

A Comprehensive Academic Plan for the Riverpoint Campus

Background

Campus Description and Vision

Riverpoint is a collaborative metropolitan undergraduate, graduate and research campus for the 21st century and, along with other Spokane institutions of higher education, is a knowledge anchor that attracts high-quality, talented faculty and students from around the world to selected, globally competitive undergraduate, professional, and graduate programs and research opportunities. In addition to Washington State University, Eastern Washington University and the administrative offices for the Community Colleges of Spokane, the Riverpoint Campus serves as the home of Sirti, a Washington State-funded economic development agency whose mission is to accelerate the development and growth of technology companies in the Inland Northwest.

As an urban-serving university campus, the Riverpoint Campus focuses on select undergraduate degree programs, graduate/professional education and research, and university-community engagement aimed to develop human capital; improve health of citizens, communities, and the environment; stimulate robust, sustainable, inclusive economic development; and strengthen community vitality.

Washington State University (WSU), Eastern Washington University (EWU), and the Community Colleges of Spokane (CCS)—educational partners in the development of the Riverpoint campus—work together to create an urban educational park, supported by a high speed communication infrastructure that connects people, classrooms, labs, and information services, that is fully integrated with local neighborhoods and the downtown Spokane core.

City of Spokane Vision for University District Strategic Master Plan

The City of Spokane envisions the Riverpoint Campus as a key partner in the prosperity of Spokane and the Inland Northwest region. This is perhaps best exemplified in Spokane's vision for the University District Strategic Master Plan:

The University District is a bold vision and plan to attract a critical mass of top students, staff and faculty, cutting-edge researchers, and creative entrepreneurs - all of which are the catalysts for increased commercialization of technology, growth in our health care industry and overall economic prosperity for the region. It builds upon and incorporates existing plans, activities and assets – leveraging them into a strong economic engine that lays the foundation for Spokane's growth in the next century.

The University District will be a unique place with a character that is distinctively its own. It will be a place where, when you are in it, you are aware of being a part of it because you can feel its palpable energy. It will be un-prescribed, accessible and original all at once. The University District's Strategic Master Plan is about intentionally creating a space in which creativity has the right kind of environment to flourish. In order to succeed in the new economy, we need to inspire creative people because they are the drivers of this innovative economy. Whether they are researchers, scientists, designers, architects, engineers, artists, musicians or technicians, Spokane needs these people to have a healthy economy.

The University District Strategic Plan envisions the University District as a center for intellectual and research excellence and an economic engine for the new economy. The District is imagined as a vibrant, 24/7, pedestrian-first place with an eclectic mix of uses, including homes, offices, shops, university uses, manufacturing, and warehouses. There are active, public places—restaurants, bars, cafes and coffee houses—in the District for people to congregate and exchange ideas, and parks and natural areas that allow for solitude and reflection.

The strategic plan envisions a diverse place that is home to a cross section of the community: young professionals, families, seniors, students, and households without children. As such, it is anticipated that the district will include a varied supply of housing at different price points, including apartments, townhouses, loft condominiums, live/work units, and single-family homes. In this vision, development activity is concentrated around key activity nodes, and the district is connected to downtown and surrounding neighborhoods. The district is seen as a distinct, urban place that is different from any other part of the city. The urban and unique character of the district is maintained through the reuse of historic properties, continuation of historic neighborhood attributes—street grid, narrow streets, street trees—and connections to the Spokane River.

University officials anticipate that the district could support their objective of becoming world-class,

*research institutions by providing space that supports academic and entrepreneurial work, and the cultural and entertainment amenities, and housing options that are needed to attract and retain top students, researchers, and faculty.*¹

Institutional Core Missions

The educational partners at Riverpoint are committed to work together, within the parameters of their individual institutional core missions, to accomplish the vision of creating a collaborative metropolitan undergraduate, graduate and research campus for the 21st century—and in so doing, to augment and complement the Community of Spokane’s efforts to create a University District.

As a premier public, land-grant and research institution, Washington State University’s mission is to enhance the intellectual, creative, and practical abilities of individuals, institutions and communities by fostering learning and inquiry. WSU Spokane provides practice-oriented doctoral programs and conducts research commensurate with the University’s responsibilities as a research institution and encourages and participates in interdisciplinary and inter-collegiate graduate programs in the region.²

The mission of Eastern Washington University, a nationally recognized, student-centered, regionally based, comprehensive university, is to prepare broadly educated, technologically proficient, and highly productive citizens for meaningful careers, to enjoy enriched lives, and to make contributions to a culturally diverse society. Inherent in its mission as a comprehensive institution is the mandate to serve regional constituencies in all its variations. EWU’s presence at Riverpoint enhances its abilities to serve these constituencies and provide a multi-faceted approach to serving the region’s higher education needs.³

The Community Colleges of Spokane, collaborating as a district, is committed to their mission to provide quality, relevant learning opportunities for students and the six-county regional community served. Through its three institutions the Community Colleges of Spokane provide comprehensive educational, training and enrichment activities for people of all ages and backgrounds, in a challenging and supportive environment while working in concert with its educational colleagues, business partners, and the community.

Brief Chronological History of the Riverpoint Campus and Academic Program Development

Branch campus legislation was enacted in 1987 and, in 1989 WSU, was given statutory responsibility for an upper-division branch campus in Spokane to “*provide specialized research, technical assistance, and graduate level instruction programs to the Spokane community*”⁴ The Higher Education Coordinating Board (HECB) recommended that Washington State University and Eastern Washington University be designated as the institutions responsible for providing upper-division and graduate programs in the Spokane area and that the division of responsibility between the two institutions should be consistent with each of their roles and missions; i.e., WSU’s role as a landgrant, research university focusing on instruction, research, and outreach and EWU’s role as a regional, comprehensive university focusing on undergraduate and professional graduate education. Spokane was unique in the State of Washington as the only instance in which responsibilities for meeting the educational needs of the community was assigned to two institutions on a shared campus—now known as the Riverpoint Campus.

In 1996, the EWU College of Business and Public Administration relocated from Cheney to the Riverpoint campus, moving into the Riverpoint Phase I Classroom Building. This move firmly established EWU’s presence on the Riverpoint campus.

Initially, a joint center for higher education (JCHE) was created to oversee and coordinate program proposals and activities at the Riverpoint campus. In 1998, the JCHE was disbanded and Washington State University was designated as the lead institution with responsibility for fiscal management and coordination of all planning efforts at Riverpoint.

Also in 1998, the Washington State Higher Education Coordinating Board recommended that, in accordance with SSB 6655, Eastern Washington University strengthen its main-campus focus in Cheney and “*identify which programs currently located in Spokane will remain, be eliminated, or return to Cheney*”⁵. Consequently, EWU offerings at the Riverpoint Campus were to focus on programs in health sciences, business and technology, specific urban-focused programs, professional programs for working adults and programs involving unique partnerships in Spokane.⁶ In Fall 2007 EWU closed the Downtown Center, and several EWU programs were returned to Cheney or relocated to the Riverpoint Campus.

¹ *University District Strategic Plan, 2002*

² *Planning for Higher Education in Spokane, July 1999*

³ *Eastern Washington University and Spokane-Metro Area: A Blueprint for the Future (DRAFT), April 2006*

⁴ *A Review of Literature on Higher Education Needs in Spokane and the Resultant Policy Structure, April, 1999.*

⁵ *Spokane-Area Higher Education Services Studies: Preliminary Mission Statement and Academic Program Plans, Eastern Washington University, September 1998.*

⁶ *News Release from EWU, March 1999*

In 2000, the Community Colleges of Spokane (CCS) Foundation purchased the Riverpoint One Building as both an investment and a strategic relocation of the District Administrative Offices for CCS. The Riverpoint One building, adjacent to the Riverpoint campus, afforded the Community Colleges of Spokane the opportunity to partner with its neighboring Riverpoint institutions of higher education, WSU and EWU. These partnerships included the development of high tech programs such as those found at the Spokane Intercollegiate Research and Technology Institute, working together to serve downtown businesses with seamless post-secondary educational opportunities, and visibility in the planning of the first two years of baccalaureate degrees offered at the Riverpoint campus.

In 2004 Substitute House Bill 2707 was passed. This Bill stated, “*WSU Spokane is no longer considered a branch campus. WSU and Eastern Washington University must collaborate with one another and with local community colleges to provide educational pathways and programs to citizens in the Spokane area.*”⁷ In accordance with this mandate in the fall of 2005, WSU and EWU leaders met to discuss and develop a collaborative strategy that would take advantage of each institution’s strengths while facilitating growth of academic program offerings on the Riverpoint Campus. The Riverpoint Campus Academic and Research Matrix, identifying seven academic themes, each institution’s proposed emphasis and priority for the themes, and potential collaborators and partners from the Spokane regional community, was developed and agreed upon to help guide future planning efforts. The seven academic themes identified in the Matrix were: 1) Health and Bio-Medical Sciences and Professions, 2) Design and Environment, 3) Business, Entrepreneurship, and Technology Transfer, 4) Education, 5) Social, Behavioral and Policy Sciences, 6) Science and Technology, and 7) Arts and Culture. (See Appendix A.)

Using the Matrix as a guide, and in keeping with each institution’s own internal academic planning processes, WSU and EWU are committed to productive, collaborative planning and academic programming at the Riverpoint Campus. This also involves EWU representation and participation in management of the campus, capital development planning and so forth.

The Plan

Studies of the Higher Education Needs in Spokane

As pointed out by MGT of America, Inc, in their 1999 report, the higher education needs of the Spokane area have been studied extensively. According to this report,

*It would be hard to identify an area of the state that has been studied with respect to higher education more extensively in recent years than the Spokane area. Reports and papers have addressed higher education issues in Spokane at both the macro (policy) and the micro (program) levels in a nearly continuous flow...Several of these reports emanated from state authorities. Others were prepared by regional institutions, frequently in response to state mandates. Aspects of organization and structure, as well as program needs have been considered in these studies. Also to be noted is the prolific use of survey research—contact interviews, focus and small group meetings, and telephone and mail surveys—in many of these studies.*⁸

This propensity to study Spokane’s educational needs has continued into the 21st Century. Specific mandates to complete studies have come from the Washington State Higher Education Coordinating Board and other state and local agencies. With the consistency of these studies with the 2005 Riverpoint Campus Academic and Research Matrix, it was with confidence that the educational partners at Riverpoint moved forward to create a comprehensive academic plan.

Collaborative Initiatives Supporting the Riverpoint Comprehensive Academic Strategic Plan

Short Term Initiatives

Course Share Program

The synergistic nature of WSU’s mission as a land-grant, research institution and EWU’s mission as a regional, comprehensive university—in combination with the shared-campus nature of Riverpoint—offers untapped possibilities to create learning and research opportunities that bridge the two institutional missions. To maximize the opportunities this unique situation presents, an inter-institutional agreement to establish a Collaborative Course-Share Program between the two institutions will be pursued.

Program ‘Gap’ Offerings

Programs offered at the Riverpoint Campus are predominantly upper division, professional and graduate level. Students come to the campus through various avenues, including relocation from the WSU Pullman campus, relocation from the EWU Cheney campus, transfer from a CC, or—in the case of graduate programs—relocation from other states and countries.

⁷ *Substitute House Bill 2707, Spring 2004*

⁸ *A Review of the Literature on Higher Education Needs in Spokane and the Resultant Policy Structure, April, 1999*

Because of this, students often find that they have ‘gaps’ in the coursework needed to complete a degree. The only options for students facing this situation at present is 1) drive to Pullman or Cheney, 2) incur additional tuition costs to enroll at one of the community colleges, or 3) try to find the course on-line or via distance delivery.

A cooperative program between the Community Colleges of Spokane, EWU, and WSU to offer at Riverpoint the most common “gap” courses will help address this problem. Such courses will be offered on the Riverpoint Campus by faculty from the Community Colleges for undergraduate lower division GER’s—particularly in science, math, and liberal arts—and by WSU and EWU faculty for upper division and graduate core courses such as statistics, social science methods, etc.

Career ‘Gap’ Offerings

The Riverpoint postsecondary partners will meet periodically with the Spokane Area Workforce Development Council and with Greater Spokane, Inc. to examine career clusters and identify those areas where educational programs need to be developed to establish career pathways leading to fill areas of emerging high demand from area business and industry. This educational partnership with business and industry will provide multiple access points to employment from one year certificates to doctoral degrees in high demand professions.

Dual-Admission Program

To foster cooperation and the transfer of students from the Community Colleges of Spokane to programs offered at the Riverpoint Campus from WSU and EWU a Dual Admission program is proposed. In such a program the transfer institutions would treat dual-admission students as though they had entered as freshman, giving them the same advantages and priorities as a resident student, including early registration the semester or quarter prior to transfer.

Dual-admission students will apply to the institution where they wish to begin their college education. The only added expense for dual-admission students will be special fees required by each institution. Students in good academic standing who want to transfer to one of the programs offered at Riverpoint (or at the Pullman or Cheney campuses) by one of the four-year institutions will be encouraged to make that transfer after two years of full-time academic study. Such students will be assigned academic advisors at both the Community College and the transfer institution to insure the success of the transfer process.

Long Term Initiatives

Synchronized Calendar and Class Schedule

As the Riverpoint Campus continues to grow, a synchronized calendar will help facilitate course sharing between the educational partners and to maximize opportunities for collaboration. Serving as a model for the future, WSU’s program in Speech and Hearing Sciences and EWU’s program in Communication Disorders have established a common calendar for the delivery of courses to support the cooperative master’s degree program offered at Riverpoint. In addition, EWU is in the process of developing a semester-based calendar, synchronized with WSU’s semester calendar, in order to facilitate the deliver of courses for the undergraduate cooperative program in communication disorders to be offered at Riverpoint in the Fall of 2008.

Early Awareness and Academic Program Pipeline Initiatives

The Spokane civic and business community is organized and focused for competition in the global marketplace. Access to, and completion of, post secondary education is key to Spokane’s success in this arena—making academic pipeline initiatives a central component of this Riverpoint Comprehensive Academic Strategic Plan.

One such initiative includes early awareness collaborations and connections with area high schools. Proposed programs to facilitate this include:

- Creating an inter-institutional Careers Pathway Advising Program where counselors and faculty for CC’s, WSU, and EWU work with high school counselors on educational planning of career pathways for high school 9th graders. The collaborative approach will allow students to examine the various options and the pathways through high school, community college, baccalaureate, or graduate coursework when appropriate to achieve the desired goal.
- Connecting existing programs by developing pathways for students through multiple conduits, from high school dual enrollment methods involving AP, Career Technical Education, and liberal arts transfer.
- Developing joint marketing efforts among the Riverpoint public postsecondary partners through website development and traditional advertising that shows the collaborative pathways for both high school and adult learners up through graduate degrees without ever having to leave Spokane.
- Provide leadership, through work with area high school faculty and administrators, in college readiness for successful transitions into areas of postsecondary study.

Articulation agreements between the four year institutions and the Community College of Spokane are another avenue for increasing access to, and completion of, post-secondary education. Although many articulation agreements already exist

between the two four year institutions at Riverpoint and the Community Colleges of Spokane, these can—and should—be expanded to cover a broader range of degree offerings. (See Appendix B for list of existing articulation agreements.)

Post Secondary Career Pathways Initiative

Riverpoint's institutional partners are poised to help address the demand from place bound students for higher education by creating post secondary career pathways. Through the blending of faculty and innovative curriculum structures, students in specific fields of study can begin their higher education careers at the Community Colleges of Spokane, complete a baccalaureate degree at one of the 4-year institutional partners, and proceed to completion of a master's degree and/or terminal Doctor/PhD in Spokane. For example, a student could choose to begin their studies at the CCS in Biology, transfer to one of the 4-year institutions, complete a degree in Exercise Science at WSU or occupational therapy at EWU and continue to complete a medical degree through the WWAMI program at WSU or a Doctorate in Physical Therapy at EWU. Similarly, students could focus on criminal justice at the CCS, transfer to EWU, complete a baccalaureate degree, and continue to matriculate through a master's degree and Ph.D. at WSU. Yet another example is that of a student who completes an AA in graphic design at CCS, continues on to complete a BFA in Graphic Design at EWU, and finishes with the completion of the Doctor of Design at WSU's Interdisciplinary Design Institute at Riverpoint.

Instruction, Research, and Outreach Foci

- Academic Health Center Initiative
 - WSU Division of Health Sciences: Medical education and research (WWAMI), professional and graduate programs in Pharmacy, Nursing, Speech/Hearing Sciences, Health Policy and Administration, Exercise Physiology and Metabolism, Community and Rural Public Health, and future instructional health and wellness-related programs to be identified. Research programs on sleep and performance, cancer prevention, mental health/illness, diabetes and other emerging health and bio-medical-related issues to be identified. Outreach programs including the Area Health Education Center, Drug Information Center, the joint WSU/EWU Hearing and Speech Clinic, other clinical education experiences, and future programs to be identified.
 - EWU: the division of health sciences provides: Dental education (RIDE), Medical education (WWAMI), Dental Hygiene (undergraduate and Masters), Occupational (Masters) and Physical Therapy (Doctorate, DPT), Communication Disorders (undergraduate and Masters), Health Services Administration (undergraduate degree and graduate certificate), Applied Psychology (Masters), Medical Diagnostics Imaging, Health Informatics, Rural health care delivery programs and future programs to be identified related to these academic areas. Research programs on ergonomics, musculoskeletal disorders, self-management of health behaviors in under-served patients with cardiovascular disease, and speech disorders. Outreach programs including the Community Dental Clinic and joint EWU/WSU Hearing and Speech Clinic as well as future programs to be identified.
 - CCS: Dental Assisting, Occupational Therapy and Physical Therapist Assistant, Diagnostic Medical Sonography, Health Education, Health Information Technology, Invasive Cardiovascular Technology, Noninvasive Cardiovascular Technology, Nursing (R.N.), Pharmacy Technician, Psychology, Radiology Technology, Respiratory Care, Surgical Technology, Vascular Technology, and other Allied Health Programs to be identified as career pathways toward applied baccalaureate, masters, and doctoral degrees.
- Design Disciplines Initiative
 - WSU Interdisciplinary Design Institute: Professional programs and graduate degrees in Architecture, Interior Design, Landscape Architecture, Doctor of Design, Interdisciplinary Design Program, and future programs to be identified related to the Institute's research and outreach foci of 1) health and design, 2) sustainable communities, 3) global impact and 4) daylighting.
 - EWU Urban and Regional Planning (undergraduate and Masters), Center for Water and Riverine Ecology, History and Policy and future programs to be identified related these academic foci.
 - CCS: Water Resources Technology and Architectural Technology as career pathways toward baccalaureate and graduate degrees.
- Educational Improvement Initiative
 - WSU: Riverpoint Partnership for Math/Science, math/science improvement research clusters, master and doctoral-level education, principals and superintendent certificates, and future programs related to these academic areas. Outreach programs including joint sponsorship of MESA (Math, Engineering, Science Achievement) program and CityLab as well as future programs to be identified.
 - EWU: Riverpoint Partnership for Math/Science, master-level education and future programs to be identified related to these academic areas. Outreach programs including joint sponsorship of MESA Math, Engineering, Science Achievement) program.
 - CCS: Math/Science Education Partnership, associate-level general education preparation for majors in these academic areas.
- Community Viability Initiative
 - WSU: Executive degree in business, undergraduate and graduate programs in Criminal Justice, linkages to Murrow School of Communication, interface with Spokane Arts community, and future programs to be identified related to these areas. Research programs dealing with material science and engineering, families at risk, criminal justice, leadership, and other related topics. Outreach, extension, research, and economic development programs including the Applied Science Laboratory, Center to

Bridge the Digital Divide, the Division of Government Studies and Services (DGSS), Community and Rural Development, the Energy Program and the Design Assistance Center as well as future programs to be identified.

- EWU: Interdisciplinary Studies, graduate and undergraduate programs in business, graduate programs in communications, social work, public administration and creative writing and graduate and undergraduate programs in other related areas, Get Lit! Festival, Institute for Public Policy and Economic Analysis, Center for Entrepreneurial Activity and the Business Resource Center, establishment of a center for community engagement and a cultural interpretive center and future programs to be identified related to these academic areas.
- CCS: Associate degree level preparation in business (Business DTA), lower division general education requirements and pre-major preparation in criminal justice, communication, social science, humanities, and developmental education as necessary.

Riverpoint Campus Enrollment Matrix and Projections: (All projections as annual average full time equivalent students)

Academic Foci	Year 2007	Year 2012	Year 2020
Health Sciences	WSU: 800* EWU: 520	WSU: 1100 EWU: 720	WSU: 2000 EWU: 820
Design Disciplines	WSU: 125 EWU: 90	WSU: 200 EWU: 165	WSU: 500 EWU: 220
Educational Improvement	WSU: 100 EWU: 159	WSU: 150 EWU: 200	WSU: 300 EWU: 350
Community Viability	WSU: 60 EWU: 613	WSU: 125 EWU: 750	WSU: 250 EWU: 810
	WSU Total: 1085 EWU Total: 1382 Campus Total: 2461	WSU Total: 1475 EWU Total: 1835 Campus Total: 3310	WSU Total: 3050 EWU Total: 2200 Campus Total: 5250

* Includes 590 annual average full time equivalent Nursing students

WSU assumptions in support of enrollment projections:

- WSU Pharmacy College enrollment growth at Riverpoint campus
- Increased presence of WSU College of Education and its programs at Riverpoint
- Larger cohort of WWAMI medical students located at Riverpoint
- Interdisciplinary Design Institute as destination site for cutting-edge professional and graduate education in design disciplines (i.e., Master's and Doctor of Design)
- Growth in College of Liberal Arts upper division, graduate, and Ph.D. programs (e.g. Leadership and Professional Studies, Criminal Justice, etc.)
- Projected growth as new programs added; e.g., EMBA, Healthcare Informatics
- Facilities will be available and sufficient faculty will be hired to support growth projections

EWU assumptions in support of enrollment projections:

- Larger cohort of RIDE students located at Riverpoint campus. Adding an MS in Dental Hygiene and a transitional DPT as on-line degrees. Adding new degrees in Medical Diagnostic Imaging and Health Informatics.
- Growth of existing programs in the planning and public administration disciplines.
- Increased presence of the EWU College of Education and Human Development and its programs at Riverpoint.
- Growth in demand for professional Master's Degree programs. Increased demand for undergraduate and graduate business programs.
- Facilities will be available and sufficient faculty will be hired to support growth projections