

W A S H I N G T O N
H I G H E R
EDUCATION
C O O R D I N A T I N G B O A R D

July 2005

Minutes of June 23 Meeting

HECB Members Present

Ms. Roberta Greene, vice chair
Mr. Gene Colin, secretary
Mr. Jesus Hernandez
Mr. Anthony Rose
Sen. Betti Sheldon
Mr. Herb Simon
Mr. Bill Grinstein

Board introductions

Roberta Greene, vice chair, served as chair. Chairman Bob Craves, Mike Worthy, and Sam Smith were out-of-state and excused from the meeting.

Greene welcomed those in attendance and thanked Steve Wall, Pierce College district president and chancellor, for hosting the board meeting at the Puyallup campus. Wall gave some history of the school and discussed the area's rapid growth in recent years. He also informed the board and audience that Pierce College had received national recognition for its campus library.

Greene announced that Herb Simon's term has ended, and he will be leaving the board. She thanked him for his dedication to higher education and reviewed some of Simon's accomplishments while serving on the board – particularly his work with the development of the branch campuses. Simon was appointed to the board by Governor Locke in July 2000. Greene also said that by law, the student member's term on the board is limited to one year, and that Anthony Rose's term will expire June 30. (Rose was not present at this time.) Green also announced the departure of Becki Collins, director of student financial services. Collins has accepted a position with the Pierce College District as vice president of administrative services.

Board action on consent agenda items

ACTION: **Gene Collin** moved to approve the minutes of the March 4 board meeting, as well as the cost study procedures (**Res. 05-07**). **Jesus Hernandez** seconded the motion, which was passed unanimously.

Executive Director's Report

Executive Director Jim Sulton introduced Andi Smith, academic policy analyst, who began her work with the HECB earlier in the week. Smith's former employment includes work as a graduate research intern with the Snohomish Economic Council, and as a program director for the Northshore School District. Smith holds a Master of Arts degree in policy studies from the University of Washington and a bachelor's degree in political science and public policy from St. Olaf College in Minnesota.

Sulton spoke of the recent town hall meeting he attended in the Tri-Cities regarding the development of WSU Tri-Cities. The Tri-Cities Economic Development Council asked Sulton to communicate to board members that they intend to continue planning efforts to expand the branch campus.

The HECB advisory council meeting -- originally scheduled for June 23 -- was postponed, possibly for a full-day meeting to allow more time for policy discussion.

Governor Gregoire held an education summit earlier in the month to announce the *Washington Learns* project. The project was created as a result of Senate Bill 5441, and will build on the goals of the Strategic Master Plan. In particular, the initiative focuses attention on Washington's education funding policies. Greene is serving as chair of the higher education advisory committee for the *Washington Learns* project.

Sulton updated the board on the success of the state's Guaranteed Education Tuition (GET) program, a prepaid college tuition program. GET accounts currently total more than 55,000, with an additional 11,000 added this year.

HECB staff continue to put forth efforts to improve student articulation and transfer, working toward incorporating a Web-based transfer system to make the transition more seamless.

The American Association for Higher Education has dissolved. It is expected that many of the projects AAHE was spearheading will be transferred to colleges and other associations.

Chairman Bob Craves has received an honorary Ph.D. from the University of Puget Sound. Sulton was present for the honorary dinner and recognition ceremony.

Sulton recognized HECB staff members Nina Oman and Becki Collins for their work on two recent projects. Oman, associate director for academic affairs, has been working with the provosts of the public four-year institutions to obtain student-specific data. Thanks to Collins' work, Sulton said the HECB has received conceptual approval from the attorney general's office to go forward with making "bulk" financial aid payments to private institutions. The change will enable staff to use technology to better serve students and institutions.

Minimum Admission Standards

(<http://www.hecb.wa.gov/boardmtgs/documents/4-MinAdmissionsBoardBriefing.pdf>)

State law requires the board to set the minimum freshman admission standards, while each institution retains the authority to accept or reject individual applications for admissions (RCW 28B.76.290). During the December meeting, the HECB presented proposed changes to the state's minimum college admission standards. Since then, HECB staff and board members have listened to public comments at five public hearings held across the state, and have also reviewed electronic and conventional mail. The board's policy committee met on June 16 to discuss the public comments and the proposed changes (*described under Tab 4, and Appendix B*).

Prior to Sulton's report on possible revisions to the admission standards, Greene asked that public comment be limited to comments on the proposed changes only. Sulton briefly described the initial proposal, as well as suggested changes. In summary, the minimum admission standards would maintain the current English requirements, expand the math requirement from three years to four credits, and expand math-based lab science from one year to two credits (the wording was changed to "credits" to recognize schools that schedule equivalent courses in a shorter time period).

Sulton spoke of conversations held with colleagues. State Superintendent of Public Instruction Terry Bergeson is concerned about the timing of the proposed change. Recommendations initially presented to the board in December called for the revised minimum admission requirements to take effect in 2008 -- the same year that students will be required to pass the Washington Assessment of Student Learning (WASL) in order to graduate from high school. Bergeson also expressed concern about the resources needed to hire additional teachers.

In addition, the Workforce Training and Education Coordinating Board (WTECB) contacted Sulton with concerns that the proposed admission requirements would compromise the opportunity for students to take courses in vocational and technical education.

Board materials include a summary of comments from the public hearings. Sulton thanked the board for their attendance at the public hearings.

Public Comment

Jim Meadows, representing the Washington Education Association (WEA), spoke of concerns based on a survey of K-12 public school teachers:

- Teachers favor amending the timing, and support extending the effective date for the revised admission requirements to 2010.
- Teachers support the added rigor of the admissions proposal, and understand that the new requirements would help students make the transition to college.
- Teachers support maintaining the Admissions Index.
- Teachers recognize the need for additional educators to provide the added coursework.

Meadows commented that higher education needs to be held accountable for some of the transition problems within the system, and mentioned several reform efforts undertaken by the K-12 system. He discussed the working relationship between the HECB and the WEA, and how

it has diminished in recent years. Meadows made a commitment to help regain a productive working relationship.

Roberta May of the State Board of Education (SBE) addressed three issues:

- May supports delaying admission requirements to 2010.
- There should be a greater emphasis on recruiting students into the colleges of education, to ensure that the K-12 system would have enough teachers to implement the proposed standards.
- May suggests possibly differentiating the requirements between different institutions in the state, rather than holding all institutions accountable to the same requirements.

Terry Teale, executive director, of the Council of Presidents (COP) made several comments:

- The COP supports the proposed revisions to the minimum college admission requirements.
- The COP and HECB have been in collaboration for two years regarding the proposal, and also have discussed the issue with Bergeson. Teale said the minimum admission requirements bring clarity to parents and students by communicating what the colleges and universities will require.
- Teale welcomes more time for communication with OSPI and representatives of K-12, believing that support of the superintendent will be helpful.

Board members Grinstein, Sheldon, and Greene discussed the importance of a proactive approach for students to receive counseling and early intervention, as a way of communicating to students and parents the importance of preparing for the future and for college readiness.

Hernandez and Greene agreed that communication with parents is essential. Awareness should be increased through correspondence with parent groups/meetings.

Meeting Regional Higher Education Needs

<http://www.hecb.wa.gov/boardmtgs/documents/5-ProgramandFacilityApproval.pdf>

Joann Wiszmann, HECB deputy director, discussed three efforts underway to address regional higher education needs. The planning process began with creating a program and facility inventory to show programs and facilities that are currently in existence. Secondly, the planning team developed a needs assessment by comparing the inventory of what currently exists with projected student, employer and community needs, in order to identify gaps and encourage institutions to fill them. Finally, staff are proposing revisions to the board's current policies for program and facility approvals. Board approval will be requested at the July meeting.

Holly Zanville, HECB senior administrator and chief academic officer, discussed the academic and program facility inventory in more detail. The inventory is expected to be completed by September. It combines data previously collected by the HECB through four separate approval processes (degree authorization, veteran's benefits, program approval, and facility approval). The new inventory will provide a clearer picture of the size and shape of Washington's higher

education system, providing a “snapshot view” of programs at two and four-year, public and private institutions. The inventory will include more than 70 institutions, and over 3,000 degree programs. Additionally, the inventory will contain a comprehensive listing of academic programs and their locations.

Randy Spaulding, HECB associate director for program assessment and approval, discussed new off-campus facility requirements, changes in classification status, a requirement to report relocation or renaming of existing off-campus facilities, and policies regarding the acquisition of major off-campus facilities. The reporting requirements ensure up-to-date and accurate information and provides quality control.

Grinstein asked if regional demographic data, per-capita participation rates by region, and data characterizing student populations would be considered in the program planning and review process, or if that was covered in another part of the Strategic Master Plan. Spaulding replied that demographic information is covered in many areas, but will also be included in the program planning and review process. Wiszmann informed Grinstein that much more data will be provided at the July meeting.

Hernandez spoke of a similar interest in viewing the demographic data, and asked what other agencies and groups were involved in the work that went into defining the program approval processes. Spaulding answered that collaboration with campus representatives was key in developing policies and procedures. The needs assessment portion sought insights from a broader group that included campus representatives, as well as the Workforce Training and Education Coordinating Board, the State Board for Community and Technical Colleges, the state office for Community Trade and Economic Development, as well as the Employment Security Department.

Grinstein asked for a definition of a regional accreditation agency. Zanville replied that each region of the United States has a regional accrediting association that accredits institutions. All of the public institutions in Washington are reviewed the Northwest Regional Accreditation Association. Because it is an elaborate process, regional accreditation can take as long as five, seven, or ten years. The review process examines faculty, curriculum, campus buildings, new programs -- even the library. Accreditation agencies address the question: “Does the institution have the capacity to offer quality degree programs?”

Public Comment

Loretta Seppanen, assistant director of educational services at the SBCTC, asked who holds authority to approve community and technical associate degrees and certificates. She said that all of those programs are reviewed and analyzed by the SBCTC, and that is where the authority lies. Seppanen said the SBCTC requests that A9 in the listing (tab 5, page 17) be removed.

Additionally, the SBCTC is asking the HECB to change the language in the proposal to ensure that university centers are considered a permanent solution to meeting the place-bound needs of Washington residents. This would require additional language and terminology changes in the approval processes listed under A10-11 (tab 5, pages 17-18). Seppanen said the SBCTC encourages collaboration with the HECB regarding their vision for the university centers.

Fred Campbell, dean emeritus of the University of Washington, said the single most important issue that must be addressed is access. Increasing access requires more space *and more programs*. Campbell shared comments on the program approval process.

Institutions want the process to be timely. Ideally, a program would gain approval within a year – a timetable that has been a reality in recent years at the UW. Institutions want the process to be collaborative, enabling them to work with HECB standards to ensure high quality, and allowing for collaboration across all institutions. Institutions want to work with HECB staff from beginning to end, so there are no surprises. There is also the matter of whether institutions are offering the right program, in the right place, by the right institution, at the right cost, to the right students. These questions of “rightness” are a key part to the approval process. More attention has been given to quality, but Campbell believes that questioning quality is wrong, because quality has not been a problem with the colleges and universities. What is more important and less often addressed is the question of “rightness.” The strategic questions that shape the entire system of higher education are beyond the scope of any one of the institutions. It is the HECB that has the capacity to take on the strategic questions of “rightness.” In the approval process, Campbell would prefer that the HECB focus less on quality and more on the more strategic questions.

Jane Sherman, associate vice provost of Washington State University, spoke of the close working relationship between the HECB and the institutions in developing the new guidelines. Sherman said she believes campus representatives were surprised by a number of new pieces that were added without full discussion. She said she is hopeful that the policies will be fine tuned prior to board approval. Sherman also said that the earlier question about regional accreditation was very timely. Her perception is that the HECB, on behalf of the state and taxpayers, is interested globally in all aspects of a new program, but is *most* interested in the wise use of state resources. That concern is expressed as efficient revision of degree programs that are useful to the state and are desired by students.

Sherman said that the faculty senates of the institutions -- along with the Northwest Commission on Colleges and Universities, are most interested the quality of the institution as a whole, which includes governance, academic programs and their learning outcomes, instructional support, and student services. Regional accrediting agencies are not interested in efficiency; they are interested in quality. Institutions like to see ways in which these different kinds of reviews and approvals come together to provide support and to strengthen the institution, reducing redundancy; which is why Sherman and her colleagues will continue to work with HECB staff to refine aspects of the approval process.

Andy Bodman, Western Washington University provost, expressed concern regarding the role of the HECB in the selection process of external reviewers for new degree programs. Bodman said that some institutions felt this addition to the proposal did not undergo the usual consultation and discussion, and they would prefer that the board come back at the next meeting with significant revisions. Bodman said the current system works well, whereby the institutions select external reviewers for degree programs; with quality control as a top priority. These reviews have been a critical part of the process, sometimes suggesting ways in which the institutions could improve

the program proposal prior to submission to the HECB. Bodman believes the new process would be more time consuming and inefficient.

Bodman asked, “Where does the expertise lie? The expertise lies in the departments. Institutions must rely on their departments to select the appropriate reviewers.” Bodman said that if the change in the process took effect, the HECB would still have to rely on the institutions’ departments.

Bodman said the institutions believe that a single definition of a certificate is not adequate. WSU and the UW have variable certificate programs, and believe those differences need to be recognized. He also said there is some confusion and artificial division between the teaching sites and the centers. Bodman said that he and his colleagues endorse the comments of the SBCTC regarding the nature of university centers, and how they are defined in the proposal. The institutions are concerned that there may be significant redundancy in the approval of lease arrangements, which are already subject to GSA approval. He said it appears that the institutions would have to go through a two-step process, where one is currently sufficient.

Greene called for questions from board, and mentioned her appreciation for the comments regarding “rightness” and efficient use of resources.

Sulton explained that this is a new involvement for the HECB. He reminded the institutional representatives of their responsibility as stewards of the state’s resources and their responsibility at the state level to get involved. Through the goals in the Strategic Master Plan, the HECB must be globally focused at the macro level and at the state level, and must have a good conceptualization of the institutions’ role and mission. Currently, Sulton said, we do not have a working agreement of the role and mission of each institution. Careful consideration in planning is vital as we progress and continue to form the size and shape of higher education in the state.

Hernandez asked if other models of this approach have been reviewed or considered. Sulton responded that there are models of governing boards that are becoming involved with this approach. The goal, according to Sulton, is not to become micro-managerial, but to consider a careful balance that can be brought back and presented to the board in July; one that is satisfactory for both the HECB and the institutions.

Grinstein asked for clarification of the HECB’s statutory responsibility regarding university centers on community college campuses. Sulton responded that a number of names exist for university centers, and that state statute does not specifically prohibit the centers from being made permanent. Sulton said that during the recent legislative session, there was some discussion about the HECB having oversight of the centers’ regulatory process. However, Sulton said, there is a solid partnership between two-year and four-year universities, and the HECB does not want to interrupt that.

(Anthony Rose arrives)

Greene recognized Rose for his dedication to higher education as the board’s student member, acknowledging the time and commitment that are required of a student who is also attending

college fulltime. Hernandez read resolution 05-09. Sulton offered words of encouragement and appreciation to Rose.

Legislative and Budget Review

Legislative Review

Bruce Botka, director of government and policy relations, provided an overview of the 2005 legislative session (<http://www.hecb.wa.gov/boardmtgs/documents/6-june23-05.Finallegislativeportandbranchside-by-side.pdf>).

- The capital budget was divided almost equally between the two- and four-year institutions.
- Governor Gregoire signed HB 1794 into law, authorizing three of the state's four branch campuses to offer lower-division courses and enroll freshman and sophomore students.
- The Senate confirmed the governor's appointment of three HECB members: Betti Sheldon, Herb Simon, and Mike Worthy.
- On June 3, Governor Gregoire convened an education summit to launch the *Washington Learns* project. The steering committee will begin an 18-month effort to examine Washington's education system and find ways to improve K-16 education.
- The North Snohomish Island Skagit Consortium (NSIS) will work to develop and manage an educational plan for Everett Community College, utilizing a university center model.

Botka introduced Colleen Scovill, HECB communications specialist, and publicly thanked her for her work at the Higher Education Coordinating Board through the legislative session.

Operating and Capital Budget Review

Gary Benson, director of fiscal policy, discussed the 2005-07 operating and capital budgets (<http://www.hecb.wa.gov/boardmtgs/documents/OpCapBudgetReview-Revised6-23-05.pdf>).

Responding to the HECB Strategic Master Plan goal of increasing production of baccalaureate and associate degrees, the Legislature expanded the operating budget to include a total of 7,900 additional full-time equivalent enrollments over the next two years. The Legislature did not identify specific enrollments for any of the high-demand programs recommended by the board.

The 2005-07 operating budget added \$243 million in state funding for higher education. The institutions received seven percent of the budget increase to add enrollments, increase faculty salaries, and provide other enhancements. Along with the funding increases, colleges are being asked to make progress toward several goals, including: transfer, job training programs, enrollment by low-income students, and freshmen retention rates.

Resident undergraduate tuition continues to increase as a percentage of the cost of instruction. Tuition increases continue to outpace both per-capita income growth and inflation.

State financial aid funding increased by nearly 19 percent for the 2005-07 biennium. The State Need Grant was increased to equal the board's goal of serving students up to nearly 65 percent of

median family income. The Promise Scholarship was terminated, beginning with the high school graduating class of 2005.

Greene asked if colleges and universities are still overenrolled with the additional funding provided for FTEs. Benson said that the community and technical colleges are overenrolled by approximately 2,500 students, while the four-year institutions are overenrolled by approximately 3-4,000 students.

Benson also discussed the 2005-07 capital budget.

The two-year capital budget totals \$3.2 billion, with \$1.6 billion of that from state bonds. Several major projects are underway in both the two- and four-year sectors. In addition, the Legislature has appropriated \$500,000 to the HECB to conduct a higher education needs assessment of the Snohomish, Island and Skagit Counties project. The assessment will address needs in the region, evaluate alternative organizational models for meeting those needs, assess sites, and identify costs – as well as a process for completing a higher education expansion plan. Recommendations are to cover the types of institution(s) to be established, where the site(s) will be located, identification of site acquisition costs, and the cost and process for completing a master plan for higher education expansion.

Sheldon asked if there was a difference between an education center and a university center. Benson responded that they are the same.

Sulton informed the board of the extensive work that HECB staff have put into defining college readiness and revising the minimum admission standards. In addition, he said that the needs assessment for the Snohomish, Island and Skagit Counties project will also require intensive staff work in the months to come.

The meeting adjourned at 11:45 a.m.

2005-06 HECB Officers and Committees

Board chair, Bob Craves
Board vice chair, Roberta Greene
Board secretary, Jesus Hernandez

HECB Executive Policy Committee

The Executive Policy Committee acts on behalf of the full board in evaluating the job performance of the executive director, recommending a legislative agenda for the HECB, and establishing membership of the fiscal, education and financial aid committees. Between regularly scheduled full board meetings, the committee may act for the board on matters where a timely response is required, subject to full board approval at its next regularly scheduled meeting. This committee fulfills numerous managerial responsibilities, such as setting schedules for board meetings and retreats, and arranging meetings with other governing boards or institutions of higher education.

In addition, the committee has primary responsibility for the development of the statewide strategic master plan for higher education every four years, including scheduling public hearings and reviewing policy proposals offered in the interim and final versions of the plan. This committee reviews policy reports prepared by agency staff pursuant to legislative direction, and submits them as necessary for adoption by the full board. This committee reviews issues that overlap multiple policy areas and may also consider matters relative to fiscal, financial aid, academic or other policy areas.

Board Chair
Board Vice Chair
Board Secretary
Committee Chairs

HECB Fiscal Committee

The Fiscal Committee has responsibility for policy development and issue management relative to statewide budget planning and decision making in statewide higher education. This committee prepares operating and capital budget recommendations for public colleges and universities, which includes the following duties:

- Identifying budget priorities and funding levels for higher education
- Developing guidelines that outline budget item prioritization
- Reviewing and evaluating operating and capital budget requests

The Fiscal Committee also has responsibility for reviewing the agency's operating budget request, reviewing agency budget reports as submitted biannually by the Executive Director, and reviewing agency audit reports.

Mike Worthy, Chair
Ethelda Burke
Roberta Greene
Bill Grinstein

HECB Education Committee

The Education Committee develops guidance on all matters pertaining to higher education's trilateral mission of instruction, research and public service. The committee promotes awareness, knowledge and information about state level policies and practices related to the advancement of higher education. The committee's scope of work includes such areas as accountability, P-16 linkages, accreditation, new degree program approval and existing program review.

Sam Smith, Chair
Ethelda Burke
Bill Grinstein
Jesus Hernandez
Betti Sheldon

HECB Financial Aid Committee

The Financial Aid Committee has responsibility for policy formulation and guidance in the area of student financial assistance for Washington's students. The Higher Education Coordinating Board is the state's central provider of financial assistance aimed toward helping students gain access higher education. The committee is responsible for the periodic evaluation and review of state aid programs; the preparation of recommendations to the Legislature on financial aid issues; the development of financial aid budget recommendations to the full board; and rule-making for the student financial aid programs.

Jesus Hernandez, Chair
Roberta Greene
Lance Kissler
Sam Smith

Tentative 2006 Board Meeting Calendar

Tentative Date	Tentative Location
January 26, Thurs	University of Puget Sound Wheelock Student Center Rotunda 1500 N. Warner, Tacoma
February 23, Thurs	Everett Community College Jackson Center Auditorium 2000 Tower St, Everett
March 30, Thus	Western Washington University Old Main 340 516 High St, Bellingham
May 25, Thurs	Whitman College Reid Campus Center Ballroom B 345 Boyer Avenue, Walla Walla
July 27, Thurs	Grays Harbor Building 200, Room 220 1620 Edward P. Smith Drive, Aberdeen
September 28, Thurs	State Investment Board Board Room 2700 Evergreen Parkway NW, Olympia
October 26, Thurs	Yakima Valley Community College Deccio Higher Education Center, Parker Room 16 th Avenue & Nob Hill Blvd, Yakima 98907
December 14, Thurs	University of Washington Walker Ames Room

RESOLUTION NO. 05-10

WHEREAS, The Higher Education Coordinating Board is required to adopt an annual calendar of regular meeting dates for publication in the State Register; and

WHEREAS, The members of the board have reviewed the proposed 2006 meeting schedule;

THEREFORE, BE IT RESOLVED, That the Higher Education Coordinating Board adopts the attached HECB 2006 meeting calendar.

Adopted:

September 22, 2005

Attest:

Bob Craves, Chair

Jesus Hernandez, Secretary

RESOLUTION NO. 05-11

WHEREAS, The Higher Education Coordinating Board has statutory authority to establish minimum freshman admission standards for students at Washington's public baccalaureate college and universities; and

WHEREAS, The board and its staff have worked during the past two years to analyze the effectiveness and relevance of the current minimum admission standards, which have not been substantially revised since their original adoption in 1988; and

WHEREAS, The board proposed new standards in December 2004 and conducted public hearings in Spokane, Ellensburg, Des Moines, Tacoma and Vancouver during the spring of 2005 to hear public comment on the proposal; and

WHEREAS, The proposed standards were also the subject of legislative work sessions during the 2005 session by the House Higher Education Committee and the Senate Early Learning, K-12 and Higher Education Committee; and

WHEREAS, There is broad agreement that the presence of clear and well-communicated college admission standards can serve as a valuable tool to help students understand what they need to study in high school to improve their chances for successful entry into college and completion of a post-secondary degree program; and

WHEREAS, Governor Gregoire has initiated the Washington Learns education study, which will focus on improving transitions between high school and college as part of its comprehensive review of all levels of education in the state; and

WHEREAS, The consideration of teaching and advising capacity necessary to meet changing college admission standards should appropriately be included in the Washington Learns agenda of high-priority education issues;

THEREFORE, BE IT RESOLVED, That the Higher Education Coordinating Board work cooperatively within the framework of the governor's Washington Learns process to integrate consideration of this issue with other critically important elements of the P-16 system and the transitions between high school and college; and

BE IT FURTHER RESOLVED, That the Board will reconsider its proposed standards following the completion of the Washington Learns study in 2006.

Adopted:
September 22, 2005
Attest:

Bob Craves, Chair

Jesus Hernandez, Secretary