WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Provost and Executive Vice President Brad Johnson with Vice Provost for Outreach and Continuing Education Robert Squires and Holly Hill, Senior Director, Western Locations.

DATE: August 18, 2023

SUBJECT: Western Washington University Beyond Bellingham

PURPOSE: Discussion Item

Purpose of Submittal:

In this item, Brad Johnson, Provost and Executive Vice President, Robert Squires, Vice Provost, OCE, and Holly Hill, Senior Director, Western Locations/OCE, will discuss College in the High School, Western on the Peninsulas and other location-based programs, and OCE strategy for enhancing inclusive success and regional credential attainment beyond Bellingham.

Background:

In Fall Quarter 2023, Western will provide high school students with Western courses at their local high schools. This represents the beginning of the state-funded WWUHS program, designed to help reduce the cost of education for high-school students and support their attendance at university. Further to engagement with regional high schools, Western is also embedded in various locations around the Puget Sound with degree programs that serve place-bound local communities. As Western expands its footprint with Western on the Peninsulas and develops a more flexible model of program delivery tailored to the employment opportunities in the region, this network of programs will align to support regional recruitment strategy and enrollment goals. Beyond Bellingham, OCE is also focused on serving working adult learners seeking to upskill or change career, re-engaging individuals who have some college, but no degree, and increasing the diversity of students in programs through international recruitment. The strategy for OCE engagement in support of credential attainment and revenue development will be addressed in this context.

Strategic Questions:

1. In the coming academic year, a WWUHS faculty committee will be exploring how to ensure equitable access and student success for College in the High School students at Western. Are there specific areas of focus that the trustees might suggest as part of the committee’s work?

2. For WWU Peninsulas and other location-based programs, how can a cohesive management framework be best executed across different locations to address administrative, programmatic, and logistical variations?

3. What suggestions or advice may the trustees have in regard to OCE’s Beyond Bellingham Strategy for FY24 and FY25 in order to ensure sustainable growth and contribution to the university’s mission?
Beyond Bellingham
College in the High School &
Western Locations
The WWU in the High School program (WWUHS) provides high school students with Western courses at their local high schools.

What is the Difference Between College in the High School and Running Start?

College in the High School is taught on a high school campus by an eligible high school teacher. Running Start is taught on a college campus by a college faculty member.

Western faculty provide professional development and curriculum development support to the high school teachers, so they are able to teach Western courses in the high school. WWU hires the high school teachers as non-tenure track instructors.
Why now?

- Beginning Sept 1, 2023, College in the High School classes will be eligible for state funding. University classes will have no cost for students.

- Part of Western’s mission to engage with school populations, especially those who may not be considering the value an education can bring.

- Research has shown when students realize they can succeed in college level course work in the high school, they are more likely to attend and succeed at University.
WWUHS Pilot Fall 2023

Initial offerings from WWU departments include:

- MATH 124 (F and F-Sp): Calculus I
- MATH 125 (Sp): Calculus II
- EDUC 109 (F-SP): Scholarship of Teaching and Learning

- Established contracts with Bellingham and Ferndale School Districts
- Developed charge for WWUHS faculty Committee
WWU in High School Development Process

● **Alignment of Standards and Expectations**: WWUHS Teachers and the Curriculum Coordinator will review the HS course and the Western course with regards to...
  ○ *Description*
  ○ *Learning Outcomes*
  ○ *Content*
  ○ *Assessments and Assignments*

● **Course Review and Recommendations**: Curriculum Coordinators will review courses and make recommendations for adjustments of the curriculum, including providing resources, sample assessments, and content.
Delivery Process

- **Instruction**: WWUHS Teachers will instruct the WWUHS course.
- **Classroom Observation**: During the duration of the course, the Curriculum Coordinator will perform at least one classroom observation.
- **Assessment of Student Learning**: Periodic review and evaluation of student performance on assignments and assessments.
- **Coaching and WWUHS Teacher Support**: Ongoing coaching and support for the WWUHS Teacher from the Curriculum Coordinator and Program Director.
Evaluation Process

Three-pronged review of the WWUHS Course, including:

- **A Course Evaluation**: Student-submitted evaluation of the course, including aspects of design, content, assessments, and instruction.
- **Evaluation of Student Learning**: WWUHS Teacher and Curriculum Coordinator will collaborate on reviewing and evaluating evidence of student learning (assignments and assessments), including samples of formative and summative assessments.
- **WWUHS Teacher Evaluation**: The Curriculum Coordinator will conduct a classroom observation and will work with the Program Director to create a summary report for each WWUHS course.
- WWU will seek NACEP program approval for College in the High School.
College in High School – Next Steps

Three-pronged review of the WWUHS Course, including:

- **Expansion of offerings**: Development of faculty committee to support institutional engagement – Fall 2023.

- **NACEP accreditation**: Align the results of the pilot year with NACEP accreditation and reporting.

- **Hiring of WWUHS Director**: On review of the faculty committee, Director will be onboarded to support ongoing engagement with school districts and faculty and teacher collaboration.
Questions and Discussion
Beyond Bellingham:
Western Locations

Western on the Peninsulas, Anacortes, Burien, Renton, Bremerton, Everett, Kirkland, Port Angeles, Poulsbo, Distance Learning/Online
Western on the Peninsulas Expansion

In the 2023 legislative session, Western received funding to expand 2+2 bachelor's degree programs on the Kitsap and Olympic Peninsulas offered in partnership with Olympic and Peninsula Colleges.

New degrees that will be established include Industrial and Systems Engineering, Data Science and Sociology. A Master’s in Social Work was also funded and a Master's of Nursing Program is planned for the Peninsulas as well.
Why?

It is integral to Western's mission as a public university to help serve the educational and workforce needs of the State of Washington.

In the coming years, the state’s anticipated annual job growth rate of 2.1% will far outpace the national rate of 1.3%.

The majority of these jobs, including projections for new jobs in the Peninsulas region, will require or be filled by workers with a bachelor’s degree or higher.
Students

Expansion of student support is a key component of the legislative request:

• 43% of Peninsulas students are 1st generation
• The average age is 27
• Over a third are low-income or Pell Grant eligible.

Environmental Science class in the field for the Peninsulas ‘Learn Where You Live” experience.
Student Support Services

• New Transfer Student Success Specialist will work to help reduce barriers for students by connecting them with:
  • WWU or partner college mental health counseling services
  • Local social services to address food or housing insecurity
  • Scholarship and work opportunities to address financial barriers
  • FAFSA/WAFSA completion options with partner college staff
  • WWU resources: Disability Access Center, Financial Aid, Career Services, Veteran’s Services and more

Environmental Science class in the field for the Peninsulas ‘Learn Where You Live” experience.
Anacortes  Marine and Coastal Sciences, B.S.
Burien  Woodring Inclusive Teacher Education, B.A.E.
Renton  English Language Learners & Bilingual Education; Masters in Teaching, Multilingual Education
Bremerton  Early Childhood Education, Education for Inclusive Environments
Everett  Educational Leadership, Ed.D; Master in Teaching, M.I.T.; Superintendent Certificate; Rehabilitation Counseling, M.A.; Education, B.A.E. for Inclusive Environments; Elementary Education (Post-Bacc Cert.); Special Education (Post-Bacc Cert.); Human Services, B.A.; Environmental Studies, B.A.; Environmental Science, B.S.
Kirkland  cybersecurity, B.S.
Port Angeles  Environmental Studies, B.A.; Environmental Science, B.S.
Poulsbo  Business Administration, B.A.; Cybersecurity, B.S.; Environmental Studies, B.A.; Environmental Science, B.S.; Multidisciplinary Studies, B.A.; Sociology, B.A. (2024); Industrial Systems Engineering, B.S. (2025); Data Science, B.S. (2025); Social Work, MSW
Distance Learning  Human Services, B.A.; Educational Administration, M.Ed.; Educational Leadership, Ed.D.; Principal Certification (post-master’s); Data Science for Environmental Applications Certificate; Media and Digital Literacy (Grad. Certificate)

Location Program Enrollment: FY23 Unique Head Count: 514
Peninsulas Strategy - Across Locations

- Increase coordination of outreach and recruitment services
- Market-driven development/review of new and existing degree programs
- Maximize flexible modes of delivery to serve diverse populations
Beyond Bellingham: OCE Strategy
OCE Strategy FY24-25

Supporting ADEI goals through Credential Attainment

- Engage youth, transfer, non-completers, international students
- Address high-demand workforce needs through targeted non-degree programs
- Develop high-quality, flexible online content
- Serve workforce needs through connections to industry and business
- Increase diversity in education and equity in living-wage job opportunities
Beyond Bellingham: OCE Strategy FY24-25

- Validate and develop market driven non-credit certificate programs and micro-credentials for adult learners in areas of high-employment demand.

- Support pathways from certificate programs into WWU courses and degree programs.

- Engage in outreach to 1.1 million plus WA students with some college, no degree to support degree completion (WSAC challenge grant)

- In line with Enrollment Management’s international recruitment strategy, recruit international students through direct engagement with International Marketing Agents.
Non-Credit Certificates – Employment Verticals

**Business & Finance**
- Financial Investment and Analysis
- Financial Management
- Operations and Supply Chain Management
- HR Management
- Hospitality Management
- Writing: technical, UX copy, grant
- Digital Marketing (Analytics)

**Technology, Cybersecurity & Engineering**
- Coding bootcamps: Full-stack web-development, Cybersecurity
- Foundations of Cybersecurity
- UX/UI Design
- Computer and Information Systems Management
- Engineering Management
- Data Science

Peninsulas Degrees: Business Administration, Cybersecurity, Data Science, Industrial Systems Engineering
Program Development Outline

2023-2024

- HR Management Certificate (Spring 2024) – validated in early fall
- Operations and Supply Chain Management (Spring 2024) – validated in early fall
- Engineering Management – validated in early fall
- Financial Literacy and Investment Certificate (Summer 2024)
- Full Stack Coding Bootcamp (Summer 2024)
- Digital Marketing Analytics, Graduate Certificate (Summer 2024)

2024-2025

- Engineering Management (Spring 2024 - pending)
- Cybersecurity bootcamp (Summer 2025)
- Writing Series: Technical, UX copy, Grant- validated in spring 2024
- Foundations of Cybersecurity - validated in spring 2024
- Computer and Information Systems Management– validated in spring 2024
- Hospitality Management– validated in spring 2024

Estimated net revenue for WWU: Fall 2025 @ 25 students per certificate: $114,000
**International Recruitment**

Work with Enrollment Management and IGE on strategic internationalization plan to include a focus on recruitment.

In collaboration with International Marketing Agents, direct recruit students to Western in targeted regions:

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<th>Year</th>
<th>Number of Students</th>
<th>Adjusted approximate tuition available to general fund:</th>
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<tr>
<td>2023-2024</td>
<td>10 Students</td>
<td>$200,000</td>
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<tr>
<td>2024-2025</td>
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Questions and Discussion