

## Mission Study Task Force

### Discussion Summary of Major Trends Implications for College System

June 8, 2009

1. Put students first.
  - Determine and break down barriers for students, especially barriers created by the college or the system that require high touch student services for successful navigation of the bureaucracy.
  - Provide student-centered services that positively impact student completion.
  - Ask how resource allocations impact students.
  - Provide a flexible structure to meet students' needs with a workable funding model:
    - Where – online, at specific locations, everywhere
    - When – flexible schedules, anytime
    - What – course offerings
    - How – match technology and other modalities with student learning style
  
2. Focus college resources on teaching and learning and student success.
  - Concentrate more effort on our core work with students.
  - Free up resources for innovation, learning, and success by improving program delivery and the efficiency of administrative functions.
    - Expand regional and statewide collaboration to reduce unnecessary program duplication.
    - Develop focused curriculum that builds on the “Centers of Excellence” model.
    - Conduct cost/benefit analyses that incorporate system and college values to weigh program choices (costing out our values).
  - Increase faculty collaboration on curriculum development.
  - Increase access to open curricular resources.
    - Enable faculty to pick and choose from others and continuously re-mix their courses.
    - Provide instructional design assistance and professional development.
  - Improve college assessment tools for validating knowledge, skills, and abilities and measuring student outcomes.
  - Maintain the momentum of the Student Achievement Initiative.
  - Consider additional rewards for student success outcomes as an incentive for increased student success. Some examples may include increased emphasis on:
    - Student retention
    - Successful completion
  
3. Reduce costs and improve the efficiency of administrative functions through technology and shared services.
  - Centralize back office functions as appropriate, while maintaining responsiveness and flexibility as needed.
  - Pool resources regionally or system wide to increase cost efficiency and effectiveness.
  - Address the lack of an integrated, easy-to-use information technology infrastructure that supports better administrative and instructional decision making and supports the sharing of student level data with K-12 and 4-year institutions.

4. Standardize technology functions to allow for innovation and transfer of innovation among colleges.
  - Encourage innovation, responsiveness and flexibility to respond to an increasingly diverse student population and the rapid pace of technological change.
  - Weigh where standardization makes sense, adds value by improving local service levels, provides a balance between centralization and local control, and frees up colleges and resources to focus more on students.
  - Establish a single set of rules for all colleges, freeing up college staff time for innovation and student services. Some examples may include:
    - One uniform college application for all Washington higher education institutions.
    - One financial aid application that could be used in any college in the state.
5. Expand the use of technology for anytime eLearning and self-service student services.
  - Build technology infrastructure to support learning.
  - Use hybrid, accelerated courses that use software to provide highly customized teaching and learning environments for learners.
6. Continue to reach out to business, matching industry needs with skilled workers.
  - Strengthen industry and government partnerships.
  - Use nimbleness to respond to opportunities.
7. Explore further what we can learn from the private 2-year colleges and other best practices nationwide.
  - Determine the extent our system can invest in some of the approaches used by the private 2-year colleges for putting students first (examples: customer service approaches; students paying higher costs for higher value programs).
  - Determine how the current institutional schedule is working and explore changing course schedules to meet student needs (examples: three semester schedule; five week sessions).
  - Understand the complexity of adopting best practices from private colleges and other states (example: potential impacts of increased faculty advising on student outcomes and faculty bargaining).