

***A BLUEPRINT FOR EXCELLENCE:
NEW JERSEY'S LONG-RANGE PLAN FOR HIGHER EDUCATION***

SEPTEMBER 2004 ADDENDUM

I. INTRODUCTION

A Blueprint for Excellence, New Jersey's Long-Range Plan for Higher Education, was adopted by the Commission on Higher Education in November 2003. Over the past nine months, the major focus of the Commission's activities has been on facilitating the implementation of Stage 1 of the plan and initiating Stage 2 planning efforts.

The long-range plan has seven major objectives, each containing multiple components. As a living, evolving document, the long-range plan and its various components and timelines are subject to revision as circumstances determine. Through periodic addenda, the Commission will provide updates on implementation of the plan by summarizing the status of timelines and work plans, including those that we are working on collaboratively with the Presidents' Council, the New Jersey Department of Education, and the Higher Education Student Assistance Authority. Updates on those aspects of the plan that are the responsibility of individual institutions will also be provided.

This first addendum updates the implementation process and notes the status of key Stage 2 planning efforts as of September 10, 2004.

IMPLEMENTING STAGE 1

Responsibilities for Stage 1 were identified from the plan, and a breakdown of those responsibilities was shared with institutional presidents and the various entities involved in the implementation process.

The Commission prepared 19 individual work plans related to its responsibilities; others are still under development.

Efforts on most of the work plans are underway and summarized herein.

INITIATING STAGE 2

Stage 2 of the planning process focuses primarily on developing an action plan for Objective VII of the plan (the enhancement of the public research universities), elaborating on Objective VI components related to partnerships with business and

industry, and further developing performance/outcome measures to assess progress in achieving the goals of the long-range plan.

Discussions are underway with presidents from each of the sectors regarding the use of peer and aspirational groups to benchmark progress on those institutional outcomes for which data are readily available for institutions in other states. The use of such comparison groups is one of several diagnostic tools that will help to guide policy development and the assessment of progress in achieving the plan. Work has not yet begun on the further development of Objectives VI and VII.

II. THE WORK PLANS AND THEIR STATUS

Work Plan #1 - Demand-Side Skills and Degrees: Identify workforce areas in high-demand fields with the greatest needs for associate, baccalaureate, and advanced degrees, and set goals with the Presidents' Council to meet those needs.

Status: The Commission is currently reviewing demand and employment projection data with the Department of Labor and Workforce Development to identify high-demand fields. The Commission will identify New Jersey programs that lead to degrees in these fields and the number of degrees conferred in these fields in recent years. Once areas with projected unmet needs have been identified, the Commission will meet with a group of representatives appointed by the Presidents' Council to discuss and recommend actions to address these needs. The work plan calls for completion of recommendations and a report to the Commission in fall 2004.

Work Plan #1a - Employer Satisfaction: Conduct a baseline survey of the level of employer satisfaction with student preparedness for the workforce and conduct biennial updates to measure increases in satisfaction.

Status: The Heldrich Center for Workforce Development began work in August on the baseline survey to assess employer satisfaction. The survey will provide the baseline data on which increased employer satisfaction will be measured through 2010. The work plan calls for a report to the Commission regarding survey results in December 2004.

Work Plans #2, #19, and #20 - Capital Needs: These related issues are being implemented in one work plan that addresses the need to plan for a bond issue or other funding sources to support capital needs, to develop an annual capital program for regular renewal and replacement of facilities at the public research universities and the state colleges and universities, and to develop a long-term plan for higher education capital needs.

Status: Working in collaboration with the Presidents' Council, sector organizations, presidents and other institutional representatives, and the Administration, the

Commission will establish a task force to develop a long-term plan to support capital needs. The goal is to conclude the work of the task force, make recommendations to the Presidents' Council and the Commission, and adopt a long-term plan for capital support by February 2005 (*capital recommendations were grouped and extended from 2004 to 2005*).

Work Plan #3 - Public Awareness Campaign: Develop, fund, and implement by January 2005 (*extended from summer 2004*) a coordinated multi-year public awareness campaign to raise the visibility and augment the reputation of New Jersey's colleges and universities within the state and nationally.

Status: A Marketing Leadership Team (MLT) of New Jersey public and private sector leaders was appointed and started its work to guide the development of the multi-year public awareness campaign. A "Most Marketable Assets" questionnaire was designed and distributed to elicit the colleges' views on strengths of the New Jersey system that may be emphasized in the public awareness campaign. By mid-September, Zogby International will complete a baseline public opinion survey of New Jersey citizens' views of higher education. The MLT will use the data from the questionnaire and survey as the full campaign plan is developed. Initiation of the campaign is planned for January 2005.

Work Plan #4 - Teacher Database: Collaborate with the Department of Education (DOE) to establish an improved database regarding teacher preparation, retention, and professional development.

Status: The DOE is in the process of establishing the first phase of a Teacher Certification Information System. The first phase is scheduled for completion by the end of the summer. New plans to expand this database are being developed, with the goal of implementation in 2005.

Work Plan #5 - Sufficient Teachers by 2010: The DOE should estimate the number of additional teachers needed by 2010 and work with the Commission and Presidents' Council to establish by December 2004 (*extended from October*) a long-term plan to ensure that enough qualified P-12 teachers are educated to meet that demand.

Status: The DOE will work with the Commission to discuss and develop a data collection instrument to project the need for teachers. That aspect of the work plan is in the early stages of implementation. A working group will be formed to analyze the data and develop a long-term plan by December 2004.

Work Plan #5a - Teacher Grants Outcomes: Assess the outcomes of the Commission's current teacher education grant programs with the goal of proposing expansion of the grants, if warranted.

Status: A survey on the outcomes of current teacher education grant programs was developed and sent to each grant recipient. A report on the outcomes of the grant programs was completed, and the Commission will receive that report on September 24, 2004.

Work Plan #6 - Correlating P-12 and Higher Education: Develop specific strategies and projects to increase alignment between the P-12 education system and higher education.

Status: This work plan is under development. The DOE, the Presidents' Council, and the Commission will collaborate on the work plan.

Work Plan #7 - Merit-Based Student Aid: By December 2004, the Higher Education Student Assistance Authority (HESAA), in collaboration with the Commission and the Presidents' Council, should make recommendations regarding distribution of merit-based financial aid by December 2004.

Status: HESAA is currently conducting a review of the Outstanding Scholars Recruitment Program and will provide a report to the Governor in September. Based on the report and other related information, HESAA will initiate discussions in November and December 2004 with the Commission and the Presidents' Council regarding overall distribution of merit-based aid for future years.

Work Plan #8 - Use of Technology: In conjunction with NJEdge.Net, develop baseline data by fall 2004 and collect annual data regarding the use of technology to increase capacity.

Status: A working group was established to examine current technology resources and data collection processes and to recommend baseline data variables for collection. The working group has developed a web-based questionnaire that will collect data in seven broad categories: types of distance education programs, enrollment in distance education programs, course management systems, collaborations and technology use in research, shared library and network resources, support services, and workforce development programs. A baseline report will be provided to the Commission in December.

Work Plan #9 - EOF/Precollege Collaboration: Strengthen collaboration between the Educational Opportunity Fund (EOF) and the various precollegiate programs across the state.

Status: New regulations are scheduled for adoption by the EOF board extending EOF eligibility to College Bound program graduates as of 2005. Once 2005 College Bound program graduates have begun enrolling in the program, their participation will be monitored and assessed, with the goal of examining the feasibility of expanding EOF eligibility to graduates of other precollege programs.

Work Plan #10 - Operating Support for Senior Public Institutions: Working with the two senior public sectors and the Administration, the Commission will recommend operating support policies and methodologies for the public research universities and the state colleges and universities and specify links between operating support in each sector and state goals for enhanced quality and capacity.

Status: A task force composed of representatives of the Commission, the Presidents' Council, the Governor's office, the Treasurer's office, and two presidents has met to discuss funding issues and approaches to providing operating support to the senior publics in other states. A working group of representatives from the senior public colleges and universities has been meeting to develop a recommendation or options for consideration by the task force. The working group will discuss their recommendations with all of the senior public presidents and then make a recommendation to the task force by December. *(The working group requested additional time to develop its recommendation, extending the work on this component from June 2004 to February 2005.)*

Work Plan #11 - Underserved Areas: Develop a state incentive program to enhance collaboration and provide high-quality baccalaureate and graduate degree programs in underserved areas of the state, including northwest, southeast, and coastal regions.

Status: A working group of state and institutional representatives will meet in the fall to discuss potential incentives and develop a recommendation for consideration by the Presidents' Council and Commission. *(The working group is expected to develop a recommendation by October 2004.)*

Work Plan #12 - Key Performance Measures: Prepare a baseline report on key performance measures.

Status: This work plan is under development.

Work Plan #13 - P-12/Higher Education Partnerships: Create and distribute an inventory of P-12 and higher education partnerships.

Status: This work plan calls for collaboration among the DOE, the Commission, and the Presidents' Council. A draft survey was developed and completed. The goal is to compile an inventory by the end of 2004 and make it available to the P-12 and higher education communities as well as other interested stakeholders.

Work Plan #14 - Faculty Diversity: Working with the Presidents' Council, establish a state initiative to expand faculty diversity.

Status: The current legal environment has been reviewed and will be discussed with the Presidents' Council this fall to consider the development of an initiative.

Work Plan # 15 - Federal Research Funding: Leaders of research universities, and other institutions where appropriate to their mission, should work with the Commission to establish goals to increase New Jersey's ranking in aggregate share of federal research dollars from 20th to 15th.

Status: A working group comprised of the Commission's executive director, institutional representatives from the four major research universities, and the executive director of the Commission on Science and Technology has been formed. The working group is preparing a report that proposes areas of research focus and goals/benchmarks for consideration by research universities, other colleges and universities as appropriate, and the Commission.

Work Plan #16 - EOF Outcomes: The EOF board should benchmark retention and graduation rates to measure improvement, and increases for campus programs should be linked to program outcomes.

Status: The EOF program is surveying institutions about EOF-related program reviews and will begin campus site visits to assess programs and services. The work plan calls for the development of an outcomes-based plan for allocation of increased Article IV funding to institutions, with the goal of incorporating outcomes criteria in the EOF regulations in 2005.

Work Plan #17 - Exemplary Partnerships: The DOE and the Commission should recognize and recommend incentives for exemplary partnerships, especially those that seek to close the academic achievement gap and/or provide ongoing, standards-based preparation and professional development of educators.

Status: Over the course of summer 2005, the DOE and the Commission will meet to identify exemplary partnerships and develop a recommendation for incentives for new or expanded partnerships in targeted areas for fiscal 2007. *(Completion of review and recommendation was extended from fall 2004 to fall 2005.)*

Work Plan # 18 - Graduate and Professional Student Assistance: HESAA should review, in consultation with the Commission and the Presidents' Council, the feasibility of creating a graduate and professional student assistance program and make recommendations in fall 2004.

Status: The work plan calls for HESAA to initiate a meeting of representatives of HESAA, the Commission, and the Presidents' Council to discuss the feasibility of creating a program. *(The initiation of the feasibility study has been delayed. A timeline for this component is under discussion with HESAA.)*

Work Plan #21 - Part-Time TAG: HESAA should evaluate the newly established part-time Tuition Aid Grant program and consult with the Commission and the Presidents' Council on the future potential and expansion of the program.

Status: The work plan calls for evaluation of the program in 2006 after three years of implementation.

Work Plan #22 - Professional Development Schools: The DOE and the Commission should increase incentives for professional development schools and similar systemic partnerships.

Status: This work plan is under development.

Work Plan # 23 - Faculty Composition and Public Service: The Commission on Higher Education will survey institutions on their progress in achieving institutionally specific faculty composition targets, faculty development plans, and efforts to enhance on- and off-campus public service.

Status: The work plan is under development. The long-range plan calls for these surveys to occur in 2007 and 2010.

III. INSTITUTIONAL RESPONSIBILITIES

Responsibility for many of the plan's components rests with individual institutions. In some cases, all institutions are called on to meet specific state goals, such as improved student outcomes goals. In other cases, there are goals that pertain only to one type of institution, such as research universities. A list of all institutional responsibilities was provided to colleges and universities in January. Institutions are at various stages in working on components of the plan, and timelines may be extended in some areas based on discussions with the Presidents' Council this fall. The next addendum to *A Blueprint for Excellence* will also include a summary of implementation efforts by institutions.