic Plan Submitted to WSU Board of Regents

- Regents review, comment, and approve plan

October 2019

Step 5: Convening the Community: Visioning Conference

- Gather community input regarding:
 - Assumptions about the future
 - SWOT analysis

APPENDIX 6: WSU SYSTEM STRATEGIC PLAN COORDINATING COUNCIL (SSPCC)

The SSPCC's primary purpose is to ensure implementation of the Washington State University System Strategic Plan. It is also formed to help ensure integration between the plan and other major planning processes, as well as alignment between the system strategic plan and campus, college, and unit strategic plans.

The SSPCC is charged with overseeing implementation of the WSU System Strategic Plan with the following four key purposes:

- ▶ Monitoring progress toward system goals and objectives and preparing progress reports for system leadership and members of the Board of Regents.
- ▶ Serving as a steward of the system strategic plan and facilitating processes that keep campuses, colleges, and units aligned and responsible to the plan.
- ▶ Serving as a coordinating team to help integrate major institutional planning processes across the system.
- ▶ Providing regular communications to the WSU community about developments and progress of the plan.

The SSPCC may execute its responsibilities in phases to first focus on its primary purpose of system strategic plan implementation. Over time and as the institution's planning functions and processes mature, both the institution and the SSPCC will develop capacity and capabilities to achieve institutional planning alignment and integration.

The SSPCC may accomplish its work through the appointment of subcommittees or ad hoc committees to address specific needs or carry out specific projects.

Goal Leads: Goal Leads serve as liaisons between the SSPCC and the unit(s), councils, committees, or task forces assigned to make progress on their respective goal area objectives. They will also work in collaboration with the Office of Strategy, Planning, and Analysis (including the Office of Institutional Research). They are responsible for communicating to the SSPCC the strategies and timelines that will be employed to achieve the system goal and objectives. They are also responsible for status reporting on progress made and for contributing to progress reports that will be provided to institutional leadership and the Board of Regents. As a first order of business, the Goal Leads will be determined by the Standing Member vice presidents and chancellors when the SSPCC first convenes and will be evaluated each year thereafter according to the appointment term guidelines.

STANDING MEMBERS

- ▶ Vice President for Strategy, Planning, and Analysis (Chair)
- ▶ Provost (or designee)
- ▶ Vice President for Finance and Administration (or designee)
- ▶ Vice President for Health Sciences (or designee)
- ▶ Vice President for Marketing and Communications (or designee)
- ▶ Vice President for Research (or designee)
- ▶ Chancellors (or designees)
 - ▶ Everett
 - ▶ Global
 - ▶ Pullman
 - ▶ Spokane
 - ▶ Tri-Cities
 - ▶ Vancouver

GOAL LEAD MEMBERS

- ▶ Goal 1 Lead(s)
- ▶ Goal 2 Lead(s)
- ▶ Goal 3 Lead(s)
- ▶ Goal 4 Lead(s)

EX OFFICIO MEMBERS

- ▶ Executive Director, Institutional Research
- ▶ Director of Strategic Communication, Office of Strategy, Planning, and Analysis

ADMINISTRATIVE SUPPORT

- ▶ Executive Assistant and Project Specialist, Office of Strategy, Planning, and Analysis





WASHINGTON STATE UNIVERSITY

**SYSTEM
STRATEGIC
PLAN**



UPDATED FALL 2022

STRATEGY.WSU.EDU



Dollars in Thousands

ABS024 Recommendation Summary
Washington State University
2025-27 Regular Budget Session
25_BBR_4 - 2025-27 Operating Budget Request_4

	Average Annual FTEs	General Fund State	Other Funds	Total Funds
CB T0PL Current Biennium Base	6,454.8	576,611	1,437,735	2,014,346
2023-25 Current Biennium Total	6,454.8	576,611	1,437,735	2,014,346
CL 5287 Wind Turbine Blade Recycling Study	0.0	0	(125)	(125)
CL 5388 Diversity in Clinical Trials	0.0	5	0	5
CL 92C Archives/Records Management	0.0	(2)	(2)	(4)
CL 92D Audit Services	0.0	1	0	1
CL 92E Legal Services	0.0	4	4	8
CL 92G Administrative Hearings	0.0	(2)	(2)	(4)
CL 92J CTS Central Services	0.0	(8)	(6)	(14)
CL 92R OFM Central Services	0.0	(490)	(417)	(907)
CL 92W GOV Central Services	0.0	(1)	(1)	(2)
CL 9D Pension and DRS Rate Change	0.0	2	3	5
CL 9J Nonappropriated Fund Adjustment	1.1	0	269	269
CL 9V Capital Project Operating Costs	1.2	284	0	284
CL AJET Alternative Jet Fuel	0.0	(100)	0	(100)
CL BDR1 Cannabis Revenue Distributions	0.0	0	8	8
CL CAP CAP Tuition Backfill	0.0	886	0	886
CL CC01 CCA - Carbon Emission Allowances	0.0	(6,844)	0	(6,844)
CL CLSA Employee Classification Adjustments	0.0	12	21	33
CL CSIL Complex Social Interaction Lab	0.0	0	353	353
CL CSPT Community Solar Projects Transfer	0.0	(1,000)	0	(1,000)
CL CSWS Compensation Support-WSU	0.0	(2,500)	(2,132)	(4,632)
CL DSES District Energy Systems	(0.3)	(77)	0	(77)
CL ENPR Energy Program	0.0	0	(500)	(500)
CL EXT1 Broadband Coordinator	0.0	190	0	190
CL FDSS Fund Split Support	0.0	1,605	(1,605)	0
CL GL9 Non-Rep General Wage Increase	0.0	5,970	8,349	14,319
CL GLS Updated PEBB Rate	0.0	170	258	428
CL GLU PERS & TRS Plan 1 Benefit Increase	0.0	57	87	144
CL GLZ PEBB Rate Correction	0.0	455	685	1,140
CL HE0P Higher Ed Opioid Prevention	0.0	232	0	232
CL JMTF Jail Modernization Task Force	0.0	(215)	0	(215)
CL LEA1 Pumped Storage Siting Project	0.0	0	(600)	(600)
CL MWCR Municipal Water Conservation Report	0.0	(298)	0	(298)
CL NASC Native American Scholarship	0.0	0	(1,700)	(1,700)
CL NEF Institute For NW Energy Futures	0.0	0	1	1
CL NS02 Nursing Prgm Equipment	0.0	0	(476)	(476)
CL PH01 Infectious Disease-Pullman	2.0	0	865	865
CL PH02 Behavioral Health-Spokane	1.3	0	440	440
CL PH03 Behavioral Health-Vancouver	0.3	0	94	94
CL PRJF Professional Journalism Fellowship	0.0	0	633	633
CL PSEN Postsecondary Student Needs	0.1	0	62	62
CL SW Social Work	3.1	0	643	643
CL TCDL Transit CDL Study	0.0	0	(100)	(100)
CL TDMU Tourism Dependent Municipalities	0.0	(135)	0	(135)
CL TURF Turfgrass Research	0.0	0	1	1

ABS024 Recommendation Summary
Washington State University
25_BBR_4 - 2025-27 Operating Budget Request_4
Dollars in Thousands

	Average Annual FTEs	General Fund State	Other Funds	Total Funds
CL UAAL Plan 1 UAAL Rates	0.0	(281)	(425)	(706)
CL W11C WSU Collective Bargaining-Police	0.0	68	58	126
CL W30C WSU Collective Bargaining-WFSE	0.0	75	64	139
CL W40C WSU Collective Bargaining-IUOE	0.0	9	8	17
CL WLRE Wolf Livestock Review	0.0	(200)	0	(200)
Total Carry Forward Level	6,463.4	574,483	1,442,550	2,017,033
Percent Change from Current Biennium	.1%	(.4)%	.3%	.1%
Maintenance – Other Changes				
ML9J Nonappropriated Fund Adjustment	256.9	0	102,423	102,423
ML9V Capital Project Operating Costs	2.8	1,104	0	1,104
Maintenance – Other Total	259.6	1,104	102,423	103,527
Total Maintenance Level	6,723.0	575,587	1,544,973	2,120,560
Percent Change from Current Biennium	4.2%	(.2)%	7.5%	5.3%
Policy – Other Changes				
PL CM College of Medicine Accreditation	12.0	3,600	0	3,600
PL NA Native American Scholarship	1.0	2,200	0	2,200
Policy – Other Total	13.0	5,800	0	5,800
Policy – Comp Changes				
PL AS Academic Student Employee	0.0	10,526	0	10,526
PL RC Retention and Compensation	0.0	27,517	0	27,517
PL W1 WSU Collective Bargaining - Police	0.0	240	0	240
PL W3 WSU Collective Bargaining - WFSE	0.0	368	0	368
PL W4 WSU Collective Bargaining - IUOE	0.0	174	0	174
Policy – Comp Total	0.0	38,825	0	38,825
Subtotal - Policy Level Changes	13.0	44,625	0	44,625
2025-27 Total Policy Level	6,736.0	620,212	1,544,973	2,165,185
Percent Change from Current Biennium	4.4%	7.6%	7.5%	7.5%

ABS024 Recommendation Summary
Washington State University
25_BBR_4 - 2025-27 Operating Budget Request_4
Dollars in Thousands

ML 9J Nonappropriated Fund Adjustment

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

ML 9V Capital Project Operating Costs

Washington State University requests funding for maintenance and operations of the new Engineering Student Success Building (Schweitzer Engineering Hall) that will be completed during the 2025-27 biennium. This building will provide state of the art space for the Voiland College of Engineering and Architecture's student success programs including counseling to provide academic support and to engage students in career placement. It will provide much needed maker space for students to hone the skills employees are seeking and will also include three large classrooms.

PL CM College of Medicine Accreditation

Washington State University (WSU) is requesting \$3.6 million in the 2025-2027 biennium to strengthen the operations of the Elson S. Floyd College of Medicine and support the College's reaccreditation efforts.

PL NA Native American Scholarship

Washington State University (WSU) requests recurring funding to continue the Native American Scholarship program that was funded on a one-time basis in the enacted 2023-25 biennial budget and 2024 supplemental budget bills.

PL AS Academic Student Employee

Washington State University (WSU) bargained with the United Automobile, Aerospace and Agricultural Implement Workers of America (UAW) regarding academic student employees (ASEs). This decision package requests \$10.52 million for the 2025-27 biennium to fully fund the economic items in the ratified Contract.

PL RC Retention and Compensation

Washington State University (WSU) seeks funds to provide faculty and staff compensation increases of 3.0 percent in fiscal year 2026 and 3.0 percent in fiscal year 2027, a total request of \$27.5 million. Funding at the requested level would enable WSU to provide the entire prescribed increase, which the university has not been able to do since 2015 as a result of the state's cost share methodology in which new tuition assumed by the state has not materialized to match limited state appropriations. WSU requests that the same compensation assumptions for other state employees be applied to and funded for WSU employees. As such, enhancements of 3.0 percent and 2.0 percent are also modeled for fy26 and fy27, respectively.

PL W1 WSU Collective Bargaining - Police

Washington State University bargained with the Washington State University Police Guild (Police Guild) regarding Bargaining Unit 4. The following is a result of bargaining for Bargaining Unit 4 employees. Employees have ratified the collective bargaining agreement ("Contract" or "Agreement").

- Bargaining Unit 4 - Nonsupervisory sworn personnel of Washington State University on the Pullman main campus.

ABS024 Recommendation Summary
Washington State University
25_BBR_4 - 2025-27 Operating Budget Request_4
Dollars in Thousands

PL W3 WSU Collective Bargaining - WFSE

Washington State University bargained with the Washington Federation of State Employees (WFSE) regarding Bargaining Units 2, 12, 13, 15, and 20. Ratification of the collective bargaining agreement (the “Contract” or “Agreement”) and final signature is pending a group vote by members.

- Bargaining Unit 2 - Service Employee Supervisors on the Pullman Campus
- Bargaining Unit 12 - Dining Services - non-supervisory employees
- Bargaining Unit 13 - Facilities Services Maintenance and Utilities, Construction Services, and
- Waste Management - non-supervisory employees
- Bargaining Unit 15 - College of Sciences Technical Services (Instrument and Electronic
- Shops) - non-supervisory employees
- Bargaining Unit 20 - WSU Puyallup Research and Extension Center – Farm and Maintenance Operations - non-supervisory employees

PL W4 WSU Collective Bargaining - IUOE

Washington State University bargained with the International Union of Operating Engineers (IUOE) regarding Bargaining Unit 21. Ratification of the collective bargaining agreement (the “Contract” or “Agreement”) and final signature is pending a group vote from Bargaining Unit 21 members.

- Bargaining Unit 21 - Stationary Engineer, Maintenance Mechanic and Information Technology Specialist positions employed in the Washington State University Steam Plant.

Report Number: ABS024

Input Parameters	Entered as
Session	2025-27 Regular
Agency	365
Version Source	A
Version	25_BBR_4
Version Option	(None)
Program	Agency Level
Roll Up	N
Include Budget Level Detail	CL,ML,PL
Include Text	Y
For Word	N
Display Parameter Page	Y



Agency Recommendation Summary

Washington State University requests funding for maintenance and operations of the new Engineering Student Success Building (Schweitzer Engineering Hall) that will be completed during the 2025-27 biennium. This building will provide state of the art space for the Voiland College of Engineering and Architecture’s student success programs including counseling to provide academic support and to engage students in career placement. It will provide much needed maker space for students to hone the skills employees are seeking and will also include three large classrooms.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Staffing						
FTEs	0.0	5.5	2.75	5.5	5.5	5.5
Operating Expenditures						
Fund 001 - 1	\$0	\$1,104	\$1,104	\$1,104	\$1,104	\$2,208
Total Expenditures	\$0	\$1,104	\$1,104	\$1,104	\$1,104	\$2,208

Decision Package Description

Washington State University requests funding for maintenance and operations of the new Engineering Student Success Building (Schweitzer Engineering Hall) that will be completed during the 2025-27 biennium. This building will provide state of the art space for the Voiland College of Engineering and Architecture’s student success programs including counseling to provide academic support and to engage students in career placement. It will also provide much needed maker space for students to hone skills employees are seeking and three large classrooms.

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

For more information on Schweitzer Engineering Hall, please visit <https://vcea.wsu.edu/facilities-modernization/schweitzer-engineering-hall/>.

Assumptions and Calculations

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

This request does not expand, reduce, eliminate or otherwise alter an existing program or service.

Detailed Assumptions and Calculations:

Per Attachment C, the requested state support for Maintenance Level M&O is calculated as the proposed rate per Gross Square Footage (GSF) times GSF. Expenditures by object were based on actual FY 2024 expenditures for program indices 091: Utilities, 092: Building and Utility Maintenance, 093: Custodial and Grounds and 094: Administration and Safety.

Workforce Assumptions:

Workforce Assumptions:

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

	FY2027			
	FTE	Salaries	Benefits	Total
Classified	5	324,000	165,000	489,000
Exempt	0.5	51,000	26,000	77,000
	5.5	375,000	191,000	566,000

Historical Funding:

There is no historical funding for M&O costs associated with Schweitzer Engineering Hall.

Strategic and Performance Outcomes

Strategic Framework:

Strategic Framework:

The WSU Engineering Student Success (Schweitzer Engineering Hall) Building supports Results Washington initiatives, particularly World Class Education, by expanding research and learning opportunities for students in the STEM fields. The Engineering Building will advance WSU's core educational, scholarly, and outreach mission as articulated in its Strategic Plan and aligns with WSU's core beliefs that include improving lives through delivery of practical education, improving the human condition through research, scholarship, and artistic activities, and achieving an ethically and socially just society for all.

Performance Outcomes:

M&O support for the Schweitzer Engineering Hall would preserve the quality of this important learning and research space, which will be critical to the undergraduate learning experience and helping to ensure academic progress.

Equity Impacts

Community Outreach and Engagement:

The Voiland College of Engineering and Architecture aspires to the following goals with respect to diversity, equity, and inclusion:

Goal 1: Create and sustain a diverse, inclusive, and equitable community of scholars and students.

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

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

For more information on the above goals and VCEA's commitment to diversity, please visit <https://vcea.wsu.edu/diversity/>

Disproportional Impact Considerations:

Please see statement above regarding this request's impact on equity in Washington.

Community Inputs and Incorporation:

Please see statement above regarding this request's impact on equity in Washington.

Other Collateral Connections

HEAL Act Agencies Supplemental Questions

Not applicable.

Puget Sound Recovery:

Not applicable.

State Workforce Impacts:

Not applicable.

Intergovernmental:

Not applicable.

Stakeholder Impacts:

Not applicable.

State Facilities Impacts:

Not applicable.

Changes from Current Law:

Not applicable.

Legal or Administrative Mandates:

Not applicable.

Governor's Salmon Strategy:

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

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$0	\$375	\$375	\$375	\$375	\$750
Obj. B	\$0	\$191	\$191	\$191	\$191	\$382
Obj. E	\$0	\$538	\$538	\$538	\$538	\$1,076

Agency Contact Information

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



Agency Recommendation Summary

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

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Staffing						
FTEs	257.6	256.1	256.85	256.1	256.1	256.1
Operating Expenditures						
Fund 143 - 6	\$93	\$91	\$184	\$91	\$91	\$182
Fund 145 - 6	\$44,687	\$44,726	\$89,413	\$44,726	\$44,726	\$89,452
Fund 148 - 6	\$20,476	\$20,695	\$41,171	\$20,695	\$20,695	\$41,390
Fund 149 - 6	(\$14,048)	(\$14,297)	(\$28,345)	(\$14,297)	(\$14,297)	(\$28,594)
Total Expenditures	\$51,208	\$51,215	\$102,423	\$51,215	\$51,215	\$102,430

Decision Package Description

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

Assumptions and Calculations

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

This request does not expand, reduce, eliminate, or otherwise alter a current program or service.

Detailed Assumptions and Calculations:

Fiscal details reflect changes to salaries and benefits expenditures based on estimated revenues.

Workforce Assumptions:

Fiscal details reflect changes to FTE based on expected revenues and average employee salaries by fund.

Historical Funding:

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

Strategic and Performance Outcomes

Performance Outcomes:

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

Equity Impacts

Community Outreach and Engagement:

No answer was provided.

Disproportional Impact Considerations:

No answer was provided.

Target Communities and Populations:

No answer was provided.

Community Inputs and Incorporation:

No answer was provided.

Other Collateral Connections

HEAL Act Agencies Supplemental Questions

No answer was provided.

Puget Sound Recovery:

No answer was provided.

State Workforce Impacts:

No answer was provided.

Intergovernmental:

No answer was provided.

Stakeholder Impacts:

No answer was provided.

State Facilities Impacts:

No answer was provided.

Changes from Current Law:

No answer was provided.

Legal or Administrative Mandates:

No answer was provided.

Governor's Salmon Strategy:

No answer was provided.

IT Addendum

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

No

Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$37,932	\$37,937	\$75,869	\$37,937	\$37,937	\$75,874
Obj. B	\$13,276	\$13,278	\$26,554	\$13,278	\$13,278	\$26,556

Agency Contact Information

Chris Jones

(509) 335-9682

chris.jones@wsu.edu



Washington State University
2025-27 Regular Budget Session
Policy Level - RC - Retention and Compensation

Agency Recommendation Summary

Washington State University (WSU) seeks funds to provide faculty and staff compensation increases of 3.0 percent in fiscal year 2026 and 3.0 percent in fiscal year 2027, a total request of \$27.5 million. Funding at the requested level would enable WSU to provide the entire prescribed increase, which the university has not been able to do since 2015 as a result of the state's cost share methodology in which new tuition assumed by the state has not materialized to match limited state appropriations. WSU requests that the same compensation assumptions for other state employees be applied to and funded for WSU employees. As such, enhancements of 3.0 percent and 2.0 percent are also modeled for fy26 and fy27, respectively.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Operating Expenditures						
Fund 001 - 1	\$9,082	\$18,435	\$27,517	\$18,435	\$18,435	\$36,870
Total Expenditures	\$9,082	\$18,435	\$27,517	\$18,435	\$18,435	\$36,870

Decision Package Description

As is true for every state agency, securing competitive compensation enhancements has been a perennial priority for WSU as it seeks to retain faculty and staff who often define the student experience at the university. But WSU has fallen woefully behind over the past decade as the state has deployed a cost share methodology that attempts to tap new tuition revenue that has not materialized and would have been needed for other critical investments anyway. Since FY2016, this methodology has curbed new appropriation to cover cost of living adjustments by assuming new tuition revenue will be diverted from other purposes to pay for the unfunded component of prescribed increases.

Figure 1 - Tuition Revenues and Tuition Budgeted with Difference by Fiscal Year

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Tuition Revenues*	243,118,000	249,988,000	240,280,000	223,324,000	243,703,000	259,883,000	267,878,000	257,637,000	262,741,000	250,866,000	241,835,000
Tuition Budget**	241,006,000	241,521,000	240,179,000	227,681,000	235,824,000	245,193,000	260,147,000	270,149,000	265,805,000	275,064,000	254,376,000
Difference	2,112,000	8,467,000	101,000	-4,357,000	7,879,000	14,490,000	7,731,000	-2,512,000	-3,064,000	-24,198,000	-12,541,000

*Actual revenues reported in AFRS, except for FY2024, which is allotted revenues
**Budgeted tuition expenditures per state budget reports

However, as Figure 1 shows, actual tuition revenue regularly has not met projections budgeted by the state. This is due in part to softening college enrollments witnessed nationwide. Further, the state's cost share methodology assumes the university will approve the highest tuition increase allowed under the state's tuition setting policy, which the WSU Board of Regents has declined to do on three occasions to promote affordability for students. This formula also has been applied to all other benefit and central service line items which, like full salary enhancements for classified and represented staff, the university has no choice but to fund in full.

Tuition revenues spent on providing full salary enhancements for classified staff, employee benefits, central service line items, inflationary costs at the university, or other urgent investments have not been available to fund salary enhancements for faculty, professional staff and graduate students. This has left WSU far short of what is needed to implement the full compensation enhancement as prescribed. As a result, the past nine years have been marked by marginal cost of living adjustments that have averaged just 1.2 percent between FY2016 and FY2025. Salaries for full-time faculty at WSU are 17 percent below those at peer institutions. The university's COLA history is reflected in Figure 2.

Figure 2 - Actual Compensation Increases for Faculty, AP, Graduate Asst., Classified Staff by Fiscal Year and Effective Date

FY	Effective Mo. / Yr.	Faculty	Admin. Prof.	Graduate Assts	Classified	Cost Share (State App/Tuition)
2009	September 2008	4.00%	4.00%	4.00%	2.00%	N/A
2014	January 2014	6.50%	4.00%	4.00%	-	N/A
2015	January 2015	4.00%	3.00%	4.00%	-	N/A
2016	July 2015	-	-	-	3.00%	81.19
2017	July 2016	1.80%	1.80%	1.80%	1.80%	81.19
2018	January 2018	1.00%	1.00%	1.00%	-	50.50
2018	July 2017	-	-	-	2.00%	50.50
2019	July 2018	-	-	-	2.00%	50.50
2019	January 2019	1.00%	1.00%	1.00%	2.00%	50.50
2020	July 2019	-	-	-	3.00%	56.44
2020	January 2020	1.50%	1.50%	1.50%	-	56.44
2021	July 2020	-	-	-	3.00%	56.44
2023	July 2022	-	-	-	3.25%	65.35
2023	September 2022	2.50%	2.50%	2.50%	-	65.35
2024	July 2023	-	-	-	4.00%	67.33
2024	October 2023	2.50%	2.50%	-	-	67.33

a Includes merit, market and equity adjustments and across-the-board increases.
b Merit-based increase
c A faculty merit pool comprised of approximately \$2M of state funds was supplemented with area funds.
The merit plus across-the-board increase for faculty resulted in an overall increase of approximately 6.5% in the total faculty salary base.
d Faculty increases for clinical and tenure track faculty were awarded per the faculty manual.
Instructors, graduate students and exempt employees all received across-the-board increases.
e The legislature began to calculate the fund split between state and tuition in the 2015-17 biennium.

Further, these enhancements at times have only been afforded due to internal budget reductions. These reductions over the past three fiscal years now exceed 10 percent on a cumulative basis to cover what tuition has not in order to pay for compensation enhancements as well as other necessary expenses for the university’s underlying operation. These include Workday license renewal costs, other fundamental software renewals including Microsoft Office and Zoom, cybersecurity upgrades, and funding to embolden student recruitment and enrollment. These reductions most recently also have helped fund the university’s new collective bargaining contract with academic student employees — predominantly graduate students — for which the state’s cost share methodology was also employed in the 2024 supplemental operating budget. Existing expenses for goods and services have also grown as a result of inflation which has eroded the university’s buying power. The consequences of these cuts and reallocations are felt throughout the university and noticed in the community. WSU has held positions open across the university, generating concerns from stakeholders about research capacity and from employers about degree production.

Figure 3 - Tenure and Non-Tenure Track Faculty by FTE at WSU

Academic Year	Tenure-track	Non-Tenure Track*	Total Instructional	Tenure as a percent of total
13-14	908.8	537.9	1446.8	63%
14-15	943.2	576.8	1520.0	62%
15-16	958.6	622.9	1581.4	61%
16-17	941.0	627.1	1568.1	60%
17-18	929.8	640.7	1570.5	59%
18-19	903.0	644.7	1547.7	58%
19-20	881.6	661.2	1542.8	57%
20-21	891.8	656.4	1548.3	58%
21-22	878.7	647.3	1526.0	58%
22-23	865.9	635.2	1501.1	58%
Change	-42.92	97.3	54.34	
Percent Change	-5%	18%	4%	

*Including adjunct, career-track, promotable faculty, all other non-tenure track faculty

The university’s partners in agriculture, for instance, have routinely voiced concerns when a position opens, knowing it’s unlikely to be filled immediately and may remain open for several years. Complaints have been fielded by those in the shellfish, wheat, potatoes and tree fruit industries and more broadly by those dependent on WSU Extension.

When the university has filled vacancies, units are challenged by the replacement cost, driving them to look for savings. Figure 4 illustrates a shift over the last decade in which the number of tenure track faculty as a percentage of WSU’s total instructional capacity has declined. The rate of decline is concerning even if not catastrophic. In short, historical underfunding of university cost of living adjustments has produced not only marginal COLAs for faculty and professional staff over the past decade but have contributed to budget reductions that threaten to erode educational quality. Full state funding is needed for COLAs at any level to ensure this erosion does not occur.

Assumptions and Calculations

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

This request does not expand, reduce, eliminate, or otherwise alter a current program or service.

Detailed Assumptions and Calculations:

The salary base used to calculate the dollar increase in salaries was total calendar year 2024 actual WSU payroll data, adjusted for a 2.0% salary increase that was effective October 1, 2024 for faculty, and exempt employees. Benefits were calculated at FY25 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 \$3.0 million in additional costs \$2.6 million in salaries and \$400,000 in additional benefits. For informational purposes, an additional salary increase scenario of 3% in FY26 and 2% in FY27 is shown in the table below.

Estimated State-Funded Costs - 3% / 2% Salary Increases			
AP/Faculty	FY26	FY27	26-27 Biennium
Salaries	\$ 7,819,000	\$13,187,000	\$ 21,006,000
Benefits	\$ 1,263,000	\$ 2,130,000	\$ 3,393,000
Total Cost	\$ 9,082,000	\$15,317,000	\$ 24,399,000

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

Historical Funding:

There is no historical funding for the proposed salary increases in this request.

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.

Two pivotal goals of the WSU strategic plan are 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 these goals forward along with the other initiatives of the WSU strategic plan such as:

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

Performance Outcomes:

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

Equity Impacts

Community Outreach and Engagement:

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.

Disproportional Impact Considerations:

Please see the statement above.

Target Communities and Populations:

Please see the statement above.

Community Inputs and Incorporation:

Please see the statement above.

Other Collateral Connections

HEAL Act Agencies Supplemental Questions

Not applicable.

Puget Sound Recovery:

Not applicable.

State Workforce Impacts:

Not applicable.

Intergovernmental:

Not applicable.

Stakeholder Impacts:

Not applicable.

State Facilities Impacts:

Not applicable.

Changes from Current Law:

Not applicable.

Legal or Administrative Mandates:

Not applicable.

Governor's Salmon Strategy:

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

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$7,819	\$15,872	\$23,691	\$15,872	\$15,872	\$31,744
Obj. B	\$1,263	\$2,563	\$3,826	\$2,563	\$2,563	\$5,126

Agency Contact Information

Christina Gregory
(509) 335-9682
christina.gregory@wsu.edu



Agency Recommendation Summary

Washington State University (WSU) bargained with the United Automobile, Aerospace and Agricultural Implement Workers of America (UAW) regarding academic student employees (ASEs). This decision package requests \$10.52 million for the 2025-27 biennium to fully fund the economic items in the ratified Contract.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Operating Expenditures						
Fund 001 - 1	\$5,209	\$5,317	\$10,526	\$5,317	\$5,317	\$10,634
Total Expenditures	\$5,209	\$5,317	\$10,526	\$5,317	\$5,317	\$10,634

Decision Package Description

In 2008 the Legislature approved and the governor signed legislation authorizing collective bargaining rights to academic student employees at Washington State University. As a result, the Coalition of Academic Student Employees (CASE), represented by the UAW, formed in 2023 and began bargaining its first contract. Terms were reached and the contract was ratified by union membership in January, 2024. The state appropriated funds for the 2023-25 ASE contracts in the 2024 Supplemental Budget, but the appropriation of \$2,500,000 covered only 51% of the costs and was onetime in nature deploying a cost share methodology used to fund the university’s other compensation enhancements since FY2016. This methodology, which assumes new tuition revenues will cover the university’s share, has routinely yielded cost of living adjustments that are far below those provided to classified employees, producing COLAs that averaged just 1.2% from fiscal year 2016 to 2025. Even these small enhancements have required budget reductions at times to implement.

Similarly, WSU reallocated funds as part of its FY25 budget development process to cover remaining costs of the CASE contract in the absence of new net tuition. This resulted in cuts to most units. Further, the unit costs for the bargaining agreement, coupled with uncertainty on funding, has prompted some units to begin decreasing the number of assistantships offered. Funding this request in whole will ensure that existing WSU activities can be sustained while meeting the requirements of the bargaining agreement.

These employees are central to WSU’s teaching and research missions. WSU requests state funding to cover costs associated with the university’s state-funded activities. Failure to fund this contract will require budget reductions at the university to accommodate this new obligation. This would be the fourth consecutive round of reductions that not only addressed declines in net tuition revenues and funded small COLAs but also funded required Workday license renewal costs, other fundamental software renewals including Microsoft Office and Zoom, cybersecurity upgrades, and funding to embolden student recruitment and enrollment. These reductions on three occasions have been used to afford tuition increase approved at levels below state’s tuition growth factor to promote college affordability.

To avoid further fiscal dislocation, WSU requests that the state’s cost share methodology not be applied to this request and instead provide 100 percent of funds required to meet the obligations of the contract.

The current bargaining unit configuration of CASE based on the Public Employee Relations Commission (PERC) interim certification is:

Bargaining Unit 23 - All employees enrolled in academic programs and employed by Washington State University in the following classifications: Graduate Teaching Assistant; Graduate Staff Assistant; Graduate Project Assistant; Graduate Veterinary Assistant; Tutor, Reader and/or Grader in all academic units and tutoring centers; Graduate Research Assistant, and any other student employees whose duties and responsibilities are substantially equivalent to those employees in the described positions; excluding students who have incidental or no service expectancy imposed upon them by the employer, casual employees, confidential employees, supervisors, employees covered under chapter 41.76 RCW, employees included in any other bargaining unit, and all other employees.

The following is a summary of the 2023 - 2024 WSU/UAW negotiations for an initial Contract. This summary highlights the significant economic items of the Contract. It is not intended to provide detailed information concerning each Article or provision. This decision package is included here to provide a means to request state funding to implement the labor agreement. The term of the new Contract is through August 15, 2026.

Wages

Effective May 1, 2024, WSU implemented the below minimum salary steps based on assigned work location or provide a 5 percent salary increase, whichever is greater. (Table 1)

Minimum Salary Step and Monthly Salary at 50% FTE by work location		
Location	Step	Salary
Pullman	59	2,318.50
Spokane, Prosser, Tri-Cities, Wenatchee	66	2,485.50
Mt. Vernon, Puyallup	73	2,664.50
Vancouver, Everett	84	2,974.00

Effective August 16, 2024 ASEs received pay increases based on their education levels, with a 5 percent increase to the base for those Admitted to Doctoral Programs, and an additional 5 percent increase for Doctoral Candidates on top of the location increases noted above.

(Table 2)

Effective August 16, 2024						
Minimum Salary Step and Monthly Salary at 50% FTE by work location and educational level						
Location	Admitted to Master's Program		Admitted to Doctoral Program (Nearest step for Master's Program at location + 5%)		Doctoral Candidate (Nearest step for Admitted to Doctoral Program at location + 5%)	
	Step	Salary	Step	Salary	Step	Salary
Pullman	59	2,318.50	64	2,437.00	69	2,561.00
Spokane, Prosser, Tri-Cities, Wenatchee	66	2,485.50	71	2,612.00	76	2,747.50
Mt. Vernon, Puyallup	73	2,664.50	78	2,800.00	83	2,945.50
Vancouver, Everett	84	2,974.00	89	3,124.00	94	3,284.50

Upon Contract implementation, hourly wage rate ranges for the newly created classifications will begin as follows (Table 3)

Temporary Hourly Wage Rate Minimums	
Work Location	Wage Rate Minimum
Pullman	17.09
Spokane, Prosser, Tri-Cities, Wenatchee	17.60
Mt. Vernon, Puyallup	17.94
Vancouver, Everett	18.28

Health Insurance

WSU currently provides student health insurance to Graduate Assistants. For the 2024-25 plan year, WSU will reduce the plan deductible for preferred providers from \$500 to \$300 and Out-of-Network providers from \$1,000 to \$300. The estimated cost for this change is \$79,000 annually beginning in FY2025, based on preliminary estimates from the existing insurance carrier on how much employer-paid premiums would increase. For the 2025-2026 plan year, open discussions with the bargaining unit will occur from January 31, 2025, through April 15, 2025. WSU may implement a renewal of the existing plan if no agreement on plan changes is reached.

Building Fees

WSU currently waves operating fees and the nonresident building fee differential for eligible graduate assistants. Beginning August 16, 2025 WSU will waive the resident building fee. The estimated cost for the building fee waiver is \$335,000 annually beginning in FY2026.

Additional Economic Items Not Included in State Funding Request

The following items are included for informational purposes, but their costs are not included in the funding request.

Child and Dependent Care

Beginning August 16, 2024, eligible ASEs may receive up to the following amounts as a subsidy for child or dependent care expenses incurred during the ASE's appointment period. The university agrees to commit no more than \$150,000 total per year.

- a. Fall Semester: up to \$2,025
- b. Spring Semester: up to \$2,025
- c. Summer Session: up to \$1,550

Professional Development and Career Counseling

Supports ASE application for travel funds for conference presentations, professional and career development, intercampus travel for up to \$1,500 and encourages mentorship compacts to support professional development.

Non-Economic Items

The following items are included for informational purposes only.

Summer session

Assistantships and hourly appointments are paid at or above the salary/hourly wage rates established in the Wages Article assistantship. Effective summer 2025, activity based appointments will be paid at or above the equivalent hourly rate as established by the assistantship salary table in the Wages Article.

Holidays

Provides 12 paid holidays for eligible ASEs.

Pregnancy/Parental Leave

Provides up to six consecutive weeks of paid pregnancy/parental leave for eligible graduate assistants.

Vacation Time Off

Graduate assistants on nine-month, 50 percent appointments are awarded a pool of 48 hours of paid vacation time off annually at the start of each appointment period, to be used during semester breaks or as otherwise approved by their supervisor. Vacation time off expires at the end of the appointment and is not eligible for shared leave donation or payout. Vacation Time Off is prorated for assistantships by FTE and appointment duration.

Sick Time Off

Graduate assistants on nine-month, 50 percent appointments are awarded a pool of 36 hours of paid sick time off annually at the start of each appointment period. Sick time off expires at the end of the appointment (for graduate assistants), is not eligible for shared leave donation or payout. Sick time off is prorated for assistantships by FTE and appointment duration. Temporary hourly employees earn sick leave at a rate of 1 hour to every 40 hours worked.

Leave Without Pay

Graduate Assistants on nine-month, 50 percent FTE appointment or longer who are approved for leave without pay for care for self will continue health insurance coverage for up to 12 weeks. For ASEs employed for fewer than two semesters, the amount of

Other Leave Provisions

This includes military, jury duty, and child care emergency leave and leave without pay for faith and conscience provisions. The University will

determine the method of leave/time off tracking.

Title IX

Added Title IX language in accordance with WSU Executive Policy #15 Policy Prohibiting Discrimination and Harassment and amendments.

Other Leave Provisions

This includes military, jury duty, and child care emergency leave and leave without pay for faith and conscience provisions. The University will determine the method of leave/time off tracking.

Empowering Prevention and Inclusive Communities (EPIC)

University and the Union will work together to create a peer-led pilot program regarding sexual harassment and prevention training. The University will fund the hiring of one 50 percent FTE ASE to work on the design and implementation of the program.

Layoff

The university will end or reduce an ASE appointment no sooner than the end of the term/semester for which the notice of layoff is provided. The university will use its best efforts to place the affected ASE on assistantship in another bargaining unit position with a similar term and, if possible, similar compensation

No Strike No Lockout

Nothing in the Contract permits or grants to any employee the right to strike or refuse to perform their assigned duties. Nothing in the Contract permits or grants the University the right to lock out employees. The university and the union also agreed on a variety of provisions related to standardizing recruitment and onboarding, including job postings, offer letters, job descriptions, personnel files, and orientation as well as providing additional resources to international student employees.

Assumptions and Calculations

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

Not applicable: this request will not expand, reduce, eliminate, or alter a current program or service.

Detailed Assumptions and Calculations:

Costing for the agreement included two populations within the Coalition of Academic Student Employees (CASE): graduate students on assistantships, and undergraduate hourly employees in certain job classifications.

Graduate Assistant Costing

The roster of CASE members who are graduate assistants was identified using a September 2023 employee snapshot from WSU's Workday system. The total unique headcount in this file was 1,478. Since this snapshot's purpose was to represent a full academic year of graduate assistant employment, terms were normalized to nine months and FTE to fifty percent. The resulting beginning salary base had a less than 1 percent variance to total prior year (FY23) payroll actual expenditures for graduate assistant salaries, so the base was deemed to be a reasonable estimate.

Because the employee snapshot report had no funding information, estimated expenditures by fund were derived from a payroll costing allocation report that the WSU Budget Office uses for modeling salary changes. This report used an October 2022 snapshot and was deemed a reasonable estimate of funding for state funds based on comparison with prior year (FY23) payroll actual expenditures and WSU's data used in the 2023-25 Compensation Impact Model (CIM) submission to the state. Table 4 shows the estimated percent distribution of graduate salaries to fund.

Fund	% Salary Base
001-General Fund	58.3%
145-Inst of Hi Ed-Grants/Contracts Acct	27.6%
148-Inst of Hi Ed-Dedicated Local Acct	10.0%
522-Inst of Hi Ed-Associated Students	1.7%
570-Inst of Hi Ed-Other Enterprises	0.3%
846-Grant-in-Aid Scholarship/Fellowship	2.1%
Grand Total	100.0%

Costs for the affecting economic items in the decision package were modeled on the salary base and adjusted by the effective date of the item. The estimated building fee waived per graduate student was set equal to the AY 202425 annual resident building fee amount of \$389. Health insurance costs were estimated based on preliminary costing provided by the current insurance carrier.

Undergraduate Student Hourly Costing

The roster of CASE members who are undergraduate student hourly employees was derived from an October 2022 employee snapshot that was reviewed by WSU, UAW, and PERC. Actual payroll expenditures for these employees were reported from WSU's Workday system and used to inform the percent cost allocation by fund (Table 5) for the new hourly wages and across-the-board increase scheduled for October 1, 2025.

Fund	% Salary Base
001-General Fund	40.2%
143-Inst of Hi Ed-Morrill-Bankhead-Jones Act	0.9%
145-Inst of Hi Ed-Grants/Contracts Acct	17.7%
148-Inst of Hi Ed-Dedicated Local Acct	21.1%
522-Inst of Hi Ed-Associated Students	12.6%
570-Inst of Hi Ed-Other Enterprises	2.7%
573-Inst of Hi Ed-Housing & Food Acct	1.5%
846-Grant-in-Aid Scholarship/Fellowship	3.3%
Grand Total	100.0%

Total Costing of Economic Items for Budget Request

The total state funds requested for each economic are shown in Table 6. Dollars are rounded to the thousands.

	2024	2025	2026	2027
STATE FUNDS				
April 1, 2024 - New Assistantship Salary Ranges w/Location Pay	534,000	3,204,000	3,204,000	3,204,000
August 16, 2024 - Education Premium Pay	-	999,000	999,000	999,000
October 1, 2025 - 3.00% General Wage Increase	-	-	544,000	652,000
April 1, 2024 - New Student Hourly Classifications	9,000	48,000	48,000	48,000
Enhancement to Graduate Health Insurance Plan	-	79,000	79,000	79,000
Building Fee Waived - Lost Revenue	-	-	335,000	335,000
	543,000	4,330,000	5,209,000	5,317,000

The total estimated costs across all funds are shown in Table 7.

	2024	2025	2026	2027
ALL FUNDS				
April 1, 2024 - New Assistantship Salary Ranges w/Location Pay	915,000	5,495,000	5,495,000	5,495,000
August 16, 2024 - Education Premium Pay	-	1,713,000	1,713,000	1,713,000
October 1, 2025 - 3.00% General Wage Increase	-	-	855,000	1,146,000
April 1, 2024 - New Student Hourly Classifications	21,000	123,000	123,000	123,000
Enhancement to Graduate Health Insurance Plan	-	134,000	134,000	134,000
Building Fee Waived - Lost Revenue	-	-	575,000	575,000
	936,000	7,465,000	8,995,000	9,186,000

Workforce Assumptions:

No assumptions were made with regards to changes in FTEs as a result of this bargaining agreement.

Historical Funding:

WSU has no ongoing funding available for the Academic Student Employee bargaining contract.

Strategic and Performance Outcomes

Strategic Framework:

Strategic Framework:

The retention of Academic Student Employees engaged in instruction and research supports the University as it strives to achieve the Results Washington's goals of world-class education and a Prosperous Economy.

The retention and recruitment of quality Academic Student Employees supports Washington State University's strategic goals, including:

GOAL 1: Research, Innovation, & 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.

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.

Performance Outcomes:

This request for funding will increase WSU's performance in research and student success by attracting and retaining quality Academic Student Employees.

Performance Outcomes:

This request for funding will increase WSU's performance in research and student success by attracting and retaining quality Academic Student Employees.

Equity Impacts

Community Outreach and Engagement:

Successfully recruiting and retaining staff supports the University's mission. In addition, compensation enhancement helps the university recruit and retain a diverse staff in an incredibly competitive environment. Funding this request is expected to have positive impacts on its diverse student body and address inequities in the following ways:

- Recruiting top diverse graduate students in a competitive environment
- Decreasing inequity in pay across academic student employee positions
- Ensuring a level of wages and benefits to meet needs of students who do not have alternative income sources
- Supporting graduate students, as well as undergraduate students who are served by them, in their educational pursuits
- Continuing WSU's research mission, with better packages to recruit top graduate research assistants

Disproportional Impact Considerations:

Please see response above regarding equity impacts.

Target Communities and Populations:

Please see response above regarding equity impacts.

Community Inputs and Incorporation:

Please see response above regarding equity impacts.

Other Collateral Connections

HEAL Act Agencies Supplemental Questions

Not applicable.

Puget Sound Recovery:

Not applicable.

State Workforce Impacts:

Not applicable, as this request concerns a new collective bargaining agreement.

Intergovernmental:

Not applicable.

Stakeholder Impacts:

Not applicable.

State Facilities Impacts:

Not applicable.

Changes from Current Law:

Not applicable.

Legal or Administrative Mandates:

Not applicable.

Governor's Salmon Strategy:

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

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$5,130	\$5,238	\$10,368	\$5,238	\$5,238	\$10,476
Obj. B	\$79	\$79	\$158	\$79	\$79	\$158

Agency Contact Information

Christina Gregory
(509) 335-9682
christina.gregory@wsu.edu



Agency Recommendation Summary

Washington State University (WSU) is requesting \$3.6 million in the 2025-2027 biennium to strengthen the operations of the Elson S. Floyd College of Medicine and support the College’s reaccreditation efforts.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Staffing						
FTEs	12.0	12.0	12.0	12.0	12.0	12.0
Operating Expenditures						
Fund 001 - 1	\$1,800	\$1,800	\$3,600	\$1,800	\$1,800	\$3,600
Total Expenditures	\$1,800	\$1,800	\$3,600	\$1,800	\$1,800	\$3,600

Decision Package Description

The Elson S. Floyd College of Medicine was established in 2015 to serve Washington through education, research, and health care with a focus on rural communities, Tribal Nations, and people who have been historically marginalized in medicine in pursuit of a healthy, equitable Washington for all. To achieve this mission, the College operates a distinctive community-based, multi-site medical education program that relies on more than 250 clinical partners embedded in communities throughout the state to provide required clinical experiences for students. This stands in contrast to the traditional model that trains students in a university-run teaching hospital. WSU’s distributive model of medical education features four clinical campus hub locations in Everett, Spokane, Tri-Cities, and Vancouver. From there, third and fourth-year students are trained in clinical setting in those communities and in a great many outlying areas such as Forks, Prosser, Morton, Grand Coulee and dozens more including five tribal clinics. To date, the college has conferred 248 doctorates of medicine. The most recent graduating class had a 100 percent match rate for residency, over half of whom will be in primary care specialties. the College’s first graduates began completing postgraduate residency training and enter practice in the spring of 2024.

During the last Liaison Committee on Medical Education (LCME) accreditation visit for the College in 2023, there were several elements identified as needing improvement related to various educational, research, and administrative functions. Among these included compensation to clinical partners for clinical instruction, the adequacy of equipment used in student research activities, diversity and pathway programs, career advising, and other student services staff.

The college has begun to address areas noted for improvement by reallocating existing resources, however additional resources are needed to meet accreditation standards. Funds from this request will be used to secure and retain preceptors who provide training in clinical settings, add essential support service personnel, and bolster student research experiences.

The university first seeks to enhance stipends to clinical partners who provide required supervision for third and fourth-year students training in clinical settings. These opportunities have become more scarce in the post-pandemic era as clinical settings have been less able to manage the productivity loss associated with overseeing medical students. Currently, health care providers who provide clerkship supervision for WSU are compensated at a rate of \$500 per week, per student based on a 40week school year. The current budget supports 300 students, but additional funding is needed for an additional 20 students to fund the full enrollment of 320 students. This need equates to an additional \$400,000 in compensation costs per year.

Funds requested would also provide for personnel additions that address areas marked for needing improvement by accreditors. This includes a faculty position which, in addition to teaching responsibilities, would be responsible for cultivating required student research opportunities. The request also seeks funding for research-related goods and services needed to support student research.

To address accreditation indicators related to increasing diversity pathway programs and partnerships as well as career development opportunities, the funding would also enable the hiring of a DEI equity analyst, a career development coordinator, and a student services coordinator. Finally, college bring on 8 other support positions to bolster academic advising, faculty, technology, curriculum development, contracts, and project management.

As the College continues to produce doctors into Washington’s communities, these proposed enhancements would bolster WSU’s accreditation position and offer improved support services to WSU’s medical students who choose to learn and practice on behalf of our state.

Assumptions and Calculations

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

This funding request will not expand, reduce, eliminate, or alter a current program or service.

Detailed Assumptions and Calculations:

Object N - Grants, Benefits, Client Services: the \$800,000 biennial request for clerkship supervision compensation will support an additional 20 clerkships annually. Health care providers who provide clerkship supervision for WSU are compensated at a rate of \$500 per week, per student based on a 40 week school year.

Object E - Goods and Services: the \$222,000 biennial request will support a variety of equipment and software needs to support the student academic experience, including research. Needs include unplanned equipment replacement in classrooms and labs; data infrastructure including data storage and cloud subscriptions; and costs associated with Learning Management Systems (LMS) and Content Management Systems (CMS).

Objects A and B - \$2,578,000 in salaries and benefits will support needed faculty and staff to address accreditation elements. The following table shows the position titles, salary and FTE.

Job Classification Title	Annual Salary	FY26 FTE	FY27 FTE
Career Development Coordinator	72,000	2.00	2.00
Scholarship Faculty - Assistant Dean	156,000	1.00	1.00
Student Services Coordinator	68,000	1.00	1.00
DEI Senior Equity Analyst	87,000	1.00	1.00
Administrative Assisstant - Faculty Affairs	41,000	1.00	1.00
Director of Organizational Leadership	102,000	1.00	1.00
IT Business Analyst	75,000	1.00	1.00
Instructional Design Coordinator	71,000	1.00	1.00
Associate Director - Faculty Development	71,000	1.00	1.00
Contracts Specialist	65,000	1.00	1.00
Project Manager - Strategic Management	71,000	1.00	1.00
		12.00	12.00

Workforce Assumptions:

The table below summarizes total FTE, salaries, and benefits by employee type. The benefits rate assumptions per employee classification were: faculty 31.3%, exempt 35.1%, and classified 43.5%.

	FY2026 to FY2029			
	FTE	Salaries	Benefits	Total
Faculty	1.00	156,000	49,000	205,000
Exempt	9.00	689,000	243,000	932,000
Classified	2.00	106,000	46,000	152,000
	12.00	951,000	338,000	1,289,000

The creation of the Elson S. Floyd College of Medicine was only possible through multiple appropriations of state funds over the biennia. The following table shows the historical appropriations to fund the college since the 2017-19 biennium, which enabled the college support a total enrollment of 320 students.

State Appropriations for the Elson S. Floyd College of Medicine (dollars in thousands)						
	2018	2019	2020	2021	2022	2023-Current
2017-19 ESFCOM Inaugural Class	3,000	7,000	7,000	7,000	7,000	7,000
2019-21 ESFCOM Y3 & Y4 Continuation			3,600	7,200	7,200	7,200
2019-21 ESFCOM Expansion			1,200	2,400	2,400	2,400
2021-23 ESFCOM Cohort Completion					1,200	2,400
Cumulative Funding Total - Annual	3,000	7,000	11,800	16,600	17,800	19,000

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.

Performance Outcomes:

This funding request will support the academic success of WSU medicine students by providing resources to support accreditation standards.

Equity Impacts

Community Outreach and Engagement:

Health Equity is a constant practice at the Elson S. Floyd College of Medicine. The medical education curriculum explores health disparities that disproportionately impact diverse populations. It addresses the following issues:

- health disparities
- population health
- social determinants of health
- cultural competency/linguistic competence
- unconscious/implicit bias

The College of Medicine explicitly communicates its commitment to diversity, health equity, and inclusion across all departments, units, and offices: Medical Education and Clinical Sciences, Community and Behavioral Health, Translational Medicine and Physiology, Speech and Hearing Sciences, and Nutrition and Exercise Physiology. The college understands that animating and sustaining the initiatives outlined in its Diversity, Equity, Inclusion, Justice, and Access Policy coupled with the Strategic Diversity Action Plan enables the college to achieve its mission by promoting diversity, health equity, and inclusion among students, faculty and staff. In so doing, the college enriches education, research, clinical care and service activities and improves access to quality care for all communities in Washington State and beyond.

For more information on the College of Medicine's commitment to diversity, equity, and inclusion, please visit <https://medicine.wsu.edu/about/diversity-inclusion/>.

Disproportional Impact Considerations:

Please see statement above regarding this request's impact on equity in Washington.

Community Inputs and Incorporation:

Please see statement above regarding this request's impact on equity in Washington.

Other Collateral Connections

HEAL Act Agencies Supplemental Questions

Not applicable.

Puget Sound Recovery:

Not applicable.

State Workforce Impacts:

Not applicable.

Intergovernmental:

Not applicable.

Stakeholder Impacts:

Not applicable.

State Facilities Impacts:

Not applicable.

Changes from Current Law:

Not applicable.

Legal or Administrative Mandates:

Not applicable.

Governor's Salmon Strategy:

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

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$951	\$951	\$1,902	\$951	\$951	\$1,902
Obj. B	\$338	\$338	\$676	\$338	\$338	\$676
Obj. E	\$111	\$111	\$222	\$111	\$111	\$222
Obj. N	\$400	\$400	\$800	\$400	\$400	\$800

Agency Contact Information

Christina Gregory
 (509) 335-9682
 christina.gregory@wsu.edu



Washington State University
2025-27 Regular Budget Session
Policy Level - NA - Native American Scholarship

Agency Recommendation Summary

Washington State University (WSU) requests recurring funding to continue the Native American Scholarship program that was funded on a one-time basis in the enacted 2023-25 biennial budget and 2024 supplemental budget bills.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Staffing						
FTEs	1.0	1.0	1.0	1.0	1.0	1.0
Operating Expenditures						
Fund 001 - 1	\$1,100	\$1,100	\$2,200	\$1,100	\$1,100	\$2,200
Total Expenditures	\$1,100	\$1,100	\$2,200	\$1,100	\$1,100	\$2,200

Decision Package Description

The state appropriated \$1.2 million to Washington State University (WSU) in the 2023-25 operating budget to develop and implement a Native American Scholarship program for undergraduate students who are members of federally recognized Tribes. The pilot initiative is being conducted in consultation with regional Tribes during fiscal year 2024 and 2025. An additional \$500,000 was appropriated in the 2024 supplemental budget to further address unmet financial need of scholarship recipients.

To establish program eligibility and the development of the scholarship program, WSU's Office of Tribal Relations and Student Financial Services drafted guidelines from following initial consultation with WSU's Native American Advisory Board, consisting of Tribal government leaders and delegates, on April 28, 2023, and October 6, 2023. Additional consultation meetings with Tribal Education Managers and Directors during the summer and fall of 2023. The university is leading consultations and listening sessions to report on the program and gather feedback from tribal leaders and communities.

Additionally, the university leveraged state investment by in being awarded a grant from the U.S. Department of Agriculture to support this scholarship pilot. The grant provides funding for stipends, honorariums, and meals for Tribal consultation and listening sessions, as well as for conducting educational research to enhance practices related to Native American student recruitment, enrollment, graduation success, and scholarship implementation. By the end of the 2023-25 biennial pilot, a documented scholarship plan and training toolkit will be finalized, outlining best practices that align with culturally-informed and evidence-based approaches.

Beginning in the 2023-24 academic year, the award scholarships were distributed to eligible students based on the rules, guidelines, awarding tiers/priorities, and retention programming outlined below. The scholarship's purpose is to meet the unmet need of the full cost of in-state attendance (tuition, housing, books, fees, etc.) for Student Group 1, and reduce the financial need gap for Student Group 2. The scholarship award cannot exceed the resident cost of attendance and will be granted after considering all other financial aid sources, including scholarships, grants, tribal funding, and other forms of aid, except for loans.

Washington State residents and nonresidents who are Enrolled members of Federally Recognized Tribes in Washington, as well as MOU (Memorandum of Understanding) Federally Recognized tribes whose traditional and customary boundaries include Washington State (see Indian Residency Bill, [RCW 28B.15.0131](#)), are eligible for Student Group 1. Washington State residents enrolled in a federally recognized Tribe not listed in Student Group 1 are eligible for Student Group 2. Based on consultation, 80 percent of the funding is allocated to Student Group 1, while 20 percent is distributed to Student Group 2.

In addition to Group 1 and 2 eligibilities, students must also meet the following criteria listed below:

- Applicants must be either current undergraduate students at Washington State University (WSU) or transfer students seeking their first undergraduate degree.
- Applicants must provide documentation verifying their tribal enrollment.
- Applicants must file a FAFSA (Free Application for Federal Student Aid) or a WASFA (Washington Application for State Financial Aid) application.
- for the scholarship, applicants must maintain Satisfactory Academic Progress (SAP), which requires a minimum grade point average requirements.
- Applicants must be enrolled in at least halftime status.
- Eligible students can receive the award for a maximum of 125 percent of the time required to complete their degree or five years, whichever comes first.

To maintain eligibility and support retention, students must also adhere to the following requirements:

- Attend a scholarship orientation with WSU’s Office of Native American Services by the end of the first semester of receiving the award.
- Meet with their assigned mentor at least once a semester, either a one-on-one mentoring meeting or a group-based mentoring activity provided by mentors.
- If any student does not meet these requirements, the student will be placed on scholarship probation during the following semester and will need to develop a plan with their assigned mentor to maintain eligibility.

For the 2023-2024 academic year, 113 students applied for the scholarship, with 108 students meeting eligibility criteria. Of the recipients, 51 percent (56 students) were from Group 1, and 48 percent (52 students) were from Group 2. On average, each student was awarded \$4,594.28, with awards ranging from \$1,000 to \$12,188. This range is influenced by student group eligibility, the types of aid received, and the amount of financial assistance students can accept without reducing other need-based aid. Additionally, 92 percent of recipients were Washington residents, while 8 percent were nonresidents from federally recognized Tribes whose traditional and customary lands are in Washington State (eligible under the Indian Residency Bill).

Native American student mentors were identified and trained across all six WSU campuses. In addition to receiving scholarship support, students participated in an orientation led by the Office of Tribal Relations and Native American Programs, received one-on-one mentoring, attended study halls, and took part in Tribal Nation Building events and activities. This marks the first time that Native American Global Campus students have received mentoring and cultural programming. The scholarship program has significantly increased Native American student engagement at each campus. Additionally, seven Native American students graduated from the program during the academic year. For the 2024-2025 academic year, WSU has received 127 scholarship applications to date, representing a 12.4 percent increase from the previous year.

Securing a permanent operating budget for this scholarship fund is essential to ensuring the long-term success of this initiative and to addressing historic inequity and injustices regional Native American Tribes and peoples have experienced in educational systems. It will not only address unmet cost of attendance for Native students but also support culturally responsive recruitment and retention programs that are vital to their academic and personal development.

Assumptions and Calculations

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

This request will not expand, reduce, eliminate, or alter a current program or service.

Detailed Assumptions and Calculations:

A total of \$1,700,000 was appropriated for the Native American Scholarship program in the 2023-25 biennium. In FY24, \$600,000 was expensed on the scholarship program – \$500,000 in scholarships and \$100,000 for program administration. As a result of the additional \$500,000 appropriation made in the 2024 Supplemental Operating Budget, WSU plans to expend \$1,100,000 on the scholarship program in FY25 – \$1,000,000 in scholarships and \$100,000 in program administration. WSU’s 2025-27 operating budget request is for the continuation of the \$1,100,000 annual appropriation, which will ensure the scholarship value addresses the unmet financial need of Native students.

Workforce Assumptions:

This request will fund one administrative professional (exempt) position to administer the scholarship and conduct student outreach. Benefits of \$26,000 are calculated at 35.1 percent on an annual salary of \$70,000. Annual goods and services costs are estimated at \$4,000 (computing equipment, office supplies, and student orientation costs). This request will fund one administrative professional (exempt) position to administer student outreach. Benefits of \$26,000 are calculated at 35.1 percent on an annual salary of \$70,000. Annual goods and services costs are estimated at \$4,000 (computing equipment, office supplies, and student orientation costs).

Historical Funding:

State appropriations for the Native American Scholarship program will end after the 2023-25 biennium.

Strategic and Performance Outcomes

Strategic Framework:

This request supports WSU's strategic Goal 2: Washington State University students will engage in scholarship, research, and experiential learning activities to prepare future leaders, scholars, and global citizens. Specifically, it supports the goal objective to increase educational affordability geared toward improving the completion and graduation rates of students.

Performance Outcomes:

The Native American Scholarship supports over 100 students per semester. Funding this request will ensure Native students have affordable access to higher education and a pathway to degree completion.

Equity Impacts

Community Outreach and Engagement:

Please see narrative for "Target Communities and Populations."

Disproportional Impact Considerations:

Please see narrative for "Target Communities and Populations."

Target Communities and Populations:

The Native American Scholarship Fund is a crucial component of WSU efforts to enhance service offered to Native populations. The land grant colleges have a unique responsibility in this regard. Federal acts to establish and support the land grant colleges provided lands to states for the purpose of generating revenues to fund these colleges. These lands trace back to the disposition of indigenous lands, which were often extracted using coercive and violent acts and without regard for treaties.

Washington State University acknowledges this history. In doing so, the university has made numerous commitments to promote service to Native populations in pursuit of reconciliation. The university has signed memoranda of understanding with 14 regional tribes — some dating back to 1997 — creating the Native American Advisory Board and providing a structure to strengthen relationships and enhance service. The university also has established an Extension office on the reservation of the Colville Confederated Tribes and offers Extension services on the Kalispel reservation. WSU created the Office of Tribal Relations, providing dedicated staff to build and maintain relationships, and offers an array of small scholarship programs to benefit Native students.

Native American Programs at WSU is charged with bolstering recruitment of Native students, almost a dozen pathway and support programs have been developed to recruit Native students into pursuing degrees in the health sciences, and the university has created the Center for Native American Health on the WSU Spokane campus.

The Native American Scholarship Program would represent a meaningful addition to WSU's broader efforts to promote equitable access to higher education for all populations the university serves.

Community Inputs and Incorporation:

Please see narrative for "Target Communities and Populations."

Other Collateral Connections

HEAL Act Agencies Supplemental Questions

Not applicable.

Puget Sound Recovery:

Not applicable.

State Workforce Impacts:

Not applicable.

Intergovernmental:

Not applicable.

Stakeholder Impacts:

Not applicable.

State Facilities Impacts:

Not applicable.

Changes from Current Law:

Funding this request will not require changes to existing statutes.

Legal or Administrative Mandates:

Not applicable.

Governor's Salmon Strategy:

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

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$70	\$70	\$140	\$70	\$70	\$140
Obj. B	\$26	\$26	\$52	\$26	\$26	\$52
Obj. E	\$4	\$4	\$8	\$4	\$4	\$8
Obj. N	\$1,000	\$1,000	\$2,000	\$1,000	\$1,000	\$2,000

Agency Contact Information

Christina Gregory
(509) 335-9682
christina.gregory@wsu.edu



Agency Recommendation Summary

Washington State University bargained with the Washington State University Police Guild (Police Guild) regarding Bargaining Unit 4. The following is a result of bargaining for Bargaining Unit 4 employees. Employees have ratified the collective bargaining agreement (“Contract” or “Agreement”). • Bargaining Unit 4 - Nonsupervisory sworn personnel of Washington State University on the Pullman main campus.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Operating Expenditures						
Fund 001 - 1	\$79	\$161	\$240	\$161	\$161	\$322
Total Expenditures	\$79	\$161	\$240	\$161	\$161	\$322

Decision Package Description

The following is a summary of the 2024 WSU/WSU Police Guild Contract negotiations. This summary highlights the significant areas of the Contract. It is not intended to provide detailed information concerning each article or provision. This decision package is included here to provide a means to request State funding to implement labor agreement.

DURATION:

The term of the new Contract is July 1, 2025 through June 30, 2027. This corresponds with the State of Washington’s biennial budget, as required by law.

ECONOMIC ITEMS:

Wages

- Effective July 1, 2025 general salary increase of five percent (5%).
- Effective July 1, 2026 general salary increase of five percent (5%).

NON-ECONOMIC ITEMS:

Annual Leave: Increase maximum accrual to two hundred and eighty (280) hours to match other civil service employees.

Sick Leave: Update family members and allowable reasons for sick usage.

Holidays: Update in accordance with the WSU Holiday Schedule for the 2025-2027 Contract period.

Uniforms: Provide one pair waterproof and breathable pants, upon request.

Assumptions and Calculations

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

This request will not expand, reduce, eliminate, or otherwise alter a current program or service.

Detailed Assumptions and Calculations:

Costing for the economic items listed above was based on current FY25 employee salaries as reported in WSU's finance and payroll system.

Workforce Assumptions:

This item will have no effect on workforce FTE.

Historical Funding:

Not applicable

Strategic and Performance Outcomes

Strategic Framework:

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

Performance Outcomes:

The request for compensation increases for collective bargaining will support all WSU performance measures by attracting and retaining quality staff that will help ensure student success, the production of high quality academic research, and impactful outreach to communities in Washington.

Equity Impacts

Community Outreach and Engagement:

Successfully recruiting and retaining staff supports the University's mission. In addition, compensation enhancement helps the university recruit and retain a diverse staff in an incredibly competitive environment.

Disproportional Impact Considerations:

–

Community Inputs and Incorporation:

–

Other Collateral Connections

HEAL Act Agencies Supplemental Questions

Not applicable.

Puget Sound Recovery:

Not applicable.

State Workforce Impacts:

Please see package description for collective bargaining agreement details.

Intergovernmental:

Not applicable.

Stakeholder Impacts:

Not applicable.

State Facilities Impacts:

Not applicable.

Changes from Current Law:

Not applicable.

Legal or Administrative Mandates:

Not applicable.

Governor's Salmon Strategy:

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

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$79	\$161	\$240	\$161	\$161	\$322

Agency Contact Information

Christina Gregory
(509) 335-9682
christina.gregory@wsu.edu



Agency Recommendation Summary

Washington State University bargained with the Washington Federation of State Employees (WFSE) regarding Bargaining Units 2, 12, 13, 15, and 20. Ratification of the collective bargaining agreement (the “Contract” or “Agreement”) and final signature is pending a group vote by members. • Bargaining Unit 2 - Service Employee Supervisors on the Pullman Campus • Bargaining Unit 12 - Dining Services - non-supervisory employees • Bargaining Unit 13 - Facilities Services Maintenance and Utilities, Construction Services, and • Waste Management - non-supervisory employees • Bargaining Unit 15 - College of Sciences Technical Services (Instrument and Electronic • Shops) - non-supervisory employees • Bargaining Unit 20 - WSU Puyallup Research and Extension Center – Farm and Maintenance Operations - non-supervisory employees

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Operating Expenditures						
Fund 001 - 1	\$137	\$231	\$368	\$231	\$231	\$462
Total Expenditures	\$137	\$231	\$368	\$231	\$231	\$462

Decision Package Description

The following is a summary of the 2024 WSU/WFSE Contract negotiations. This summary highlights the significant areas of the Contract. It is not intended to provide detailed information concerning each article or provision. This decision package is included here to provide a means to request State funding to implement labor agreements.

DURATION:

The term of the new Contract is July 1, 2025 through June 30, 2027. This corresponds with the State of Washington’s biennial budget, as required by law.

ECONOMIC ITEMS:

Wages

- Effective July 1, 2025, all salary ranges for classified employees covered by this Agreement will be increased by three percent (3%).
- Effective July 1, 2026, all salary ranges for classified employees covered by this Agreement will be increased by two percent (2%).

NON-ECONOMIC ITEMS:

Union Rights: Update union reporting data fields, provided for online union orientation and posting of orientation links in Labor Relations website.

Holidays: Update WSU Holiday Schedule for the 2025-2027 Contract period.

Annual Leave: Increase maximum accrual to two hundred and eighty (280) hours to match other civil service employees.

Sick Leave: Update family members and allowable reasons for sick usage.

Parking: Maintain MOU allowing for cross numerical parking for Dining employees. Maintain a lower cost parking lot (Blue lot from moving to a Red lot) for the term of the Contract.

Assumptions and Calculations

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

Not Applicable.

Detailed Assumptions and Calculations:

Costing for the economic items listed above was based on current FY25 employee salaries as reported in WSU's finance and payroll system.

Workforce Assumptions:

This item will have no effect on workforce FTE.

Historical Funding:

Not Applicable

Strategic and Performance Outcomes

Strategic Framework:

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

Performance Outcomes:

The request for compensation increases for collective bargaining will support all WSU performance measures by attracting and retaining quality staff that will help ensure student success, the production of high-quality academic research, and impactful outreach to communities in Washington.

Equity Impacts

Community Outreach and Engagement:

Successfully recruiting and retaining staff supports the University's mission. In addition, compensation enhancement helps the university recruit and retain a diverse staff in an incredibly competitive environment.

Disproportional Impact Considerations:

–

–

Community Inputs and Incorporation:

–

Other Collateral Connections

HEAL Act Agencies Supplemental Questions

Not applicable.

Puget Sound Recovery:

Not applicable.

State Workforce Impacts:

Please see package description for collective bargaining agreement details.

Intergovernmental:

Not applicable.

Stakeholder Impacts:

Not applicable.

State Facilities Impacts:

Not applicable.

Changes from Current Law:

Not applicable.

Legal or Administrative Mandates:

Not applicable.

Governor's Salmon Strategy:

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

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$137	\$231	\$368	\$231	\$231	\$462

Agency Contact Information

Christina Gregory
(509) 335-9682
christina.gregory@wsu.edu



Agency Recommendation Summary

Washington State University bargained with the International Union of Operating Engineers (IUOE) regarding Bargaining Unit 21. Ratification of the collective bargaining agreement (the “Contract” or “Agreement”) and final signature is pending a group vote from Bargaining Unit 21 members. • Bargaining Unit 21 - Stationary Engineer, Maintenance Mechanic and Information Technology Specialist positions employed in the Washington State University Steam Plant.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Operating Expenditures						
Fund 001 - 1	\$77	\$97	\$174	\$97	\$97	\$194
Total Expenditures	\$77	\$97	\$174	\$97	\$97	\$194

Decision Package Description

The following is a summary of the 2024 WSU/IUOE Contract negotiations. This summary highlights the significant areas of the Contract. It is not intended to provide detailed information concerning each article or provision. This decision package is included here to provide a means to request State funding to implement labor agreements.

DURATION:

The term of the new Contract is July 1, 2025 through June 30, 2027. This corresponds with the State of Washington’s biennial budget, as required by law.

ECONOMIC ITEMS:

Wages

- Effective July 1, 2025, all salary ranges will be increased by three percent (3%).
- Effective July 1, 2026, all salary ranges will be increased by two percent (2%).
- Should salary ranges assigned to job classifications on the Office of Financial Management’s (OFM) Human Resources Classified Job Listing adjust upwards of those ranges currently assigned to employee classifications covered by this Agreement, those job classifications covered by this Agreement will adjust accordingly. Employees will be placed in the new range on a step-for-step basis.

Special Pay: Implement Special pay increase of three (3) ranges which equates to approximately seven and one-half percent (7.5%) for Stationary Engineer positions per October 5, 2022 [Special Pay](#) Memorandum of Understanding and subsequent August 8, 2024 State Human Resources Director’s Meeting approval.

Job Classification	Class Code	Current Salary Range or Special Pay Range	Proposed 2025-2027 General Salary Schedule Special Pay Range
Stationary Engineer 1	602J	46G	49G
		50G	53G

NON-ECONOMIC ITEMS:

Work Period Designations: Employees will not be required to switch between day and grave shifts with less than 24 hour notice.

Holidays: Update the WSU Holiday Schedule for the 2025-2027 Contract period.

Annual Leave:

- Increase the maximum accrual to two hundred and eighty (280) hours to match other civil service employees.
- Employees called back to work while on Annual Leave, will not be charged Annual Leave for hours worked and the employee will receive Call Back Pay.

Leave Accruals: Add a pass through for WAC 357-31 Civil Service employee leave accruals to bargaining unit employees.

Sick Leave: Update family members and allowable reasons for sick usage.

Bereavement Leave: Provides the ability for employees to request up to an additional three (3) days paid bereavement leave for exceptional circumstances. Updated family and household members.

Assumptions and Calculations

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

This request will not expand, reduce, eliminate, or otherwise alter a current program or service.

Detailed Assumptions and Calculations:

Costing for the economic items listed above was based on current FY25 employee salaries as reported in WSU's finance and payroll system.

Workforce Assumptions:

This item will have no effect on workforce FTE.

Historical Funding:

Not applicable

Strategic and Performance Outcomes

Strategic Framework:

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

The request for compensation increases for collective bargaining will support all WSU performance measures by attracting and retaining quality staff that will help ensure student success, the production of high-quality academic research, and impactful outreach to communities in Washington.

Equity Impacts

Community Outreach and Engagement:

Successfully recruiting and retaining staff supports the University's mission. In addition, compensation enhancement helps the university recruit and retain a diverse staff in an incredibly competitive environment.

Disproportional Impact Considerations:

–

Target Communities and Populations:

–

Community Inputs and Incorporation:

–

Other Collateral Connections

HEAL Act Agencies Supplemental Questions

Not applicable.

Puget Sound Recovery:

Not applicable.

State Workforce Impacts:

Please see package description for collective bargaining agreement details.

Intergovernmental:

Not applicable.

Stakeholder Impacts:

Not applicable.

State Facilities Impacts:

Not applicable.

Changes from Current Law:

Not applicable.

Legal or Administrative Mandates:

Governor's Salmon Strategy:

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

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$77	\$97	\$174	\$97	\$97	\$194

Agency Contact Information

Christina Gregory

(509) 335-9682

christina.gregory@wsu.edu



Dollars in Thousands

ABS031 Agency DP Priority (PL)
(List only the program Policy Level budget decision packages, in priority order)
365 - Washington State University
2025-27 Regular Budget Session
25_BBR - 2025-27 Operating Budget Request

Decision Package Code	Decision Package Title
PL-RC	Retention and Compensation
PL-AS	Academic Student Employee
PL-CM	College of Medicine Accreditation
PL-NA	Native American Scholarship
PL-W1	WSU Collective Bargaining - Police
PL-W3	WSU Collective Bargaining - WFSE
PL-W4	WSU Collective Bargaining - IUOE



**ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
2025-27 Regular Budget Session
25 BBR - 2025-27 Operating Budget Request**

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2026	FY2027	FY2026	FY2027	FY2026	FY2027	
062 - WSU Building Account							
0424 - Tuition and Fees - S							
90 - Maintenance Level Revenue	7,500	7,500	0	0			
Total - 0424 - Tuition and Fees - S	7,500	7,500	0	0	7,500	7,500	15,000
0499 - Other Revenue - S							
90 - Maintenance Level Revenue	500	500	0	0			
Total - 0499 - Other Revenue - S	500	500	0	0	500	500	1,000
0621 - Operating Trans In - S							
90 - Maintenance Level Revenue	18,000	18,000	0	0			
Total - 0621 - Operating Trans In - S	18,000	18,000	0	0	18,000	18,000	36,000
062 - WSU Building Account - State	26,000	26,000			26,000	26,000	52,000
Total - 062 - WSU Building Account	26,000	26,000			26,000	26,000	52,000
143 - HE Federal Appr Acct							
0310 - Dept of Agriculture - F							
90 - Maintenance Level Revenue	11,399	11,399	0	0			
Total - 0310 - Dept of Agriculture - F	11,399	11,399	0	0	11,399	11,399	22,798
143 - HE Federal Appr Acct - Federal	11,399	11,399			11,399	11,399	22,798
Total - 143 - HE Federal Appr Acct	11,399	11,399			11,399	11,399	22,798
145 - H E - Grants/Contract							
0303 - Institute of Museum - F							
90 - Maintenance Level Revenue	205	205	0	0			
Total - 0303 - Institute of Museum - F	205	205	0	0	205	205	410
0306 - National Endow Human - F							
90 - Maintenance Level Revenue	148	148	0	0			
Total - 0306 - National Endow Human - F	148	148	0	0	148	148	296
0310 - Dept of Agriculture - F							

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
25 BBR - 2025-27 Operating Budget Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2026	FY2027	FY2026	FY2027	FY2026	FY2027	
90 - Maintenance Level Revenue	36,383	36,383	0	0			
Total - 0310 - Dept of Agriculture - F	36,383	36,383	0	0	36,383	36,383	72,766
0311 - Dept of Commerce - F							
90 - Maintenance Level Revenue	121	121	0	0			
Total - 0311 - Dept of Commerce - F	121	121	0	0	121	121	242
0312 - Dept of Defense - F							
90 - Maintenance Level Revenue	6,136	6,136	0	0			
Total - 0312 - Dept of Defense - F	6,136	6,136	0	0	6,136	6,136	12,272
0315 - Dept of Interior - F							
90 - Maintenance Level Revenue	826	826	0	0			
Total - 0315 - Dept of Interior - F	826	826	0	0	826	826	1,652
0316 - Dept of Justice - F							
90 - Maintenance Level Revenue	385	385	0	0			
Total - 0316 - Dept of Justice - F	385	385	0	0	385	385	770
0319 - Dept of State - F							
90 - Maintenance Level Revenue	111	111	0	0			
Total - 0319 - Dept of State - F	111	111	0	0	111	111	222
0320 - Dept of Transportatn - F							
90 - Maintenance Level Revenue	3,443	3,443	0	0			
Total - 0320 - Dept of Transportatn - F	3,443	3,443	0	0	3,443	3,443	6,886
0343 - Nat Aero & Sp Admini - F							
90 - Maintenance Level Revenue	834	834	0	0			
Total - 0343 - Nat Aero & Sp Admini - F	834	834	0	0	834	834	1,668
0347 - Nat Science Foundati - F							
90 - Maintenance Level Revenue	18,055	18,055	0	0			
Total - 0347 - Nat Science Foundati - F	18,055	18,055	0	0	18,055	18,055	36,110
0355 - Fed Rev Non-Assist - F							
90 - Maintenance Level Revenue	7,548	7,548	0	0			
Total - 0355 - Fed Rev Non-Assist - F	7,548	7,548	0	0	7,548	7,548	15,096

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
25 BBR - 2025-27 Operating Budget Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2026	FY2027	FY2026	FY2027	FY2026	FY2027	
0359 - Small Business Admin - F							
90 - Maintenance Level Revenue	3,493	3,493	0	0			
Total - 0359 - Small Business Admin - F	3,493	3,493	0	0	3,493	3,493	6,986
0364 - Veterans Administrat - F							
90 - Maintenance Level Revenue	30	30	0	0			
Total - 0364 - Veterans Administrat - F	30	30	0	0	30	30	60
0366 - Environ Protection A - F							
90 - Maintenance Level Revenue	88	88	0	0			
Total - 0366 - Environ Protection A - F	88	88	0	0	88	88	176
0377 - Nuclear Regulatory C - F							
90 - Maintenance Level Revenue	181	181	0	0			
Total - 0377 - Nuclear Regulatory C - F	181	181	0	0	181	181	362
0381 - Dept of Energy - F							
90 - Maintenance Level Revenue	15,688	15,688	0	0			
Total - 0381 - Dept of Energy - F	15,688	15,688	0	0	15,688	15,688	31,376
0384 - Dept of Education - F							
90 - Maintenance Level Revenue	17,250	17,250	0	0			
Total - 0384 - Dept of Education - F	17,250	17,250	0	0	17,250	17,250	34,500
0393 - Health & Human Svc - F							
90 - Maintenance Level Revenue	57,186	57,186	0	0			
Total - 0393 - Health & Human Svc - F	57,186	57,186	0	0	57,186	57,186	114,372
0398 - US Agy Inter Dev - F							
90 - Maintenance Level Revenue	3,811	3,811	0	0			
Total - 0398 - US Agy Inter Dev - F	3,811	3,811	0	0	3,811	3,811	7,622
0399 - Fed Assistance Misc - F							
90 - Maintenance Level Revenue	13	13	0	0			
Total - 0399 - Fed Assistance Misc - F	13	13	0	0	13	13	26
0409 - Interest Income - S							
90 - Maintenance Level Revenue	8	8	0	0			

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
25 BBR - 2025-27 Operating Budget Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2026	FY2027	FY2026	FY2027	FY2026	FY2027	
Total - 0409 - Interest Income - S	8	8	0	0	8	8	16
0420 - Charges for Services - S							
90 - Maintenance Level Revenue	361	361	0	0			
Total - 0420 - Charges for Services - S	361	361	0	0	361	361	722
0440 - Indirect Cost Reimb - S							
90 - Maintenance Level Revenue	275	275	0	0			
Total - 0440 - Indirect Cost Reimb - S	275	275	0	0	275	275	550
0541 - Contributions Grants - P/L							
90 - Maintenance Level Revenue	74,627	74,627	0	0			
Total - 0541 - Contributions Grants - P/L	74,627	74,627	0	0	74,627	74,627	149,254
0546 - Federal Revenue - P/L							
90 - Maintenance Level Revenue	30,830	30,830	0	0			
Total - 0546 - Federal Revenue - P/L	30,830	30,830	0	0	30,830	30,830	61,660
0621 - Operating Trans In - S							
90 - Maintenance Level Revenue	69,722	69,722	0	0			
Total - 0621 - Operating Trans In - S	69,722	69,722	0	0	69,722	69,722	139,444
0622 - Operating Trans Out - S							
90 - Maintenance Level Revenue	(69,722)	(69,722)	0	0			
Total - 0622 - Operating Trans Out - S	(69,722)	(69,722)	0	0	(69,722)	(69,722)	(139,444)
145 - H E - Grants/Contrct - State	644	644			644	644	1,288
145 - H E - Grants/Contrct - Federal	171,935	171,935			171,935	171,935	343,870
145 - H E - Grants/Contrct - Private/Local	105,457	105,457			105,457	105,457	210,914
Total - 145 - H E - Grants/Contrct	278,036	278,036			278,036	278,036	556,072
148 - HE - Dedicated Locl							
0402 - Income From Property - S							
90 - Maintenance Level Revenue	2,035	2,035	0	0			
Total - 0402 - Income From Property - S	2,035	2,035	0	0	2,035	2,035	4,070
0405 - Fines, Forfeits - S							

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
25 BBR - 2025-27 Operating Budget Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2026	FY2027	FY2026	FY2027	FY2026	FY2027	
90 - Maintenance Level Revenue	1,898	1,898	0	0			
Total - 0405 - Fines, Forfeits - S	1,898	1,898	0	0	1,898	1,898	3,796
0409 - Interest Income - S							
90 - Maintenance Level Revenue	10,855	10,855	0	0			
Total - 0409 - Interest Income - S	10,855	10,855	0	0	10,855	10,855	21,710
0414 - CAPITAL GAINS - S							
90 - Maintenance Level Revenue	(133)	(133)	0	0			
Total - 0414 - CAPITAL GAINS - S	(133)	(133)	0	0	(133)	(133)	(266)
0416 - Sale of Prop/Other - S							
90 - Maintenance Level Revenue	1,698	1,698	0	0			
Total - 0416 - Sale of Prop/Other - S	1,698	1,698	0	0	1,698	1,698	3,396
0420 - Charges for Services - S							
90 - Maintenance Level Revenue	56,812	56,812	0	0			
Total - 0420 - Charges for Services - S	56,812	56,812	0	0	56,812	56,812	113,624
0424 - Tuition and Fees - S							
90 - Maintenance Level Revenue	52,391	52,391	0	0			
Total - 0424 - Tuition and Fees - S	52,391	52,391	0	0	52,391	52,391	104,782
0425 - Filing/Legal Srvc - S							
90 - Maintenance Level Revenue	(606)	(606)	0	0			
Total - 0425 - Filing/Legal Srvc - S	(606)	(606)	0	0	(606)	(606)	(1,212)
0430 - Dedicated Stu Fees - S							
90 - Maintenance Level Revenue	7,554	7,554	0	0			
Total - 0430 - Dedicated Stu Fees - S	7,554	7,554	0	0	7,554	7,554	15,108
0440 - Indirect Cost Reimb - S							
90 - Maintenance Level Revenue	44,714	44,714	0	0			
Total - 0440 - Indirect Cost Reimb - S	44,714	44,714	0	0	44,714	44,714	89,428
0445 - Unemp Comp Reimb - S							
90 - Maintenance Level Revenue	20,642	20,642	0	0			
Total - 0445 - Unemp Comp Reimb - S	20,642	20,642	0	0	20,642	20,642	41,284

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
25 BBR - 2025-27 Operating Budget Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2026	FY2027	FY2026	FY2027	FY2026	FY2027	
0448 - Ind Cost Recoveries - S							
90 - Maintenance Level Revenue	96	96	0	0			
Total - 0448 - Ind Cost Recoveries - S	96	96	0	0	96	96	192
0473 - Costs of Investment - S							
90 - Maintenance Level Revenue	49	49	0	0			
Total - 0473 - Costs of Investment - S	49	49	0	0	49	49	98
0499 - Other Revenue - S							
90 - Maintenance Level Revenue	(53)	(53)	0	0			
Total - 0499 - Other Revenue - S	(53)	(53)	0	0	(53)	(53)	(106)
0621 - Operating Trans In - S							
90 - Maintenance Level Revenue	101,183	101,183	0	0			
Total - 0621 - Operating Trans In - S	101,183	101,183	0	0	101,183	101,183	202,366
0622 - Operating Trans Out - S							
90 - Maintenance Level Revenue	(107,627)	(107,627)	0	0			
Total - 0622 - Operating Trans Out - S	(107,627)	(107,627)	0	0	(107,627)	(107,627)	(215,254)
148 - HE - Dedicated Locl - State	191,508	191,508			191,508	191,508	383,016
Total - 148 - HE - Dedicated Locl	191,508	191,508			191,508	191,508	383,016
149 - Inst of HI ED-Operat							
0409 - Interest Income - S							
90 - Maintenance Level Revenue	3,058	3,058	0	0			
Total - 0409 - Interest Income - S	3,058	3,058	0	0	3,058	3,058	6,116
0424 - Tuition and Fees - S							
90 - Maintenance Level Revenue	246,782	246,782	0	0			
Total - 0424 - Tuition and Fees - S	246,782	246,782	0	0	246,782	246,782	493,564
0473 - Costs of Investment - S							
90 - Maintenance Level Revenue	(196)	(196)	0	0			
Total - 0473 - Costs of Investment - S	(196)	(196)	0	0	(196)	(196)	(392)
0622 - Operating Trans Out - S							

ABS 029 Summarized Revenue by Account and Source
Washington State University
Agency Level
25 BBR - 2025-27 Operating Budget Request
Dollars in Thousands

	Maintenance Level		Policy Level		Annual Totals		Biennial Total
	FY2026	FY2027	FY2026	FY2027	FY2026	FY2027	
90 - Maintenance Level Revenue	(5,261)	(5,261)	0	0			
Total - 0622 - Operating Trans Out - S	(5,261)	(5,261)	0	0	(5,261)	(5,261)	(10,522)
149 - Inst of HI ED-Operat - State	244,383	244,383			244,383	244,383	488,766
Total - 149 - Inst of HI ED-Operat	244,383	244,383			244,383	244,383	488,766
347 - WSU Bond Retirement							
0424 - Tuition and Fees - S							
90 - Maintenance Level Revenue	7,500	7,500	0	0			
Total - 0424 - Tuition and Fees - S	7,500	7,500	0	0	7,500	7,500	15,000
0622 - Operating Trans Out - S							
90 - Maintenance Level Revenue	(15,781)	(15,829)	0	0			
Total - 0622 - Operating Trans Out - S	(15,781)	(15,829)	0	0	(15,781)	(15,829)	(31,610)
347 - WSU Bond Retirement - State	(8,281)	(8,329)			(8,281)	(8,329)	(16,610)
Total - 347 - WSU Bond Retirement	(8,281)	(8,329)			(8,281)	(8,329)	(16,610)
Agency: 365 WSU - State	454,254	454,206			454,254	454,206	908,460
Agency: 365 WSU - Federal	183,334	183,334			183,334	183,334	366,668
Agency: 365 WSU - Private/Local	105,457	105,457			105,457	105,457	210,914
Total - Agency: 365 WSU	743,045	742,997			743,045	742,997	1,486,042

State of Washington
Request for Fees
2025-27 Biennium

	Code	Title
AGENCY	365	Washington State University

Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	Incremental Revenue Dollars in Thousands				Tied to Expenditure Change?	Fee Payer Position	Explanation of Change See Instructions
							GF-S		Other Funds				
							FY 2025	FY 2026	FY 2025	FY 2026			
365	Washington State University	1100	Resident Undergraduate Tuition	No		Increased				1,541	Supports existing expenditures	The WSU Regents will establish tuition fees for resident undergraduate students consistent with RCW 28B.15.067. Current law allows the resident undergraduate rate, beginning in 2017-18, to increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years. Before adopting increases the Regents will gather input from students and other constituents.	A rate increase may be requested to help cover the cost of the core instructional programs at the university, provide funds to retain and recruit qualified faculty, allow the university to continue serving record-level enrollments, and offer students a broad range of courses and degree programs.
365	Washington State University	1200	Non-Resident & Graduate Tuition	No		Increased				1,100	Supports existing expenditures	The WSU Regents will establish tuition fees for non-resident undergraduate and graduate students consistent with RCW28B.15.067. Before adopting percentage increases the Regents will gather input from students and other constituents.	A rate increase may be requested to help cover the cost of the core instructional programs at the university, provide funds to retain and recruit qualified faculty, allow the university to continue serving record-level enrollments, and offer students a broad range of courses and degree programs.
365	Washington State University	1300	Summer Session Tuition	No		Increased				220	Supports existing expenditures	The WSU Regents will establish summer session tuition fees. Before adopting percentage increases the Regents will gather input from students and other constituents.	As a self supporting program, summer school rates are set at an adequate level to cover associated costs.
365	Washington State University	2100	Technology Fee	No		Increased				7	Supports existing expenditures	Per RCW 28B.15.051, the fee was established per a resolution of the student government association (ASWSU)	ASWSU will annually review the fee and may change or abolish the fee by majority vote.

							Incremental Revenue Dollars in Thousands						
							GF-S		Other Funds				
Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	FY 2025	FY 2026	FY 2025	FY 2026	Tied to Expenditure Change?	Fee Payer Position	Explanation of Change See Instructions
365	Washington State University	2200	S&A Fees	No		Increased				120	Supports existing expenditures	The S&A Fee Committees, comprised primarily of students, makes a rate recommendation to the WSU President. The President, in turn, makes a recommendation to the Board of Regents who ultimately establish this rate. Students have opted to decrease the fee on some campuses in recent years.	The S&A Fee Committee, comprised of a majority of student representatives will make final recommendations for increases/decreases in these fees.
365	Washington State University	2300	Other Mandatory Fees	No		Increased				160	Supports existing expenditures	The majority of fees in this group were approved by student vote including the student recreation center, student union renovation/construction, Chinook Building and stadium renovation fees.	WSU makes every effort to protect the interest of students by keeping costs as low as possible while providing high quality programs. The majority of fees in this group were approved by student vote.
365	Washington State University	3100	Course Fees	No		Increased				110	Supports existing expenditures	Course fees are recommended by the University Fee Committee. WSU makes every effort to protect the interest of students by keeping costs as low as possible.	Rate adjustments could be necessary to cover the reasonable and necessary exceptional cost of lab supplies, fine art supplies or travel for student field trips.
365	Washington State University	4100	Fee based credit / non-credit	No		Increased				1,353	Supports existing expenditures	Fees in this category may increase by amounts judged reasonable and necessary by the governing board. WSU makes every effort to protect the interest of course participants by keeping costs as low as possible.	Fees in this category are established with the intent of recouping direct costs of the program.
365	Washington State University	5100	Admissions Fees	No		Increased				113	Supports existing expenditures	Fees in this category may increase by amounts judged reasonable and necessary by the governing board. WSU makes every effort to keep costs as low as possible.	The fee increase will provide resources to implement best-practices in communication and recruiting campaign management, and admissions, recruitment and systems training across the WSU system.
365	Washington State University	5200	Other Administrative Fees	No		Increased				193	Supports existing expenditures	Fees in this category may increase by amounts judged reasonable and necessary by the governing board. WSU makes every effort to keep costs as low as possible.	WSU's administrative fees are tied to the cost of providing services that require staff time, supplies and other university resources.

							Incremental Revenue Dollars in Thousands						
							GF-S		Other Funds				
Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	FY 2025	FY 2026	FY 2025	FY 2026	Tied to Expenditure Change?	Fee Payer Position	Explanation of Change See Instructions
365	Washington State University	2300	Tri-Cities Safety Fee (Other madatory Fees)	No		Increased				2	Supports existing expenditures	This fee will be used to improve campus safety and security equipment on campus, construction and repairs of existing parking areas and walkways, and to provide subsidies for students to have access to transit buses while enrolled. A newly-established advisory committee ensuring for proper representation of the student body will provide recommendations to the WSU Tri-Cities Chancellor on the allocation of funds.	Per 28B.15.610, WSU Tri-Cities students voted to adopt the \$65 per fall and spring semester Safety fee to be charged beginning with the 2020-21 academic year. The fee will support safety and transportation services on the Tri-Cities campus.
365	Washington State University	2300	Food Pantry Fee	No		Increased				1	Supports existing expenditures	The WSU Board of Regents approved a new semester fee of \$5 that supports the Pullman Campus' food bank after a student ballot measure showed 70% support. Graduate and professional student association approved the fee via referendum to be applied to graduate and professional students, beginning academic year 2024/25.	The \$5 per semester fee will cover a full time employee to manage the food bank and address issues of food insecurity among students on the Pullman campus.

		Code	Title	
		365	Washington State University	
Agency	State Fiscal Year	State Match Amounts		State Match Source [001-1, XXX-1, etc.]
Agency Total				
FY 2026	\$ 11,398,568	\$	9,559,054	001-01
FY 2027	\$ 11,398,568	\$	9,559,054	001-01
FY 2028	\$ 11,398,568	\$	9,559,054	001-01
FY 2029	\$ 11,398,568	\$	9,559,054	001-01
2-Federal				
Activity Hatch Funds				
FY 2026	\$ 2,904,505	\$	2,904,505	001-01
FY 2027	\$ 2,904,505	\$	2,904,505	001-01
FY 2028	\$ 2,904,505	\$	2,904,505	001-01
FY 2029	\$ 2,904,505	\$	2,904,505	001-01
2-Federal				
Activity Regional Research Funds				
FY 2026	\$ 2,246,685	\$	1,401,485	001-01
FY 2027	\$ 2,246,685	\$	1,401,485	001-01
FY 2028	\$ 2,246,685	\$	1,401,485	001-01
FY 2029	\$ 2,246,685	\$	1,401,485	001-01
2-Federal				
Activity McIntire Stennis Funds				
FY 2026	\$ 479,884	\$	479,884	001-01
FY 2027	\$ 479,884	\$	479,884	001-01
FY 2028	\$ 479,884	\$	479,884	001-01
FY 2029	\$ 479,884	\$	479,884	001-01
2-Federal				
Activity Smith Lever				
FY 2026	\$ 4,773,180	\$	4,773,180	001-01
FY 2027	\$ 4,773,180	\$	4,773,180	001-01
FY 2028	\$ 4,773,180	\$	4,773,180	001-01
FY 2029	\$ 4,773,180	\$	4,773,180	001-01
2-Federal				
Activity Animal Health Funds				
FY 2026	\$ 89,140	\$	-	
FY 2027	\$ 89,140	\$	-	
FY 2028	\$ 89,140	\$	-	
FY 2029	\$ 89,140	\$	-	
2-Federal				
Activity EFNEP				
FY 2026	\$ 822,514	\$	-	
FY 2027	\$ 822,514	\$	-	
FY 2028	\$ 822,514	\$	-	
FY 2029	\$ 822,514	\$	-	
2-Federal				
Activity RREA				
FY 2026	\$ 82,660	\$	-	
FY 2027	\$ 82,660	\$	-	
FY 2028	\$ 82,660	\$	-	
FY 2029	\$ 82,660	\$	-	

Code	Title
365	Washington State University

Agency	Federal Fiscal Year	State Fiscal Year	State Match Amounts	State Match Source [001-1, XXX-1, etc.]
Agency Total				
FY 2024	\$ 199,563,265	\$ 199,563,265	\$ 5,044,959	001-01,145-6,148-6,570-6,846-6; FD001,FD026,FD049,FD062,FD085
FY 2025	\$ 199,563,265	\$ 199,563,265	\$ 5,044,959	001-01,145-6,148-6,570-6,846-6; FD001,FD026,FD049,FD062,FD085
FY 2026	\$ 199,563,265	\$ 199,563,265	\$ 5,044,959	001-01,145-6,148-6,570-6,846-6; FD001,FD026,FD049,FD062,FD085
FY 2027	\$ 199,563,265	\$ 199,563,265	\$ 5,044,959	001-01,145-6,148-6,570-6,846-6; FD001,FD026,FD049,FD062,FD085

ATTACHMENT A-2

Not applicable for WSU

Non-Faculty Exempt Collective Bargaining Agreement Impact Template

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

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

Agency

Bargaining Unit Title

Bargaining Unit Code

For EACH Increase:

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

Describe increase:

--

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

For Increases to Specific Job Classes:

(add rows as needed)

Job Class Code		Job Class Title

OR

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

(add rows as needed)

Job Class Code		Job Class Title	Employee ID Number	Employee Name

OR

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

(add rows as needed)

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

Classified Employees Collective Bargaining Agreement Summary

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

Bargaining Unit 1: [Example: WFSE Supervisors]

Total FY2025 Salary Base: \$XXXXX

	001-1				148-6				149-6				
	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4	
Example: 1% general increase – date	\$	86,000	\$ 87,000	\$ 87,000	\$ 87,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 162,000	\$ 165,000	\$ 165,000	\$ 165,000
Example: \$100 lump sum – date	\$	28,000				\$ 1,000				\$ 52,000			
Totals	\$	114,000	\$ 87,000	\$ 87,000	\$ 87,000	\$ 4,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 214,000	\$ 165,000	\$ 165,000	\$ 165,000

Copy additional sections for each bargaining unit as needed



ATTACHMENT A-3

Not applicable for WSU

Faculty Collective Bargaining Agreement Summary Template

Please provide this information for the most recent agreement and the preceding agreement.

	FY 2024	FY 2025	FY 2026	FY 2027
All-Fund Salary Base				
Across-the-board increase (State+149) *				
Across-the-board increase (other funds)				
Longevity Increase (State+149)				
Longevity Increase (other funds)				
Assignment Pay; Dean/Chair Stipends (State+149)				
Assignment/stipends (other funds)				

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

ATTACHMENT A-4

Student Collective Bargaining Agreement Summary Template

Please provide this information for the most recent agreement and the preceding agreement.

Academic Student Employees at Washington State University, UAW local 4121

	FY 2024	FY 2025	FY 2026	FY 2027
All-Fund Salary Base	28,619,451	28,619,451	28,619,451	28,619,451
May 1, 2024 - New Assistantship Salary Ranges w/Location Pay	305,000	5,495,000	5,495,000	5,495,000
August 16, 2024 - Education Premium Pay	-	1,713,000	1,713,000	1,713,000
October 1, 2025 - 3.00% General Wage Increase	-	-	955,000	1,146,000
May 1, 2024 - New Student Hourly Classifications	7,000	123,000	123,000	123,000
Enhancement to Graduate Health Insurance Plan	-	134,000	134,000	134,000
Building Fee Waived - Lost Revenue	-	-	575,000	575,000
Grand Total	312,000	7,465,000	8,995,000	9,186,000

This is the salary base as of September 2023, used for costing of economic items in bargaining contract.

These are the estimated costs of the contract on all funds.

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

Attachment B-1

State-Supported Tuition Waivers by Purpose

For the most part, state-supported waivers are outlined in RCW 28B.15.910(1),(2) and (4).

Institution: Washington State University

		FY 2023				FY 2024				
Purpose for Granting The Waiver	RCW	Residents		Non-Residents		Residents		Non-Residents		
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	
UNDERGRADUATE STUDENTS										
Veterans	RCW 28B.15.621	500	\$ 3,937,802	3	\$ 21,803	470	\$ 3,480,243	6	\$ 33,187	
Fire/Police	RCW 28B.15.380	7	\$ 72,257	2	\$ 21,958	9	\$ 80,521	1	\$ 12,383	
Gender Equity	RCW 28B.15.740	12	\$ 89,772	127	\$ 2,427,394	15	\$ 116,813	188	\$ 3,548,081	
Merit	RCW 28B.15.740	1245	\$ 3,569,134	51	\$ 2,933,865	1408	\$ 4,532,884	142	\$ 2,111,090	
Financial Need	RCW 28B.15.740	1382	\$ 3,515,810	0	\$ 0	1272	\$ 2,764,979	0	\$ 0	
Subtotal State-Support		3146	\$11,184,775	183	\$5,405,020	3174	\$10,975,440	337	\$5,704,740	
GRADUATE STUDENTS										
Graduate Student Asst.	RCW 28B.15.014,6	597	\$6,634,083	744	\$16,392,804	703	\$6,959,668	783	\$16,861,225	
Veterans	RCW 28B.15.621	27	\$233,891	1	\$3,331	23	\$184,760	0	\$0	
Fire/Police	RCW 28B.15.380	0	\$0	0	\$0	0	\$0	0	\$0	
Reciprocity Agreement	RCW 28B.70.050	0	\$0	26	\$332,569	0	\$0	27	\$371,636	
Financial Need	RCW 28B.15.740	17	\$138,869	0	\$0	34	\$308,208	0	\$0	
Over 18 Credits	RCW 28B.15.100	491	2,965,494	78	\$917,545	556	\$3,492,163	51	\$811,209	
Other	RCW 28B.15.740	13	111,472	2	\$3,271	0	\$0	0	\$0	
Subtotal State-Support		1145	\$10,083,810	851	\$17,649,519	1316	\$10,944,798	861	\$18,044,070	
TOTAL STATE SUPPORT		4291	\$21,268,585	1034	\$23,054,539	4490	\$21,920,238	1198	\$23,748,810	

NOTE: Please enter unduplicated headcounts and revenues waived in the cells above. In instances in which a student qualifies for multiple waivers (e.g. a veteran enrolled in excess of 18 credits), please count the student and include all operating fees waived on their behalf on the first row applicable to their situation.

Attachment B-2

Non-State-Supported Tuition Waivers by Purpose

Non-state supported waivers are described in RCW 28B.15.915 and 28B.15.910(3).

Institution: Washington State University

			FY 2023				FY 2024			
Purpose for Granting The Waiver	RCW	Residents		Non-Residents		Residents		Non-Residents		
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	
UNDERGRADUATE STUDENTS										
Various Discretionary Waive	RCW 28B.15.915	1025	\$2,568,376	1845	\$16,487,365	1021	\$1,552,697	2044	\$17,449,606	
Subtotal Non State-Support		1025	\$2,568,376	1845	\$16,487,365	1021	\$1,552,697	2044	\$17,449,606	
GRADUATE STUDENTS										
Various Discretionary Waive	RCW 28B.15.915	39	\$347,588	108	\$2,355,505	41	\$343,138	101	\$2,143,684	
Subtotal Non State-Support		39	\$347,588	108	\$2,355,505	41	\$343,138	101	\$2,143,684	
TOTAL NON STATE SUPPORT		1064	\$2,915,964	1953	\$18,842,870	1062	\$1,895,835	2145	\$19,593,290	

NOTE: Please enter unduplicated headcounts and revenues waived in the cells above. In instances in which a student qualifies for multiple waivers (e.g. a veteran enrolled in excess of 18 credits), please count the student and include all operating fees waived on their behalf on the first row applicable to their situation.

Attachment B-3

Financial Aid for Undergraduate students from Non-State Sources

Institution: Washington State University

	FY 2022		FY 2023		FY 2024	
	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)
Federal Grants (including Pell Grants)	7,295	\$ 34,198,483	6,667	\$ 33,280,363	6,828	\$ 36,687,365
Federal Student Loans	10,147	\$ 99,664,215	9,357	\$ 92,509,277	8,764	\$ 87,617,981
Federal PLUS Loans	3,336	\$ 50,073,865	3,104	\$ 48,042,485	3,048	\$ 57,214,545
Private Grants*	-	\$ -	-	\$ -	-	\$ -
Private Loans	1,098	\$ 16,777,700	1,109	\$ 17,893,156	1,095	\$ 19,049,147
Three and One Half or Four Percent Set Aside**	3,982	\$ 11,548,324	5,990	\$ 14,384,903	3,959	\$ 10,908,258
Other	214	\$ 1,202,541	133	\$ 368,159	151	\$ 996,981

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

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

Attachment B-4

**Cumulative Undergraduate Student
Loan Debt at Graduation**

Institution: Washington State University

Academic Year	Total Students Receiving Bachelor's Degree	Number Receiving Bachelor's Degree with Loan Debt*	Percentage of those receiving Bachelor's Degrees Who Have Loan Debt*	Mean Loan Debt* at Graduation	Median Loan Debt* at Graduation	Total Loan Debt* for All Students
2017-18	5427	3084	56.8%	\$ 24,165	\$ 21,773	\$ 74,523,349
2018-19	5727	3216	56.2%	\$ 23,940	\$ 21,427	\$ 76,991,908
2019-20	5943	3317	55.8%	\$ 24,159	\$ 21,398	\$ 80,134,905
2020-21	6121	3258	53.2%	\$ 23,589	\$ 21,032	\$ 76,852,148
2021-22	5945	2885	48.5%	\$ 23,536	\$ 20,286	\$ 67,901,331
2022-23	5696	2935	51.5%	\$ 24,413	\$ 20,784	\$ 71,653,024
2023-24	5494	2500	45.5%	\$ 23,455	\$ 19,792	\$ 58,638,006

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

Attachment C

Maintenance & Operations Costs

For New Facilities Projected to Come On-Line in 2025-27

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

Institution: Washington State University

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

Total net assignable square feet supported by State Funds:

Project Name	Capital Budget Project Code	Total Project Gross Square Feet*	Total Project Cost		Gross Square Feet		Projected Occupancy Date	Projected Percentage of Year Occupied		Proposed State-Supported Cost Per Square Foot**		Requested State Support		
			State Funds	Other Funds	Replaced by Project	Renovated in Project		FY 26	FY 27	FY 26	FY 27	FY 26	FY 27	TOTAL
New Engineering Student Success Building & Infrastructure	40000350	65528	40000000	38000000			Jul-26	0%	100%	15.47	15.47	\$0	\$1,013,718	\$1,013,718
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0

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

**Please identify and explain the basis for the proposed rate per square foot, by component function, in the table below. If this cost exceeds your institution's actual FY 24 cost per square foot for the function, please explain why.

Component	Proposed Rate per GSF		Estimation Basis for Proposed Rate
	FY 26	FY 27	
091 - Utilities	\$4.26	\$4.26	
092 - Bldg & Utilities Maintenance	\$3.56	\$3.56	
093 - Custodial & Grounds Svcs.	\$4.91	\$4.91	
094 - Ops & Maintenance Support	\$2.74	\$2.74	
TOTAL	\$15.47	\$15.47	

Fund Balance Management

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

Fund (account) 148 includes self-sustaining activities which promote the education, research, and public service missions of the University. In total WSU has about 2,500 separate accounts of this nature.

Primary fund 148 revenue sources include self-sustaining activities such as summer session, facilities and administration (F&A) recoveries on contracts and grants, and other sales, services, and fees revenue.

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

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

Public Service includes various conferences, institutes, and certificate programs, as well as the Washington Animal Disease Diagnostic Laboratory (WADDL) and Beasley Coliseum operations.

Primary Support includes instructional support activities such as the WSU creamery, veterinary teaching hospital and clinical operations, and office of research activities such as vivarium services and research centers.

Institutional Support includes the university development office and the enterprise system teams that manage WSU’s student and financial information systems.

Tuition (account 149) plus state appropriations comprise WSU’s core operating funds. A little over 80% of tuition is spent programmatically for instruction, academic and student support and libraries. About 85% of pooled state and tuition funding supports salary and benefits of WSU employees. Faculty provide students with the very best instruction, access to research, and mentoring opportunities that often define their academic careers. Staff members serve students throughout their learning experience with advising, counseling, financial aid, course registration, libraries, custodial, and campus safety, as well as core services such as information technology, payroll, accounting, and compliance.

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

Central Service Fund Splits

All Columns by Agency must equal 100%													
Agency	Program	Subprogram (DSHS P030 & P040)	Account and Approp Title	Auditor	AttGen	OAH	Facilities & Services Only	WaTech	Debt Services	Workers' Comp	All Other	Risk Mgmt Division	Self Insurance
365-Washington State University			001-1 General Fund-State	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
365-Washington State University			149-6 Inst of Hi Ed-Operating Fees Acct-Non-Appr	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%