

Comparison of Higher Education Strategic Plans from Texas, Indiana, Washington, and Kentucky

	Texas	Indiana	Washington	Kentucky
Overall Theme	"Closing the Gaps"	"Reaching Higher"	"Moving the Blue Arrow - Pathways to Educational Opportunity"	not available
Vision	Every Texan educated to the level necessary to achieve his or her dreams; no one is left behind, and each can pursue higher education; colleges and universities focus on the recruitment and success of students while defining their own paths to excellence; education is of high quality throughout; and all levels of education, the business community, and the public are constant partners in recruiting and preparing students and faculty who will meet the state's workforce and research needs.	Providing every qualified Hoosier high school graduate with access to and the maximum potential for success through a high-quality postsecondary education regardless of financial need; providing a broad range of educational alternatives in convenient settings, without unnecessary duplication, that responds to the state's need for an educated workforce and other human capital; and providing flexibility for Indiana's colleges and universities to identify, define and realize their distinct missions and strengths within a defined and interdependent state system that will advance Indiana as one of the most attractive places to live, learn and work.	In 2018, Washington's higher education institutions will be fully integrated into a cradle-through-career system that educates more people to higher levels of skill and knowledge than ever before. We will reduce employers' need to import people with advanced degrees or specialized skills from other states and countries. The best jobs in Washington will go to Washingtonians educated in our colleges and universities. University-based research will foster innovation and the growth of leading-edge industries. Public, independent, and for-profit postsecondary institutions will forge strong partnerships with K-12 schools and communities. Washington's P-20 education system will be a more customized, responsive, and collaborative enterprise that puts the needs of individual learners first.	We, the Kentucky higher education community, share a vision for the twenty-first century that unites us as advocates for the betterment of Kentuckians. We strongly believe in a coordinated higher education system recognized for the high quality programs that are responsive to Kentucky's long-term needs. We are committed to developing an educated citizenry; supporting human diversity; promoting state and local economic development; contributing to the Commonwealth's global competitiveness; and enhancing Kentucky's quality of life.
Goals	GOAL 1: CLOSE THE GAPS IN PARTICIPATION By 2015, close the gaps in participation rates across Texas to add 500,000 more students.	GOAL 1: ACCESS Offer quality education to Hoosiers - in a variety of desired formats, locations and times.	GOAL 1: HELP MORE PEOPLE ACHIEVE DEGREES Increase the total number of degrees and certificates produced annually to achieve Global Challenge State benchmarks.	GOAL 1: A seamless, integrated system of postsecondary education strategically planned and adequately funded to enhance economic development and quality of life.
Goals	GOAL 2: CLOSE THE GAPS IN SUCCESS By 2015, increase by 50% the number of degrees, certificates and other identifiable student successes from high quality programs.	GOAL 2: AFFORDABILITY Ensure that all academically qualified Indiana residents are able to study at the postsecondary level irrespective of their financial circumstances.	GOAL 2: DEVELOP FACILITIES, TECHNOLOGY, AND DISTANCE LEARNING Create innovative, efficient facilities and programs that meet the learning needs of students throughout the state.	GOAL 2: A major comprehensive research institution ranked nationally in the top twenty public universities at the University of Kentucky.
Goals	GOAL 3: CLOSE THE GAPS IN EXCELLENCE By 2015, substantially increase the number of nationally recognized programs or services at colleges and universities in Texas.	GOAL 3: STUDENT SUCCESS Prepare all students with the knowledge, skills and credentials necessary to succeed in the workplace, in the community, in further education, in living enriched lives and in being globally competent citizens.	GOAL 3: PURSUE FOUR STRATEGIES TO RAISE EDUCATIONAL ATTAINMENT 1. Focus on diversity. 2. Create higher expectations for all K-12 students. 3. Create a system of support for lifelong learning. 4. Make college affordable and easy to access.	GOAL 3: A premier, nationally-recognized metropolitan research university at the University of Louisville.

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Goals	GOAL 4: CLOSE THE GAPS IN RESEARCH By 2015, increase the level of federal science and engineering research funding to Texas institutions by 50% to \$1.3 billion.	GOAL 4: COLLEGE PREPARATION Contribute to ensuring that all recent high school graduates are prepared to immediately start, and succeed in, college-level courses.	n/a	GOAL 4: Regional universities, with at least one nationally-recognized program of distinction or one nationally-recognized applied research program, working cooperatively with other postsecondary institutions to assure statewide access to baccalaureate and master's degrees of a quality at or above the national average.
Goals	n/a	GOAL 5: CONTRIBUTIONS TO INDIANA'S ECONOMY Contribute to a dynamic, cutting-edge economy by collaborating with government and business to create a well-prepared, world-class workforce; to advance human knowledge; to enrich the culture and to improve the quality of life of Indiana and its residents through high-quality research and creative activity, which, where appropriate, will be supported by an increasing level of external funding.	n/a	GOAL 5: A comprehensive community and technical college system with a mission that assures, in conjunction with other postsecondary institutions, access throughout the Commonwealth to a two year course of general studies designed for transfer to a baccalaureate program, the training necessary to develop a workforce with the skills to meet the needs of new and existing industries, and remedial and continuing education to improve the employability of citizens.
Goals	n/a	n/a	n/a	GOAL 6: An efficient, responsive, and coordinated system of autonomous institutions that delivers educational services to citizens in quantities and of a quality that is comparable to the national average.

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Recs	<p>RECOMMENDATION 1: GAPS IN PARTICIPATION</p> <p>A) Make the recommended High School Program the standard curriculum in Texas public high schools and require it for admission to Texas public universities by 2008. B) Recruit, prepare and retain additional well-qualified educators for elementary and secondary schools. C) Ensure that all students and their parents understand the benefits of higher education and what is necessary to prepare academically and financially for college. D) Establish an affordability policy that ensures students are able to participate and succeed in higher education.</p>	<p>RECOMMENDATION 1: ACCESS</p> <p>A) Provide students with an additional opportunity to be admitted to their first choice for college through formalized Passport Programs. B) Increase program offerings in creative, flexible and compressed formats, delivery modes, sites and schedules in all institutions that are attractive and necessary for working adults. C) Monitor annual enrollment at community colleges and regional campuses and adjust budget recommendations accordingly. D) Allow transfer of general education core courses to any other public campus in the state. E) Maximize the courses that will apply to transfer students' degree objectives and ensure that transfer opportunities are transparent and widely available. F) Provide data and report information about participation, retention and graduation rates. G) Complete a statewide e-Transcript project. H) Complete the digital data-bridge project which links data from K-12, postsecondary education and workforce development. I) Work with local high schools and adult education providers to provide strong, effective remediation to graduating high school students and returning adult students.</p>	<p>RECOMMENDATION 1: MEET DEGREE GOALS AND WORKFORCE NEEDS</p> <p>A) Take immediate steps to increase degree and certificate production at all levels (mid-level, baccalaureate, and graduate/professional). B) Maintain mid-level/advanced degree targets in 2018 Strategic Master Plan. Lower bachelor's degree target to 39,000 annually. C) Expand investment in high-demand programs of study and grow the pipeline of interested and prepared students in these fields. D) Ensure planning and coordination for online instruction occurs in all higher education sectors and levels.</p>	not available

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Recs	<p>RECOMMENDATION 2: GAPS IN SUCCESS</p> <p>A) Focus institutional efforts on increasing graduates in education, engineering, computer science, math, physical science, allied health, nursing, and other critical fields. B) Carry out the state's Uniform Recruitment and Retention Strategy and other efforts aimed at making college and university enrollment and graduation reflect the population of Texas. C) Fund colleges and universities to reward increases in retention and graduation from high quality programs. D) Create incentives and requirements for seamless student transitions among high schools, community and technical colleges, universities and health-related institutions. E) Make partnerships and collaborations between the business community and higher education institutions a part of the culture of these organizations.</p>	<p>RECOMMENDATION 2: AFFORDABILITY</p> <p>Indiana should: A) Strive to make at least 2 years of postsecondary education available at a nominal cost to all qualified and financially at-risk recent high school graduates. B) Develop a financial aid program for middle-class students who have successfully completed Core 40. C) Have state institutions provide need-based aid that supplements or wraps around federal and state aid. D) Develop a more comprehensive financial aid plan for adult students through the Part-Time Grant Program and State Financial Aid Program. E) Encourage state colleges and institutions to continually seek institutional efficiencies that contribute to holding down the costs of postsecondary education.</p>	<p>RECOMMENDATION 2: EXPAND THE K-12 PIPELINE</p> <p>A) Expand successful early outreach programs. B) Develop the Integrated College Access Network - I CAN. C) Support expanding dropout prevention programs (Building Bridges). D) Provide more dual-enrollment classes.</p>	not available
Recs	<p>RECOMMENDATION 3: GAPS IN EXCELLENCE</p> <p>A) Require each public college and university to identify one or more programs or services to improve to a level of nationally recognized excellence. B) Fund competitive grants to community and technical colleges and universities to match business contributions for acquiring equipment and software and maintaining high-tech instructional labs.</p>	<p>RECOMMENDATION 3: STUDENT SUCCESS</p> <p>Indiana will: A) develop and implement a comprehensive plan for improving minority and at-risk student access at its colleges and universities. B) Improve college-performance outcomes. C) Encourage colleges and universities to continue developing and improving student-learning experiences that lead to good citizenship and creative and innovative thinking and should publicly report annually measures of student learning.</p>	<p>RECOMMENDATION 3: BUILD A RE-ENTRY PIPELINE</p> <p>A) Provide Opportunity Grants for workforce training programs. B) Additional Bachelor of Applied Sciences degrees to meet workforce needs. C) Expand the I-BEST program. D) Build skills in career planning/navigating the system.</p>	not available

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Recs	<p>RECOMMENDATION 4: GAPS IN RESEARCH</p> <p>A) Permit universities to retain all overhead income from grants and contracts. B) Establish the Texas Science and Engineering Collaborative to expand research in focused areas through collaboration among institutions. C) Increase funding for the Advanced Research/Advanced Technology Programs. D) Establish a competitive grant program to expand research and research capacity at developing research universities in current and projected major urban areas.</p>	<p>RECOMMENDATION 4: COLLEGE PREPARATION</p> <p>Indiana's colleges and universities should work with high schools to: A) align the quality and consistency of Core 40 statewide with the first year of college to ensure that high school students understand higher education expectations and are prepared to succeed. B) encourage more students to pursue Core 40 with Academic Honors or Technical Honors curricula. C) expand dual-credit and AP opportunities. D) attract the best and brightest students into the teaching profession and provide support and professional development to teachers who are currently in the classroom and need additional training.</p>	<p>RECOMMENDATION 4: IMPROVE PERSISTENCE AND COMPLETION</p> <p>A) Expand State Need Grant program. B) Expand student support services (Academic GPS). C) Support Transition Math Project and other math/science programs. D) Create a State Work Study program focusing on high-demand fields. E) Develop teacher education programs to encourage and prepare students for high-demand fields.</p>	not available
Recs	n/a	<p>RECOMMENDATION 5: CONTRIBUTIONS TO INDIANA'S ECONOMY</p> <p>A) Expand the state funding incentive for its major research universities to increase research dollars for science and engineering coming into the state. B) Increase the volume of transfer of intellectual property to the private sector. C) Indiana's major research universities should collaborate whenever and wherever appropriate to increase the competitiveness for grant funding and to enhance the quality of research. D) Provide tax credits for employers for hiring college interns in areas central to Indiana's economy and provide tuition-reimbursement programs for their employers. E) Expand efforts to provide apprenticeship, co-op, internships and other opportunities for experiential learning.</p>	<p>RECOMMENDATION 5: EXPAND CAPACITY STRATEGICALLY</p> <p>A) Target current resources on modernization and modest growth, particularly to expand cost-effective baccalaureate delivery modes to under-served regions. B) Prioritize the preservation of existing facilities and assign priority for new construction to branch campuses. C) Adopt the principle of Expand on Demand to guide future capacity development in postsecondary education. Focus first on achieving increased participation among targeted groups. Then fund new technology and new capital as necessary to meet demonstrated demand. D) Conduct a comprehensive review of the existing delivery system and develop a process to assess future needs, guide the development of new campuses, and recommend changes in institutional missions.</p>	not available
Funding	<p>Increase federal research and development funding to Texas universities and health-related institutions from \$845 million to \$1 billion by 2007 and to \$1.3 billion by 2015. (See RECOMMENDATION 4)</p>	<p>Indiana should continue to support its distinct and nationally recognized program of providing state financial aid to qualified Hoosier students with financial need attending an Indiana independent institution.</p>	<p>Provide funding levels tied to Global Challenge State benchmarks. Expected outcome: State funding levels adequate to meet enrollment and degree production goals 2008-20, which include adding 61,500 FTE.</p>	not available

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Funding	Increase research expenditures by Texas public universities and health-related institutions from \$1.45 billion to \$3 billion by 2015 (approximate 5% increase per year.) (See RECOMMENDATION 4)	As the independent institutions receive a substantial amount of state taxpayer funds through SSACI, the state should expect some measure of accountability for those funds, including the number of SSACI-supported students graduating and the number of SSACI-supported graduating students remaining and employed in Indiana.	Explore financial incentives for educational attainment by creating a new funding methodology that focuses some revenue on results. Expected outcome: Benchmarks and best practices to guide the further development of performance funding agreements in postsecondary education.	not available