



STATE BOARD RETREAT AGENDA ITEM

TAB 4

September 9, 2008

Topic

Community and Technical College Mission Study

Description

The Board has expressed interest in examining participation gaps and higher education needs for all residents of the state, the effect of college locations on access, mission changes for technical colleges and for community colleges, and growth of applied bachelors degrees in the college system. These issues can be organized as an examination of how well the community and technical college system is serving the people of Washington State. The purpose of this agenda item is to frame a discussion about the context, approach, process and work plan for a community and technical college mission study.

Key Questions

- What questions does the Board wish to examine through the study?
- Does the Board want to collaborate with the Higher Education Coordinating Board and Council of Presidents on a study of baccalaureate degree needs and access in the state?

Analysis

Context for Mission Study

There are a number of efforts to examine and expand higher education participation and degree production in the state. There is much common ground among these efforts, and all provide context for the Mission Study and can contribute analysis to the study.

SBCTC System Direction. The System Direction establishes a vision for ...raising the knowledge and skills of the state's residents, with ten year goals for meeting the demands for a well educated and skilled workforce, increasing educational attainment for all residents across the state, and using technology, collaboration and innovation to meet the demands of the economy and improve student success. The Mission Study will provide a means to examine needs for workforce education, basic skills and academic transfer education.

Higher Education Coordinating Board Strategic Master Plan. During the 2008 session, the State Legislature endorsed the ten year strategic plan for higher education proposed by the HECB. The goal of the plan is to raise the overall level of educational attainment among Washington's younger citizens and under-educated adult workers. The college system provided substantial input into the Master Plan. The results of the Mission Study can provide recommendations about the role of community and technical colleges in raising educational attainment particularly for adult workers.

Workforce Training and Education Coordinating Board plan. The Workforce Board is currently updating their ten year strategic plan for workforce development, High Skills, High Wages.

Their analysis about the needs of the state's economy and Washington's employers will provide valuable input for the Mission Study's examination of workforce education.

Community and technical college bachelor's degrees. The State Legislature, SBCTC and HECB have authorized seven community and technical colleges to offer bachelor's of applied science degrees, establishing a new role for the college system in baccalaureate degree access. The college system's budget request proposes funding in 2009-11 to expand existing applied bachelor's degrees and to begin program planning for seven additional degrees. The Mission Study can serve as a venue to examine a longer term strategy for applied bachelor's degrees offered by community and technical colleges.

Regional initiatives. Several regions are actively engaged in discussions about local higher education needs and strategies to meet those needs. The HECB, University of Washington, Everett Community College and local community leaders are discussing means to bring more higher education access to north Snohomish, Island, and Skagit Counties. The Higher Education Coordinating Board, Olympic College, Peninsula College Western Washington University, Washington State University, and local community leaders are currently engaged in a study of higher education needs and strategies in Kitsap County.

Proposed Approach to Mission Study

Attachment A provides an approach to the Mission Study. The goals can be to understand how well the community and technical college system is serving the people of Washington State in all three mission areas: academic transfer, workforce education and basic skills; to identify unmet needs for demographic groups, geographic regions and mission areas; and to draw conclusions about strategies to meet those needs.

It is proposed that the Board commission a system task force with representatives from the State Board, college trustees, college presidents, and State Board staff. A staff team of policy researchers and data analysts has been organized to support this study and an initial inventory of approaches used in other states and an analysis of Washington State's demographics and educational attainment levels is underway.

Potential for Joint Bachelors Degree Study

Community and technical colleges play a key role in baccalaureate degree attainment for the people of Washington State, first through the colleges' role in lower division preparation for bachelor's degrees and subsequent transfer to baccalaureate institutions, second by hosting upper division bachelor's degree programs on campus that are offered by partner universities, and third, by offering applied bachelor's degrees for technical associate degree graduates.

Discussion has emerged about a fourth model used in other states, a community college migration to a comprehensive baccalaureate college that offers both associate degrees and bachelor's degrees. Bellevue Community College, due to local community strategic planning, regional needs assessment and experience with their applied bachelor's degree, has been active in discussions about this model. A summary of Bellevue Community College's vision for this model and its application to the central Puget Sound region is provided in Attachment B.

As community and technical colleges have moved into new and stronger roles with baccalaureate education, the traditional lines between two-year institutions and four-year institutions are becoming more less rigid, and interests and partnerships are becoming more common. A way to build on the Community and Technical College Mission Study is to work with

the Higher Education Coordinating Board and universities to examine baccalaureate access across the state, including access for transfer students and other place bound adults.

Background Information

SBCTC System Direction, http://www.sbctc.ctc.edu/docs/sbctc_system_direction_final.pdf

2008 Strategic Master Plan for Higher Education, Higher Education Coordinating Board, <http://www.hecb.wa.gov/research/masterplans/documents/2008MasterPlan-fromPRT.pdf>

High Skills High Wages 2008-2018, the State Strategic Plan for Workforce Development, Workforce Training and Education Coordinating Board, <http://www.wtb.wa.gov/Documents/HSHWExecSummary7-15-08.pdf>

Outcomes

The Board will have an opportunity to frame the goals and process for the Community and Technical College Mission Study, and to discuss the potential of collaborative work with the Higher Education Coordinating Board and universities on baccalaureate access. Jean Floten, president, Bellevue Community College will make a presentation to the Board about the comprehensive baccalaureate college model and needs assessment work underway for the central Puget Sound region, and Ann Daley, executive director, HECB will be available to discuss joint efforts on baccalaureate degree access.

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Community and Technical College System Mission Study

Draft Work Plan
September 9, 2008

Goal

The purpose of this study is to:

- Understand how well the community and technical college system is serving the people of Washington State in all three mission areas: academic transfer, workforce education and basic skills
- Draw conclusions about unmet needs in regions of the state or mission areas
- Draw conclusions about the role of community and technical colleges in bachelor's degree access, including expansion of community and technical college applied bachelor's degrees
- Make recommendations about meeting identified needs

Elements of analysis

Current and projected need:

- College attainment by region and county, age, race, income and mission area for Washington state adults
- Community and technical college participation by region and county, age, race, income and mission area
- Projected demand based on population forecasts to 2028.

Mission area needs:

- Implications of current and projected needs for growth in academic transfer, workforce education and basic skills
- Need for upper division capacity and applied bachelor's degrees by region

Access issues:

- Transportation and location analysis
- Projected access zones for current college locations
- Role of eLearning

Process

Create system task force that includes State Board members (3), trustees (3), presidents (3) and State Board staff (2)

Coordinate efforts with the Higher Education Coordinating Board, Council of Presidents and Workforce Training and Education Coordinating Board

Timeline

<i>September 2008</i>	<i>Review study proposal with State Board, college system representatives</i>
October 2	TACTC conference
October	Convene system task force: review study design, discuss college participation
<i>October 22-23</i>	<i>State Board meeting</i>
October 30-31	WACTC meeting
November	Task force meeting: discuss projected demand
November 14	TACTC Board of Directors meeting
<i>December 3-4</i>	<i>State Board meeting</i>
December 11-12	WACTC meeting
January	Task force meeting: discuss mission needs analysis
January 27-28 2009	WACTC meeting TACTC conference
<i>February 4-5</i>	<i>State Board meeting</i>
February 25-27	WACTC meeting
March	Task force meeting: discuss transportation and location analysis
March 25-27	WACTC meeting
<i>April 1-2</i>	<i>State Board meeting</i>
April	Task force meeting: discuss findings, conclusions and options
April 30-May 1	WACTC meeting
<i>May 6-7</i>	<i>State Board meeting</i>
May	Task force meeting: discuss recommendations
May	TACTC conference
May 28-29	WACTC meeting
<i>June 10-11</i>	<i>State Board meeting</i>



Increasing Baccalaureate Access for Washington State Citizens

Vision for a New Model for Higher Education

**B. Jean Floten, President
Bellevue Community College
September 2, 2008**

Increasing Baccalaureate Access for Washington State Citizens

Vision for a New Model for Higher Education

Executive Summary

Although Washington State has invested in increasing access to higher education over the past decade, it still lags behind most other states in the number of students who earn baccalaureate degrees. Washington is producing insufficient four-year graduates to fill employers' demands for highly qualified workers and does not have enough space to meet the demands of incoming students. Low degree production and workforce skill-gap problems will only worsen in the coming decades.

Both the Higher Education Coordinating Board (HECB) and the Office of Financial Management (OFM) have documented these issues as critical for higher education and the state's economic competitiveness. The HECB Master Plan indicates that for Washington to serve its social and economic development needs and remain competitive, it must look beyond current educational models and deliver education that tackles 21st century realities.

Bellevue Community College proposes a new model of higher education, offering high quality at a reasonable cost to increase the number of students who obtain bachelor degrees, especially in fields integral to the state's economy and in a location that can serve the most populous region of the state.

Through its 2008 Strategic Master Plan, the HECB lays out a vision to address the baccalaureate gap and acknowledges that the state must look at providing a new educational model to do so. Their vision is to "do more, and do it differently...rethink and redesign educational programs to suit the needs of diverse learners and a changing economy. Education will be available where and when people need it." To do this the HECB goals include creating more access for an increasingly diverse student population, designing additional pathways that allow community and technical college students to prepare for entry into selective majors, developing the capacity to respond to the "just-in-time" learning needs of non-traditional students, adult workers and Washington businesses, and making college affordable and easy to access.

The college of the 21st century must

- serve place-bound and economically challenged students in Central Puget Sound with comprehensive four-year degree options;
- offer career pathways with associate and bachelor's degrees integrated in one setting;
- produce flexible educational programs needed by employers to address workforce demand with degrees leading to family wage jobs;
- emphasize student success and degree completion in formats that best serve student needs;
- give access to education technologies that meet the millennial student learning styles and accommodate commuter students' scheduling needs;
- offer a cost effective and efficient baccalaureate alternative; and
- focus on high quality teaching and learning in a flexible and diverse environment.

Bellevue Community College (BCC) is ready to implement this vision. Central Puget Sound, the state's most populous region with the most diversified jobs and largest workforce, does not have a comprehensive state university outside of the University of Washington, a top-tier research institution with very competitive admission policies. Many community college students

from the region are transfer-ready with associate degrees but may not have attained sufficiently competitive grade point averages to be admitted to the University of Washington. Many, too, are older students, with families, mortgages, and jobs who are unable to move to another region in the state to complete their educations. Others simply do not have the financial means to accommodate such a move. Moreover, as OFM and the HEC Board studies have reported, the state's production of four-year graduates already lags the nation and this will only worsen without creating more slots. Ideally, these slots should be placed where they best address students' needs and where the greatest employment opportunities exist.

BCC is ideally located to address the Central Puget Sound's expanding and place-bound populations. BCC is a large and comprehensive commuter college currently serving over 22,000 students, situated on 99 acres in the City of Bellevue with 660,000 square feet of teaching space, theaters, art studios, a planetarium, observatory, athletic fields, science laboratories, allied health facilities -- and with land to grow.

As a candidate for four-year accreditation with the Northwest Commission of Colleges and Universities and offering its first baccalaureate degrees, BCC already has the educational programs, staffing, facilities, and infrastructure in place to offer more baccalaureate degrees. BCC currently offers about 60 academic disciplines and 75 professional and technical programs, most of which could support four-year degree programs to serve its students and other community and technical college students in the region

BCC is adept at meeting the students' needs for adaptable learning offerings. BCC offers one of the oldest, largest, and most successful distance education programs in the state, providing flexible access for the 21st century learner – including millennial, place-bound and economically challenged students as well as older students who must balance family and jobs with their education.

Known for its strategic positioning to best meet the employment needs of its communities, BCC has a proven track record in producing the workforce needed for today -- and tomorrow. Centrally located where the greatest need exists for employers and students alike, BCC has a profile of high achievement in serving non-traditional populations to reach their academic goals and helping employers secure job-ready graduates.

Designated as the National Science Foundation's Center of Excellence in Emerging Technologies (in Information Technology), the Department of Labor's National Center of Excellence in Bioinformatics, Microsoft's National Showcase College, and one of the state's first two-year colleges to offer a Bachelor of Applied Sciences (in the high demand fields of Radiation and Imaging Sciences, Dosimetry, and Radiologist Assistant), BCC has developed a sound reputation for responsive service to the community, innovative programs and creative partnerships that meet the region's employment needs and prepare students for life and livelihood.

Through its existing network of over 1,500 employers providing student internships and field study, and with the new opportunity to address employers' needs for four-year graduates, BCC will become an even more valued resource and intertwined in the region's economic vitality.

In this time of limited state financial resources, BCC proposes expanding its portfolio of baccalaureate degrees to ultimately become a new model of a comprehensive university as a cost effective option for increasing baccalaureates and has provided an implementation plan for the next

three biennia that will result in 13 new four-year baccalaureate degrees, serving 1530 upper division FTES -- and which could grow at a similar pace over the next two decades.

BCC's plan for the "college of the 21st century" is an effective and cost-efficient way to address in a non-traditional way the state's need to produce the increased FTE targets included in OFM projected enrollment demand and the HECB Master Plan, and as well affords a clear pathway to a stronger future for this state and its citizens.