

March 14, 2003

TO ALL MEMBERS OF THE BOARD OF REGENTS

PROPOSED: That the Board of Regents approve recommendations for the Washington State University campuses in Spokane, Tri-Cities, and Vancouver Washington, with implementation to begin immediately.

SUBMITTED BY: V. Lane Rawlins, President

SUPPORTING
INFORMATION: Washington State University System Recommendations

I. Governance and Administration

- A. A committee of the Board of Regents will be established to consider issues and action items related to the Spokane, Tri-Cities, and Vancouver campuses.
- B. One member of this committee will be assigned to each of these campuses and work directly with the President and Campus Executive Officer (CEO) on governance matters related to the individual campuses.
- C. The CEOs of each of these campuses will have a seat at each Board of Regents meeting, with all of the associated responsibilities and privileges.
- D. The CEOs of the newer campuses shall be named "Chancellors," and granted authority to administer these campuses under direction of the President and Board of Regents.
- E. A President's System Council shall be established to deal with system wide administrative, legislative, and planning issues. The President will serve as chair with the Provost and Chancellors as permanent members.
- F. A Provost's System Council, chaired by the Provost and including appropriate Vice Provosts and the Chancellors or their designees, will consider academic plans, programs and issues for the WSU system.
- G. A System Council for Administration and Operations will be formed to consider issues in all other areas. This council will include all university Vice Presidents, the appropriate counter parts on each campus, and other officers as necessary.

II. Academic Programs

The primary criteria for approving and evaluating academic programs will be quality. Secondary criteria include responsiveness to constituent needs and cost effectiveness. Accordingly a general principle of academic administration and oversight is that the administrative structure will serve the purposes of the program. The flexibility implied in this principle includes the options that:

- A. Academic units, including programs, departments, schools and colleges may be established and centered on any of the campuses in the WSU system.
- B. Academic program administrators may reside on any campus and have responsibility for programs on other campuses. More than one lead administrator may be appointed in the same discipline. Multiple departments or colleges in the same general area may be established on different campuses.
- C. Doctoral education will remain a system wide responsibility and not a function of location. Residency requirements for degrees should refer to residence at any WSU location. The graduate faculty shall be system wide and shall be responsible for the academic criteria and standards associated with graduate degrees.
- D. Academic programs and especially lower division coursework at the WSU campuses shall be closely coordinated with other institutions, particularly with community colleges in the communities or regions where these campuses are centered.
- E. A system wide administrator will be assigned responsibility for guiding the relationship between the various sources of academic credit within the WSU system including coursework on any campus, Distance Degree Program, learning centers, and other sources.

III. Student Affairs

Specific recommendations for student affairs will be forthcoming. These will include proposals for efficiency and coordination in admissions, scholarships, recruiting, advising as well as recognition of the separate student bodies for each campus and reconstituting a system wide student council as a place where several, largely independent bodies, can work together on issues of joint concern.

IV. Faculty Affairs and Faculty Governance

Recommendations in these important areas will be forthcoming through the cooperative efforts of the Faculty Senate and the Administration in close coordination with faculty from each of the campuses. The goals are to maintain standards of excellence while providing empowerment and enfranchisement of individual faculty that are not dependent on location.

V. Unique Roles for Individual Campuses

Spokane:

WSU Spokane is becoming a second location of the Pullman campus with emphasis on professional and graduate programs, especially in health care, design, and some management areas. We are proposing to accelerate that trend in the next few years and, over time, move to a single campus with two locations. As a reflection of this integration process we propose that the Chancellor of the Spokane campus also hold the university wide position of Vice Provost for Health Science.

Vancouver:

Southwest Washington has less access to upper division and graduate education than any other portion of the state. It also lacks in local opportunities for educational and scholarly partnerships that can lead to economic and cultural stabilization and development. As a result WSU Vancouver campus has the challenge of needing to expand across the spectrum of academic programs. We are committed to making this expansion via additional and innovative partnerships with the local community colleges including special institutes. Because of the size and nature of the Vancouver community we expect greater autonomy through the creation of departments or other academic units in the mode suggested earlier.

Tri-Cities:

The WSU Tri-Cities campus faces many of the challenges noted for WSU Vancouver. In addition it offers several unique opportunities for the WSU system. One is an opportunity to partner with the community for outreach to non-traditional populations. A second is the opportunity to develop innovative programs with the agricultural industry. Finally, this campus has a major role in the university's evolving strategic partnership with the Pacific Northwest National Laboratory and the development of centers of excellence in many scientific and technical areas of research and graduate education.

**Principles for Newer Campuses
of Washington State University**
V. Lane Rawlins, President
Robert Bates, Academic Vice President and Provost
March 4, 2003

This document is intended to provide rationale and detail for recommendations concerning the Washington State University System and the campuses of WSU Spokane, WSU-Tri Cities and WSU Vancouver proposed for adoption by the Board of Regents on March 14, 2003. Currently, and as subsequently modified, this document is anticipated to serve as a guide to the decision making of various university groups and administrators concerning the university-wide system, its individual campuses, and the relationships among them. It is expected to serve as a dynamic document that will be updated as the councils, recommended below, carry out the policy and planning tasks assigned to them.

Introduction:

In the past dozen years the newer campuses of Washington State University have successfully expanded educational opportunities in the three important urban areas where they are located: Spokane, Tri-Cities, and Vancouver. They have also been instrumental in creating a sense of what is expected of WSU in these areas and have enlisted strong and active support for expansion and enhancement of those campuses.

After more than a year of study, which included community and university-wide participation, a report was drafted and submitted by a study committee appointed by the President and chaired by Dean James Zuiches. This report includes a number of specific recommendations, descriptions, and goals. After reviewing the report and holding additional discussions with university and community leaders, the President and Provost are forwarding the following observations and recommendations to the Board of Regents.

The recommendations follow the general outline of the report and are largely derived from the suggestions of the committee. In some cases we are making recommendations in areas not explored directly by the committee but emanating from discussions on the campuses or views from the community.

Some of these recommendations require action by the Board of Regents prior to full implementation but it is our opinion that all are within the legislated mission of Washington State University as well as that of the newer campuses and should not require additional legislative action. We recognize there are many details yet to be worked out and full implementation will require an extended period, but we recommend the process begin immediately upon acceptance by the Board.

Framework:

We do not propose the general mission of the Spokane, Tri-Cities and Vancouver campuses be altered. That mission is a derivation of the general mission of the University and emphasizes quality program delivery to meet the needs of students located in the vicinity of these campuses. Special emphasis should be placed on the programs and activities that will contribute to the economic, cultural, and social climate of the communities where these campuses are located. We endorse the general principles for a multicampus university offered by Dean Zuiches' committee. Most important among these is the reaffirmation of our commitment to cooperation among the units of the university and excellence in everything we do.

It is appropriate to reiterate some of the key factors that underlie the recommendations:

- The overall mission of WSU remains the same: high quality teaching and research. The newer campus permit WSU to serve this mission in new ways and with additional constituents. Consequently, WSU is growing into a university "system" with campuses that are now large enough to be more autonomous in several ways without sacrificing quality or efficiency.
- There is a continuing and growing need for university-wide standards and communication, especially at the faculty level, in order to assure quality and allow all campuses to draw on the resources of the whole.
- As a system, the individual campuses can benefit from more representation in the university-wide governance process.
- In some areas there are efficiencies and savings from university-wide administration. We should carefully balance the tradeoffs between decentralization and efficiency with the goal of reaching the highest quality services at the lowest cost.

Recommendations:

I. Governance and Administration

A. Board of Regents

1. It is recommended that one Regent be assigned to each campus to attend advisory board meetings and work directly with the President and Campus Executive Officer (CEO) on governance matters related to the individual campuses. The role and composition of the campus advisory committees should be reviewed.
2. The CEOs of the Spokane, Tri-Cities, and Vancouver campuses should have a seat at each Board of Regents meeting, with all of the associated responsibilities and privileges.
3. A committee of the Board of Regents should be established to consider the issues and action items related to the campuses. This committee will meet as necessary.

B. Administrative Processes

1. The CEOs of the newer campuses shall be named "Chancellors," and job descriptions will be reviewed to grant greater authority to administer these campuses under direction of the President and Board of Regents.
2. A President's System Council shall be established, with the President serving as chair and the Provost and Chancellors being permanent members. Other administrators or staff may be appointed as necessary. The role of this council is to deal with system-wide administrative, legislative, and planning issues.
3. A Provost's System Council shall be established, to be chaired by the Provost and include the appropriate Vice Provosts, and Chancellors or their designees. This council will consider academic plans, programs and issues for the WSU system.
4. A System Council for Administration and Operations will be formed to consider issues in all other areas. This council will include all university Vice Presidents, the appropriate counter-parts on each campus, and other officers as necessary. It is anticipated that this council will have sub-councils specific to the general divisions of the university.

II. Academic Programs

- A. Academic units, including programs, departments, schools and colleges may be established and centered on any of the campuses in the WSU system. Proposals to establish these units should follow approval processes outlined in the Faculty Manual. Because we expect many of these proposals to be innovative, the Faculty Manual may have to be revised. The principles of quality and cost-effectiveness should always prevail but must also allow maturation time for a program to reach expected costs. That time period should be stated in advance of program acceptance and based on sufficient data to warrant the expectation of future efficiency.
- B. Academic program administrators may reside on any campus and have responsibility for programs on other campuses. More than one lead administrator may be appointed in the same discipline. Multiple departments or colleges in the same general area may be established on different campuses when the circumstances suggest that this would be an effective structure.
- C. Doctoral education is a system-wide responsibility and is not a function of location. Residency requirements for degrees should refer to residence at any WSU location. The graduate faculty shall be system-wide and shall be responsible for the academic criteria and standards associated with graduate degrees.
- D. Academic programs and especially lower division coursework at the WSU campuses shall be closely coordinated with other institutions, particularly with community colleges in the communities or regions where these campuses are centered. It is anticipated that qualified students will be able to enter the University at the time they enroll in a community college and have a WSU advisor assigned to them. It is also anticipated that WSU will reach agreement with community colleges to offer some lower division courses in selected majors. Similar agreements may allow some upper division courses to be offered by the community college.
- E. A system-wide administrator must guide the relationship between the various academic credit delivery methods within the WSU system including coursework on any campus, Distance Degree Program, Learning Centers, and other sources. This administrator will report directly to the Provost and be involved either as a member of the Provost's System Council or as staff to it.

The implementation of these recommendations will require changes

in many policies and processes. We believe that a complete outline of these procedures can be developed within eighteen months of the adoption of these recommendations.

III. Student Affairs

- A. Specific recommendations for student affairs will require additional discussion. Clearly, efficiency in admissions, scholarships, recruiting, advising, and other aspects of student affairs calls for coordination and integration. However, while it is feasible to maintain a single faculty across many campuses, it is not realistic to think of our multicampus student population as one student body. The different clientele of our campuses, the distances among them, and the development of local identities for the campuses, suggest that there are separate student bodies that should be recognized as such. While the total number of students on the Spokane, Tri-Cities, and Vancouver campuses is still a relatively small percentage of the total number of WSU students, the numbers are reaching levels sufficient to function effectively.
- B. We should review the allocation and level of student fees on each campus. Our campuses are different in character and fees may vary to reflect different student needs and concerns. A campus in a university town, such as Pullman, may require very different student support services, and different costs, than an urban campus. We recommend that a system-wide student council be reconstituted to determine which issues students might wish to address as a system. The council would not be a student governing body but a place where several, largely independent bodies, can work together on issues of joint concern.
- C. Another major issue is student recruiting. Given the difference among the campuses, recruiting will have a very different emphasis at each campus. Some coordination will be useful to prevent unnecessary competition, but the primary goal should be to recruit good students and offer them a great educational experience. The Character of the newer campuses suggests that recruiting will be increasingly campus specific. Students do not enroll in a system, they enroll at a campus.

Other Recommendations:

Dean Zuiches' committee report outlines a number of other areas where details of relationships require clarification. In most of these areas more autonomy is likely to be effective, but some coordination can lower costs and improve quality, especially in advancement, fundraising, information technology, marketing, interaction with cooperative extension, and planning and budgeting. Again, the details for longer-term relationships should be completed in an eighteen-month period and, where necessary, brought to the Board of Regents for approval.

Faculty governance in the Washington State University System is one of the most important developments. The Faculty Senate is addressing these issues and will have recommendations. The goals are to maintain standards of excellence and provide empowerment and enfranchisement of individual faculty that is not dependent on location.

The Three Newer Campuses - Different Futures

The three newer campuses will continue to have very different identities. Too often we group them in our evaluation or comment. However, as they have evolved, they play very different roles in the higher education system in the state of Washington and in the communities where they reside. These roles should be recognized in our planning for the future.

Spokane

The role of the Spokane campus is primarily in professional and graduate education. The needs of place-bound undergraduates that we are addressing in Vancouver and Tri-cities in cooperation with the community colleges, is largely met in Spokane by Eastern Washington University. In a very real sense, WSU-Spokane is becoming a second location of the main research campus with emphasis on some professional and graduate programs, especially in health care, design, and some management areas. We are proposing to accelerate that trend in the next few years. This will involve developing more programs, especially in the health and design disciplines, and increasing the support courses necessary to advance these areas and others as the need of the university and community dictate. We expect more graduate students and programs will be located in Spokane. Because of the greater proximity to Pullman and the program development in Spokane, more joint research, graduate education, and outreach exists than among the other campuses. We propose to take steps to further integrate those processes and, over time, move to a single campus with two locations. As a reflection of this integration we propose that the Chancellor of the Spokane campus also hold the university-wide position of Vice Provost for Health Science. This person will be key to both the development of Spokane and the health science programs throughout the WSU system.

Vancouver

This campus is the only viable option for students who want a bachelor's or graduate degree but who cannot leave the southwest Washington area. In order to meet the considerable needs in this vibrant community, WSU Vancouver must continue to expand offerings in the basic arts and sciences and provide professional education options that are viable. In some cases this means that they must find methods to strengthen the undergraduate curriculum by meeting the needs of freshmen and sophomores. This can be accomplished by working with community colleges. However, the current model of transferring only after attainment of the AA degree is insufficiently attractive to many students, especially the very best students in technology and science. This is currently a critical issue for the future of WSU Vancouver. We support the development of special institutes, a more flexible transfer relationship, and other approaches to addressing this problem.

WSU Vancouver is also reaching a level of enrollment in some areas where we should consider greater autonomy through the creation of departments in the mode suggested in earlier recommendations. The concentration of faculty in key areas and the flexibility to develop innovative and interdisciplinary programs are likely to make WSU Vancouver a destination campus in the next decade.

Tri-Cities The WSU Tri-Cities campus is critically important to the economic diversification of one of the fastest growing and changing areas of the state. There are numerous opportunities for collaboration with area community colleges, the Pacific Northwest National Laboratory (PNNL), Hanford contractors, school districts, agribusinesses, and other local organizations, both public and private. At the undergraduate level community involvement is needed in order to take some risks with new programs and to reach out to rapidly growing non-traditional populations. This may require some innovative approaches. Continuing to expand and enhance the relationship with Columbia Basin College is a key to meeting the higher education needs of the region. Some degree programs not offered elsewhere in the system may be developed at WSU Tri-Cities in support of the region's agricultural industry or related to the work at Hanford and other associated operations. Three elements appear to be key to the future of the Tri-Cities campus.

1. A seamless program from high school graduation to bachelor's degree—in cooperation with Columbia Basin College.
2. Special programs to meet the needs of local under-represented groups.
3. System-wide development of graduate and technical education in collaboration with PNNL and other major organizations with capacity to assist in research and graduate education. This

should be a center for many of the university's scientific and technical programs.