Imperatives for Change: Building a Strategic Plan for Higher Education in the 21st Century

Presented by: Brian Crouse
Coordinating Statewide Higher Education

“Public agenda for higher education as opposed to a management tool for higher education.”

Imperatives for Change

- Developmental history of the strategic planning in Missouri
- Framework for Missouri advancing statewide higher education
- National and State trends in strategic planning
- Making student aid and institutional appropriations a concerted effort
- State initiatives that support the coordinated plan
Embarking on the 21st Century Higher Education Mission for Missourians

“Our Missouri’s higher education will be an innovative and coordinated system of diverse postsecondary institutions that benefits Missouri and the nation by equipping all Missouri residents for personal and professional success in the 21st century and that is moving towards becoming one of the best in the nation.”

Our Vision- MDHE
Timing of Missouri’s historical efforts

1980’s
- Systematic agreement on data and definitions on a statewide level

1990’s
- Overarching plans that would be driven by data and incorporate institutional performance measures and include performance funding.
- “Critical Choices” coordinated plan incorporates 24 key goals and objectives

2000’s
- Political impacts lessen and change the dynamic of strategic planning
- Emphasis continues on performance funding and mission evaluations

May 2007
- Passage of Senate Bill 389 reinforces importance of a strategic plan

July 2008
- Approval and adoption of Imperatives for Change July 30th, 2008
Missouri’s Strategic Plan Channel of Development

Statewide Needs

Statewide Data Systems
- Public Agenda for Higher Education
- Priorities, Goals, Objectives
- Agreed Upon Measures
- Targets and Timelines
- Performance Reports

Additional Statewide Needs

State Initiatives
- Advancing State Higher Education
- Curriculum Alignment
- Assessment
- Funding Strategies
Missouri Stakeholders:
A Collaborative Effort
Challenges in Creating an Inclusive Statewide Strategic Plan

State vs. Institutional Priorities

- Public vs. Independent Sector
- Number and definition of key indicators
- Inclusion of secondary school performance
- Institutional Assessment
- Student Learning Measures
- Modes of funding
Challenges in Creating an Inclusive Statewide Strategic Plan

*Tensions in the System*

- Public vs. Independent Sector
- 2 Year vs. 4 Year Sector
- Institution vs. State
- Sector vs. State
Where IFC Aligns with National Policy

- Accessibility
- Assessment
- Engagement
- Persistence
- Funding
Development with a Clear Vision and Direction

- Concise, easy and understood language
- Simplistic structure
  - 3 Over-arching Goals
  - 50 Indicators and contributing factors
  - Supportive guidance points outlined
- Target groups – Missouri Public, Elected Officials and Institutional Leadership
- Streamlined approach to institutional reporting
- User friendly
Foundational Aspects of the Plan

I. Productivity
   Goal: Increasing Educational Attainment

II. Quality Workforce
   Goal: Developing a 21st Century Society and Global Workforce, that is dynamic and globally competitive in an ever changing information based society

III. Adequate Funding and Responsibility Leadership
   Goal: Enhancing Resources through Investment, Stewardship and Shared Responsibility with Transparency and Accountability.
Goal 1: Improving Educational Attainment

Objectives for Goal 1

- Increase the percent of Missouri residents with degrees or certificates.
- Affordability for more Missourians.
- Continued improvement or sustained excellence in student learning.
- Increase college attendance rates of H.S. students.
- Increase college attendance rates of non-traditional students.
Making a Difference for Missouri’s Student

Indicator 1BA

Missouri resident on-time FAFSA filed by income and EFC level

- The process for obtaining student financial aid begins when students and their families complete the Free Application for Federal Student Aid (FAFSA).

- Each year, many qualified students do not receive assistance because they do not complete the FAFSA, or fail to meet the deadline.
Access Missouri Making a Difference

- Access Missouri is making a difference with over 39,000 Missouri students receiving aid and over $72 million dollars appropriated.

<table>
<thead>
<tr>
<th>Freshmen Only</th>
<th>$0 - $4,110</th>
<th>$4,111 - $8,000</th>
<th>$8,001 - $12,000</th>
<th>$12,001 - $20,000</th>
<th>$20,001 - $30,000</th>
<th>$30,001 or More</th>
<th>Total of all Eligible</th>
<th>Total of FAFSA Filers</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1, 2007 - April 1, 2007 (On-time)</td>
<td>12,695</td>
<td>29%</td>
<td>4,224</td>
<td>49%</td>
<td>2,894</td>
<td>53%</td>
<td>3,840</td>
<td>60%</td>
</tr>
<tr>
<td>April 2, 2007 - August 31, 2007</td>
<td>16,212</td>
<td>37%</td>
<td>2,771</td>
<td>32%</td>
<td>1,663</td>
<td>30%</td>
<td>1,798</td>
<td>28%</td>
</tr>
<tr>
<td>September 1, 2007 - June 30, 2008</td>
<td>14,457</td>
<td>33%</td>
<td>1,658</td>
<td>10%</td>
<td>918</td>
<td>8%</td>
<td>786</td>
<td>12%</td>
</tr>
<tr>
<td>Total</td>
<td>43,364</td>
<td>100%</td>
<td>8,653</td>
<td>100%</td>
<td>5,475</td>
<td>100%</td>
<td>6,424</td>
<td>8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>All FAFSA Filers</th>
<th>Access Missouri Eligible</th>
<th>Access Missouri Ineligible</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1, 2007 - April 1, 2007 (On-time)</td>
<td>56,484</td>
<td>36%</td>
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<tr>
<td>April 2, 2007 - August 31, 2007</td>
<td>68,309</td>
<td>43%</td>
<td>16,329</td>
</tr>
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<td>September 1, 2007 - June 30, 2008</td>
<td>33,664</td>
<td>21%</td>
<td>6,603</td>
</tr>
<tr>
<td>Total</td>
<td>158,457</td>
<td>100%</td>
<td>39,675</td>
</tr>
</tbody>
</table>

Source: 2007-08 FAFSA Data
### Access Missouri Making a Difference

Access Missouri is making a difference with over 39,000 Missouri students receiving aid and over $72 million dollars appropriated.

#### Eligible Students, AY2007-08

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<thead>
<tr>
<th>Estimated Family Contribution</th>
<th>Freshmen Only</th>
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<td>12,695 (29%)</td>
<td>56,484 (36%)</td>
<td>3,840 (60%)</td>
<td>96,360 (38%)</td>
<td>113,522 (39%)</td>
</tr>
<tr>
<td>$4,111 - $8,000</td>
<td>16,212 (37%)</td>
<td>68,309 (43%)</td>
<td>1,798 (28%)</td>
<td>100,000 (42%)</td>
<td>121,227 (42%)</td>
</tr>
<tr>
<td>$8,001 - $12,000</td>
<td>14,457 (33%)</td>
<td>33,664 (21%)</td>
<td>786 (12%)</td>
<td>54,991 (20%)</td>
<td>65,652 (19%)</td>
</tr>
<tr>
<td>$12,001 - $20,000</td>
<td>75 (100%)</td>
<td>158,457 (100%)</td>
<td>6,424 (8%)</td>
<td>163,886 (60%)</td>
<td>189,341 (60%)</td>
</tr>
<tr>
<td>$20,001 - $30,000</td>
<td>94 (53%)</td>
<td>223,991 (100%)</td>
<td>3,885 (5%)</td>
<td>326,379 (123%)</td>
<td>370,370 (123%)</td>
</tr>
<tr>
<td>$30,001 or More</td>
<td>19,813 (34%)</td>
<td>223,991 (100%)</td>
<td>4,314 (6%)</td>
<td>243,785 (90%)</td>
<td>303,774 (90%)</td>
</tr>
</tbody>
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<tr>
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<td>113,522 (39%)</td>
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</tr>
<tr>
<td>$4,111 - $8,000</td>
<td>16,212 (37%)</td>
<td>68,309 (43%)</td>
<td>11,234 (40%)</td>
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</tr>
</tbody>
</table>

Source: 2007-08 FAFSA Data
Increasing Student Debt Load

- Missouri’s average portion of debt incurred by graduates increased by 1% from 64% in 2006 to 65% in 2007 for the.
- Average Missouri student debt $18,928 (2007)
Remediation: 1 step forward 2 steps back

Overall State Remediation

37.5 percent (2008) compared to 36.6 percent (2007)

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Math:</td>
<td>30.1%</td>
<td>29.6%</td>
<td>-</td>
</tr>
<tr>
<td>English:</td>
<td>17.5%</td>
<td>18.0%</td>
<td>+</td>
</tr>
<tr>
<td>Reading:</td>
<td>10.2%</td>
<td>10.6%</td>
<td>+</td>
</tr>
</tbody>
</table>
Goal 2: Developing a 21st Century Globally Competitive Workforce

Objectives for Goal 2

- Improvement in meeting workforce needs.
- Increased degrees and certificates in METS-related and health practitioner fields.
- Increased the amount of basic and applied research and development activity.
- Increased learning experiences and service activities beyond the classroom.
Goal 3: Providing the Financial Resources for Increasing Missouri’s Intellectual Capital

Objectives for Goal 3

- Increased efficiency
- Enhanced resources
Funding Today for a Better Tomorrow

- Per capita appropriations for higher education
- Total state appropriations received for higher education operations
- Total state appropriations received for higher education as a percentage of total state revenue
Missouri Must do Better!

Missouri State Higher Education Appropriations from FY2002 to FY2009

<table>
<thead>
<tr>
<th>Year</th>
<th>Appropriations</th>
<th>Annual Change</th>
<th>Change since FY2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2002</td>
<td>$1,021,086,995</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2003</td>
<td>$915,073,056</td>
<td>-10%</td>
<td>-10%</td>
</tr>
<tr>
<td>FY2004</td>
<td>$880,203,852</td>
<td>-4%</td>
<td>-14%</td>
</tr>
<tr>
<td>FY2005</td>
<td>$903,726,851</td>
<td>3%</td>
<td>-11%</td>
</tr>
<tr>
<td>FY2006</td>
<td>$901,099,587</td>
<td>0%</td>
<td>-12%</td>
</tr>
<tr>
<td>FY2007</td>
<td>$922,027,793</td>
<td>2%</td>
<td>-10%</td>
</tr>
<tr>
<td>FY2008</td>
<td>$967,504,274</td>
<td>5%</td>
<td>-5%</td>
</tr>
<tr>
<td>FY2009</td>
<td>$1,011,091,040</td>
<td>5%</td>
<td>-1%</td>
</tr>
</tbody>
</table>

Source: MDHE Fiscal Affairs - FY2009
Missouri State Appropriations

- Missouri made some ground this year, but is barely off the starting block.
- Ranked 45th in the nation for per capita appropriations.
Time in the Seat: Means More Out-of-Pocket

Three-and six-year graduation rates
Graduation rates are a clear measure of student and institutional success.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>3A1</th>
</tr>
</thead>
</table>

### Three- and Six-year Graduation Rates for Academic Completion Year 2007
(4Y Cohort: AY2001-02, 2Y Cohort: AY2004-05)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Six-Year Graduation Rate</th>
<th>Three-Year Graduation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(4-Year Institutions)</td>
<td>(2-Year Institutions)</td>
</tr>
<tr>
<td></td>
<td>Complete</td>
<td>Transfer</td>
</tr>
<tr>
<td>Missouri</td>
<td>56%</td>
<td>8%</td>
</tr>
<tr>
<td>Missouri Rank</td>
<td>23</td>
<td>25</td>
</tr>
<tr>
<td>US Average</td>
<td>56%</td>
<td>9%</td>
</tr>
<tr>
<td>Contiguous States</td>
<td>52%</td>
<td>12%</td>
</tr>
<tr>
<td>High Funding States</td>
<td>50%</td>
<td>9%</td>
</tr>
<tr>
<td>Top Ten States</td>
<td>64%</td>
<td>16%</td>
</tr>
<tr>
<td>High State</td>
<td>MA</td>
<td>AR</td>
</tr>
<tr>
<td></td>
<td>68%</td>
<td>21%</td>
</tr>
<tr>
<td>Low State</td>
<td>AK</td>
<td>AZ</td>
</tr>
<tr>
<td></td>
<td>22%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

**Source:** The Integrated Postsecondary Education Data System (IPEDS)
Embarking on the 21st Century Higher Education Mission for Missourians

**Major Objectives**

- Bringing about a unified voice
- Providing accountability and transparency to students, parents and the citizens of Missouri
- Prioritizing goals and meeting state needs
- Demonstration of Missouri’s dynamic and diverse higher education landscape
Supporting Programs of the IFC

Higher Education Funding (HEF)
Learning Assessment in Missouri Post-Secondary Education (LAMP)
P-20 Longitudinal Data Analysis
Mission Review
Curriculum Alignment Initiative
The Future of IFC

December 2009

- Annual report released with baseline and target goals

Spring 2010

- Legislative updates on statewide progress
- Request for performance funding to be appropriated for FY2011
We are all stakeholders in our future
Thank you for your time and participation!
Data Sources and Referencing

• Missouri State Coordinated Plan
  Imperatives for Change: Building Higher Education for the 21st Century
  http://www.dhe.mo.gov/ifc.shtml

• The Project on Student Debt
  Financial Aid Pledge: Exclude student loans from financial aid packages

• State Higher Education Executive Officers (SHEEO)
  Second to None in Attainment, Discovery, and Innovation: The National Agenda for Higher Education

• Accountability for Better Results: A National Imperative for Higher Education,
  http://www.sheeo.org/account/accountability.pdf


• Spellings, Margaret. 2006. A Test of Leadership: Charting the future of US Higher Education. US Dept. of Education: Jessup, MD.
Questions?

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