

HECB System Design Plan

Approaches to System Expansion

Higher Education Coordinating Board
October 27, 2009

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:

- increase 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.
- **State population growth alone achieves only a third of the goal** of increasing Washington's educational attainment levels by 40%.
- **There are regional inequities** in access to postsecondary education.
- The 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 degree
- 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 should be one of the **primary considerations** in deciding whether and how to expand or revise higher education services.
2. Investments in higher education should **advance the state's economic vitality**, innovation and job growth, including meeting the high demand needs of the state.
3. 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.

Guiding Principles

4. 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.
5. Washington should place an **early emphasis** on policies that will raise educational attainment in underserved populations and underserved regions of the state.
6. **Incentives for innovation** in outreach, access and completion, and alternative program delivery should be developed.

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)

A

SYSTEM CAMPUSES (University, College, Branch Campus)		CHARACTERISTICS	
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)		RESEARCH 1	
AUTHORIZATION	Legislature (Funding) & HECB (Program Approval)	Expansion Cost: *\$1.6 B/21,000 FTE	
NATURE	Transitional/Permanent	COMPREHENSIVE	
PROVIDER	Single or Multiple Institutions	Expansion Cost: *\$777 M/10,800 FTE	
FOCUS	Regional	BRANCH	
OFFERINGS	Array or Courses, Programs, Certificates, Degrees	Expansion Cost: *\$430 M/5,800 FTE	
SUSTAINED STUDENT DEMAND	≥300 FTE	E-LEARNING	
FUNDING	New State Dollars	UNIVERSITY CENTER - CAPITAL	
CAPITAL	New State Capital Dollars	Multiple Institutions Expansion Cost: Standalone * \$120 M/1,600 FTE Existing campus*\$63 M/1,600 FTE	
UNIVERSITY CENTER (Leased or Existing)		SINGLE INSTITUTION	
AUTHORIZATION	HECB (Program Approval)	Expansion Cost: Standalone * \$120 M/1,600 FTE Existing campus *\$63 M/1,600 FTE	
NATURE	Transitional/Permanent	E-LEARNING	
PROVIDER	Single or Multiple Institutions	CAPITAL INVESTMENT NECESSARY ¹	
FOCUS	Regional	CURRENT PROGRAM & BUDGET APPROVAL PROCESS	
OFFERINGS	Array of Courses, Programs, Certificates, Degrees	ADDITIONAL U CENTER	
SUSTAINED STUDENT DEMAND	150-300 FTE	UNIVERSITY CENTER - LEASED	
FUNDING	New State Dollars	E-LEARNING	
CAPITAL	No New State Capital Dollars	TEACHING SITE	
TEACHING SITE E-LEARNING		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		

* Approximate

¹ See Attachment B

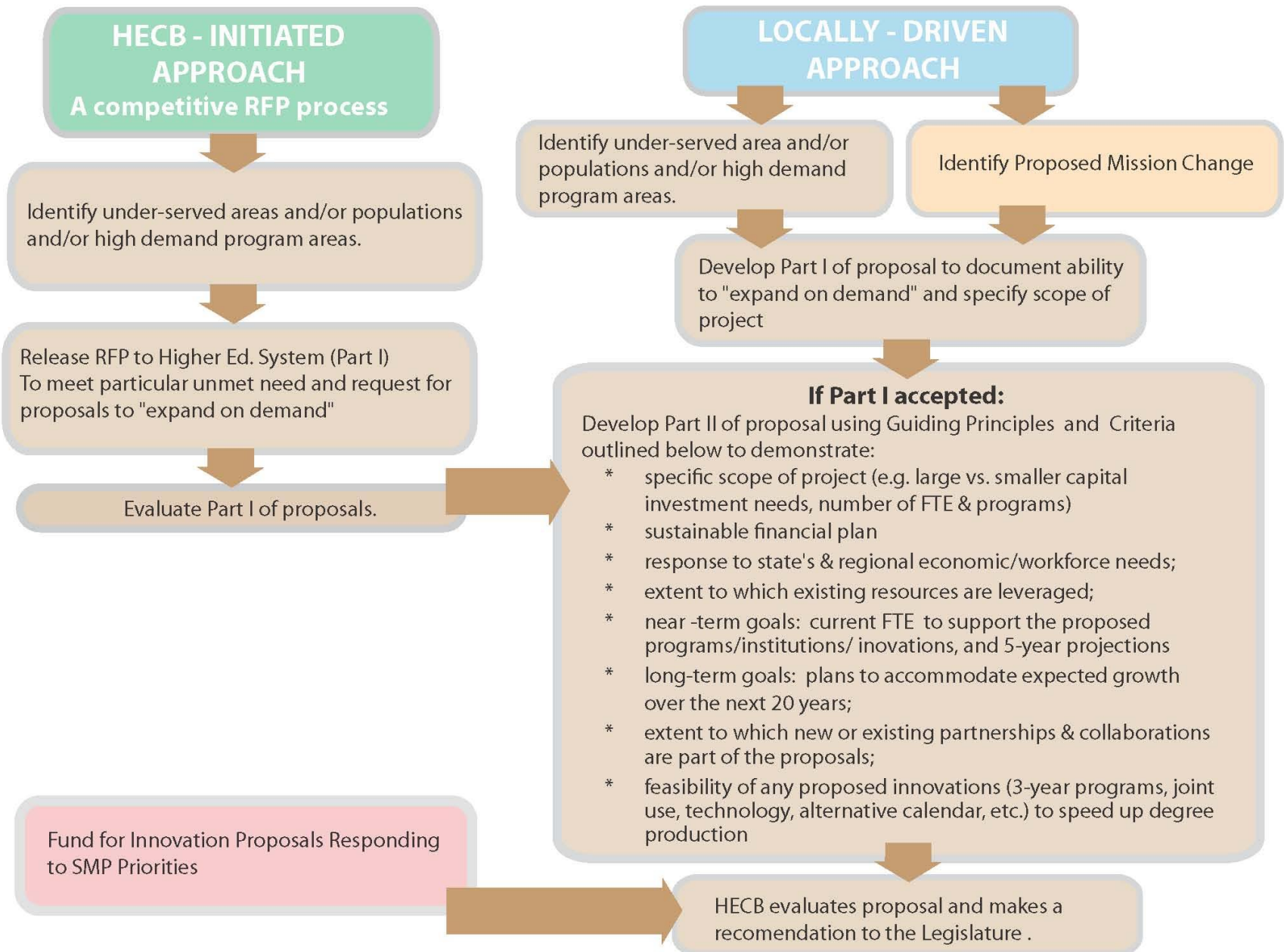
↑ CAPITAL INVESTMENT NECESSARY ¹ ↓
 ↓ CURRENT PROGRAM & BUDGET APPROVAL PROCESS ↓



* Approximate
¹ See Attachment B

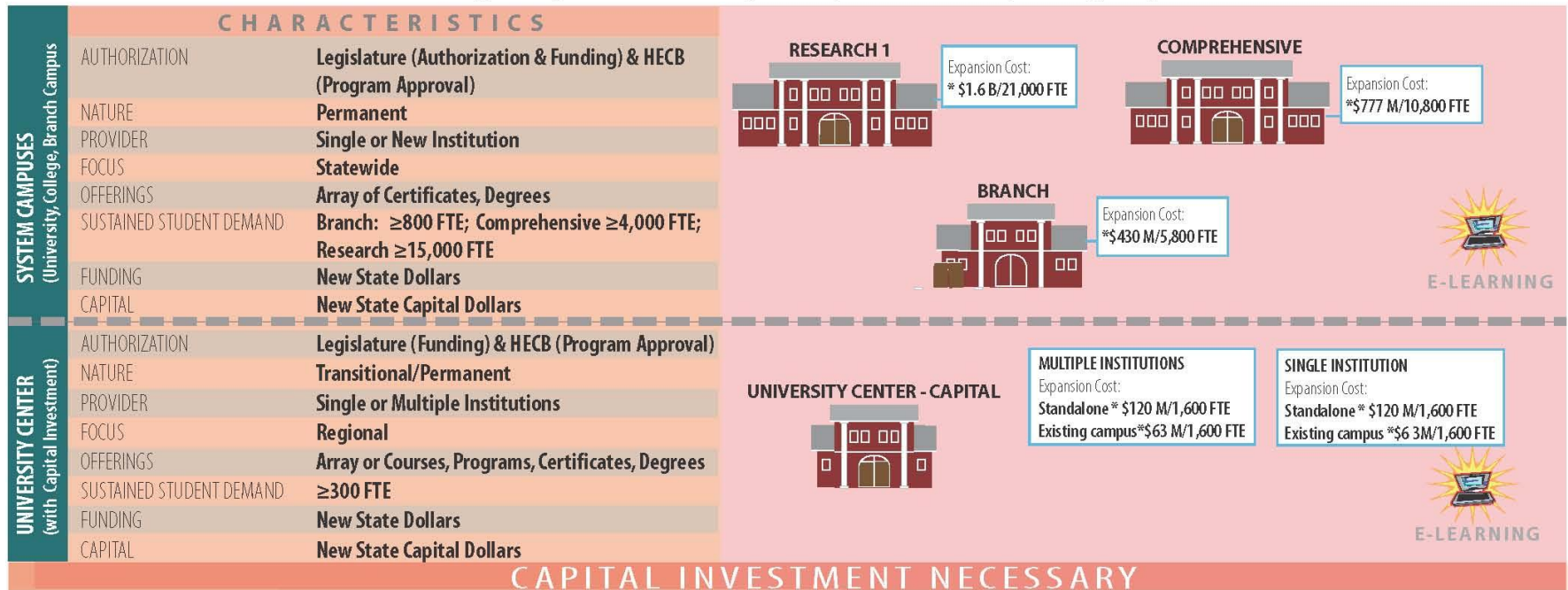
Increasing Washington's Higher Educational Attainment Levels: Process for Reviewing Proposals for Major Expansion

B



EXPAND ON DEMAND

Process for Reviewing Proposals for Major Expansion Requiring Capital Investments



CAPITAL INVESTMENT NECESSARY



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 (Access and Completion Fund and FIPSE)

Next steps

- Draft system design plan is available for viewing on the HECB website at:
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