The Financial Structure of Higher Education—Is it sustainable?

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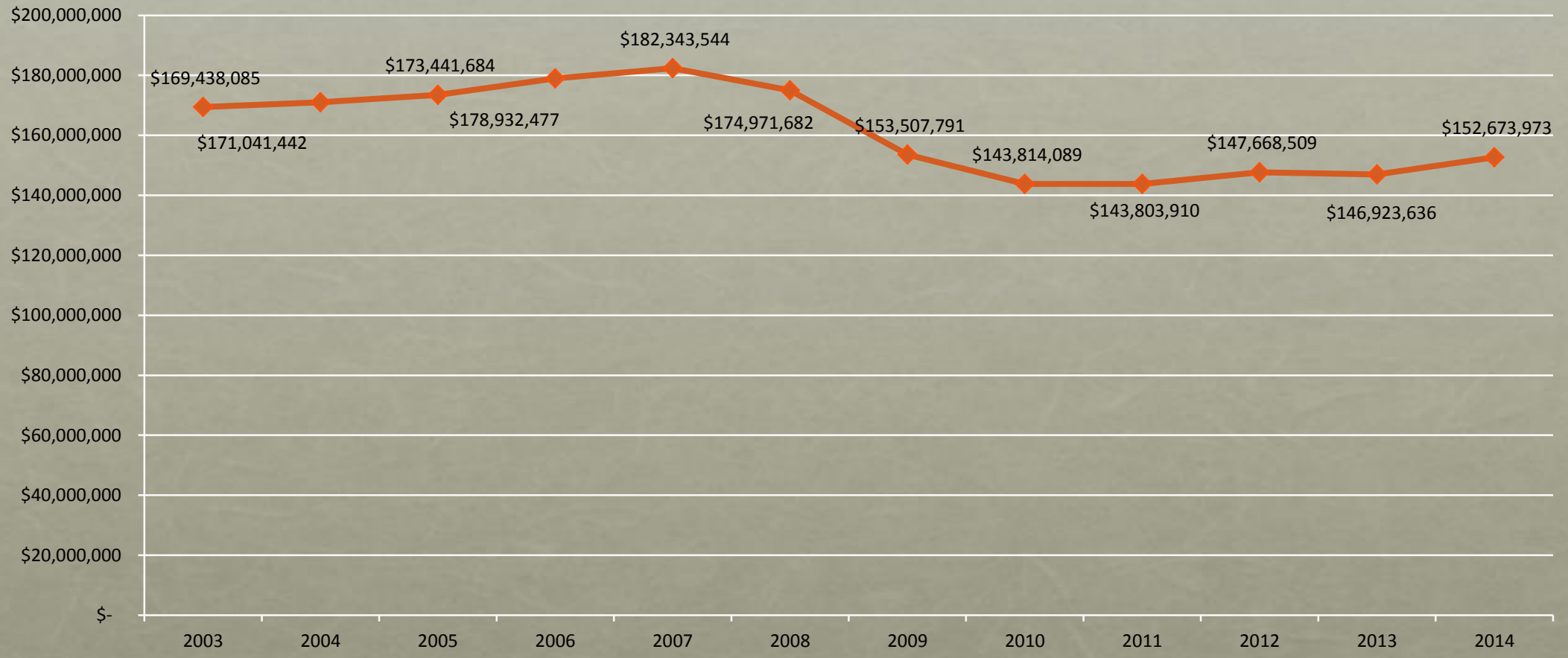
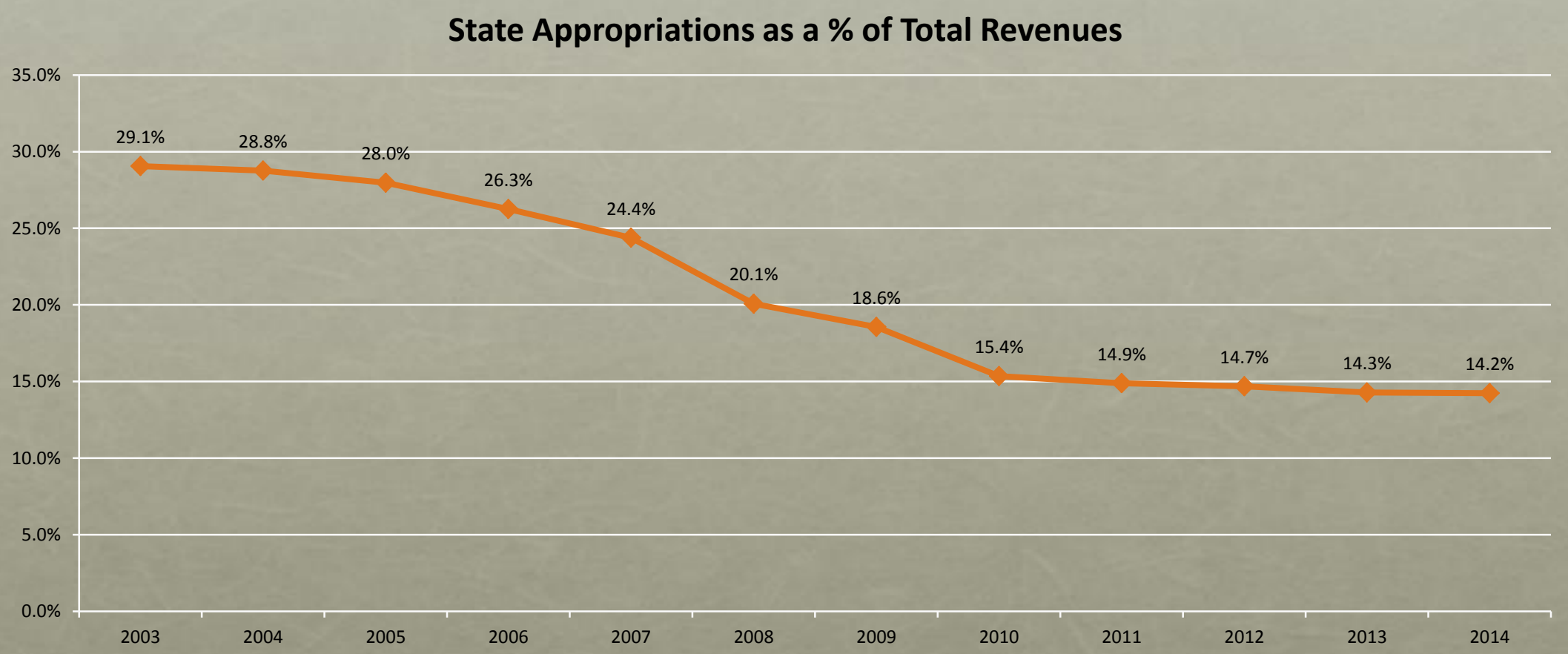
Broad Initiatives

- **States need to support public institutions of higher education**
- **Institutions need to continue focus on value**

State Appropriations to Higher Ed from 2003-2013



State Appropriations as % of Revenue Higher Ed from 2003-2013



Assuring Value

- Driving economy through certificates, degrees, research
- Focus on preparedness, access, completion
- Cost savings and efficiencies

Community College of Rhode Island

- College's workforce arm trains 30,000 to 35,000 Rhode Islanders annually
- CCRI has partnered with and developed training programs for, among others, National Grid, Lifespan, Textron, Bank Newport, Taco, Carousel Industries, IBEW, CVS, Electric Boat, Care New England, Toray Plastics, Tiffany & Company, City of Providence, U.S. Naval War College, and Verizon
- Joint Admissions Agreement program with URI and RIC, which provides incentivized discounts and seamless transfer to nearly 1,000 students annually
- Working with R.I. Labor Institute to provide college credit for workforce training

Rhode Island College

- Early Enrollment Program Offering high school and college credit - 50 courses offered at 40 high schools to over 1400 students ($60 per credit)

- Learning for Life (L4L) - A collaboration with non-profits to provide academic, social, life-skill, financial, and career-related supports for college completion.

- New programs to meet economic needs:
  - 31 programs, 12 of them certificates, some of which are stackable and are paired with training programs
  - Programs in STEM areas prominent such as nurse anesthetist, medical imaging, behavioral neuroscience, health care administration, and elementary math content specialist
  - Certificates in graduate-level special education and in autism education

- Finish Strong College Completion Program - Cohort of 1,404 students within reach of degree completion (75 earned credits), 477 students have reenrolled; 272 have now graduated

University of Rhode Island

- Strategic initiatives to increase student credit completion rates have resulted in an increase in the first-year 30 credits completion rates from 45% to 65%

- Expanding online and active learning
  - 5000 students annually participate in experiential learning for academic credit and/or pay: service learning projects, internships, research projects, etc
  - Selected online graduate programs that largely serve working adults and part-time students
  - Post-baccalaureate certificates designed for college graduates who are unemployed or underemployed: Cyber Security and Digital Forensics.

- Comprehensive Administrative and Management Review of all academic, administrative, business process, and student life areas in an effort to improve quality and efficiency, add value, and modernize all aspects of university processes.

Going Forward

- Time for a statewide vision for the entire education system
- There are best practices and policies we need to institute system wide – from K-12 across the higher education institutions
- Promote linkages to workforce
- Promote collaboration, efficiencies, strategic financing, data, technology

Proposed Higher Education Administrative Structure

Proposal of the Board of Education to
Governor and General Assembly
Per SFY 2013 Appropriations Act

SFY 2013 Appropriations Act

- Replaced Board of Governors for Higher Education and Board of Regents for Elementary and Secondary Education with a single Board of Education

- Requires that the Board submit to the Governor and the General Assembly a final plan for the permanent administrative structure for higher education.

Opportunities for New Board

- Establish long-range goals for education system and report on progress
- Prioritize workforce and economy drivers within the education system
- Promote collaboration between and among education agencies
- Establish strategic budget and finance recommendations for the system
- Provide leadership on cross-cutting issues:
  - College and career readiness focusing on reducing remedial instruction
  - Common core implementation and coordination – and other standards system-wide
  - Adult education and certificate programs in high schools and community college

Challenges for New Board

Compared to other states this new Board has a uniquely broad range of governance and policy responsibility:

- **Policy and regulation within Pre K – 12 system**
- **Governance for the 3 higher education institutions**
- **Policy for the higher education system**
- **Policy for the system as a whole and promoting collaboration and efficiencies.**

Recommendation

- Maintain the single Board as proposed by the General Assembly:
  - Set goals for the system as a whole
  - Prioritize collaboration and efficiencies throughout system
  - Prioritize education's role in strengthening the workforce

- Executive Committee:
  - Advisory to the Board, responsible for setting Board's agenda –Chairs and Commissioners
  - Develop strategic plan to deliver on system wide goals, direct work on system wide initiatives

- In addition to serving on Board, members serve to one of two councils with authority for governance and regulation:
  - Pre K – 12 Council
  - Council for Postsecondary Education

- Return authority and responsibility for select management decisions to the college and university presidents

BOARD OF EDUCATION

Sets goals for the entire public education system, sets action agenda for system-wide priorities, and holds the system accountable for performance

Executive Committee

Sets agenda for Board, monitors Board's system-wide initiatives

Pre-K – 12 Council

Formulate broad policy for elementary and secondary education in alignment with strategic plan

Council on Postsecondary Education

Higher education governance and coordination of functions in alignment with strategic plan