

## GUIDING PRINCIPLES – DISCUSSION DRAFT- 9/8/2009

- Washington should increase its investment in higher education because it is a public good and results in a positive return on the state's investment.
- Investment should focus on programs that serve underserved regions.
- Investment should focus on underserved populations.
- Growth should first be leveraged through existing missions, institutions, partnerships, and educational delivery models to capitalize on current resources and unused capacity.
- The most cost-effective choice for new investments should be the highest priority to make best use of limited state resources.
- Major new capital investments should be made only when there is proven existing demand.
- Investments should advance the state's economic vitality and fuel innovation and economic growth.
- Investments should be made at research institutions to grow doctoral level programs in STEM areas.

## EXAMPLES OF POTENTIAL CRITERIA

- No underutilized capacity exists
- Serves underserved students
- Projections for continued population growth
- Sustainable over time
- Cost effective
- Contributes to innovation and economic vitality

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