WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Bruce Shepard from
Catherine Riordan, Provost and VP for Academic Affairs
Bill Lyne, Faculty Advisor to the President and Provost
Sherry Burkey, Assoc. Vice President for University Relations

DATE: October 8, 2009

SUBJECT: **Higher Education Coordinating Board**
I. System Re-Design Project
II. Tuition Policy Report

PURPOSE: Special Report

I. System Re-Design Project

Purpose of Submittal:

In 2008 the HECB launched a Strategic Master Plan for Higher Education followed by a 2009 implementation plan. The legislature in Substitute House Bill 1244 asked for a system design planning project that defines:

> *… how the current higher education delivery system can be shaped and expanded over the next ten years to best meet the needs of Washington citizens and businesses for high quality and accessible post-secondary education. The board shall propose policies and specific, fiscally feasible implementation recommendations to accomplish the goals established in the 2008 strategic master plan for higher education. The project shall specifically address the roles, missions, and instructional delivery systems both of the existing and of proposed new components of the higher education system; the extent to which specific academic programs should be expanded, consolidated, or discontinued and how that would be accomplished; the utilization of innovative instructional delivery systems and pedagogies to reach both traditional and nontraditional students; and opportunities to consolidate institutional administrative functions. The study recommendations shall also address the proposed location, role, mission, academic program, and governance of any recommended new campus, institution, or university center.*

Supporting Information:
Investment Report: Degree Productivity, Participation, & Funding. Washington's 4-Year Public College & Universities: Leading the Nation (by Council of Presidents)

II. Tuition Policy Report

Purpose of Submittal

Engrossed Substitute House Bill 2344 (ESHB 2344) directed the HECB to evaluate "tuition flexibility options" for the state's public baccalaureate institutions. This study was conducted in collaboration with representatives from the public baccalaureate institutions, the State Board for Community and Technical Colleges, the Council of Presidents, students from the Washington Student Association, and staff representatives from the Office of Financial Management and the Legislature. The HECB reviewed a draft state-level tuition policy formulated by study representatives at the HECB meeting on September 29, 2009.

The study made three recommendations:

1. As a policy goal, the state should establish the following public and student shares of undergraduate instructional costs:
   a) Total resident undergraduate tuition revenue at each public university and college should not be greater than 45% of undergraduate instructional costs.
   b) Total state appropriations to each public university and college, net of financial aid, should be at least 55% of undergraduate instructional costs.

2. The Board recommend to the Governor and Legislature that the public baccalaureate institutions be authorized to determine specific resident undergraduate tuition rates on a campus role and mission basis.

3. The Board recommend to the Governor and Legislature that a comparative based approach be used in determining an appropriate level of undergraduate instructional cost. This recommendation is predicated on a thorough review of key indicators of academic quality and productivity underlying the GCS cost of instruction levels be conducted by HECB staff, COP, the public baccalaureate institutions, and Legislative and OFM staff.

Western Washington University and the University of Washington, in public comment, endorsed recommendation #2, the use of global comparisons, but not recommendation #1, nor the idea of another mandated cost study using a novel methodology. Too many reports using differing methodologies undermine rather than support our commitment to accountability and transparency.