

HECB System Design Plan

Approaches to System Expansion

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System Design Plan purpose

Washington's *Strategic Master Plan for Higher Education* calls for a 40% increase in degree production by 2018. The System Design Plan was developed over the last seven months to provide recommendations for:

- Increasing undergraduate and graduate **educational attainment** levels for Washington by the year 2030.
- Providing **rules for growth** to guide expansion and coordination of the higher education *system* in Washington over the next several decades.
- Increasing higher education attainment for **under-served areas and populations.**

System Design Plan structure

- **Study Group**, co-chaired by John Gardner (WSU) and Earl Hale (HECB), composed of HECB members and representatives from the four-year public and private institutions and the public two-year colleges.
- **Steering Committee**, providing a statewide, non-institutional perspective to augment and guide the work of the study group.

System Design Plan timeline

- **October 27:** Draft recommendations presented at the HECB meeting at UW-Tacoma
- **November 9:** Steering Committee meeting to discuss draft recommendations
- **November 19: Final SDP recommendations** presented to the HECB at the regular board meeting at Renton Technical College.
- **December 1:** Report with recommendations due to the Legislature.

System Design Plan foundation

Builds on the 2008 *Strategic Master Plan goals*:

- increasing degree and certificate attainment,
- promote economic growth and innovation through skill development,
- increase accountability

Builds on the 2009 *Implementation Plan goals*:

- ✓ maintain funding support for higher education
- ✓ build the K-12 pipeline
- ✓ “expand on demand” in response to demographic, regional and workforce needs
- ✓ creating a process for evaluating system expansion proposals for alignment with student demand and state goals

Major issues

- **Budget cuts** have restricted institutional capacity and program diversity
- Growth in higher ed expected from **population growth alone achieves only 1/3 of the goal** of increasing Washington's educational attainment levels by 40%
- **Regional inequities** in access to postsecondary education
- Fastest growing portions of state population are **ethnic and racial groups, and low-income families** that have been traditionally under-served by the higher education system

Major issues

- Washington's economy relies on a **well-educated** and **technically skilled** workforce.
- We need to sustain our innovation capacity by **educating more of our own citizens** through certificate and degree levels.
- We need to **grow awareness** of college-going opportunities among K-12 students *and* adults.
- We need a well-educated workforce and **research capacity** to innovate and grow our economy.
- We need a coordinated, ***system-wide plan*** to expand higher education -- not an ad hoc, piecemeal approach.

Existing “System” of Higher Education

- **WA public baccalaureate system provides choice, but is relatively small.**
 - Five branches, 10 university centers, and 40 teaching sites provide additional access to baccalaureate programs.
- **WA CTC system is effective and geographically well-distributed across the state**
 - UW and WSU award 35% of all baccalaureate degrees and 92% of all doctoral degrees.
- **Public regional comprehensive institutions award nearly 60% of all undergraduate teaching credentials and 25% of all Master’s degrees**
 - Private universities award 25% of bachelor’s degrees and half of the state’s master’s and professional degrees.
- **Private career colleges award a small – but growing – portion of the state’s baccalaureate degrees**

Key Elements of Draft Recommendations

- **Guiding principles** for focused growth and expansion of higher education capacity
- **A near-term enrollment growth plan** comprised of strategies that do not require major new capital investments
- **Rules for expansion** and a process for evaluating major new capital investments (new campuses, centers, partnerships, major mission changes)
- **Plans for a new “innovation” fund** for outreach, access and completion, and alternative program models

Guiding Principles

1. The interests and needs of current and future students, as well as the high demand needs of the state, should be **primary considerations** in deciding whether and how to expand or revise higher education services.
2. Washington should **restore and further invest** in its higher education system to preserve and build upon its excellence and productivity and optimize opportunities for future generations.
3. Major new investments in expansion to meet the HECB *Strategic Master Plan* degree goals should first **leverage existing missions**, institutions, partnerships, collaborations, and educational delivery models.

Guiding Principles

4. Washington should place an **early emphasis** on policies that will raise educational attainment in underserved populations and underserved regions of the state.
5. **Incentives for innovation** in outreach, access and completion, and alternative program delivery should be developed.
6. Investments in higher education should advance the state's **economic vitality, innovation and job growth.**

Guiding Principles

7. Washington should invest in **online and hybrid** instructional delivery to transform higher education so that it is better positioned
 - to meet changing technological, cultural and economic forces,
 - to improve the efficiency and quality of higher education,
 - and to provide greater access for all students, particularly place-bound and hard-to-reach student populations.

Near-Term Growth Strategies

- **Expand pathways** for motivated and prepared high school graduates, working age adults, and associate degree transfer students
- **Expand baccalaureate capacity** by:
 - growing the branches
 - expanding freshmen and transfer capacity at the regional institutions
 - serving under-served regions through program expansion at university centers and teaching sites
 - increasing CTC transfer to independent colleges
 - expanding applied baccalaureate degrees

Expand graduate capacity through:

- An expanded state role in supporting high-cost graduate and doctoral programs at the UW and WSU main campuses
- Incorporating state-wide economic needs assessment into target graduate programs for expansion
- Identifying 2030 goals for undergraduate/graduate enrollment mix at the University of Washington and Washington State University
- Expanding graduate education at comprehensives and branch campuses
- Providing financial aid and support for students pursuing graduate education

Major Capital Expansion

- New sites or new missions requiring major capital expenditures must be predicated on the concept that **capacity follows documented demand**.
- Those **proposals for growth** (whether HECB or locally-initiated) that require major capital expenditures will be evaluated by the HECB prior to consideration by the Legislature.

EXPAND ON DEMAND

(Cost depends on program and partner mix)

CHARACTERISTICS			
SYSTEM CAMPUSES (University, College, Branch Campus)	AUTHORIZATION	Legislature (Authorization & Funding) & HECB (Program Approval)	
	NATURE	Permanent	
	PROVIDER	Single or New Institution	
	FOCUS	Statewide	
	OFFERINGS	Array of Certificates, Degrees	
	SUSTAINED STUDENT DEMAND	Branch: ≥800 FTE; Comprehensive ≥4,000 FTE; Research ≥15,000 FTE	
FUNDING	New State Dollars		
CAPITAL	New State Capital Dollars		
UNIVERSITY CENTER (with Capital Investment)	AUTHORIZATION	Legislature (Funding) & HECB (Program Approval)	
	NATURE	Transitional/Permanent	
	PROVIDER	Single or Multiple Institutions	
	FOCUS	Regional	
	OFFERINGS	Array or Courses, Programs, Certificates, Degrees	
	SUSTAINED STUDENT DEMAND	≥300 FTE	
FUNDING	New State Dollars		
CAPITAL	New State Capital Dollars		
UNIVERSITY CENTER (Leased)	AUTHORIZATION	HECB (Program Approval)	
	NATURE	Transitional/Permanent	
	PROVIDER	Single or Multiple Institutions	
	FOCUS	Regional	
	OFFERINGS	Array of Courses, Programs, Certificates, Degrees	
	SUSTAINED STUDENT DEMAND	150-300 FTE	
FUNDING	New State Dollars		
CAPITAL	No New State Capital Dollars		
TEACHING SITE E-LEARNING	AUTHORIZATION	HECB (Program Approval)	
	NATURE	Temporary/Pilot	
	PROVIDER	Single Institution	
	FOCUS	Local	
	OFFERINGS	Limited Courses, Programs, Certificates, Degrees	
	SUSTAINED STUDENT DEMAND	≤ 150 FTE	
FUNDING	Reallocation/Limited New State Dollars		
CAPITAL	No New State Capital Dollars		

RESEARCH 1		COMPREHENSIVE	
	Expansion Cost: *\$1.6 B/21,000 FTE		Expansion Cost: *\$777 M/10,800 FTE
BRANCH			
	Expansion Cost: *\$430 M/5,800 FTE		

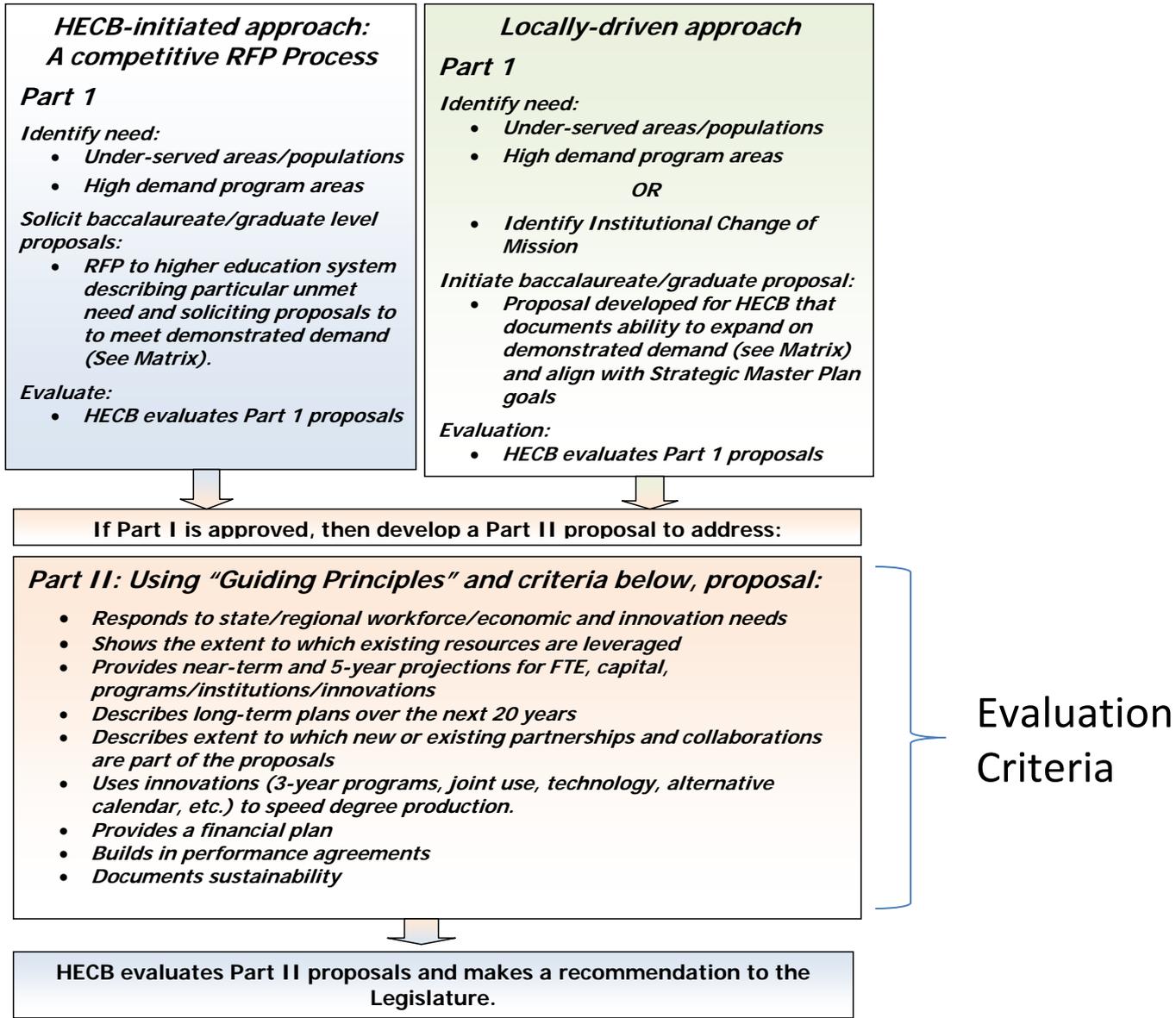
UNIVERSITY CENTER - CAPITAL		E-LEARNING	
MULTIPLE INSTITUTIONS		SINGLE INSTITUTION	
Expansion Cost: Standalone * \$120 M/1,600 FTE Existing campus *\$63 M/1,600 FTE		Expansion Cost: Standalone * \$120 M/1,600 FTE Existing campus *\$63 M/1,600 FTE	

CAPITAL INVESTMENT NECESSARY	

TEACHING SITE		E-LEARNING	

Expansions requiring major capital investment and HECB review process.

* Approximate



Competitive RFP Process: An “Innovation” Fund

Recognizes that simply expanding capacity will not ensure we achieve degree production targets and equity of service goals.

All colleges and universities would compete for grants to foster innovation, develop pilot programs, and improve student access and completion by:

- **targeting underserved populations and regions**
- **developing partnerships focused on increasing the number of high school graduates prepared for college-level work**
- **expanding access for place-bound students (including online capacity)**
- **accelerating “through-put” and alternative scheduling**
- **Initiating other improvements**

Funds would leverage federal investments (Community College Initiative and FIPSE)

Next steps

- Draft system design plan will be available for viewing soon on the HECB website at <http://www.hecb.wa.gov/research/issues/SystemDesignStudy.asp>
- Comment on the plan on the HECB website
- The HECB will vote on the plan at its November 19 meeting at Renton Technical College