



COMMISSION ON HIGHER EDUCATION

TACTICAL PLAN OVERVIEW

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CREATION OF COMMISSION ON HIGHER EDUCATION

The Commission on Higher Education was created in 1994 as part of the Higher Education Restructuring Act, which has been modified somewhat over the years. The act provided greater autonomy for colleges and universities and established two new entities, the Commission and the Presidents' Council, while placing ultimate responsibility for the governance of institutions with individual trustee boards.

See Attachment A for more detailed description of the governance structure.

COMMISSION MEMBERS

The Commission comprises six members appointed by the Governor with consent of the Senate; one member appointed by the Governor upon the recommendation of the Senate President, with consent of the Senate; one member appointed by the Governor upon the recommendation of the Speaker of the Assembly, with consent of the Senate; one faculty member appointed by the Governor, with consent of the Senate; two students appointed by the Governor; the chair of the Presidents' Council, ex-officio; the chair of the Higher Education Student Assistance Authority, ex-officio; and the executive director of the Commission, ex-officio and nonvoting.

See Attachment B for a list of current members.

CORE RESPONSIBILITIES

The Commission is charged with statewide policy and planning, institutional licensure, information and research dissemination, advocacy for higher education, and administration of various programs.

The Commission's work is generally organized within four main areas: Policy and Planning, Advocacy and Initiatives, Administration, and Agency Operations.

See Attachment C for a chart of responsibilities within the four areas.

STAFF ORGANIZATION CHART

The Commission has recently revised the organization of staff responsibilities and positions. Fiscal constraints over the past several years resulted in a reduction in state employees from a total of 23 to 17 and one vacancy (in addition to two federal GEAR UP employees). The new organization is designed to maximize resources and teamwork to undertake the Commission's responsibilities.

See Attachment D for the organization chart.

COMMITMENT TO STAKEHOLDERS

THE NEW JERSEY COMMISSION ON HIGHER EDUCATION IS COMMITTED TO PROMOTING EXCELLENCE FOR THE BENEFIT OF STUDENTS AND SOCIETY.

PRIMARY DRIVERS OF OUR WORK

Leadership – Quality – Integrity – Collaboration – Accountability

TACTICAL APPROACH TO FULFILL THE COMMITMENT

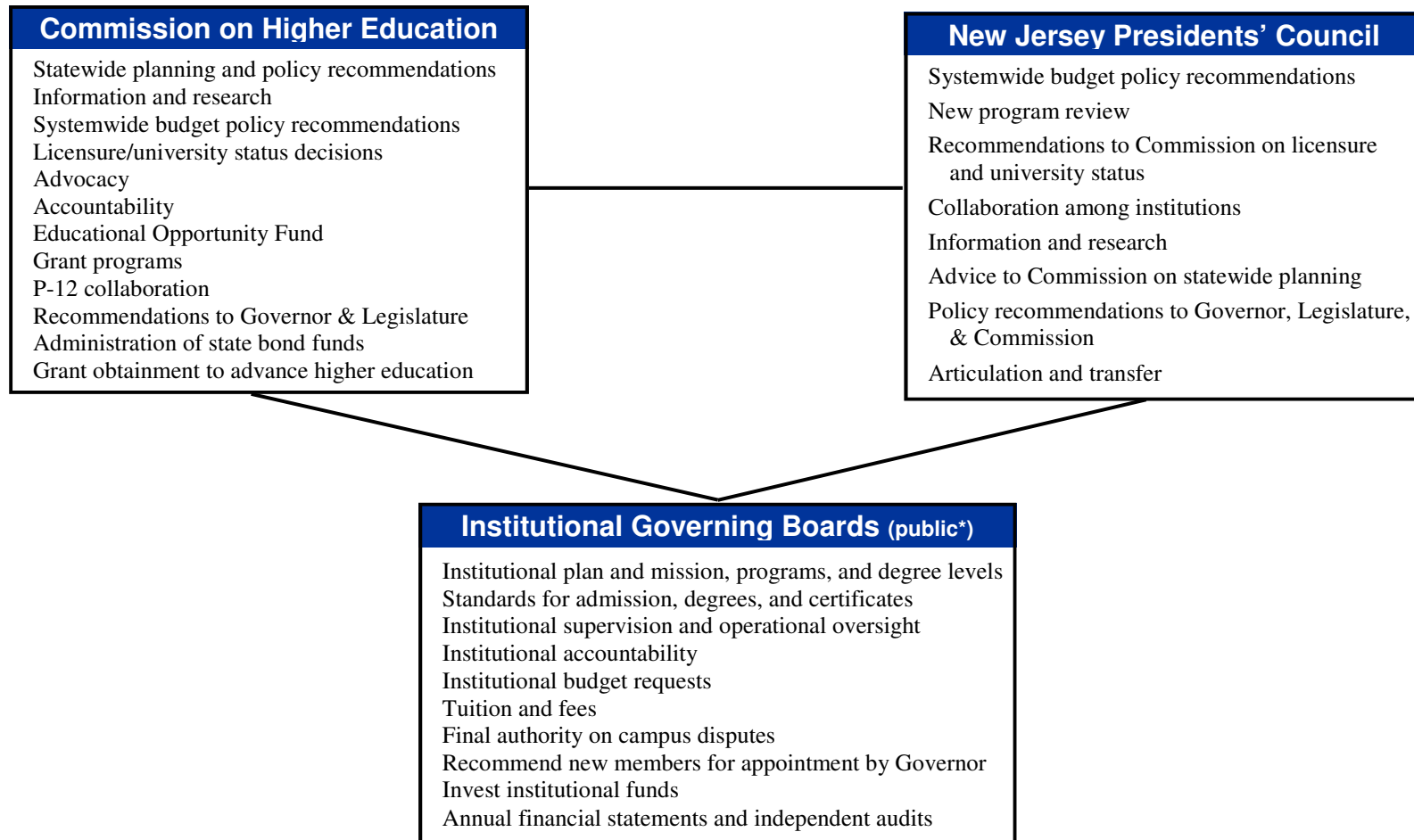
- **COORDINATE THE DEVELOPMENT AND IMPLEMENTATION OF NEW JERSEY'S LONG-RANGE PLAN FOR HIGHER EDUCATION FOCUSING ON THE PRIMARY PUBLIC AGENDA FOR HIGHER EDUCATION**
 - Improve access and outcomes for students from preschool to graduate school
 - Enhance the economy through research and workforce development

- **SERVE AS CATALYST FOR HIGHER EDUCATION POLICY DEVELOPMENT AND IMPLEMENTATION**
 - Provide reliable and relevant information, data, and analysis
 - Define key issues
 - Engage stakeholders in dialogue
 - Relate educational attainment to the state's economic/societal concerns

- **BUILD COALITIONS AND PROMOTE COLLABORATION TO ACHIEVE STATE GOALS AND OBJECTIVES**

- **RAISE THE VISIBILITY OF NEW JERSEY HIGHER EDUCATION AND ITS VALUE TO THE STATE AND ITS PEOPLE**

New Jersey's Governance Structure for Higher Education



* - Governing boards of private institutions have similar responsibilities, with the exception of recommending new members to the Governor.

Closely Related State Agencies

- Higher Education Student Assistance Authority (administers financial assistance programs)
- Educational Facilities Authority (provides financing for capital needs)
- Department & State Board of Education (collaborates on common issues)

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Policy & Planning

- Develop long-range plan for higher education**—Initiate policy discussions, communicate broadly, facilitate implementation/workplans, update regularly, assess progress periodically
- Conduct research & studies**—Maintain federal & state data systems, enhance data analysis, stimulate policy discussions, collect reports from institutions or other data as needed, conduct studies independently or upon request
- Consult on higher education issues with:** Presidents' Council, HESAA, broader higher education community, administration & Legislature, business community, federal government
- Serve on state and other commissions, task forces, committees**
- Define institution profile form & content**—Review annually, adopt in May
- Review requests for state support**

Administration

- Administer**—Licensure process, Educational Opportunity Fund, Minority Faculty Advancement & minority undergraduate & fellowship programs, Special Needs, College Bound, Education of Language Minority Students, GEAR UP, and targeted grant programs, Capital bond funds
- Establish & implement regulations concerning:** Institutional licensure, University status, Programmatic mission, Model code of ethics, Capital bond funds, Domicile for purposes of in-state tuition, Criteria for chargeback between counties, EOF, Minority Faculty Advancement Program and Minority Undergraduate Fellowship Program, Establishment of a county community college, certain community college personnel policies
- Respond to requests for information**
- Apportion & distribute federal funds made available for higher education**

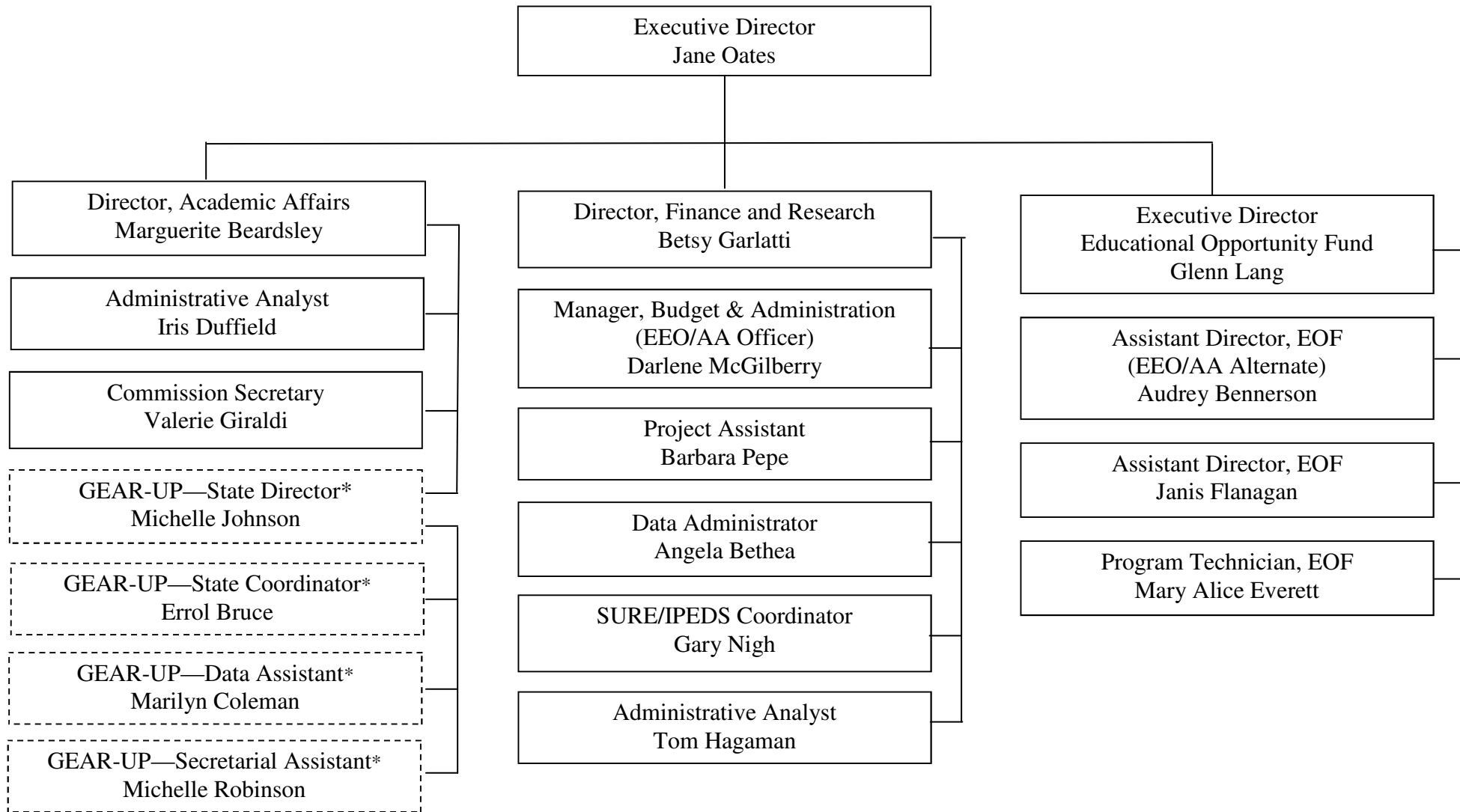
Advocacy & Initiatives

- Communicate needs & accomplishments**
- Articulate perspectives on key issues**
- Develop annual budget statement**—Initiate early and consult with Presidents' Council
- Recommend initiatives & initiate programs**
- Seek grants to advance higher education**
- Communicate with:** Commissioners, Presidents' Council and individual presidents, Governor and staff, Legislature and staff, College and university trustees, Other institutional representatives, State Board/Dept. of Education, HESAA, other state agencies, Federal government, other stakeholders
- Increase P-20 coordination & collaboration**—ongoing working relationship with Commissioner of Education and staff, improve alignment from high school to college

Agency Operation

- Develop a tactical plan**—Continually refine
- Manage Commission budget**—Meet objectives with available resources, comply with all requirements and procedures
- Adhere to state & federal personnel policy**
- Undertake staffing and assessment responsibilities**—Organize work and responsibilities, evaluate personnel, provide professional development
- Develop relationships, constituencies, coalitions**
- Be accountable**—Annually assess Commission's progress in implementing tactical plan and maintain commitment to major drivers

New Jersey Commission on Higher Education Organization Chart



* Required by federal grant contract