



# Massachusetts Department of Higher Education

## FY18 System-Level Strategic Framework

### Advancing academic excellence and increasing opportunity for all students

#### The Big Three: Statewide Priority Objectives

- 1 **Make college more accessible and affordable for all Massachusetts residents.** More than 70% of jobs in the Commonwealth now require post-secondary training or degrees. Massachusetts residents who lack these credentials risk being left on the sidelines of the state’s high-skilled economy, unable to compete for jobs that pay family-sustaining wages.
- 2 **Close gaps in student opportunity and achievement.** Massachusetts public colleges and universities enroll more than 70% of the state’s Latinx and African American undergraduates. Yet six years after beginning their studies, fewer than one third of these students earn diplomas. While some public campuses have succeeded in closing one or more persistent gaps, much more work will be needed to bring best practices and proven interventions to scale across the entire system.
- 3 **Improve college completion rates.** With declining enrollments and the expected retirement of 660,000 Massachusetts workers in the next decade, the state’s public colleges and universities must redouble efforts to increase the number of graduates who enter the workforce with degrees and certificates of value.

#### We will achieve these objectives by:

**Fostering a more integrated system** of public higher education capable of responding to local and statewide needs of students, communities and employers in a coordinated way.

**Elevating performance** of public higher education with respect to key outcomes.

**Developing better integration** of public higher education with both the P-12 and workforce sectors.

**Enhancing appreciation** of higher education as a central asset and competitive advantage of the Commonwealth.

**Incubating innovation** that transcends traditional approaches to ensure higher quality, better access, more affordability and alignment to the needs of learners throughout life.

*From Board of Higher Education  
FY18 Goals*

#### Examples of Big Three Campus Engagement

##### Early College

Early College High School proposals and dual enrollment opportunities designed through K-12/higher ed partnerships

100 Males to College and similar programs targeting opportunity & achievement gaps

##### College Affordability

Expanded access to and student awareness of system-wide affordability programs such as MassTransfer/ComCom

Multiple placement measures and co-requisite models that transcend traditional remediation

##### Online Learning & Assessment

Innovative opportunities for students to earn credits through competency-based education and prior learning assessment

Expanded online learning offerings providing non-traditional students better college access, more flexibility

##### Accountability & Strategic Planning

Strategic planning with BHE to strengthen responsiveness to local and statewide needs for more college graduates

Participation in development of accurate and relevant success metrics through Performance Measurement Review