CURRENT AND FUTURE ISSUES IN HIGHER EDUCATION

BOARDS OF VISITORS ORIENTATION
For the Public Good:
Stewarding Public Institutions in Changing Times

Gil Minor, SCHEV Chair
Peter Blake, SCHEV Director
October 22, 2014
Virginia Public Higher Education

- 15 four-year institutions (14 BOVs)
- 1 junior college (senior-institution BOV)
- 23 community colleges operating as one system - VCCS (1 governing board - SBCC, plus local non-governing boards)
- 1 state-level coordinating board – SCHEV
- Secretary of Education
- General Assembly
- Governor

In 2013-14:
- 405,195 students (189,117 at 2-yrs and 214,667 at 4-yrs)
- 68,852 degrees (18,294 assoc; 35,818 bach; 14,740 grad/pro)
- Almost $7 billion in spending ($4B in E&G; $275M in aid; $1.3B in research; $1.4B in aux)
Rules Under Which We Operate

**Code of Virginia**
- Authorizing statutes for each institution
- Authorizing statutes for SCHEV (HB2311 of 2013)
- Restructuring Act of 2005
- Tops Jobs (TJ21) Act of 2011

**Directives from McAuliffe Administration**
- Credentials that Count (Strategic Workforce Initiatives Memo from Sec. Jones, July 2014)
- Executive Order 23: Establishing the New Economy Workforce Initiative (August 2014)
Common Responsibilities

• Ensure an educated citizenry.
• Place Virginia among the most highly educated states and countries.
• Generate economic growth, job creation, personal income growth, and individual opportunity.
• Enhance the security and economic competitiveness of the United States of America.
• Promote university-based research.
• Enhance institutional excellence and cost-efficiency.
• Realize the principles of autonomy, accountability, affordable access, and mutual trust and obligation.
Common Issues and Challenges

• Demographic Change
• Economic Change
• Technological Change/Disruption
• Funding Change/(Un)Sustainability
• Regional Differences
<table>
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<th>Top Policy and Strategic Issues</th>
<th>Association of Governing Boards (AGB)</th>
<th>American Association of State Colleges and Universities (AASCU)</th>
<th>National Conference of State Legislatures (NCSL)</th>
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Goals of Statewide Strategic Plan

1. Provide Affordable Access for All.
2. Optimize Student Success for Work and Life.
3. Drive Change and Improvement through Investment and Innovation.
4. Advance the Economic and Cultural Prosperity of the Commonwealth and Its Regions.
## GOALS OF THE STATEWIDE STRATEGIC PLAN FOR HIGHER EDUCATION IN VIRGINIA

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**Provide affordable access for all.**

**Optimize student success for work and life.**

**Drive change and improvement through investment and innovation.**

**Advance the cultural and economic prosperity of the Commonwealth and its regions.**
Stakeholder Input
Five Themes and Their Success Factors

**Access/Affordability**
- Enhance Culture of Learning
- Accessible Pathways
- Seamless Transfer/Articulation
- Affordable Tuition/Net Price
- Needs-Based Aid
- Manage Total Price of Completion
- Accelerate Completion Time
- Recognize Regional Variations

**Student Success**
- Respond to Changing Demography
- Nurture Pre-K-20 Pipeline
- High School Bridge Programs
- Improve College Readiness
- Elevate Completion Rates
- Degree Completion Tracks

**Excellence**
- Institutional Leadership
- Distinctiveness of Virginia Institutions
- Excellence in Performance/Outcomes/Value
- Academic Quality
- Competitive Salaries & Compensation
- Innovation in New Modes of Learning
- Resilience/Responsiveness

**Sustainability**
- Institutional Leadership
- Dependable State Funding
- Streamline Mandates/Regulation
- Deliver Expected Outcomes/Value
- Improve Productivity/Efficiency
- Achieve Innovation at Scale
- Collaboration/Collective Action
- Shared Services
- New Revenue Streams
- Leverage Technology-Based Tools/Practices/Experiences
- Refine Capital Construction Model

**Prosperity & Economic Vitality**
- Higher Education is **Critical** to P&EV
- Achieve a Well-Prepared Workforce, at All Levels
- Support Regional Distinctiveness/Development
- Increase/Leverage Research Activity
- Accelerate Entrepreneurship/Innovation
- Commercialize Ideas/Ventures
- Eliminate Impediments/Barriers
- Support Clusters/Centers of Excellence

**Graduates Prepared for Useful Lives:**
- Critical Thinking Skills
- Active Citizens
- Employability/Work Habits
- Capacity for Perpetual Learning

**Among Stakeholders who contributed:**
- College and HS students, teachers and administrators
- Business and Community Leaders, VBHEC, VA Chamber of Commerce
- Legislative and Executive Leaders and Staff
- SCHEV Council and Staff
- COP Presidents Advisory Group
- FAC and IPAC
Mission of Higher Education

Higher education in Virginia will advance postsecondary learning, research and public service that enhance the civic and financial health of the Commonwealth and the well-being of all its people.

Approved by SCHEV Council, September 16, 2014
Vision of Higher Education

Higher Education will transform the lives of Virginians, our communities and our Commonwealth.

Approved by SCHEV Council, September 16, 2014
Goals of Statewide Strategic Plan

1. Provide Affordable Access for All.

2. Optimize Student Success for Work and Life.

3. Drive Change and Improvement through Investment and Innovation.

4. Advance the Economic and Cultural Prosperity of the Commonwealth and Its Regions.

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Goal 1: Provide Affordable Access for All

DRAFT Strategies:

1.1 Expand outreach to PK-12 and traditionally underserved populations

1.2 Improve the college readiness of all students

1.3 Cultivate affordable postsecondary-education pathways for traditional, non-traditional and returning students

1.4 Align state appropriations, financial aid and tuition and fees such that students have broader access to postsecondary education opportunities regardless of their ability to pay
Goal 2: Optimize Student Success for Work and Life

**DRAFT Strategies:**

2.1 Strengthen curricular options to ensure that graduates are prepared with the competencies necessary for employment and civic engagement

2.2 Provide effective academic and student services infrastructures focused on retention and completion

2.3 Increase on-time completion of certificates and degrees

2.4 Engage adults and veterans in certificate and degree completion and lifelong learning
Goal 3: Drive Change and Improvement through Investment and Innovation

DRAFT Strategies:

3.1 Identify and implement public funding strategies to sustain long-term planning and responsiveness

3.2 Cultivate innovations that enrich quality, promote collaboration and improve efficiency

3.3 Foster faculty excellence, scholarship and diversity

3.4 Enhance higher education leadership, governance and accountability
Goal 4:  
Advance the Economic and Cultural Prosperity of the Commonwealth and its Regions  

**DRAFT Strategies:**  

4.1  Build a competitive, future-ready workforce for all regions  
4.2  Be a catalyst for entrepreneurship and a model for business incubation  
4.3  Target funding, resources and partnerships to support research and development  
4.4  Expand participation and engagement in public service and institutional service to the community  
4.5  Demonstrate the impact of higher education on state and regional economic development
QUESTIONS?

www.schev.edu/schev/StrategicPlan.asp