



WASHINGTON  
**HIGHER  
EDUCATION**  
COORDINATING BOARD

## **“Moving the Blue Arrow”**

### ***Pathways to Educational Opportunity***

## **2008 Strategic Master Plan for Higher Education in Washington**

***Presentation by Ann Daley  
HECB Executive Director***



WASHINGTON  
**HIGHER  
EDUCATION**  
COORDINATING BOARD

## ***Who we are....***

The HECB is a **10-member citizen policy board** appointed by the Governor to represent the ***broad public interest*** in higher education.

An executive director, appointed by the Board, is responsible for managing this **cabinet-level agency** of 100 professional and support staff. The Board's main offices are at 917 and 919 Lakeridge Way SE, Olympia, WA.





WASHINGTON  
**HIGHER  
EDUCATION**  
COORDINATING BOARD

## *2008 HECB MEMBERS*



**Bill Grinstein**  
Seattle  
Chair



**Jesus Hernandez**  
Wenatchee  
Vice Chair



**Roberta Greene**  
Spokane  
Secretary



**Charley Bingham**  
Tacoma



**Ethelda Burke**  
Tacoma



**Gene Colin**  
Seattle



**Earl Hale**  
Lacey



**Sasha Sleiman**  
East Wenatchee  
Student Member



**Betti Sheldon**  
Silverdale



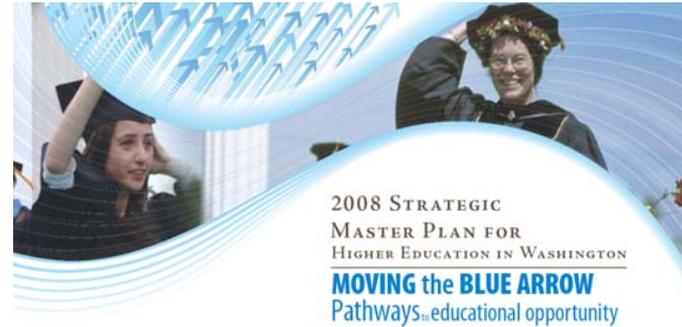
**Sam Smith**  
Seattle



**Ann Daley**  
Executive Director



WASHINGTON  
HIGHER  
EDUCATION  
COORDINATING BOARD



## ***2008 Strategic Master Plan***

*Provides a **10-year framework for improvement** across **all** levels of postsecondary education in Washington.*

- Public two- and four-year institutions
- Independent institutions
- Workforce education and training
- Degrees, certificates, apprenticeships

# Why a master plan? More education = more success

<p><b>Societal benefits</b> <i>College graduates are more engaged citizens and make healthier decisions than those who don't earn a diploma.</i></p>	<ul style="list-style-type: none"><li>• Voter participation increases</li><li>• Volunteerism increases</li><li>• Crime decreases</li><li>• Welfare, health costs decrease</li></ul>
<p><b>Economic benefits</b> <i>More degreed individuals in a regional economy produce higher wages for everyone.</i></p>	<ul style="list-style-type: none"><li>• Productivity increases</li><li>• Technology innovation rises</li><li>• Economy grows on fast track</li><li>• Tax contributions increase</li></ul>
<p><b>Personal benefits</b> <i>2.4% of those with a BA degree or higher live at or below the poverty level compared with 24.4% of those with less than a high school diploma.</i></p>	<p>A bachelor's degree brings</p> <ul style="list-style-type: none"><li>• \$357,000 additional lifetime income for men</li><li>• \$156,000 additional lifetime income for women</li></ul>
<p><b>Generational benefits</b> <i>Increasing college completion rates today will produce exponentially greater public return in the future.</i></p>	<p>Those whose parents have completed college are most likely to earn a college degree</p>



## *How we developed the Strategic Master Plan*

- *The Board held discussions with legislators, educators, policy experts, faculty, students, and many others at their **monthly meetings** throughout 2007.*
- *We sought **broad public input** at a series of more than a two dozen public forums, small group discussions and editorial board meetings statewide during October and November 2007.*
- *We **sought the assistance** of the WTECB, the SBCTC, and many other organizations, and state agencies involved in educational policy, administration, and research.*
- *We enlisted the help of the WTECB, the SBCTC and many other stakeholders as draft reviewers for the **new 10-year master plan** prior to the Board approving it in December 2007.*

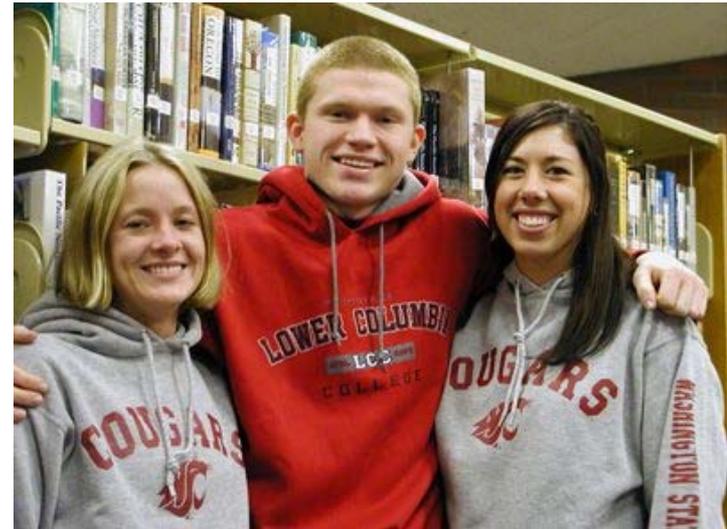


WASHINGTON  
HIGHER  
EDUCATION  
COORDINATING BOARD

## *Washington's higher education system has grown steadily*

The number of students we serve has grown by **23%** since 1996.

The Legislature authorized more than **10,000 new FTEs** for the 2007-09 biennium.





## *Factors driving future demand*

- Population *demographics*
- Baby boomer *retirements*
- State's *economic dynamism*
- Rising levels of *aspiration*



# Population demographics 2008-2030

Source: OFM 2007

<p><b>There will be more of us</b> 2.5 million increase <b>(+37%)</b></p>	<p><b>2005 - 6.2 million</b>  <b>2030 - 8.6 million</b> </p>
<p><b>We will be older</b> Those <b>over 65</b> will increase most rapidly <b>(+72%)</b></p>	<p><b>2005 = 11% of population</b>  <b>2030 = 19% of population</b> </p>
<p><b>We will be more diverse</b> We will experience a <b>39% increase</b> in the diversity of our population</p>	<p><b>2005 = 23% Diversity</b>  <b>2030 = 32% Diversity</b> </p>



## Challenge: Supporting economic vitality

- Ranked **#4 nationally on the New Economy Index.**
- High demand for workers in **the STEM fields.**
- Growing sector of **'middle-wage' jobs** paying more than \$17 per hour.
- Seven major middle-wage job clusters:
  - aerospace                      professional & business services
  - clean tech                      logistics and international trade
  - health care                      construction/green building
  - tourism
- Between 2004-2014, more than 400,000 jobs are expected in these seven job clusters.



**Challenge: Low levels  
of adult educational  
attainment**

**One out of every four persons  
aged 18 to 24 has no high  
school diploma.**



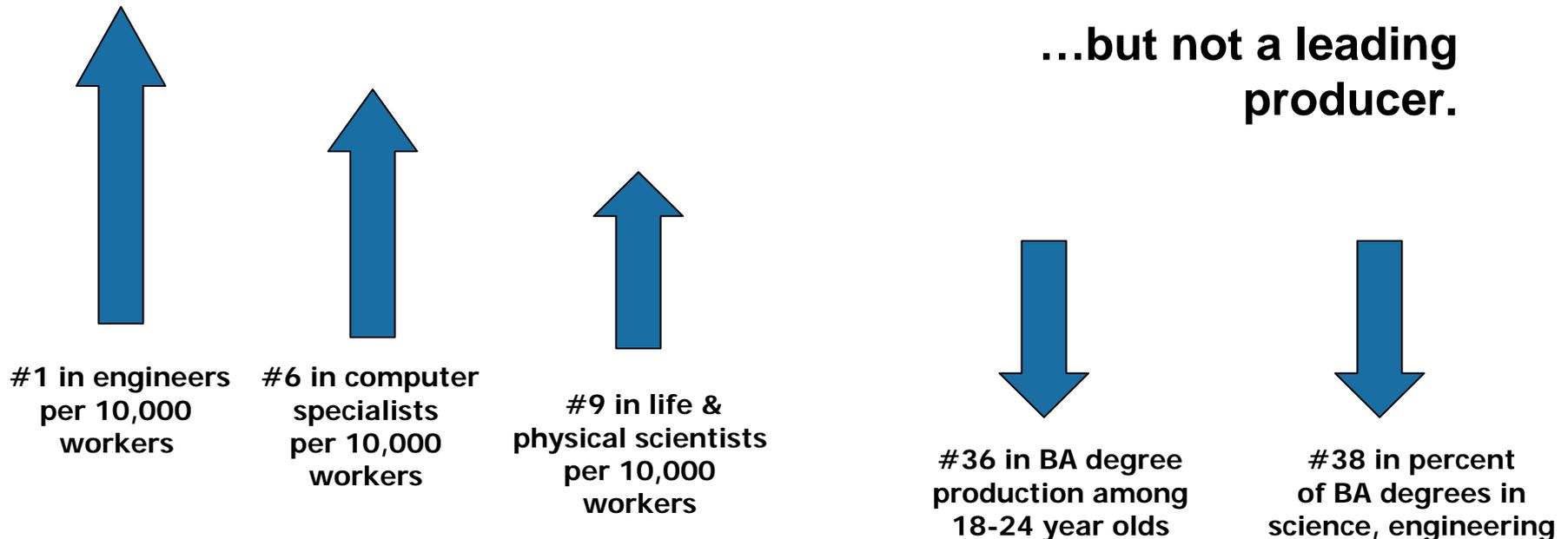
**More than 34 percent of  
Washington residents age  
18 to 64 have only a high  
school diploma.**



**Washington's under-  
educated working  
population is equal in size  
to its next 10 high school  
graduating classes.**

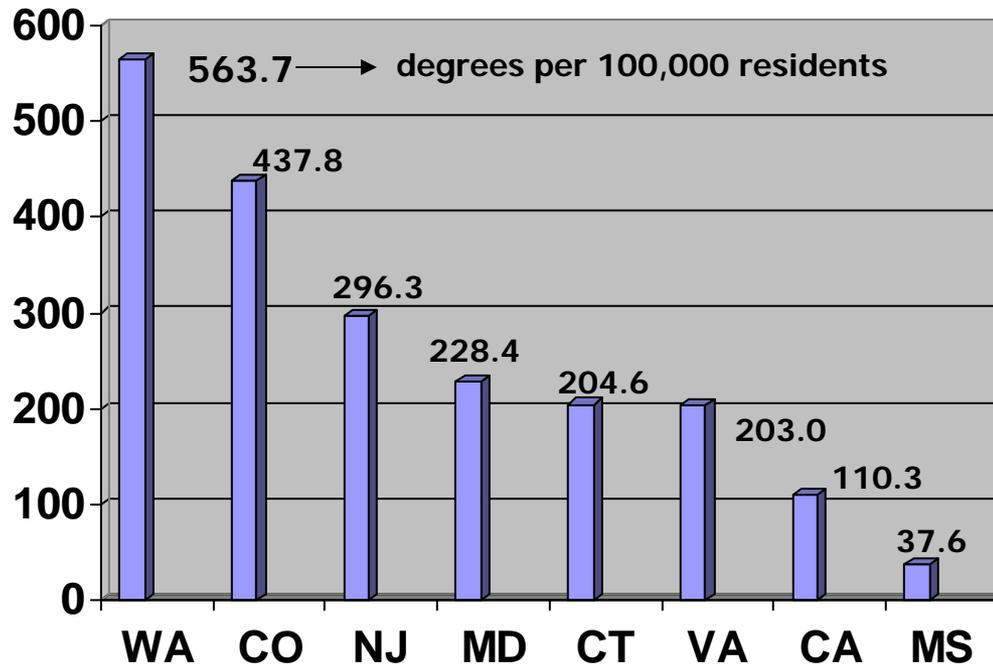
## Challenge: Too few STEM degrees being attained

Washington is a leading employer of people with technical and scientific degrees...



## Challenge: Over-reliance on importing educated workers

Washington ranks **first** among the Global Challenge States in degree importation per 100,000 residents.

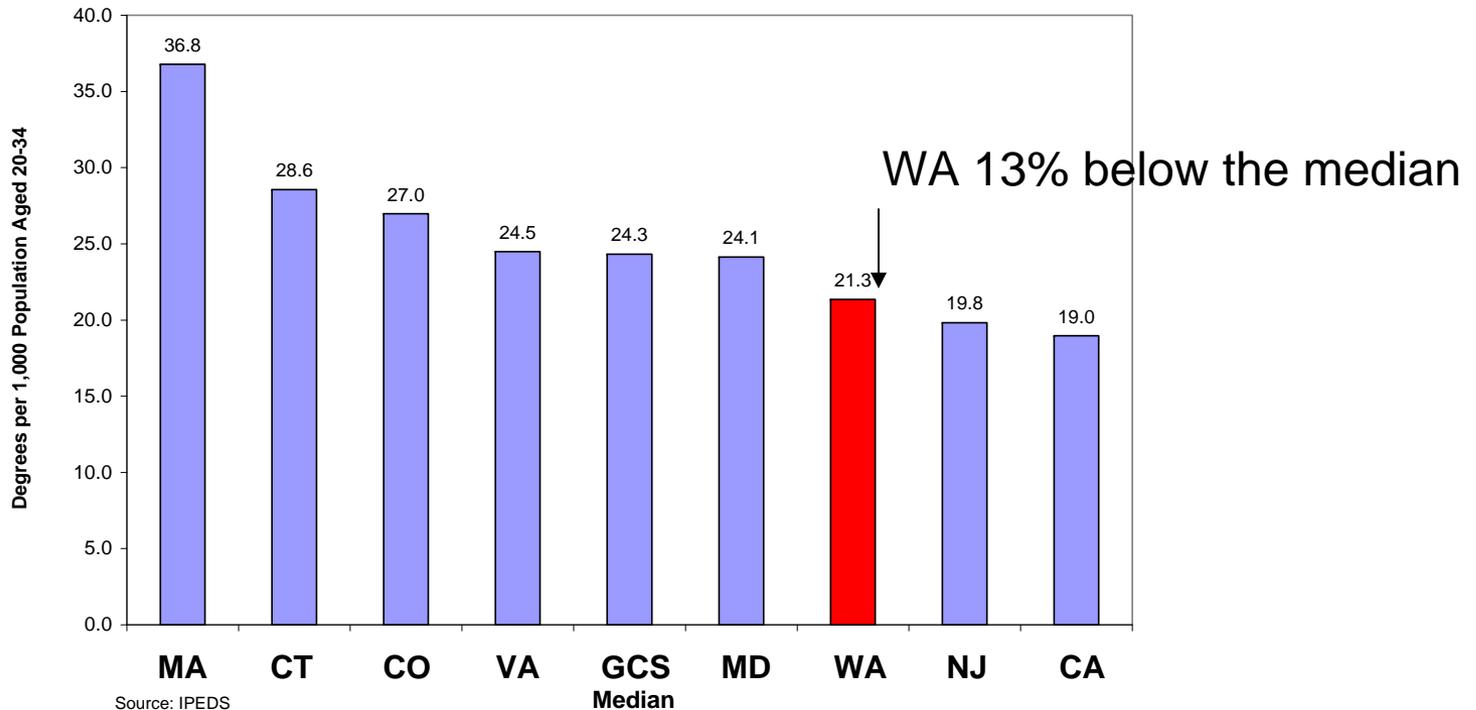


*“Continuing to import highly educated workers may not be a viable long-term strategy for Washington in the face of growing market demand and baby boomer retirements.”*

- Strategic Master Plan

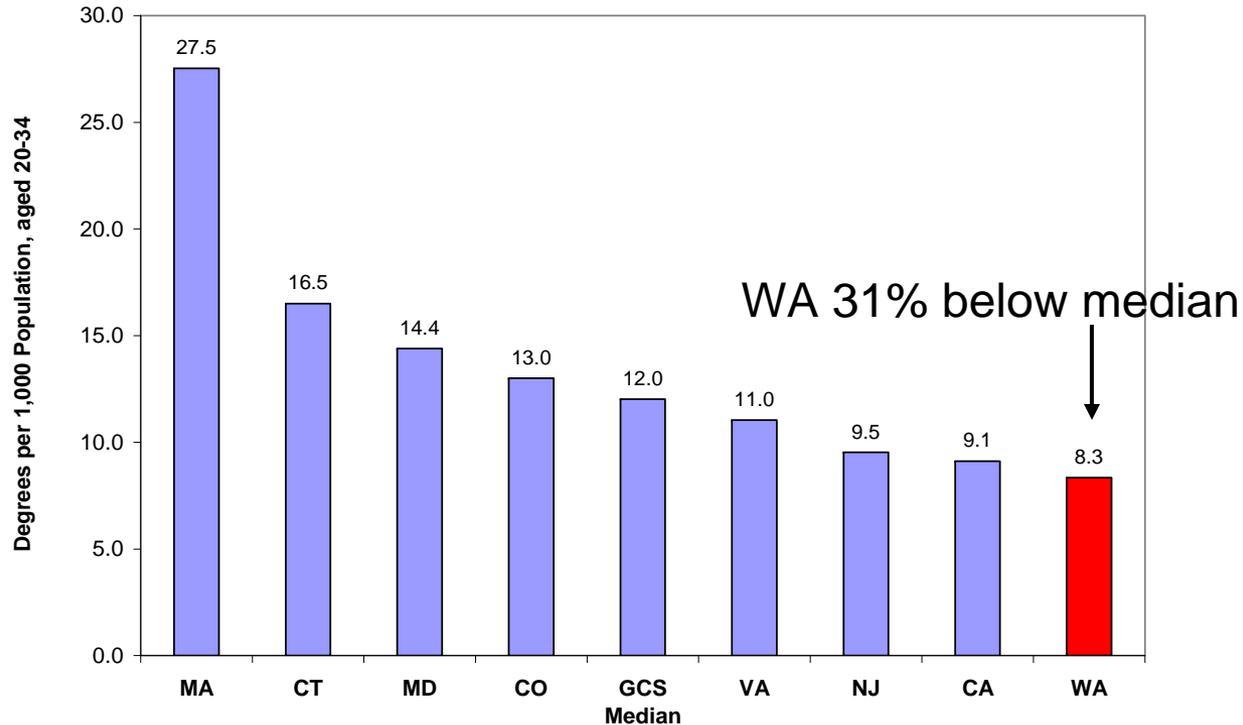
Source: NCHEMS: 2004-2004

**Challenge:** Washington is near the bottom of the GCS in the number of bachelor's degrees produced per 1,000 adults aged 20 to 34.



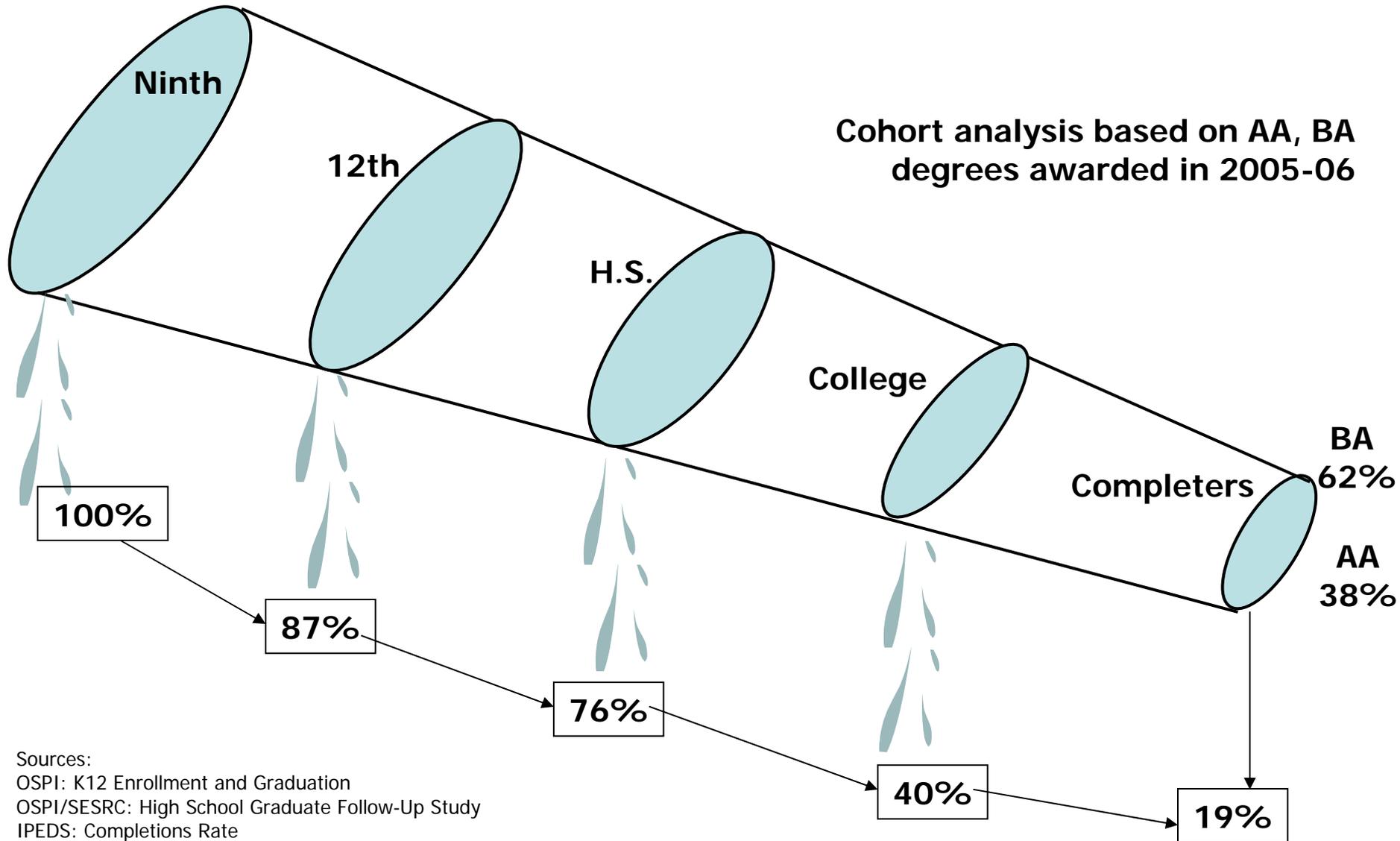
## Global Challenge States

## Challenge: Washington is last among the GCS in advanced degree production per 1,000 adults 20-34



### Global Challenge States

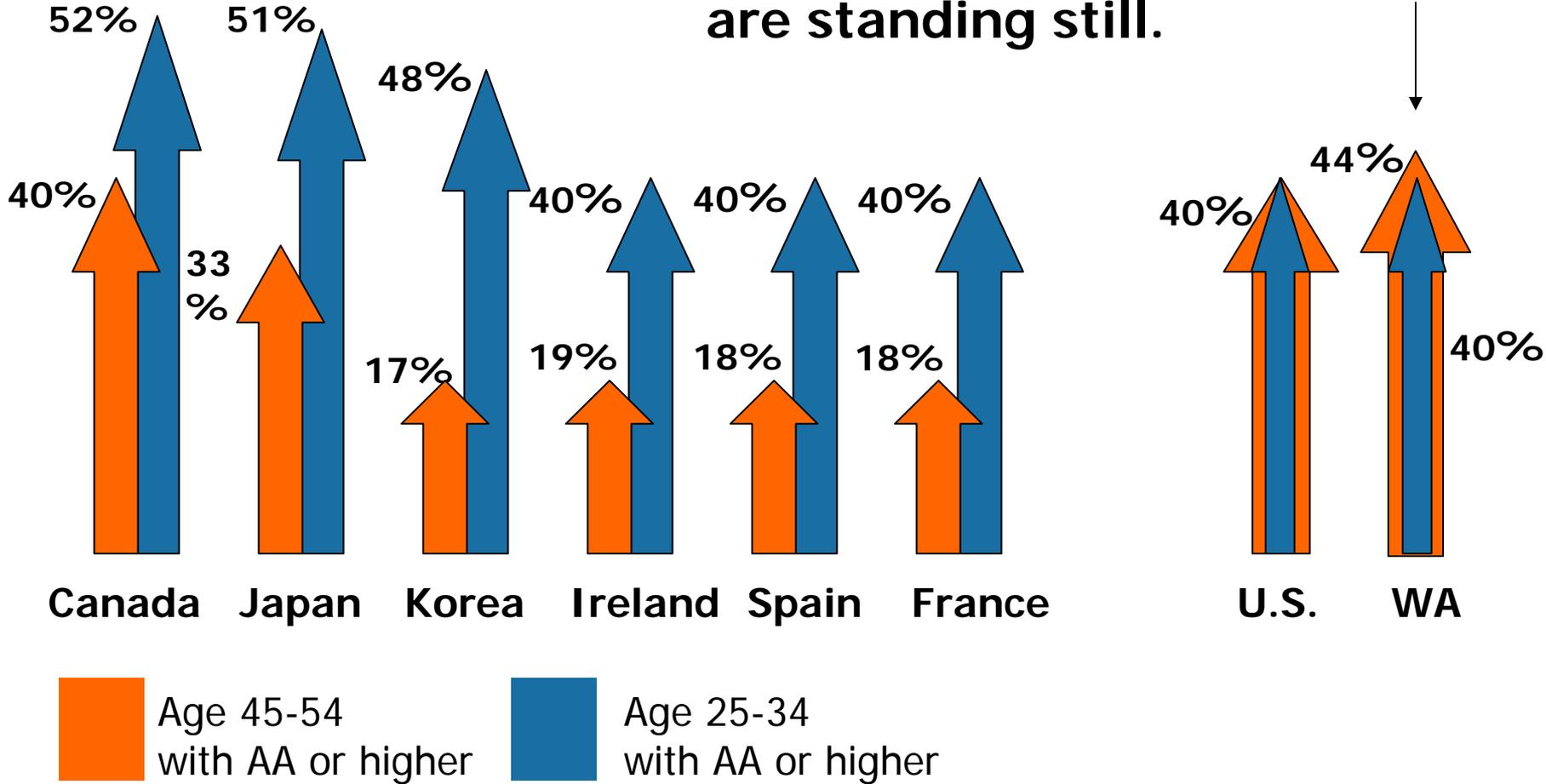
# Challenge: The pipeline leaks

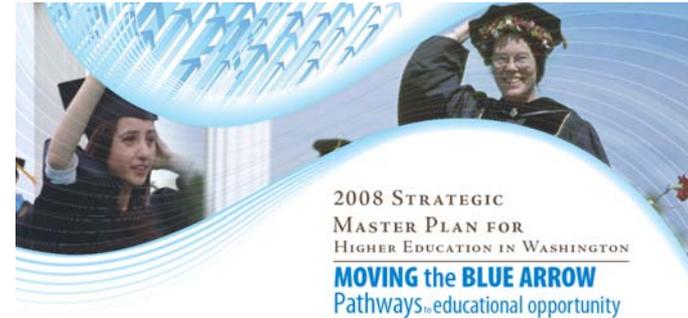


Sources:  
OSPI: K12 Enrollment and Graduation  
OSPI/SESRC: High School Graduate Follow-Up Study  
IPEDS: Completions Rate

Other nations with advanced economies know educating the next generation is essential to future economic success...

...but the U.S. and Washington are standing still.





## ***2008 Strategic Master Plan***

### ***Three strategic goals 2008-2018***

- 1. Raise *educational attainment* to create prosperity, opportunity**
- 2. Promote *economic growth and innovation***
- 3. *Monitor and fund* higher education *for results***

## *1. Raise educational attainment*

### Reach new degree benchmarks by 2018

- Increase **mid-level degrees** by **9,400** to a total of **36,200** degrees annually.
- Increase **bachelor's degrees** **13,800** to a total of **42,400** degrees annually – the **75<sup>th</sup> GCS percentile**.
- Increase **advanced degrees** **8,600** to a total of **19,800** degrees annually – the **50<sup>th</sup> GCS percentile**.
- The Legislature has directed the HECB to conduct additional evaluation and analysis of the state's future economic and workforce needs and to revise these degree attainment benchmarks based on that analysis.

# *1. Raise educational attainment*

## Four strategies to raise attainment

### *1. Focus on diversity*

- Develop a **framework to assess diversity** in higher education.

### *2. Set higher expectations for all K-12 students*

- **Develop teacher preparation** programs in math, science bilingual education, special education, early learning.
- Focus on **cultural competency**.
- A **college and career** aspiration campaign.

# *1. Raise educational attainment*

## Four strategies to raise attainment

### *3. Create a system of support for lifelong learning*

- Provide high school juniors and seniors multiple pathways to success. Improve **transfer pathways** through better monitoring; expanded online communication.

### *4. Make college affordable and accessible*

- Evaluate state financial aid programs for accessibility, outcomes, coordination, efficiency.
- Raise **State Need Grant** eligibility to 85% of state median income.

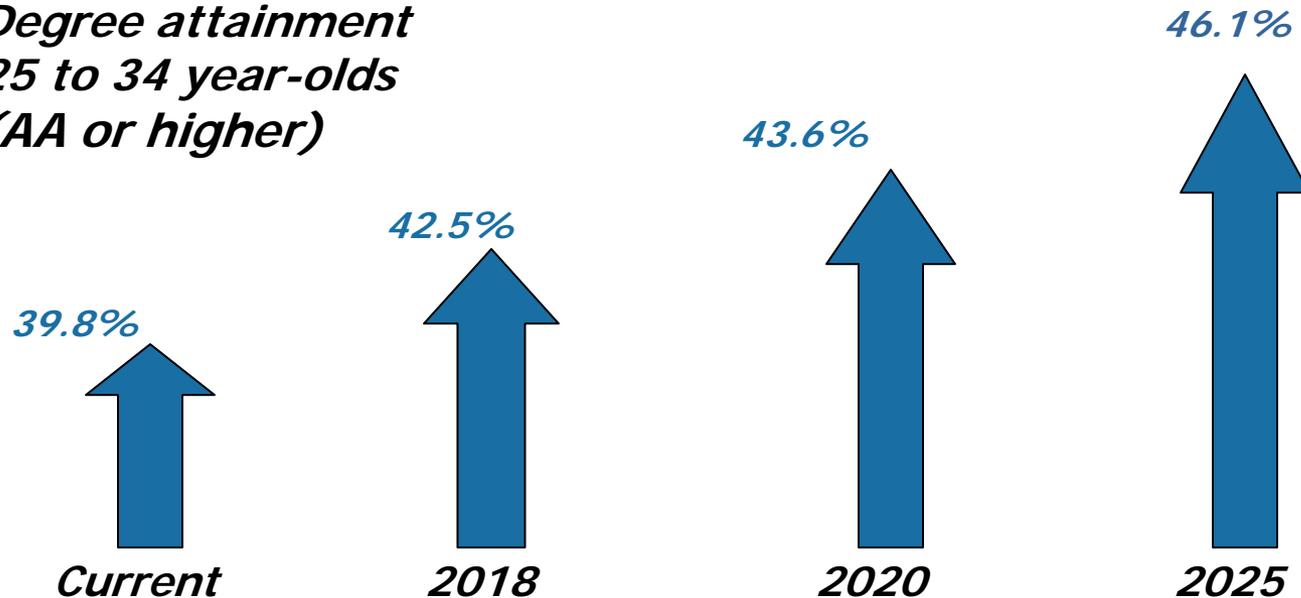
## Next Steps

- **By October**, complete a **capital facility & technology capacity study** to determine the investment needed by location to deliver higher education programs to additional student FTE.
- **By December 2008, complete a detailed enrollment plan**
  - Distribute enrollments within the public and independent universities and colleges.
  - Develop specific, measurable benchmarks for:
    1. **Diversity participation**
    2. **Enrollment in high-demand fields**
    3. **Workforce and ‘mid-level’ degrees and certificates**

# 1. *Raise educational attainment*

## Move Washington's blue arrow up

*Degree attainment  
25 to 34 year-olds  
(AA or higher)*



Washington can continue to achieve significant results in degree attainment by funding new enrollments and systemic improvement.



## Next Steps (Legislative Directives)

### By December 2008

1. Help develop a consensus agreement on a site for the **UW North Campus**.
2. Develop a program and operating plan for a new **Kitsap County Higher Education Center**.
3. Develop a plan to monitor the **progress and success of transfer students**.
4. Convene a work group to assess institutional practices and make recommendations about the acceptance of **prior learning** credits.

## Next Steps

### 2. Promote economic growth and innovation

- Prepare a prospectus to increase state support for **basic and applied research**.
- With WTECB and SBCTC, develop a joint, 10-year forecast of the state's **needed postsecondary education levels** based on New Economy Index criteria.



## Next Steps

### 3. Monitor and fund higher education for results

Begin a process with OFM, OSPI, the Governor's Office, higher education institutions, and the House and Senate to develop a six-year **performance agreement pilot study**.



WASHINGTON  
HIGHER  
EDUCATION  
COORDINATING BOARD

**Website: [www.hecb.wa.gov](http://www.hecb.wa.gov)**

**Email us at: [masterplan@hecb.wa.gov](mailto:masterplan@hecb.wa.gov)**

**Link to the master plan:**

**<http://www.hecb.wa.gov/research/masterplans/documents/2008MasterPlan-fromPRT.pdf>**