



THE STATE EDUCATION DEPARTMENT / THE UNIVERSITY OF THE STATE OF NEW YORK / ALBANY, NY 12234

To: Higher Education Committee

From: Joseph P. Frey

Subject: Draft of the Bulletin of The Statewide Plan for Higher Education, 2012-2020

Date: February 21, 2011

Authorizations:

SUMMARY

Issue for Discussion

Should the Board of Regents review the draft of the Bulletin of the 2012-2020 Statewide Plan for Higher Education before acting on it in April?

Reason(s) for Consideration

Required by State Statute

Proposed Handling

This matter will come before the Committee for discussion at its March meeting. It then will return for action at the Board's April 2011 meeting.

Background Information

Attached for the Committee's review is a draft of the Bulletin of the Statewide Plan for Higher Education, 2012-2020. Following the review, staff will revise the Bulletin and present it for action at the April meeting, so as to meet the statutory date of April 25, 2011.

The Regents 2004 Statewide Plan for Higher Education ends in a little more than a year from now. In preparation for the next Statewide Plan, for the 2012-2020 period, Education Law directs the Regents to specify, by April 2011, the nature of the information, plans and recommendations to be submitted by CUNY, SUNY, and each independent and proprietary higher education institution in their long-range master plans. The Law calls on the Regents also to describe statewide needs, problems,

societal conditions, and interests of New Yorkers and their relative priorities, on which those master plans should focus.

To carry out this responsibility, the Committee discussed, at its December 2010 and January meetings, statewide issues on which the Board will ask higher education institutions to focus in their new master plans. The discussion has identified 21 tentative issues, falling into five themes:

1. Strengthen Connections among Parts of The University of the State of New York
2. Strengthen Connections between Higher Education and Other Parts of the State's Social and Economic Structure
3. Differentiate Missions in Higher Education
4. Improve Access, Quality, and Performance of Higher Education
5. Address Out-of-State Institutions' Interest in Serving New Yorkers

On February 3, the Department transmitted the issues to all higher education institutions for comment and advice. Institutions have until February 28 to respond; therefore, the attached draft does not reflect comments received. Staff will report to the Committee at its meeting on comments and advice from the institutions and modify the draft to reflect them as well as any changes requested by the Committee in the final version for action in April.

Recommendation

It is recommended that the Committee discuss the draft and identify any changes it wants made before acting on it in April.

**The Bulletin of
The Statewide Plan for Higher Education
2012 -- 2020**



The University of the State of New York
The State Education Department
Office of Higher Education
March 2011

THE UNIVERSITY OF THE STATE OF NEW YORK

Regents of The University

| | |
|--|-----------------|
| MERRYL H. TISCH, <i>Chancellor</i> , B.A., M.A., Ed.D. | New York |
| MILTON L. COFIELD, <i>Vice Chancellor</i> , B.S., M.B.A., Ph.D. | Rochester |
| ROBERT M. BENNETT, <i>Chancellor Emeritus</i> , B.A., M.S. | Tonawanda |
| JAMES C. DAWSON, A.A., B.A., M.S., Ph.D. | Plattsburgh |
| ANTHONY S. BOTTAR, B.A., J.D. | Syracuse |
| GERALDINE D. CHAPEY, B.A., M.A., Ed.D. | Belle Harbor |
| HARRY PHILLIPS, 3rd, B.A., M.S.F.S. | Hartsdale |
| JAMES R. TALLON, JR., B.A., M.A. | Binghamton |
| ROGER TILLES, B.A., J.D. | Great Neck |
| KAREN BROOKS HOPKINS, B.A., M.F.A. | Brooklyn |
| CHARLES R. BENDIT, B.A. | Manhattan |
| BETTY A. ROSA, B.A., M.S. in Ed., M.S. in Ed., M.Ed., Ed.D. | Bronx |
| LESTER W. YOUNG, JR., B.S., M.S., Ed. D. | Oakland Gardens |
| CHRISTINE D. CEA, B.A., M.A., Ph.D. | Staten Island |
| WADE S. NORWOOD, B.A. | Rochester |

Commissioner of Education
President of The University of the State of New York
DAVID M. STEINER

Deputy Commissioner, Office of Higher Education
JOSEPH P. FREY

The State Education Department does not discriminate on the basis of age, color, religion, creed, disability, marital status, veteran status, national origin, race, gender, genetic predisposition or carrier status, or sexual orientation in its educational programs, services and activities. Portions of this publication can be made available in a variety of formats, including braille, large print or audio tape, upon request. Inquiries concerning this policy of nondiscrimination should be directed to the Department's Office for Diversity, Ethics, and Access, Room 530, Education Building, Albany, NY 12234. **Requests for additional copies of this publication may be made by contacting the Publications Sales Desk, Room 309, Education Building, Albany, NY 12234.**

Table of Contents

| | <u>Page</u> |
|--|-------------|
| INTRODUCTION..... | 4 |
| REGENTS ISSUES FOR CONSIDERATION BY THE HIGHER EDUCATION SYSTEM | 4 |
| 1 Strengthen Connections among Parts of The University of the State of New York | 5 |
| 2. Strengthen Connections between Higher Education and Other Parts of the State’s Social and Economic Structure | 5 |
| 3. Differentiate Missions in Higher Education | 5 |
| 4. Improve Access, Quality, and Performance of Higher education..... | 6 |
| 5. Address Out-of-State Institutions Interest in Serving New Yorkers..... | 7 |
| REQUESTED CONTENT OF MASTER PLANS | 7 |
| PREPARING AND TRANSMITTING MASTER PLANS | 8 |

DRAFT

INTRODUCTION

New York State has a highly effective higher education system of public, independent, and proprietary colleges and universities. To coordinate that system, every eight years the Board of Regents, in collaboration with the higher education community, develops and adopts the Statewide Plan for Higher Education, setting system goals and objectives and addressing priority issues of statewide concern to the State's residents, workforce, and community as well as our higher education institutions. These serve as the foundation for the Plan, which includes the long-range master plans of the State University of New York (SUNY), The City University of New York (CUNY), and New York's independent and proprietary higher education institutions.

Section 237 of the Education Law establishes the purposes of master planning and the Regents responsibility in that process. The Regents are required to create a master plan for higher education. This plan is called the "Statewide Plan for Higher Education." Section 237 defines the "purposes of planning" as follows:

Master planning for higher education in New York State should:

- a. Define and differentiate the missions and objectives of higher education.
- b. Identify the needs, problems, societal conditions and interests of the citizens of the state of New York to which programs of higher education may most appropriately be addressed.
- c. Define and differentiate the missions and objectives of institutions of higher education.
- d. Develop programs to meet the needs, solve the problems, affect the conditions and respond to the public's interests by:
 - (1) Setting goals.
 - (2) Describing the time required to meet those goals.
 - (3) Identifying the resources needed to achieve the goals.
 - (4) Establishing priorities.
- e. Be in sufficient detail to enable all participants in the planning process, representatives of the people and the citizens themselves to evaluate the needs, objectives, program proposals, priorities, costs and results of higher education.
- f. Optimize the use of resources.
- g. Evaluate program effectiveness.

REGENTS ISSUES FOR CONSIDERATION BY THE HIGHER EDUCATION SYSTEM

To carry out this responsibility, the Regents have identified statewide issues for 2012-2020 for consideration by New York's higher education system. They fall under the following five themes:

6. Strengthen Connections among Parts of The University of the State of New York
7. Strengthen Connections between Higher Education and Other Parts of the State's Social and Economic Structure

8. Differentiate Missions in Higher Education
9. Improve Access, Quality, and Performance of Higher Education
10. Address Out-of-State Institutions' Interest in Serving New Yorkers

1. Strengthen Connections among Parts of The University of the State of New York

- a. Colleges could provide more opportunities for online education to the P-12 system, especially online college-level courses in middle and high schools. New York higher education institutions have done well with online programs, but could provide more for use in P-12 schools. This would strengthen the linkages between colleges and P-12, benefit P-12, and promote college readiness.
- b. How can colleges further the education of students who prepared in career and technical fields at the secondary level?
- c. Focus on the continuum of education through the graduate level, and identify any gaps or missing links. Work with the P-12 educational community on defining college readiness and assist students in P-12 to meet this standard. Encourage more graduate-level education. Encourage institutions to develop career-ladder educational opportunities, especially in New York's licensed professions.
- d. Address the role higher education institutions play in meeting the needs of the communities in which they are located. How can they work with cultural and other institutions in strengthening those communities?

2. Strengthen Connections between Higher Education and Other Parts of the State's Social and Economic Structure

- e. Strengthen higher education institutions' connections with business and the world of work.
- f. Challenge higher education institutions to assist with the Regents goal of career readiness. Encourage institutions in all sectors, not just the proprietary sector, to identify realistic job opportunities for their graduates. Identify mechanisms for dealing with disconnects.
- g. Increase relationships between institutions of higher education and business and industry to support both research and comprehensive executive training programs. Increase inter-institutional cooperation to do so.
- h. Enlist the business community, unions, etc., as partners to publicize college opportunities and the connection to work in a big media push. Get business to fund advertising that will get the population better informed about need for college education.

3. Differentiate Missions in Higher Education

- i. Differentiate in the Statewide Plan among different types of higher education institutions for the purpose of encouraging them to address the issues in ways appropriate to their individual missions.
- j. Is there a distinction between community and four-year colleges and should there be? What is the role of community colleges in career preparation? Is there a difference with four-year institutions? Define the roles that community colleges and four-year institutions play in career preparation. Should they be authorized to offer baccalaureate programs in some fields?

4. Improve Access, Quality, and Performance of Higher Education

- k. How can higher education institutions embrace online learning and other technology to reach broader segments of New York's population? Challenge them to do so. Can business assist them to do so?
- l. How can higher education institutions reduce the growth in operating costs, so as to reduce the price students and parents must pay, without sacrificing quality of education?
- m. Adjusting to changes in demand for higher education and for different subjects of study. The 2018 high school graduating class is projected to be 16.5 percent smaller than in 2008, if nothing changes. How will that affect enrollments?
- n. Improve student retention and graduation rates.
- o. Improve the results of programs preparing students for licensure in New York's 48 licensed professions. How can institutions improve pass rates on licensure exams and the rates at which their graduates enter practice?
- p. Get adults back into higher education. What programs will people want? Georgetown's prediction of growth in New York jobs over the next ten years will require a college education. We need to challenge New York institutions to respond. New York is 43rd out of 50 states in the education of adults and New York is facing a declining population.
- q. Given the State's expected demographic changes, how can we enhance New York as a destination for higher education students from other states and abroad?
- r. Seek innovation in financial assistance to accommodate longer-term completions.
- s. Continue to strengthen higher education access, services, and outcomes for New Yorkers with disabilities.

5. Address Out-of-State Institutions' Interest in Serving New Yorkers

- t. What should be the Regents policies on the entry of out-of-state institutions into New York?
- u. Should we regulate purely online education offered to New Yorkers who are employees of national companies under contract with those companies?
- v. What additional programs should New York institutions offer to reduce the need for out-of-state institutions to seek permission to operate or establish new institutions in New York State?

REQUESTED CONTENT OF MASTER PLANS

An institution's master plan consists of its mission and goals and the objectives and courses of action it intends to pursue to address them. It establishes the institution's purposes as the members of the institutional community understand them and has sufficient detail to enable that community, other participants in the planning process, and the public to understand the direction it intends to go during the period of the plan and to evaluate needs, proposals, priorities, costs, and results.

A master plan describes the institution's academic purposes and its commitment to the social and economic context in which it operates; the relative roles of teaching, creation and preservation of knowledge, and service; the nature of constituents to be served; and the basis for setting priorities. It includes the institution's academic programs and plans for changes to its mix of programs, the clientele the institution serves and plans to serve, plans for new facilities, expenditure projections for capital and operating costs, and plans with respect to other matters of concern to the institutional community and to society. It is a flexible document that may be amended as conditions warrant.

In addition, Education Law specifies that The City University of New York and State University of New York long-range plans include certain content:

- a. plans for new curricula;
- b. plans for new facilities;
- c. plans for change in policies with respect to student admissions;
- d. projected student enrollments; and
- e. comments upon its relationship to other colleges and universities, public, independent and proprietary, within the State.
- f. For informational purposes only, projection standards and overall expenditure projections of capital and operating costs.

To provide consistency of information across institutions and sectors, the Regents ask that every independent and proprietary institution's master plan also include those six areas.

PREPARING AND TRANSMITTING MASTER PLANS

The City University of New York (CUNY) and the State University of New York (SUNY). Under Sections 6206 and 354 of the Education Law, respectively, CUNY and SUNY each develop and transmit a single master plan for its higher education system. Individual CUNY colleges and SUNY campuses do not transmit separate master plans to the State Education Department. As provided in Sections 6206 and 354, CUNY and SUNY are asked to transmit their master plans on or before **June 1, 2012**, to:

David M. Steiner
Commissioner of Education and President of The University of the State of New York
New York State Education Department
Room 111, Education Building
Albany, NY 12234

Independent Colleges and Universities. By **June 1, 2012**, the Commission on Independent Colleges and Universities (clcu) will develop a consolidated master plan for the independent sector of higher education. To assist it in doing so, independent colleges and universities are asked to transmit their master plans to:

Commission on Independent Colleges and Universities
17 Elk Street
P.O. Box 7289
Albany, NY 12224-0289

on the date and in the number requested by clcu. They are asked to send **one** copy at the same time to:

Office of Higher Education
The University of the State of New York
The State Education Department
Education Building Addition, Room 977
Albany, NY 12234

Proprietary Colleges. By **June 1, 2012**, the Association of Proprietary Colleges (APC) will develop a consolidated master plan for the proprietary sector of higher education. To assist it in doing so, proprietary colleges are asked to transmit their master plans to:

Association of Proprietary Colleges
1259 Central Avenue
Albany, NY 12205-5230

on the date and in the number requested by APC. They are asked to send **one** copy at the same time to:

Office of Higher Education
The University of the State of New York
The State Education Department
Education Building Addition, Room 977
Albany, NY 12234

Information and Technical Assistance

The Regents will continue to work in collaboration with the sectors and individual colleges and universities to provide information and technical assistance as they prepare their long-range master plans. They also will continue that collaboration in the development of the Statewide Plan and the initiatives the State Education Department will undertake to complement institutional and sector initiatives to address their statewide issues.

Information and links to other resources that may be useful in the development of master plans are located on the State Education Department Web site at www.highered.nysed.gov/oris/nysplan/index.htm. This page includes the Department's projections of high school graduates and of college and university enrollments, as well as historical and current data.

Please address questions about preparation of master plans and requests for technical assistance to your institution's sector office or to:

Byron P. Connell, Associate in Higher Education
Office of Higher Education
The University of the State of New York
The State Education Department
Education Building, 5 North Mezzanine
Albany, NY 12234
Phone: (518) 474-2593
Fax: (518) 486-2779
E-mail: bconnell@mail.nysed.gov