Strategic Master Plan for Higher Education in Connecticut

Planning Commission for Higher Education
Hartford, Connecticut
September 9, 2014
Where Are We in the Process?

- Objective: Adopt Final Strategic Master Plan in Mid-November
- June Meeting: Reached Consensus on Goals
- Today: First Rough Draft of Plan
- Focus Today:
  - Goal #3: Affordability
  - Finance Policy
  - Preliminary Feedback on Draft
  - Discussion of Structure Be Considered at Later Time
• Increase Educational Attainment: Increase the Postsecondary Education Attainment Level of the 25-64 Year-Old Population of the State to at Least 70% by 2025
• Contribute to the Development of a Globally Competitive Economy and Sustainable Regions and Communities
• Affordability: Ensure that Higher Education is Affordable for Connecticut Residents
Policy Recommendation in Draft Strategic Master Plan

• That the Connecticut General Assembly adopt by statute the goals as the overall framework for higher education in Connecticut – UCONN, CSCU, and private higher education
  – Expect that goals of UCONN and CSCU align with overall state goals
  – Clean up existing statutes to eliminate inconsistencies in goal statements
# Framework for Policy Review

## Policy Tools to Accomplish Goals

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<th>Decisionmaking Authority-Governance</th>
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<td>Increase educational attainment</td>
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Differences to Remember

- What is to be Accomplished—Goals/Ends
- How are Goals to be Accomplished—Implementation/Means
The Hierarchical Realities

Goal Setting
- Exec. & Legislative Branches of Govt.
  - System
  - President
  - Vice Presidents
  - Deans
  - Department Heads
  - Faculty

Ac Accountability
Implementation
Possible Modification of Goal #3

• Affordability:
  – Ensure that Higher Education is Affordable for Connecticut Residents
  – Ensure that Funding for Higher Education is Sustainable—Affordable for the Taxpayers of the State
The Flow of Funds - State

- **Federal Government**
  - K-12
  - Corrections
  - Health Care
  - Other Govt.

- **Available State and Local Govt. Funds**
  - Student Aid
  - Appropriations/Grants
  - Tuition
  - Scholarships & Waivers

- **Higher Education**
  - Institutions
  - Goal Achievement

- **Students**
  - Tax Policy

- **Economy**
Family Share of Public Higher Education Operating Revenues

Source: SHEEO SSDB
Create a funding model comprised of the following components

- **Base funding**
  - Lump sum allocations to sectors
    - UCONN
    - CSCU Universities
    - CSCU Community Colleges
  - Amounts recommended to Governor and General Assembly by Planning Commission

- **State level investment fund**
  - Criteria for projects and funding level recommended by planning commission after broad consultation
  - Early possibilities
    - Programs similar to I-Best
    - Programs that link higher education to regional economic and community development initiatives

- **Outcomes component**
  - Increase number of degrees
  - Increase business activity resulting from research
  - Improved productivity – public institutions
Develop a strategic financing plan for Connecticut higher education

- Appropriations to institutions
- Tuition
- Student financial aid
- Improvements in institutional productivity
Revamp the state’s student financial aid system

– Short term
  • Create a Student Financial Aid Study Commission charged with designing
    – A need-based grant program
      » Shared responsibility as the conceptual framework
      » Promotes goal attainment – affordability
      » Recognizes contributions of all sectors
    – An Earn & Learn program
  • Pilot the Earn & Learn program

– Long Term
  • Implement recommendations of study commission
  • Expand the Earn & Learn program
Governance

- Make no changes in institutional governance
- Take steps to ensure effectiveness of existing structure
• Establish the Planning Commission for Higher Education as the entity responsible for leading efforts to implement policy changes necessary to achieve goals
  – Advise governor and General Assembly in strategic budgeting process and formulation of policy
New charge to the Planning Commission in its role as the state’s higher education policy leadership entity

- Establish, build consensus around, and sustain attention to **long-term goals for postsecondary-level education** attainment – or for the whole education system, P-20
- Develop **metrics and data/information system** necessary for measuring progress toward goals and holding the system accountable for performance
- **Report annually on progress** toward achieving the established goals
- **Provide a venue to** discuss the challenges in reaching goals and **shape recommendations** to the Governor and Legislature on an action agenda to achieve goals (e.g., a two-year agenda toward long-term goals)
- Ensure creation of staff capacity needed to perform **analyses that can inform policy decisions**
Policy Leadership (continued)

Design Criteria for Policy Leadership entity

- Is composed of the state’s most influential civic, business/industry, and cultural leaders representing the diversity of the state’s population
- Has a degree of independence from, but trusting relationships with
  - The state’s political leadership: the Governor and General Assembly, and
  - Higher education institutional leadership
- Is not encumbered by responsibilities for governing public institutions, or carrying out regulatory or administrative tasks that are consistent with statewide policy leadership