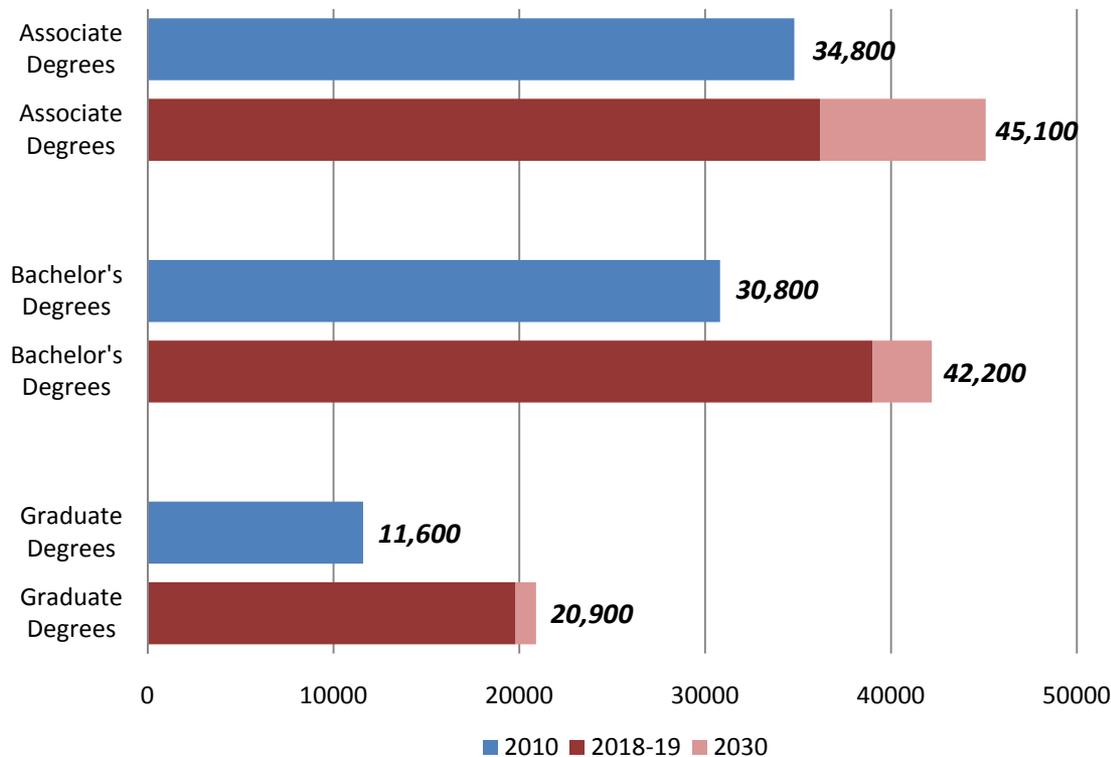


# System Design Meeting

September 11, 2009

# Degree production must increase at all levels to meet the *Master Plan* Goals

**Degree Awards By Level**  
**2007-08 Annual Graduates and 2018 Degree Goal**



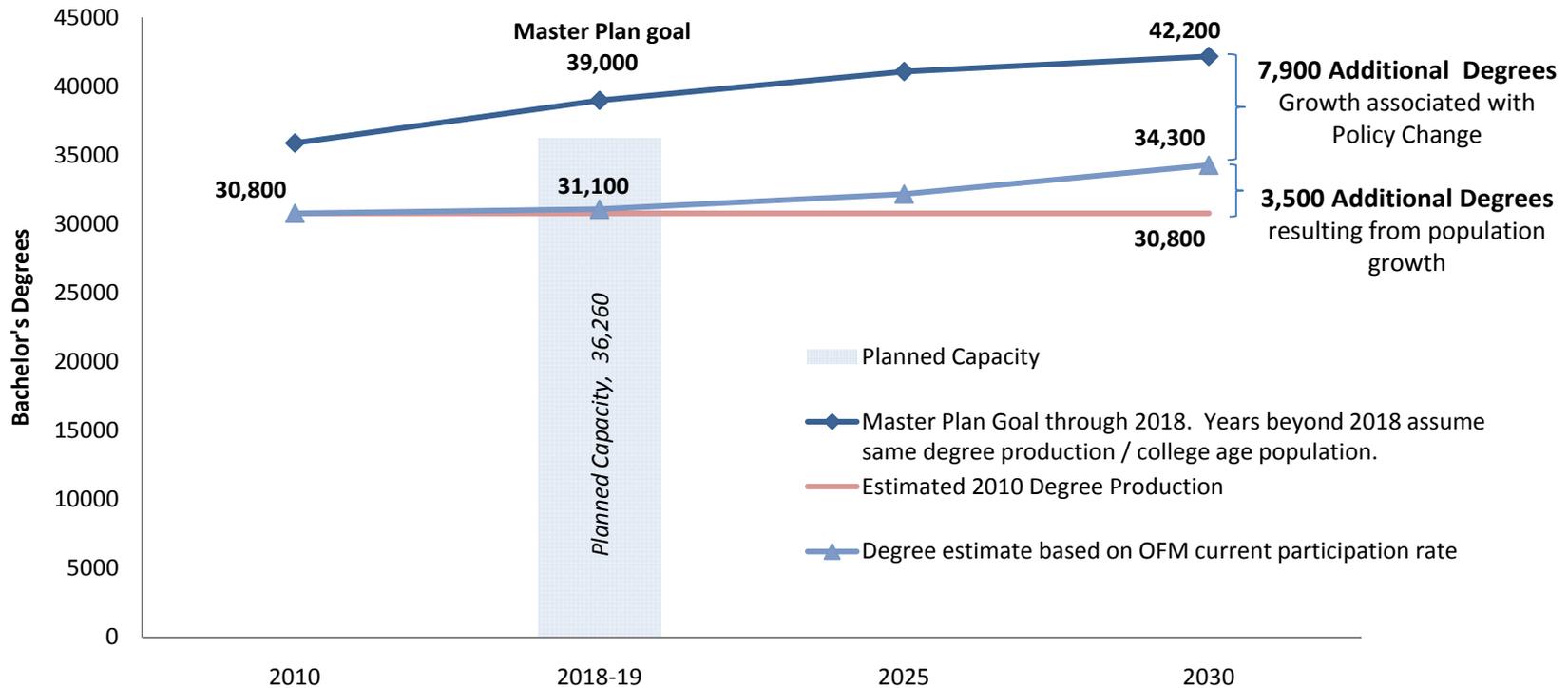
- The *Strategic Master Plan for Higher Education* sets aggressive degree production goals to foster a vital economy in Washington and meet student needs.
- Degree production must increase at all levels to achieve these goals.
- Annual average degree growth needed to reach *SMP* goal by 2030:
  - Mid-Level, 515 (1.5%/yr)
  - Bachelors, 570 (1.9%/yr)
  - Graduate, 465 (4.0%/yr)

Sources: 2010 Degree estimate based upon OFM enrollment forecast  
 Degree Goals: 2008 Strategic Master Plan; Projection to 2030 HECB staff calculation based on 2008 Population forecast of 18-64 year olds

## What participation do we need to meet *Master Plan* degree goals?

If we just depend on population growth, we won't reach *MP* goals projected to 2030. Between 2010 and 2030, an additional 11,400 degrees would be required to meet *MP* goals.

### Bachelor's Degree Goals and Expected Growth 2010-2030 Includes Public and Private Institutions



Sources: Bachelor's Degree Awards: IPEDS.  
Degree Goals: 2008 Strategic Master Plan; Projection to 2030 HECB staff calculation based on 2008 Population forecast of 18-44 year olds.  
Institutional Degree Award Plans: 2008 Enrollment Capacity Study, HECB, 2008.

Educational pathways include large numbers of students who should be encouraged to consider entering or furthering college education.

Potential students continue further in higher education	# Completers/ Residents (2006-07 FTE equivalent)	% Who continue in higher education	# Who continue (2006-07 FTE equivalent)	Improved % who continue in higher education - through Targeted Policy Improvements	Additional # who might continue (FTE equivalent)
High School Graduates*	58,800	57%	33,500	65% (+8%)	4,700
GED Completers	15,000	39%	5,900	65% (+26%)	3,900
Private Vocational School Certificates	11,400	n/a**	n/a**	10%	1,100
CTC Technical Degrees	6,600	13%	860	30% (+17%)	1,100
CTC Transfer Associate Degrees	11,300	71%	8,000	80% (+9%)	1,000
Adults 18-44 with “a high school diploma or less” ***	779,300	9%	70,100	11% (+2%****)	15,600
Adult Re-entry - 18-44 with “some college, no degree”****	396,400	30%	118,900	32% (+2%****)	7,900

Sources: OSPI 2007 Graduate Follow-up Study (SESRC); GED Testing Data (SBCTC); SBCTC Completions Files; Private Vocational School data from WTECB; adult re-entry and adults with no college experience from 2007 American Community Survey.

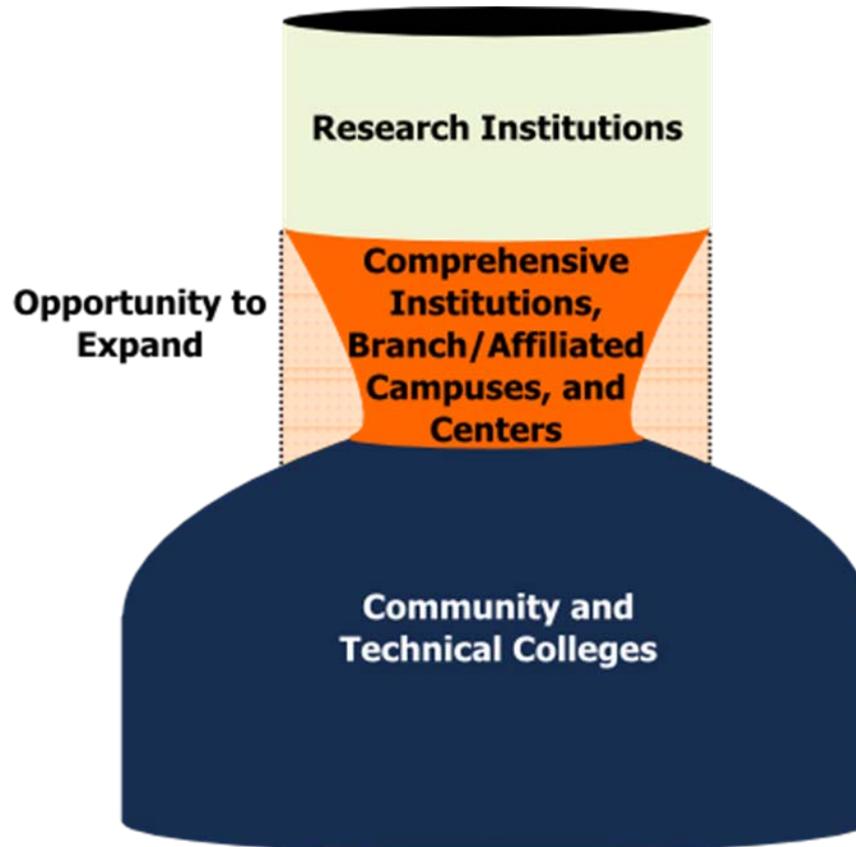
\*Total graduates and estimated potential based on percentage of respondents who reported continuation to college.

\*\*Continuation data are not currently available.

\*\*\*There may be duplicate counting of re-entry adults and Private Vocational School certificates and of “some adults with high school diploma or less” and high school graduates or GED completers.

\*\*\*\*State participation rate average = 1.88.

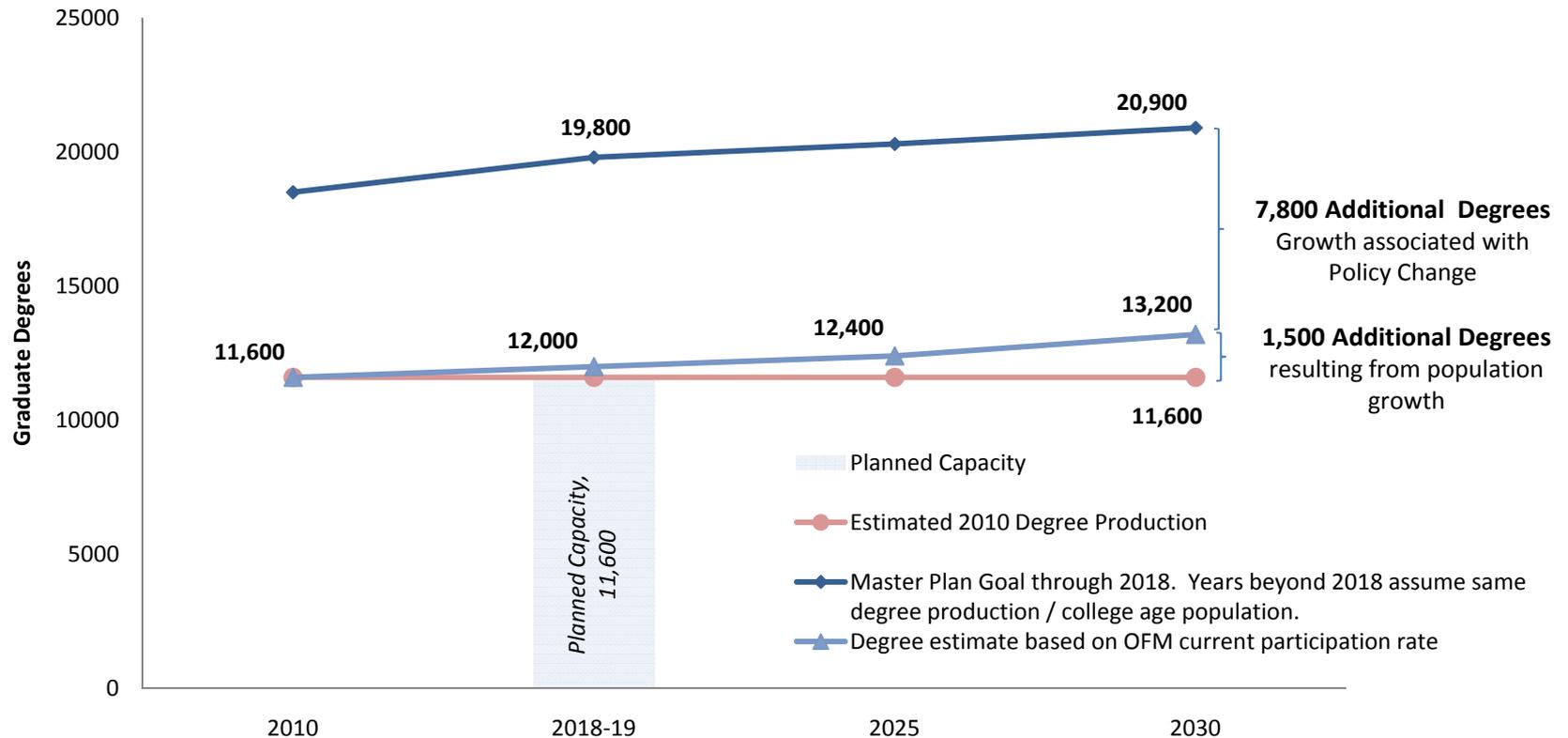
# Shape of Higher Education: Undergraduate education in Washington is disproportionately offered at research institutions and CTCs



# There is insufficient capacity at the graduate level to maintain current participation rates.

Reaching the *Master Plan* goals will require nearly doubling planned capacity.

## Graduate Degree Goals and Capacity Includes Public and Private Institutions



Sources: Graduate Degree Awards: IPEDS  
Degree Goals: 2008 Strategic Master Plan; Projection to 2030 HECB staff calculation based on 2008 Population forecast of 18-64 year olds  
Institutional Degree Award Plans: 2008 Enrollment Capacity Study, HECB, 2008

# From a *system* perspective: what are the central questions?

1. Is our mix of 2-year and 4-year, public and private sectors—and institutions and branches within sectors—right for Washington?
2. How and where do we expand baccalaureate education?
3. What should be the role of the branch campuses? Is their current role the right role to accomplish our system design goals/recommendations?
4. Are centers located where we need them?
5. Are we using our independent institutions as well as we could?
6. Are the sectors functioning optimally together? Are we using collaborative arrangements within and across sectors well?
7. How and where do we expand graduate education?
8. What alternative delivery options are viable for Washington?

# Rational Rules for Growth are predicated on the idea that capacity follows demand

Institution Type	Threshold Enrollment	Cost per FTE <sup>2</sup>	Programs	Facilities	Affiliation
Research Institution <sup>1</sup>	10,000 FTE or more	\$8,100-\$10,000 Operating Cost per FTE	Comprehensive program offerings, including doctoral.	Additional capital needs depend on growth.	May first operate as a center, branch or comprehensive.
Regional Comprehensive Campus <sup>1</sup>	4,000 FTE or more	\$7,000-\$8,700 Operating Cost per FTE	Comprehensive program offerings.	Additional capital needs depend upon growth.	May operate first as a center or branch.
Branch/Affiliated Campus <sup>1</sup>	1,000 – 5,000 FTE	\$7,000-\$8,700 Operating Cost per FTE	Wide array : freshman, targeted professional.	Additional capital needs will depend on growth.	May operate as a center or teaching site.
University Partnership Center (multiple institutions)	100 – 5,000 FTE	\$6,300 Operating Cost per FTE	2 or more programs. Upper division and master's levels.	Leverage some resources. Additional capital likely required.	Multi-institution with some funding flowing to managing partner.
University Center (single institution)	100 – 5,000 FTE	\$7,000-\$8,700 Operating Cost per FTE	2 or more programs. Upper-division; master's level.	Existing sites. Leverage some resources. New capital needed.	Single university partner.
CTC Applied BA Programs	TBD	\$6,300 Operating Cost per FTE	Targeted programs built on workforce associate degrees, certificates.	Current campuses. Leverage existing capital.	Part of workforce training mission.
Teaching Sites	150 or fewer	Depends on Program	1-3 programs. May include temporary or cohort programs	Leased space.	Single institution.
Distance Delivery (proctored sites)					

Please See Notes on Next Page

1. Requires Legislative Approval
2. Cost rate assumptions are the same as used in the 2008 HECB Capacity Study.
  - Cost Rates assume institutions operating at scale. These costs do not include startup costs.
  - Rates developed from HECB Cost Study, HECB Disclosure, and FTE funding rates for 2007-09 FTE Additions.
  - These rates assume a status quo distribution of General, STEM, and Health Science and ratio of undergraduate to graduate students.
  - Rates are presented as ranges within each sector.
  - Rates reflect only operating funding.
  - Branch/Affiliated Campuses are assumed to have same cost structure as regional campus.
  - Single institution higher education centers administered by regional institutions are assumed to have same cost structure as the main campus.
  - Applied baccalaureate and contract enrollment at multi-institution higher education centers is assumed to be equal to current rate of \$6,300 per FTE.