

# Strategic Master Plan for Higher Education in Connecticut



Planning Commission for Higher Education  
Hartford, Connecticut  
September 9, 2014



**NCHEMS**

**National Center for Higher Education Management Systems**  
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# 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

# Goals

- 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

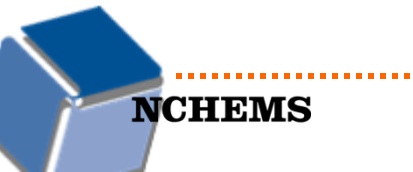
# Framework for Policy Review

## Policy Tools to Accomplish Goals

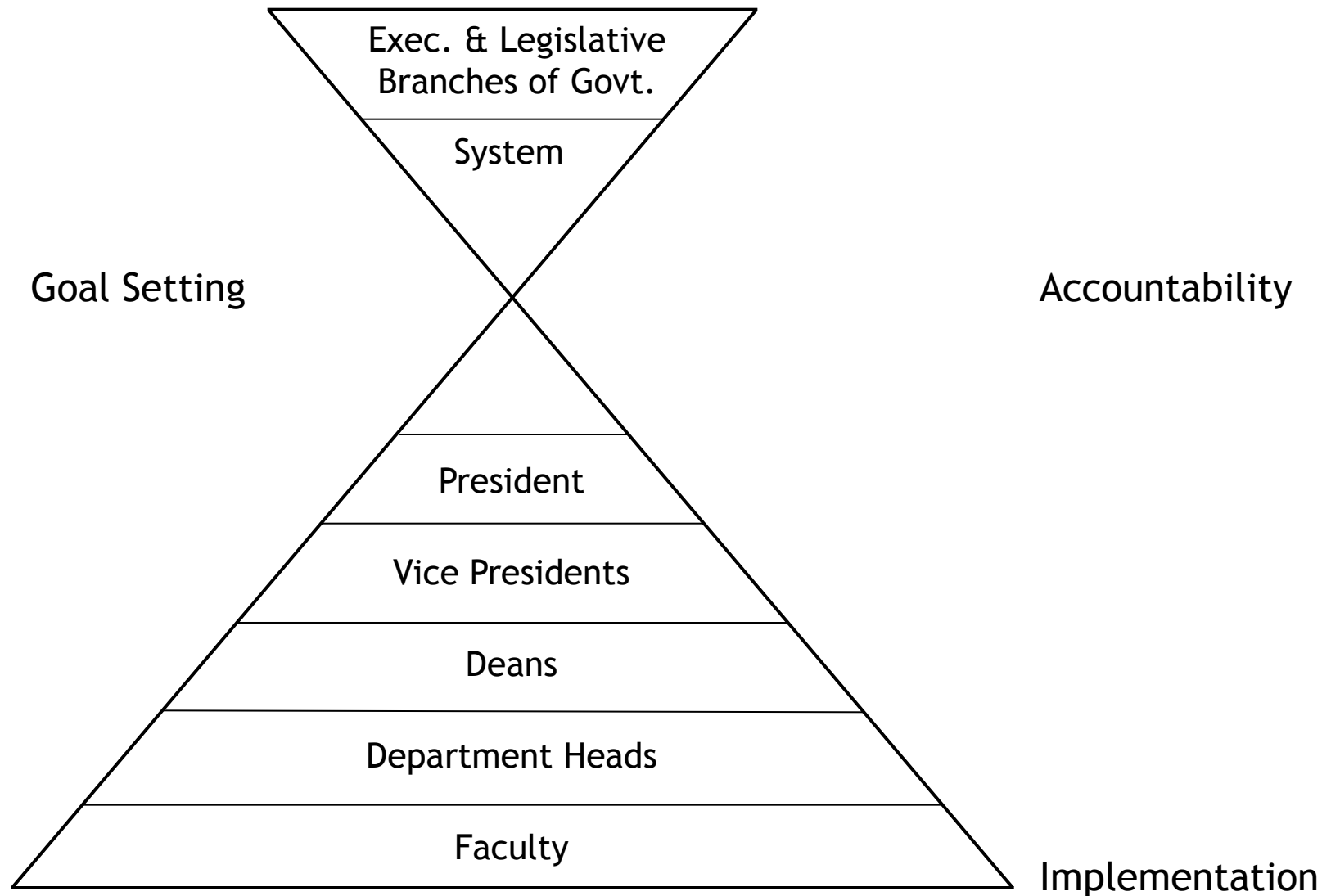
Goals	Policy Leadership	Finance policy related to:		Decisionmaking Authority- Governance	Data/Information for Planning, Monitoring Performance, and Accountability	Accountability	Laws and Regulations
		Institutions	Students				
Increase educational attainment							
Globally competitive economy and sustainable communities							
Affordability							

# Differences to Remember

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



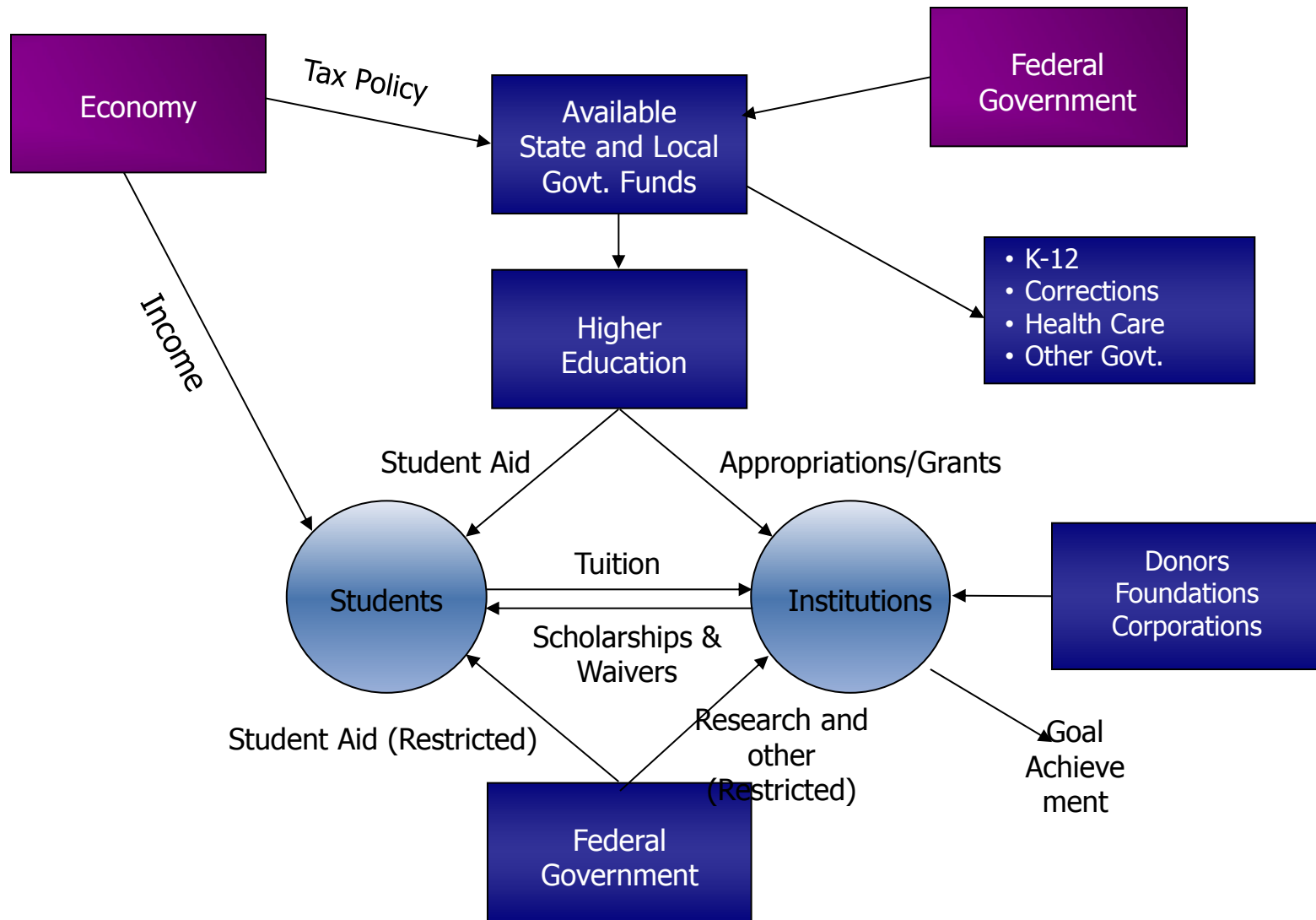
# The Hierarchical Realities



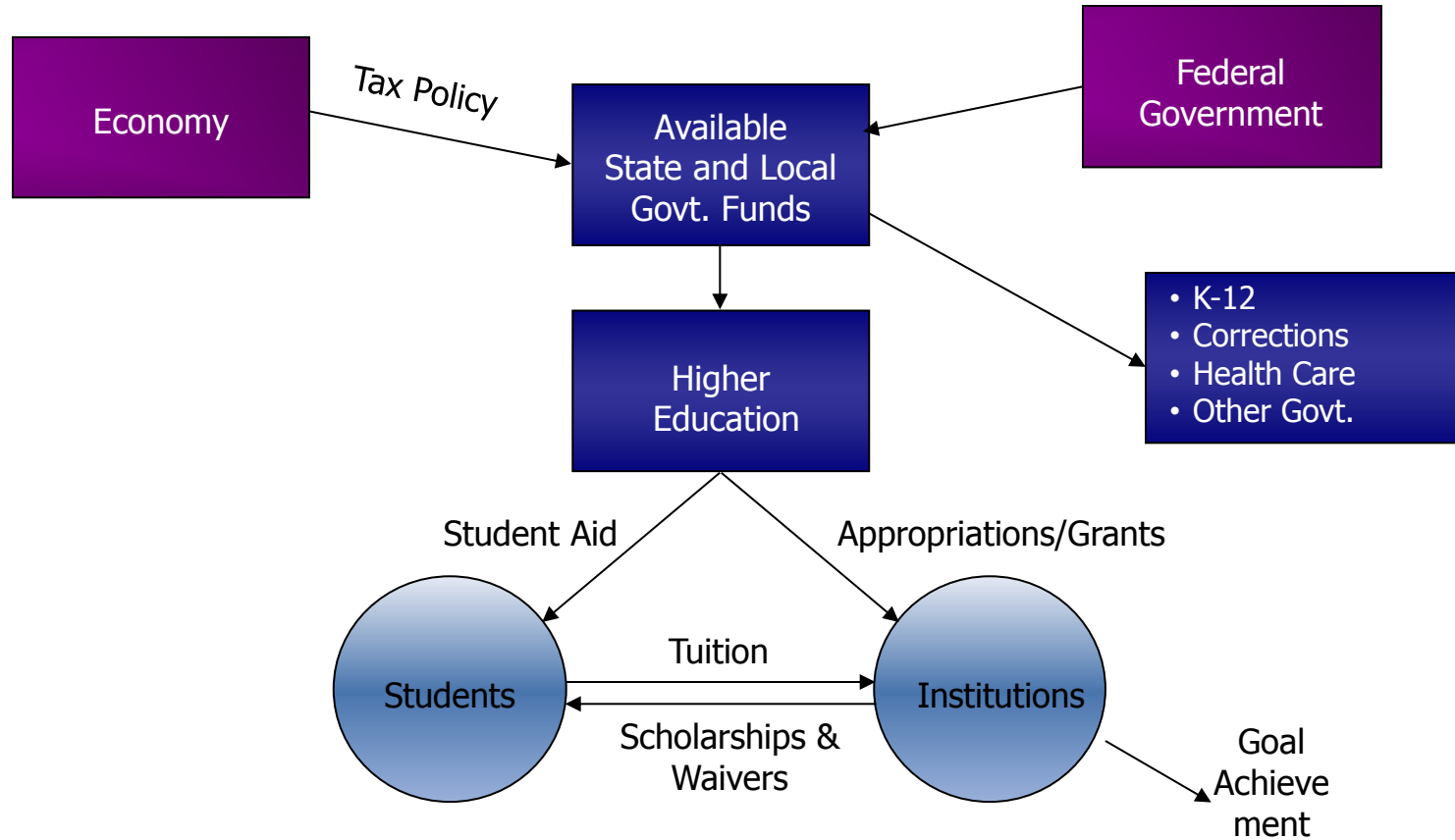
## Possible Modification of Goal #3

- 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

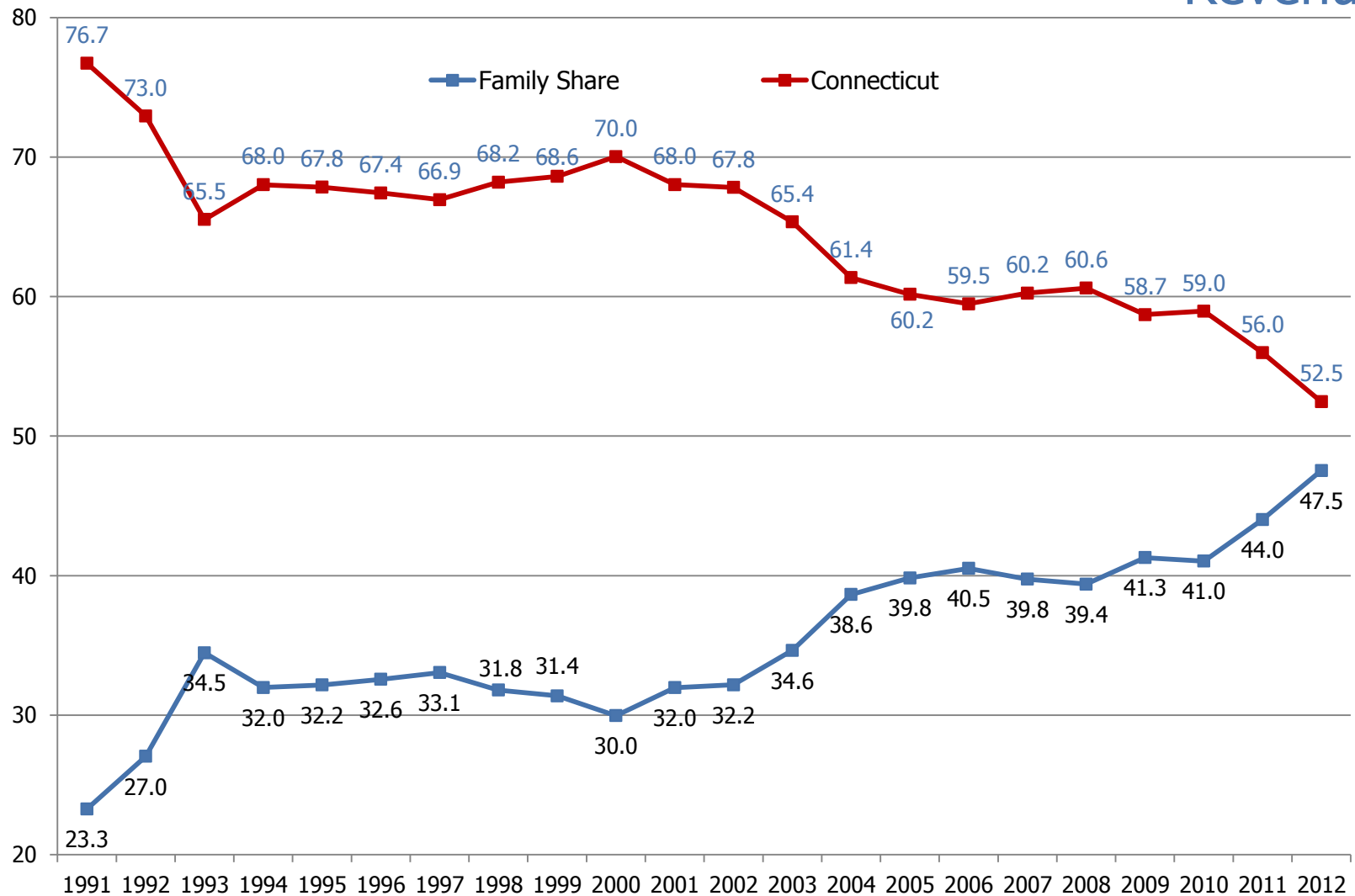




# The Flow of Funds - State



# Family Share of Public Higher Education Operating Revenues



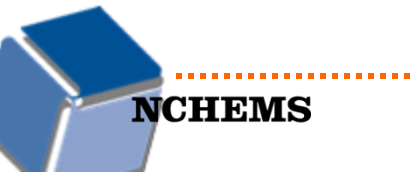
Create a funding model comprised of the following components

- 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

## Finance (continued)

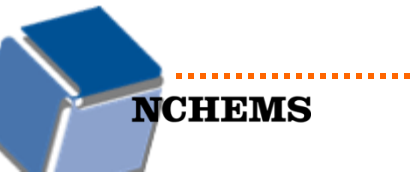
Develop a strategic financing plan for Connecticut higher education

- Appropriations to institutions
- Tuition
- Student financial aid
- Improvements in institutional productivity



### Revamp the state's student financial aid system

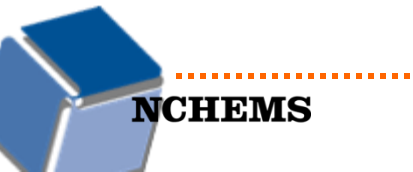
- Short term
  - Create a Student Financial Aid Study Commission charged with designing
    - A need-based grant program
      - » Shared responsibility as the conceptual framework
      - » Promotes goal attainment – affordability
      - » Recognizes contributions of all sectors
    - An Earn & Learn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



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# Governance

- Make no changes in institutional governance
- Take steps to ensure effectiveness of existing structure





# Policy Leadership

- 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

# Policy Leadership

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