

Discussion of Draft Strategic Master Plan for Higher Education in Connecticut



Planning Commission for Higher Education
Hartford, Connecticut
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NCHEMS

National Center for Higher Education Management Systems
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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

Targets

- Align standards and assessments for K-12 and adult education with clear statewide expectations for college and career readiness. Reduce by half the proportion of first-time community college students requiring remediation by 2025
- Reduce the education attainment gaps between whites and minorities by half – from 29% to 15% by 2025

Targets

- Increase the number of adults being awarded undergraduate degrees or certificates of value: double the number by 2025
- Improve the education attainment levels of residents of cities' urban cores: bring attainment to current statewide average by 2025

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

Strategic Master Plan for Connecticut

UCONN: Creating Our
Future

CSCU: Transform 2020

Independent College
And University
Strategic Plans



UCONN: Creating Our Future

Aspiration to become a top flagship University recognized for excellence in breakthrough research, innovative education, and engaged collaborations with state, community, and industry partners

UCONN: Creating Our Future

We will pursue five fundamental goals to achieve excellence in:

- Research and Scholarship
- Undergraduate Education
- Graduate Education
- Teaching Effectiveness
- Public Engagement

Transform CSCU 2020

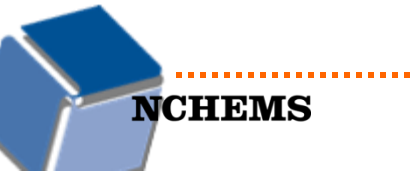
- A successful first year
- More students will complete a first year of college.
- Improve student success
- Graduate more students with the skills to achieve life/career goals

Transform CSCU 2020 (Continued)

- Maximize affordability and sustainability
 - Making attendance affordable and our institutions financially sustainable.
- Cultivate innovation and economic growth
 - Create academic environments that cultivate innovation and prepare students to succeed in the 21st century job market.
- Ensure equity
 - Eliminate achievement disparities among ethnic/racial, economic, and gender groups



DIFFERENCE PERSPECTIVES ON QUALITY



State Government as an Explicit “Customer” for Higher Education: The Shopping List

- Increased educational attainment of adult population/workforce
- Student access to high quality services and experiences
- Linkages with K-12 Education
- Training to meet specific workforce needs (and especially in the 2-Year and 1st professional sectors)
- Applied research to meet the specific needs of local/area industry and/or the state (and especially cross-disciplinary work)
- Increased adult (workforce) literacy levels

For Business and Corporate Leaders

- Outcomes of college
 - Knowledge of major and ability to apply that knowledge
 - Broad critical thinking and problem solving skills
 - Commitment to continuous learning
 - Key interpersonal skills (e.g., oral communications)
 - Strong sense of personal responsibility
 - Ability to “Transcend parochial World View”
 - Strong sense of professionalism
- Characteristics of institutions
 - “Student-centered”
 - Specific good practices in instruction
 - Clarity of mission and objectives
 - Processes for self monitoring and self improvement
 - Integrity in institutional operations

What Are Students (and Parents) Looking For?

- Information to inform “consumer choice”
 - What will actually happen if I...?
 - What will I get as a result?
- Individual outcomes (“for students like me...”)
 - Probability of completion
 - Probability of job placement
- Key experiences
 - Access to courses
 - Access to faculty
 - Hands-on learning
- Access to services
 - Learning support (e.g., developmental education, etc.)
 - Personal support (e.g., day care)
 - Understandable and efficient administrative processes (e.g., registration, financial aid)
 - “Pure Consumer Information”

Realities: Sustainability

- Goals
- Economic/Fiscal Realities
 - States
 - Students
- Constraints:
 - 85% of Resources: People
 - State/System Limitations
 - Policy Misalignment

Trade-Offs in Institutional/System Budgeting

	Quantity	Quality	Utilization	Costs		Revenues	
				Unit Cost	Total Cost	Total Rev	Revenue Sources
Assets						=	Student Fees State Budget Govt. Grants Private Gifts Endowment Sales & Services Other Revenues Reserves
Personnel							
Facilities							
Equipment							
Collections							
Students							
Finances							
Program							
Consumables							
Services							
Supplies							
Utilities							
Contingency							
New Initiatives							

Key Points

- Many Universities Only Attempt to Increase Revenues (Right Side of Chart) and Do Not Address Need for Fundamental Creation and Maintenance of Assets (Left Side)
- Major Changes in Asset Structure Are Rarely Made in the Short-Term But Require Step-By-Step Changes Over Several Years

Key Points

- To Ensure A Link Between Strategic Planning and Strategic Budgeting, Funds Should be Budgeted for Contingencies and New Initiatives (Right Side of Chart) Linked to the Strategic Themes for Change

Outline of Strategic Master Plan

- Goals and Metrics
- Objectives: What Needs to Change to Achieve Goals?
- Policy Changes
 - Finance Policy
 - Regulation
 - Leadership